



# SASKATOON STRIDES

2017 | Our Report on Service, Savings and Sustainability

# CONTINUOUS IMPROVEMENT...PART OF OUR CULTURE



Mayor Clark and City Council in the holiday spirit.

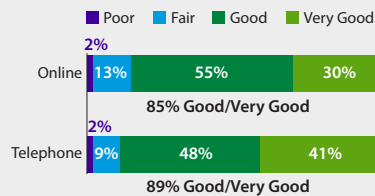
Citizens rely on the City of Saskatoon to invest their tax dollars wisely and with the greatest impact possible. The *2017 Report on Savings, Service and Sustainability* – the latest in a long line of these reports – shows that finding efficiencies and cost savings has really become a part of the culture of the City of Saskatoon. We know that there are always improvements that can be made in this area and it is important to hold ourselves accountable on the progress that we are making.

*“...finding efficiencies and cost savings has really become part of the culture of the City of Saskatoon.”*

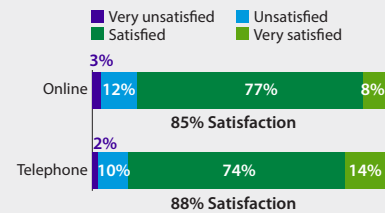
**Charlie Clark**  
Mayor

## QUALITY OF LIFE AND SATISFACTION WITH SERVICES

### Quality of Life



### Overall Satisfaction



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Social Media Kudos





Left to right: **Mike Jordan**, Director, Policy and Government Relations; **Joanne Sproule**, City Clerk; **Patti Warwick**, City Solicitor; **Jeff Jorgenson**, Acting City Manager; **Dan Willems**, Acting General Manager, Corporate Performance Department; **Angela Gardiner**, Acting General Manager, Transportation and Utilities Department; **Randy Grauer**, General Manager, Community Services Department; **Morgan Hackl**, Fire Chief; **Kerry Tarasoff**, General Manager and CFO, Asset and Financial Management Department.

## MESSAGE FROM THE ADMINISTRATIVE LEADERSHIP TEAM

At the City of Saskatoon, we are all working together to build a culture of innovation and creativity. With strong support from City Council, we are empowering our staff to take on new challenges, develop new strategies, and come up with practical solutions to meet the changing needs of our community.

That is why we are pleased to present *Saskatoon Strides, Our Report on Service, Savings, and Sustainability* for 2017. This report showcases the successes our employees have achieved in improving service, finding savings and operational efficiencies, and growing the city in a sustainable way.

*"...working together to build a culture of innovation and creativity ...empowering our staff to take on new challenges... new strategies..."*

The report makes clear that the City of Saskatoon is making strides in the work we do. With the Administrative Leadership Team's commitment to innovation creativity, service improvements, and employee engagement, we anticipate even better stories to be shared in 2018. We urge you to read through this document to learn about the many ways the City of Saskatoon is improving service, savings and sustainability.

## STRATEGIES INTO STRIDES

Every stride we make is a step toward our strategic goals.

The Strategic Plan developed in 2012 – and to be updated in 2018 – is our road map for planning, priority setting and investing. While our priorities evolve, its seven Strategic Goals remain strong, providing focus and reason for every program, policy and plan.

In the Planning Phase, City Council and City Administration work together on strategies and priorities. We then assess the risks and financial implications of key initiatives to get us there.

We shift attention toward implementation in the Performance Phase, identifying targets, outcomes and achievements to benchmark and measure progress. This report is a compilation of the key strides we have made delivering savings, improving service and growing Saskatoon sustainably.

Good planning and performance improvement is key and integral to how we continue to make great strides for the city and community.

The City of Saskatoon has a strong commitment to continuous improvement and is always looking for better ways to improve performance.

*Saskatoon Strides, Our Report on Service, Savings and Sustainability* is a clear demonstration of this commitment in 2017. The report highlights progress we are making to drive service improvements, savings for tax payers and sustainability initiatives across the city.







## HOW DO OTHERS SEE THE CITY?

### A Great Place to Work



The City of Saskatoon has been recognized for the seventh consecutive year as one of the **Saskatchewan's Top Employers for 2017**. Enhancing workplace culture is our Strategic Goal as an employer dedicated to continuous improvement, diversity, and inclusion.

### A Workplace That Reflects the Community It Serves



The City of Saskatoon has a strategic goal to offer an inclusive workplace that embraces diverse backgrounds. Fittingly for the sixth consecutive year, the City of Saskatoon ranked as one of **Canada's Best Diversity Employers for 2017**. The City has a long-standing commitment to diversity and inclusion. As an equity partner with the Saskatchewan Human Rights Commission, the City commits to the basic principles and objectives which outline a larger responsibility to foster an inclusive society.

### A Stable, Sound and Robust Financial Future

The City of Saskatoon received another 'AAA'/Stable Credit Rating for 2017 from the international bond-rating agency, S&P Global Ratings (S&P). The 'AAA' credit rating essentially means the City of Saskatoon can borrow money at lower rates, and is viewed by financial institutions as having virtually no-risk with respect to defaulting on credit. The City of Saskatoon has received the 'AAA'/Stable Credit Rating every year for more than a decade. The S&P Global Ratings January 2018 Report notes the City's historically stable budgetary performance and sound financial management, and also foresees a robust economy and healthy outlook for Saskatoon.

### Saskatoon's Business Friendly, Competitive Tax Environment Ranked Number One: An 'A' for Ongoing Commitment

It's always great to get an "A" on your report card... and according to the C.D. Howe Institute's *"Business Tax Burdens in Canada's Major Cities: The 2017 Report Card,"* Saskatoon did in 2017. Ranking ahead of Calgary and Vancouver, Saskatoon earned first place when it came to providing the best competitive business tax environment. This is always great

news and proves our ongoing commitment to a competitive tax policy continues to foster a business-friendly environment, limitless opportunities, continued innovation and creativity. The City gains many benefits from ongoing investments by our business owners!

### So Much To Do... Saskatoon's Riversdale Vibrant and Revitalized

According to *WestJet Magazine*, 2017 saw central Downtown Riversdale, one of Saskatoon's oldest central downtown neighbourhoods continue to "...steadily reclaim its pre-Depression glory." With a wide variety of boutiques, restaurants and art galleries, residents are sure to find the out of ordinary, unique and different. Previously deemed as having slid into a period of neglect and viewed as a troubled area, a shift in demographics and migrating young entrepreneurs have revitalized walkable Riversdale into a highly prized, eclectic must-see destination.

### Culinary Scene... Affordable, Elevated and Creative

In 2017, *Food and Wine Magazine* showcased Saskatoon as "**Canada's Hottest New Food City... Where You'd Least Expect It.**" According to *Food and Wine*, "...Saskatoon has become one of Canada's newest food destinations...well worth the trip." Affordability and room for creativity have allowed Saskatoon diners to enjoy the elevated cuisine from top chefs who now call Saskatoon home. The city continues to attract like-minded, creative entrepreneurs, elevating and expanding the city's food culture much to the delight of Saskatoon residents.

### World-Class Modern Art Gallery Named in New York Times 'Places to See' in 2017

Located on the west bank of the South Saskatchewan River, Saskatoon's world-class 130,000-square-foot art gallery Remai Modern opened in 2017. And in 2017, *The New York Times* named Remai Modern, which features an impressive 8,000-work collection, to their annual '**Places to See**' list, in good company alongside the Louvre Museum in Abu Dhabi! Remai Modern offers a unique perspective on art and culture in the 21st century, and with an eye to the future. International visitors, along with global conference planners, are putting Saskatoon on their list of cities to see!

## HOW DO OTHERS SEE THE CITY?

### Awards and Recognition

#### SUPPORTING ENVIRONMENTAL LEADERSHIP... AND CONTINUOUS IMPROVEMENT

##### Increasing Efficiency: City's Solar Power Project Awarded Project of the Year

The Saskatoon Society for the Prevention of Cruelty to Animals (SPCA), a City of Saskatoon facility, received the **Rob Dumont Energy Management Project of the Year Award** for their Solar Power Project. The SPCA building underwent installation of solar panels to produce electricity, which helped reduce the energy consumption and utility expenses of the facility. This award exemplifies the City's commitment to innovative projects that increase operational efficiency, and reduce the carbon footprint of City-owned buildings.

##### City Engineer Awarded Western Canada Water Magazine's Article of the Year

Dan Willems, P. Eng. of the City's Major Projects & Preservation Division was awarded *Western Canada Water* magazine's **Article of the Year** for his article "What Does Fair Look Like?" This was the third time that Dan received the annual award, receiving it for the first time in 2011 for his article "Trenchless Technologies: Renovations & Replacement," and the second, in 2013, for his article "Saskatoon's River Crossing Assessment Program." Dan's expertise and leadership have guided the City of Saskatoon to be a leader in efforts to preserve and protect long-term viability of water resources.

Among his involvement in various professional associations, Dan has served on the Editorial Committee for *Western Canada Water* since 2005, and is currently completing the final year of his six-year term of the Board of Directors of the North American Society for Trenchless Technology.

#### SUPPORTING QUALITY OF LIFE

##### City's Streetscape Renewal Project Injects New Life... Receives Award of Merit

The City's Planning & Development Departments' Urban Design team received the **Premier's 2017 Award of Merit** for design excellence in Saskatchewan. Their 21st Street Streetscape Renewal Project, a summer 2017 initiative, aimed to maintain and renew the streetscape elements of the historical retail street within the Downtown Business Improvement District (BID). The streetscape renewal project's overall goal was to ensure 21st Street remains a prominent and desirable retail and entertainment destination within Saskatoon's Downtown core. The City's Urban Design team continues to reinforce Saskatoon's unique identity through their ongoing commitment to transforming public spaces and building a city that is healthy, inclusive and distinct.



### Campground in the Heart of the City... Clean and Green Wins the Gold

The Gordon Howe Campground won the **Gold Award for Favourite Campground** in the *RVwest Readers' Choice Awards*. Every year the *RVwest* publication surveys readers to determine their favourite destinations, events, attractions and businesses in both Canada and the United States. Located right in the heart of the city, the mature, clean and green campground offers campers a warm welcome with 135 serviced sites, and a number of on-site amenities at their fingertips.



### SUPPORTING ECONOMIC DIVERSITY AND PROSPERITY

#### Saskatoon Light & Power's Ongoing Commitment to Collaboration and Partnerships Recognized

Saskatoon Light & Power (SL&P) was recognized by the Canadian Electricity Association with their national **Award for Leadership in External Collaboration and Partnerships**. The award recognized SL&P's commitment to external collaboration and partnerships with Indigenous Peoples, local communities and other stakeholders.

Presented by City of Saskatoon Mayor Charlie Clark, Nathan Ziegler accepted the award on SL&P's behalf, joined by Saskatoon Tribal Council (STC) Chief Mark Arcand who represented the partnership between the City and STC for the future development of a hydropower station at the location of the Saskatoon Weir.

### City's High Performing Team Member Recognized as Top of Class!

Congratulations were in order for Bola Adelakun, who was recognized as the recipient of the **2016 BC Assessment Valuation Award** through the Sauder School of Business, University of British Columbia. This annual award is presented to the student with the highest overall standing in a select number of courses within the Urban Land Economics Program. Bola is the second employee from the City's Assessment team to receive the award. Bola, along with the City's Assessment team continue to commit to the highest standards of performance. They are a great asset to the City.

### SUPPORTING ASSET AND FINANCIAL SUSTAINABILITY

#### City Receives National Financial Award for Tenth Time

In 2017, the Government Finance Officers Association (GFOA) of the United States and Canada presented the City with the Canadian Award for Financial Reporting for its **2016 Annual Financial Report**. The award recognized the City's ability to present financial information in a clear, concise and informative manner. The City is committed to demonstrating openness, accountability and transparency in all its financial reporting.





## HOW DO CITIZENS SEE THE CITY?

### City Graders Quick to Respond

"I want to say THANK YOU for the City's quick response to my request for grading in the back lane behind the Polish Church on 20th St. You've done an excellent job and now the back lane looks beautiful!"



### Homeowner Happy With Diligent Street Sweeper

"I live on Devonshire Crescent and I want to express my thanks for what an amazing job the City sweepers did on our street. The operator was very diligent as he made four passes to make sure everything was cleared, which made me very happy."



### Grader Operator A Snow Angel!

"I appreciate the demands placed on the grader operators, having to be at two places at the same time with this recent windstorm. And although the Taylor Street clean-up didn't see completion, a grader operator took the time to clear a space in front of my house so I could plug in! Great job! He is my snow angel today. Thank you!!"



### Bridge Walkers Get A Break

"I want to thank whoever is responsible for keeping the bridges cleared in the wintertime. I really appreciate that you do such a good job. I walk to work every day across the bridge and I so appreciate it that it is always cleared and/or gravel is added to the sidewalk. There was a thin layer of gravel for traction so my feet didn't slip. A lot of people walk or bike across this bridge everyday. I just wanted you to know how much I appreciate this. Keep up the good work! Thank you."



### Snow Clearing Appreciated

"Thank you to everyone clearing the snow in Saskatoon! I appreciate the clean streets and I especially want to comment on the clearing of snow off the bridges. Lots of residents regularly walk to work downtown or ride their bikes across the bridges in winter and when the snow is cleared it makes it so much easier to get across. Thanks so much!"



### Snow Removal Experts Ready For "Action"

"I do not know how the City can complete such big snow removal jobs overnight. In the morning I watched six graders on 22nd Street and vehicles were still able to make their ways for a paramedics to pass through. I feel like I was on a Hollywood movie set. I'm so proud to live in Saskatoon."





### Thanks For Making Winter Safe

"Thank you for making our life easier, safer in winter. It is something to be grateful for amid this dreadful snowfall. Take care out there!"



### Trimmers Earn Compliments

"My compliments to Cam and Peter for their excellent service trimming trees along Ave. S North. They did a fantastic job and provided excellent service."



### Bus Driver Wins Family Of Fans

"I want to thank Saskatoon Transit for the great service they provide. My husband accompanied my three kids from our house to Greystone School on the bus yesterday morning. It was the kids' first time using Saskatoon Transit, and there were a few nerves, particularly in one anxiety-prone daughter. Well, the driver of the No. 82, Aaron, is apparently "the nicest guy in the world." He made my kids feel welcomed, relaxed, and like they were being taken care of. He was warm and friendly and made it clear that he was willing to help them. My daughter's first experience was so positive that she felt confident enough to take the bus home on her own and spent a good chunk of the evening programming addresses into a Google transit app so that she can take the bus to grandparents' houses, or the library, or to a mall. Thanks, Aaron! Your kindness and professionalism made a real difference in the lives of a few kids yesterday."



### Back Alley Looks Amazing

"I contacted the City requesting for our back alley near the Riverwalk Condo to be graded while equipment was in the area and today the back alley looks amazing! Thank you so much!"



### Alley Crew Receives Thanks

"Huge thanks to the crew that maintained the alley behind my home on Wiggins Ave S. The operator did an amazing job and I'm very impressed with the City's quick service too!!"



### Snow Crews Provide Garage Access

"I'm a resident from Woodward Ave., and I was blocked into my garage by snowdrifts. The City cleared the snow in less than 24 hours. Very impressive and I appreciate it very much!"



### Tree-Pruning Team Wins Accolades

"A City light and power crew was working in the lane of the 1600 block of Lorne Ave., yesterday and their foreman, Scott, was an excellent communicator and his crew was careful and acted as outstanding ambassadors for our city. They did some serious tree pruning to make the overhead power lines safer in our neighbourhood. Scott was particularly thorough with my request for a branch removal between our yard and the neighbour when I told him I had considered taking it down myself."



### Back Lane Bladed to Perfection

"I want to pass along kudos to the crew that put some fill in my back lane and bladed it. Even though it has rained since, the job it is still holding up. I am very thankful for the job well done and want to thank the operator."



## HOW DO CITIZENS SEE THE CITY?

### Speedy Response to Ruts

"As a resident on St. Lawrence I want to give a big thank you for the speedy response to the clearing of ruts on our street. It has made a huge difference and I'm very happy with the quality of work done. Good work!"



### Icy Intersection Cleaned Up

"I would like to thank the City for the clean-up efforts after a water main break in my neighbourhood. The grader operator did a phenomenal job making the icy intersection safe again."



### City Driver Provides A Push

"City dump truck No. 1870 stopped to help push out a young guy who was stuck in the snow. What an awesome guy!"



### Broadway Sparkles

"Broadway is looking beautiful this morning!! Our maintenance supervisor just started on Tuesday and was crestfallen when she saw the meridians so filthy - and I had neglected to ask the work crew from RPC to sweep it. We were brainstorming how we were going to clean those pesky meridians and arrived to work this morning to find they were clean! Such a load off. The streets were cleaned so well, we wanted to make sure we told you and your team! Thank you so much for your care and attention to make Broadway sparkle!"



### Lightning Speed Minimizes Disruption

"I just wanted to say how amazing the service has been from the City. I had low water pressure and the response from the City was lightning fast. The person sent out diagnosed the problem in a minute and the whole thing took five minutes. My mind is blown.

Also we have had road work done. The contractors have done an awesome job. We have had some disruption, but they have done well to minimize it. Thanks!"





# Service Saskatoon

**Our Vision – Your City. Progressive and innovative. Developing and empowering service ambassadors aligned in delivering an exceptional and consistent citizen experience every time.**

Service Saskatoon is a city-wide culture shift in how the City of Saskatoon delivers front-line service and connects citizens to the answers and information they need — quickly, simply, and seamlessly.

This new customer service model has been in place since April 2016 and is built on four pillars: citizen input, systems, standards and staffing.

Excellent service delivery includes taking a citizen-centric approach, providing personalized access, having skilled people committed to service excellence, and engaging citizens to improve service outcomes.

Service Saskatoon isn't just about a single division or department; it's about effective change management through culture change with all divisions working cooperatively to provide better service.

Working toward a "one-stop shop" and corporate contact centre for citizens, Service Saskatoon is focused on ensuring consistency and standardization in processes related to core services.

A few key strategic outcomes related to Service Saskatoon include:

- Define service levels and develop funding strategies for key civic assets and services.
- Civic facilities, programs, and services are accessible to all demographics.
- Consolidation and integration of business processes allows the City to monitor the progress of citizens' service request, communicate with citizens directly on the progress of their request, request feedback, and provide real-time data for costing of services.

Outcomes and initiatives supporting Service Saskatoon's four pillars are included within the business lines in the City's Corporate Business Plan and Budget.

Stay tuned throughout 2018 for more improvements and enhancements to customer service and the citizen experience!

## OUR NEW MODEL OF SERVICE



### Citizen Input

A citizen first approach.



### Systems

Easy to access information, request services and track our progress.



### Standards

Quality and consistent service to every citizen, every time.



### Staffing

Dedicated, trained and equipped staff.

## A YEAR OF ENHANCEMENTS

Major investments in infrastructure, core services and programs were made in 2017 to make Saskatoon an even more attractive and desirable place to live, work and visit.

### Remai Modern



Remai Modern, a new museum of contemporary art at Saskatoon's River Landing had the substantial and final completion of the building in late March 2017. With sweeping views of the South Saskatchewan River, the extraordinary building offers spectacular event spaces for community gatherings, family events or professional conferences, and a state-of-the-art learning centre, where young and old can learn and engage with art and each other.

Dedicated gallery staff began setting up operations, including installing world-class collections and significant art exhibits in 2017. The gallery had its exciting grand opening in October 2017.



Remai Modern photos: Adrien Williams, 2017

### North Commuter Parkway



Saskatoon residents are coming together in the spirit of reconciliation by submitting names for the North Commuter Parkway Bridge. Nominations opened in July of 2017 for name submissions that acknowledge an Aboriginal historical event or figures and that represent the spirit of community, coming together, or connection.

"We're striving to be inclusive and ensuring all Saskatoon citizens have an opportunity to get involved in the reconciliation process by nominating a name for the North Commuter Parkway Bridge," says Harry Lafond, Executive Director, Office of the Treaty Commissioner.

The community-led project responds to the Truth and Reconciliation Commission's Call to Action No. 79: *Participate in a strategy to commemorate Aboriginal People's history and contributions to Canada.*

"Naming the bridge shows our community's commitment to answering the Truth and Reconciliation Commission's Calls to Action and the process of reconciliation," says Shirley Isbister, President of Central Urban Métis Federation Inc.

In 2017, the North Commuter Parkway saw all of its bridge substructure and steel girders put into place. Construction continued on the bridge deck and on the 10 kilometers of four-lane divided roadways that connect to it. The project is scheduled to open in October of 2018.

### Saskatoon Launches Month-Long Series on Reconciliation



In 2017 Saskatoon promoted reconciliation with a month-long series of activities. The City of Saskatoon, Office of the Treaty Commissioner, Saskatoon Tribal Council, Central Urban Métis Federation Inc., along with 54 supporting organizations, joined in this effort.

The initiative, known as Reconciliation Saskatoon, joined to further a city-wide conversation about the process of Canadian reconciliation, provide opportunities for transformative experiences at events, and inspire citizens to engage in calls to action.



### Winter Community Workshop



Harsh Prairie winters are a fact of life in Saskatoon, and now the City is taking action to help residents make the winter experience more enjoyable.

The City conducted a number of public engagement activities to gather ideas about improving life in our chilly winters.

“We found from our engagement that people are very interested in making Saskatoon a great winter city, and we truly did receive a ‘blizzard’ of ideas on how we can bring more energy to the winter season,” says Brenda Wallace, Director of Environmental & Corporate Initiatives.

The City invited the public to attend a community workshop to help shape the creation of a Winter City Strategy and also included a discussion of priorities and ways everyone can work together to support new and existing winter initiatives.

### City Seeks Public Input for Open Data Program



Saskatoon citizens, schools and businesses have a new opportunity to help develop an open data-sharing program.

“The City collects a vast quantity of high-quality information and data as part of its ordinary working activities,” says Pat Hyde, Director of Service Saskatoon. “As part of a growing city committed to open governance and transparency, we believe there are huge potential benefits by making this information and data open and accessible to the public.”

Community engagement will help to determine what the community’s priorities are for the program. A survey was available online to allow interested citizens to provide input for the program design.

It will leverage technology and emerging trends to reach our goal to provide great citizen experiences at every level.

### More Street and Sidewalk Snow Removal



Snow and ice can be a barrier for Saskatoon residents but together we’re finding ways to conquer these challenges.

Nearly 1,800 citizens participated in a survey or community service design workshop to help the City identify the problems or barriers they experience when dealing with snow and ice.

During budget deliberations, City Council considered how to allocate \$1.2 million for dedicated snow removal and service level improvement funding. This funding is available as part of the five-year incremental property tax increase introduced in 2015 to build a base for future city-wide snow removal.

Snow-covered neighbourhood sidewalks are the greatest barrier for getting around in winter, according to the survey. Other initiatives proposed for 2018 include bike lane clearing improvements, increased public awareness for winter driving safety, improved co-ordination of snow removal in the Business Improvement Districts, exploring a user-pay model for snow storage facilities, and expanding existing programs: snow removal, sanding operations, and a University of Saskatchewan partnership to develop a Road Weather Information system.

“Thank you to anyone involved in clearing snow in Saskatoon. I especially want to comment on the snow removal off the bridge. The bridge is usually cleared quite regularly so it is much appreciated. Lots of people regularly walk or ride their bike across the bridge in the winter so when it is cleared it is so much easier to get across. Thanks so much! Keep up the good work!!

Also, I just had to write and say thank you to whoever cleared a path yesterday (January 29th) from the sheds at the bottom of the old dismantled Kinsmen Park through the park past the memorial all the way to the bottom of the 25th St Bridge. It was such a lovely treat not to have to trudge through the snow in the park (like doing knee raises). This is much appreciated and if you want to continue to do this more regularly it would be great as at lot of people cut across the park in the morning too.

Thanks for all your hard work and making the harsh Saskatchewan winters more bearable by keeping the snow cleared.”



### Improvements to Transit Network Infrastructure



The City is improving transit shelters and bus stops along with significant upgrades to the sidewalks that connect people to Transit.

The work is being partially funded by the federal government, which contributed \$1.5 million through the Public Transit Infrastructure Fund. One of the objectives of the fund, which is administered by the province, is to improve the active transportation network of municipalities across the country.



With input from the public via its recent Bus Stop Blues campaign, Saskatoon Transit received more than 40 location submissions on areas that would benefit from improvements. A listing of the improvements that are being implemented can be found at [SaskatoonTransit.ca](http://SaskatoonTransit.ca).



*The Bus Stop Blues social campaign resulted in 70,722 impressions. There were 743 engagements, including 63 post comments, 466 post reactions and 65 post shares.*

Sidewalks are being upgraded or installed at 20 locations around the city. An additional 247 sidewalk ramps – which connect sidewalk to roadway – are being installed at 124 locations across the city.

The total investment in these improvements, including the Government of Canada and City contributions, is \$3.03 million.

### Saskatoon Transit Adds 11 New Buses to Fleet



Investing in public infrastructure supports efficient, affordable, and sustainable transit services that help Canadians and their families get to work, school, and essential services on time and back home safely at the end of a long day.

Funding was provided through the Public Transit Infrastructure Fund (PTIF) from the Government of Canada and the City of Saskatoon. The Government of Saskatchewan administers federal PTIF funding in the province.

This transit service improvement falls under Saskatoon City Council's Strategic Goal of Moving Around, which aims to make it easier for citizens to use Saskatoon Transit by providing safe, convenient, reliable and affordable service. These fully accessible buses are the first of 52 that have been ordered by Saskatoon Transit as part of their PTIF project.

### Snow Angel Program Makes Life Easier for Residents



The Snow Angel Program is making sidewalk clearing a little easier for Saskatoon residents.

When helping others clear their snow and ice there are some important points to remember:

- Always shovel snow onto private property and not onto the street.
- Chip at ice during the warm daylight hours when it is soft, and easier to break.
- Spread sand on icy patches to increase traction and make it easier to remove ice later.
- Use commercially available de-icing materials before and after ice forms.
- Watch for ice humps that are formed when water drips off of buildings and then freezes on pathways.

To report an uncleared or dangerous sidewalk, please contact a City Bylaw Inspector at 306-975-3193.

"I was on the 13 this morning around 7:45 on Lenore drive the bus driver saw a lady in a wheelchair stuck in the snow, he pulled over helped her out loaded her in the bus and away we went just want to say thank you for a job well done and thank you for going above and beyond!!! City of Saskatoon Transit pass on my kudos!! "





### Ten New Firefighters Now Ready to Serve



Emergency rescue, medical and firefighting service improved in 2017 with the addition of 10 new firefighters in our community.

“They’ve been through a rigorous process and this public recognition is an appropriate celebration of their tremendous achievement. We welcome them to our fire family,” says Saskatoon Fire Department Chief Morgan Hackl.

In addition to being firefighters, the graduates are also Primary Care Paramedics. Saskatoon Fire Department ensures that every fire crew has members who are firefighter/paramedics. In 2017, the Saskatoon Fire Department responded to 12,869 incidents. There were 7,897 Code Red responses in 2017.

### City Grading and Repairing 400 kms of Gravel Lanes



As part of an overall commitment to better roads in Saskatoon, City crews were busy in 2017 repairing and grading a network of more than 400 kms of gravel back lanes. The annual work improves surface drainage and provides better access for residents and service vehicles.

Although ponding water is normal after it rains, pools of water in gravel lanes over several weeks can hasten the formation of potholes. Back lane maintenance is both reactive and proactive as it repairs the surface while reducing future deterioration.

Residents can help prevent flooding in back lanes by keeping drainage routes clear of debris and trimming back tree branches that block sunlight in back lanes. Overhanging branches can prevent gravel back lanes from drying properly and also interfere with equipment.

“This year I’ve requested for three pot holes to be repaired; they were all done within one to two weeks. This is so amazing and incredible! I truly appreciate it and would like to thank all those responsible for this very important service. I made a request for my parents’ pothole on MacLean Crescent; your people are doing considerably more than repairs this one hole. My parents are quite elated. I happened to be there yesterday when the work started; I was quite proud of our City workers.”

“With regards to the work on our city streets this summer – thank you. Upkeep on our streets is a huge undertaking and I have noticed the improvement and appreciate all the results. Hats off to our city workers involved as well. Again, many thanks!!!”



### Pathway to Reconciliation: City Develops Resource to Enhance Understanding of Aboriginal Culture and Practices



City staff have a new tool to help build successful partnerships with First Nations, Métis, and other Aboriginal organizations with the launch of “*ayisīnowak* [a/ee/see/ni/wak, the people]: A Communications Guide [kâ-isi-pîkiskwâtoyahk, are communicating]” (Guide).

“The journey of Reconciliation will take time, open hearts, and open minds,” says Mayor Charlie Clark. “We all have different norms and practices for building relationships and conducting affairs. If we are open to learning and respecting each other’s protocols and practices, we will grow stronger as individuals and as a community. This Guide is an important step in our Reconciliation journey.”

Mayor Clark announced the project, together with collaborating partners, Chief Bobby Cameron, Chair of the Saskatchewan Indigenous Cultural Centre Board of Governors and Harry Lafond, Executive Director of the Office of the Treaty Commissioner.

The Guide provides City staff with a basic outline of Aboriginal protocol and governance systems and is designed to facilitate relationship building by increasing understanding, respect, and awareness of Aboriginal culture. The Guide is intended to be an adaptive and living document that will continue to develop as relationships and understanding grow.

The City collaborated with the Saskatchewan Indigenous Cultural Centre and the Office of the Treaty Commissioner to develop the First Edition of the Guide as part of its commitment to respond to the Truth and Reconciliation Commission of Canada’s Calls to Action No. 57. The Guide also helps meet the City’s strategic goal of enhancing relations with Aboriginal organizations through development of educational opportunities.



"Thank you for the amazing tour of the Saskatoon Light & Power. My class learned so much about electricity. It was an absolute blast, especially when we got to see the hotdog explode. We hope to come again! Sincerely, Mrs. Tastad's Grade 6 class."



### City Launches "I Am The Bridge" Anti-Racism Campaign



"Building a city where all people can succeed starts with building relationships and a shared understanding," says Mayor Charlie Clark. "The 'I am the Bridge' campaign helps to do this by telling stories and sharing the insights of Saskatoon residents on their lived realities with racism. These conversations are crucial to collectively build an inclusive community."

Residents were invited to submit videos sharing their experiences with racism in Saskatoon and their ideas on how to eliminate it. From these submissions, the most powerful quotes were selected to produce a thought-provoking ad campaign that includes a video compilation, mix of outdoor advertising, and social media.

"By shining a light on individual experiences, we hope this campaign will increase awareness and recognition of racism in our community and help generate ideas of inclusion among residents," says Lynne Lacroix, Director of Recreation and Community Development.



### McOrmond Drive and Boychuk Interchange Projects



The Saskatoon Interchange Project involves the construction of two new interchanges on the east side of the city. Construction work on the interchange at Boychuk Drive and Highway 16 and at McOrmond Drive and College Drive both began in early 2017. The McOrmond Drive and College Drive interchange will open in the fall of 2018, with the Boychuk Drive and Highway 16 interchange scheduled to open in 2019.

### Traffic Bridge



At the Traffic Bridge site, all steel trusses were completed in 2017 and the concrete portion of the bridge deck was installed. The retaining wall on Victoria Avenue was also completed in 2017. Traffic Bridge construction reached the halfway point in 2017. Progress continues leading up to the bridge opening in October 2018.

"A "BIG, BIG Bouquet to driver - Harmeet for taking care of me and making sure I made it home safely."

Jenny\*, a 90 years young senior just gave up her driving in Fall 2017. Returning from her Dr.'s appointment in Stonebridge, she was 'lost' at the Centre Mall and asked this driver when the #82 would be by; she became concerned as she understood him to say it was gone. "How would she get home to Main Street?" The driver told her to get on her bus, that he would make sure to get her a way home. "He was so good, calm and polite with me". The driver told her he would make sure to get her home. Jenny got home safely and said that she cannot believe the kindness shown to her. "What a wonderful Transit driver! This driver bent over backwards for me and it brings tears to my eyes even now telling you about how he cared for me!"

\*She wanted to add that since she started to take the bus in Oct/Nov 2017, she has had wonderful bus drivers assist her and that "the customer service has been amazing & friendly to me. Exceptional. Brings sunshine to me knowing I can still remain independent at 90!"



## THE ENGAGEMENT PROJECT



In an effort to promote a healthy City Hall, an employee engagement survey was conducted in 2017 to assess the emotional commitment employees have to their work and organization.

An engaged workforce provides better service, produces higher-quality work, productivity, retention levels and overall lower absenteeism.

By gaining a greater understanding into employee engagement levels, the City of Saskatoon will be able to take informed action to improve employee engagement, and will maintain a strong, motivated workforce willing to expend extra effort to drive our strategic goals.

The results show that 75.6% of respondents are engaged or almost engaged. This is in line with the benchmark of 75.3% for other organizations using the same McLean & Company survey.

Employees gave high ratings for work environment, co-worker relationships and work-life balance. The survey showed that employees feel physically safe at work, do not feel discriminated against, nor do they feel emotionally harassed.

Areas for improvement included learning and development, senior management relationships and employee recognition. Collaboration across the organization and innovation are also identified as opportunities for improvement.

After the results were shared with management and staff, debrief sessions were held to review the survey results and to begin developing action plans tailored to both corporate and divisional levels. Action plans are focused on continuing activities that are working well and identifying new ideas and solutions to make tangible improvements in our workplace.

The employee engagement survey is one important measurement of how employees view the City of Saskatoon as an employer. Employees who are passionate about their work and are committed to the City of Saskatoon's goals are more productive and will deliver a higher quality of service, thereby ensuring the City of Saskatoon is a great place to work, live and play.

# Employee Engagement Survey

June and July

As part of City Council's and the City Manager's initiative for a Healthy City Hall, an Employee Engagement Survey will be conducted this June and July. City of Saskatoon has partnered with McLean & Company, an independent HR research firm, to administer our 2017 Employee Engagement Survey.

**McLEAN & COMPANY**

As a third party provider, McLean & Company will ensure the confidentiality and objectivity of the process is maintained. McLean & Company only shares aggregate results of the survey with City of Saskatoon and not individual responses. No one at City of Saskatoon has access to the raw data gathered by the survey or any individual responses.

*"I encourage you all to participate. It's really important that everyone weighs in and gives us their honest perspective on what it will take for the City to be at the top of its game."*

Mayor, Charlie Clark

Watch for an email, look for a survey kiosk or ask your Manager for more information.





# OUR STRATEGIC GOALS

View online at [saskatoon.ca/strategicplan](https://saskatoon.ca/strategicplan)

The Strategic Goals are priority areas the community and City Council identified in order to achieve our vision and move our mission between 2013-2023.

The community visioning process, Saskatoon Speaks, engaged people from across the city in conversations about the future.



## Culture of Continuous Improvement

VISION

**Saskatoon is the best-managed city in Canada**

We are the best-managed city in Canada, focused on continuous improvement, innovation, and attracting talented people committed to building a better city.



## Asset and Financial Sustainability

VISION

**Saskatoon invests in what matters**

We manage resources and risk effectively, ensuring that services and infrastructure meet the needs of citizens today and tomorrow.



## Quality of Life

VISION

**Saskatoon is a warm, welcoming place**

We have a strong community spirit, with a mix of facilities, amenities, and opportunities for citizens to come together, pursue their interests and enjoy our city's built, natural, and cultural heritage.



## Environmental Leadership

VISION

**Saskatoon grows in harmony with nature**

We thrive in harmony with our natural environment by conserving resources, reducing our impacts, and promoting environmental stewardship.



## Sustainable Growth

VISION

**Saskatoon is known for smart, sustainable growth**

We grow both upward and outward, reflecting a balance of greenfield and infill development and maintaining our City Centre as a vibrant hub for culture, commerce and civic life.



## Moving Around

VISION

**Saskatoon is on the move**

We offer new and improved ways for citizens to move around the city using different modes of transportation and a network of streets, paths, and bike and bus routes.



## Economic Diversity and Prosperity

VISION

**Saskatoon thrives thanks to a diverse local economy**

We are a regional economy that grows and diversifies, leveraging our unique strengths as a global centre for education, innovation, and creativity.

# OUR PERFORMANCE MEASURES

## 2017 Progress Update

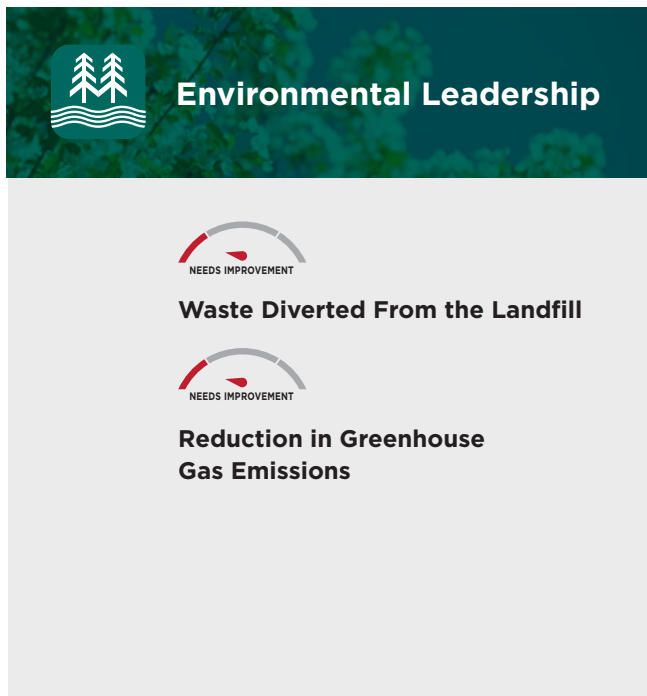
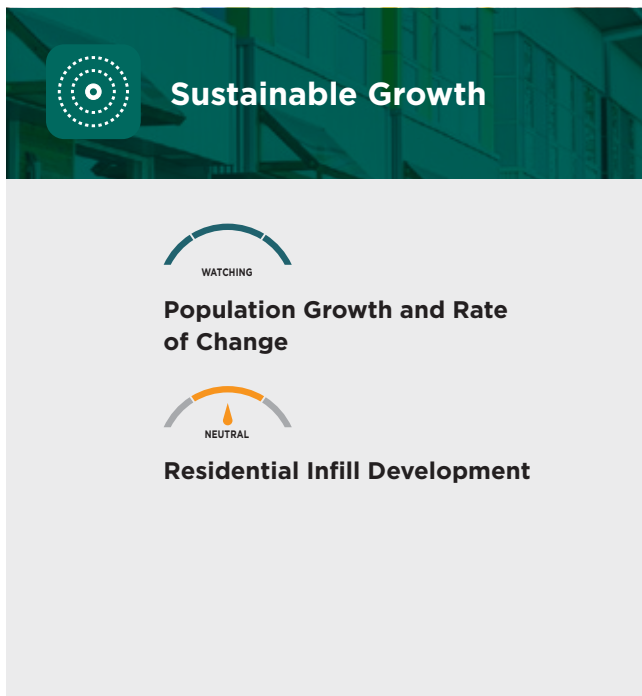
View online at [saskatoon.ca/strides](http://saskatoon.ca/strides)

The City's Corporate Strategic Goals emerged through city-wide consultations with citizens of Saskatoon. Guiding the vision, mission and annual investment decisions, seven Strategic Goals provide a road map for decision making and planning through to 2023.

To advance the City's goals and monitor progress, a dashboard of performance measures and indicators was created, each providing a snapshot of current standing as they connect to specific performance measures, City Council priorities and strategic outcomes.


The City's progress to the end of 2017 is reflected in these performance dashboards, each showing where there has been success and also areas where improvement is needed.





A more detailed overview of each goal, related performance measure, key strategies and progress is available at [saskatoon.ca/strides](http://saskatoon.ca/strides).









### Moving Around




 <p><b>Transit Rides per Capita</b></p>	 <p><b>Transportation Choices</b></p>
 <p><b>Kilometres of Cycling-Specific Infrastructure</b></p>	 <p><b>Traffic Collisions</b></p>


### Economic Diversity and Prosperity



 <p><b>Amount and Value of Building Activities</b></p>
 <p><b>Business Growth</b></p>
 <p><b>Supply of Residential and Industrial Land</b></p>

### Continuous Improvement



 <p><b>Overall Satisfaction with Civic Services of 90% or more</b></p>
 <p><b>Workforce Diversity</b></p>
 <p><b>Lost Time Injury Frequency</b></p>

### Asset and Financial Stability



 <p><b>Municipal Property Tax per Capita</b></p>	 <p><b>Annual Municipal Property Tax Increase</b></p>
 <p><b>Municipal Property Tax as a Percentage of Total Revenues</b></p>	 <p><b>Debt Supported by Taxes</b></p>
	 <p><b>Key Civic Infrastructure Status</b></p>

## CITY SPOTLIGHT

View online at [saskatoon.ca/strides](http://saskatoon.ca/strides)

City Spotlight stories feature the progress and achievements of divisions, teams and individuals who help us reach greater efficiency, savings and improvements to service.



### Solar Collaboration Generates More than Electricity



The Environmental Leadership Strategic Goal focuses on ensuring our city is growing in harmony with nature. Recent projects include:

- Creating a single-stream blue cart recycling and green cart organics programs.
- Building a nutrient recovery system that creates fertilizer.
- Switching to LED street lights.

- Improving precision in greenhouse watering schedules.
- Increasing active transportation infrastructure to create options beyond the personal vehicle commute.

These and other projects have reduced greenhouse gas emissions by more than 344,000 tonnes a year since 2013, equalling the removal of approximately 71,000 cars off the road. The Solar Power Demonstration Site has recently joined the ranks of these environmentally responsible projects. The site is the first of its kind in Saskatchewan and contains 92 solar panels just off Valley Road.



### Leading the Way in Collaboration and Employee Learning



The City of Saskatoon's Learning and Development Program (LDP) offers employees access to training opportunities to ensure they excel in their current positions and continue to develop new skills throughout their careers.

Heather Newell, Employee Development Consultant with the Strategic and Business Planning Division is responsible for the Learning and Development Program.

"The Learning and Development Program emphasizes working with departments and divisions to ensure training needs are met and employees have access to the tools and resources that empower them to do their job to the best of their ability," says Newell.

This is a tall order in a corporation of more than 3,500 employees, especially when, before 2015, the majority of the LDP was administered through paper-based registration and approval processes using archaic tracking systems.



### Saskatoon Transit Jumps into Innovation



Saskatoon Transit has been making changes to improve the rider experience. Two recent changes are benefitting passengers: purchase of low floor or “kneeling” buses and the creation of the training jump seat. These changes support three of the City of Saskatoon’s strategic goals: Moving Around, Continuous Improvement, and Environmental Leadership.

The City’s Strategic Goal, Moving Around, speaks to creating attractive options to alleviate vehicle congestion and ensure people and goods can move around the city quickly and easily. Low floor or “kneeling” buses allow greater accessibility for those with mobility challenges, removing stairs. Low floor buses simply pull up to a bus stop and then, using pneumatics to “kneel,” lower the bus floor to nearly level with the curb. Increased accessibility allows more citizens to use public transit, which in turn supports the City’s commitment to Environmental Leadership.



### Safety First at the City Landfill



The Saskatoon Regional Waste Management Centre has never been more safe or efficient. The landfill is a busy place with heavy equipment, commercial traffic, City staff, and citizens moving to recycling and disposal areas. To make sure the site is safe at all times and that people can get in and out quickly, easily and safely, we’ve gotten creative and continually look for new ways to improve safety and efficiency.

This approach begins with staff. Every month the team identifies, documents and reviews ‘lessons learned’ to ensure that improvement opportunities are put into action through Project Innovate, an inter-departmental program that empowers staff at all levels to submit continuous improvement ideas for everyday work processes. Many innovative ideas have been implemented by our team through this process including:

- Traffic flow improvements at the waste drop-off/transfer bins, reducing the potential for collisions by improving painted barriers and signage.
- Procedures to minimize waste piles and windrows at the Landfill’s tipping face, which reduces tripping hazards.
- Use of mid-sole boot ice grippers, to reduce slip hazards for staff when working in winter conditions.



## CITY SPOTLIGHT

View online at [saskatoon.ca/strides](https://saskatoon.ca/strides)



### A Fresh Face at the Saskatoon Forestry Farm Park & Zoo



Tim Sinclair-Smith feels right at home managing the Saskatoon Forestry Farm Park and Zoo (SFFP&Z). Sinclair-Smith muses, “I sort of grew up in it (the zoo and aquarium industry). My dad was a curator of reptiles and my mom was a marine mammal trainer in Australia and I must have inherited that genetically. I actually started doing snake shows with my dad when I was seven.”

Over his more-than-30-year career, Sinclair-Smith has worked all over the world including overseeing operations across Asia, the Middle East and Australia, and in sites in Cameroon and Kenya. Closer to home he is known for his work at Marine Life in West Edmonton Mall, Greater Vancouver Zoo, Grouse Mountain Refuge for Endangered Wildlife, Calgary Zoo, and Assiniboine Park and the Zoo in Winnipeg. Sinclair-Smith is recognized globally for his ability to rejuvenate older facilities and operations, rapidly incorporating new training techniques to improve animal welfare and new tools to empower staff to create efficiency in their work.

To begin focusing on animal welfare, Sinclair-Smith teaches staff the importance of training that encourages animals to voluntarily work with animal care staff.



### Connecting with Nature in Naturalized Parks



Staff from the City of Saskatoon’s Parks Division cares for more than 200 parks in the city. Park inventory is divided into a number of categories including: sports fields, neighbourhood parks, and naturalized parks. Each type of park provides citizens with different passive or active recreation opportunities like attending sporting events or festivals, bird watching, walking and running, and having

picnics or relaxing with family and friends. As a result, all parks help create a sense of place and community in Saskatoon and contribute to the City’s Quality of Life Strategic Goal.

However, a naturalized park stands out from other parks in the way it looks and the purpose it serves and Saskatoon citizens have noticed. During the Recreation and Sport Master Plan engagement process, citizens ranked this type of park space as one of the most popular outdoor amenities in the city.

Approximately 12% of the Parks’ landscape inventory is managed as naturalized area, representing various habitat types in Saskatoon, from native prairie to wetlands and aspen parkland.



### A New Road for a New Division



Brandon Harris took the reins as Director of the newly formed Roadways & Operations (R&O) division in August 2016 and with his new leadership came a new vision for the workgroup. Harris says, “I want this team to focus on planned, strategic innovation that engages citizens and interest groups, rather than coming up with the ideas ourselves.” In the following 10 months, Harris’ team

built momentum behind this vision with a number of new initiatives focusing on community engagement and the City of Saskatoon’s Continuous Improvement Strategic Goal.

Traditionally, the R&O division was kept busy just focusing on getting the job done for citizens using tried-and-true methods. As a result, community engagement was not necessarily at the top of the Roadways & Operations division’s list of “to-dos.” But when City Council approved a request to support a project to talk to citizens about winter mobility challenges and ideas for improved service in the future, the list changed and the Snow & Ice Service Design Project was born.



*Building Winter Roads Co-design session for snow and ice.*

## Our Corporate Performance

# IMPROVING SERVICE

View online at [saskatoon.ca/city-hall/budget-finances](https://saskatoon.ca/city-hall/budget-finances)

Our focus on continuous improvement led to innovations and efficiencies in the delivery of a wide variety of civic services and programs.

### Commitment to Reconciliation



As a municipal government, the City of Saskatoon has a responsibility to honour the objectives of the Truth and Reconciliation Commission of Canada's Calls to Action. The City will be working toward fulfilling its part of the 57th Call to Action which calls on all governments to "provide education to public servants on the history of Aboriginal people, the history and legacy of Residential Schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown Affairs." City employees who have completed the Pathway to Reconciliation made personal commitments to reconciliation, intercultural competency, human rights, and diversity, and have become Reconciliation Ambassadors for the City.

### Mobile Command Unit



A new mobile command vehicle has been a valuable addition to the resources of Saskatoon Fire Department and Saskatoon Police Service. The vehicle, used in large-scale emergencies and potential disasters, improves communication between all response agencies. During the overturned tanker truck incident on College Drive and Circle Drive, the mobile command vehicle provided critical access to IT systems, an excellent resource in the City's preparation against future challenges.

### Transit Class Pass



Due to the overwhelming success of last year's pilot, the Saskatoon Transit Class Pass will now be a full-time program. K-12 students, teachers, and chaperones are able to apply for this free service between 9:00 a.m. and 3:00 p.m., Monday through

Friday, to travel to and from field trips. An economic solution for Saskatoon's schools, the program is a valuable contribution to the city's quality of education and an investment in its future.

### Getting the Green Light



To improve the flow of traffic, a new Advanced Traffic Management System has been introduced as the central controller for all traffic lights. The new system facilitates management of the transportation network and also supports the Bus Rapid Transit program.

### Wi-Fi in Leisure Centre Meeting Rooms



This year, the addition of Wi-Fi to all meeting rooms was a major improvement to our Leisure Centres. Now far more capable of accommodating a variety of needs, this is a great improvement to the rooms' rental appeal and the resources of Leisure Centre staff.

### iMap Additions



Previously, Recreation & Community Development's Leisure Services staff would receive numerous calls from the public wanting to know when facilities were open, what rental times were available, and what programs were being offered. Adding pools and winter facilities to the iMap application has reduced the calls to facilities considerably and improved user experience for inquiring residents.

### Infrared Pothole Patcher



In Saskatchewan's winter season, our new infrared pothole patcher, capable of fixing roads in conditions as cold as -10°C, is a significant addition to roadwork equipment. A thermal-heated metal plate softens the existing asphalt into a workable state. When this is combined with a high-quality recycled asphalt, it results in a smooth, seamless repair even in colder weather.

### Cart Crusader Program



While Saskatoon is known for helpful citizens, it is sometimes difficult to realize when a neighbour is struggling. That's why we've created the Cart Crusader Campaign, a public program encouraging Saskatoon residents to roll out the collection carts of neighbours in need of such assistance. While the success of the campaign is difficult to measure, feedback on the digital advertising and social media campaign has been positive.

### Recruitment Streamlining



To address the issue of effective seasonal recruitment, our Human Resource Consultants partnered with Quint Development Corporation, a not-for-profit focused on economic opportunities that will strengthen Saskatoon's communities and improve social conditions. The partnership produced the Employer Spotlight Event, a larger-scale interview process that streamlines recruitment for seasonal labour with Roadways & Operations and Water and Waster Stream divisions. This year, 84 applicants were involved and 45 scored in the "Hire" category - all within a four-hour period.

### Dig Your Own Compost



Our previous system of selling citizens compost from the community inventory was cost ineffective. Now our new approach, inviting residents to bring their own shovels and containers to collect the compost at no cost, has saved tens of thousands of dollars in administrative and operating costs while providing Saskatoon citizens an appreciated free service.

### Mental Health Awareness



Mental illness is an unfortunately prevalent source of absenteeism and diminished performance. To help our employees, Roadways and Operations sent all staff through Mental Health

Awareness training. This training is designed to give individuals the tools used in identifying the symptoms of mental illness, promoting overall well being and contributing to the prevention of employee absence and productivity loss.

### Staying Mobile In Winter



In March and April of 2017, Roadways and Operations conducted an extensive citizen engagement to determine transportation bottlenecks for Saskatoon residents during the winter. The program focused on improving mobility for all modes of transportation and included a co-design session with interest groups representing those with the greatest mobility challenges. With this information, our crews were able to improve sidewalk snow clearing (in co-ordination with Business Improvement Districts).

### Live Building Inspection



Building Standards uses a system allowing access to in-office software and data during inspections. This allows field inspection staff to quickly process a complete inspection and see all permits related to the specific site. A future initiative plans to facilitate the process on the permit holder's end as well, informing them of the inspection results upon completion.

### Streamlining Administrative Processes



Improved online services help reduce administrative work in multiple divisions. For example, an internal intake process was launched in order to consolidate data and streamline processes in order to create the SSS Report, daily email notices were removed from employee inboxes (PSAs/road reports), employee tax information was made available online (T4s), and an e-bill campaign helped switch residents to paperless utility billing.



## Our Corporate Performance

# IMPROVING SERVICE

View online at [saskatoon.ca/city-hall/budget-finances](http://saskatoon.ca/city-hall/budget-finances)

### New Strategies for Filing and Archiving



In order to handle backlogs of records, a process review was undertaken within an a business administration area. The end result was an updated processing cycle and enhanced working instructions that helped clean up a year-end pile of over 100 boxes and ensure backlogs don't occur in the future.

### Online Subdivision Application Process



The online subdivision application process provides opportunity for surveyors to apply and pay for a new subdivision application online as well as check the status of an application. This process provides an alternative to submitting paper copies of a subdivision application and payment in person or by mail.

### Saskatoon Land Website and Live Mapping



A new Saskatoon Land website was created to market land developments, single family lots, multi-family lots, commercial/institutional parcels and industrial land. The website has live web mapping so potential customers are able to see inventory status in real-time and significantly reduce reliance on static PDF-format maps that had to be updated manually at the end of every day. The website and web mapping work on a range of devices, allowing users to access from home or on the road and get the information they require - anywhere and anytime. This, in turn, reduces the number of phone calls to find the same information.

### New and Improved Leisure Program Registration System



In collaboration with business partners in the Information Technology, Communications and Business Administration Divisions, the Recreation and Community Development Division launched its new-and-improved leisure program registration

system, Leisure Online. The first night of Winter 2017 program registration was a success, with over 2,374 total registrations processed online and over the phone. An additional 12% of customers were able to register online when compared to the previous year. Positive feedback has been received from both our citizens and internal staff relating to the ease of use of this new system.

### Citizen Advisory Panel Helps Create More Efficient Online Service



Service Saskatoon developed an area of the website that allows citizens direct access to services offered by the City of Saskatoon. Previously web forms and interactive maps were littered on the website, so a section was developed in conjunction with the Citizen Advisory Panel to provide easy access to the many services provided. A quick link was provided: [www.saskatoon.ca/onlineservices](http://www.saskatoon.ca/onlineservices).

### Citizen Input and Website Continuous Improvement



Service Saskatoon invited a citizen with a visual disability to complete user testing of a website and other online services with Jaws screen reader software. The focus was on testing and improving accessibility of PDF documents as well as third-party services for accessibility. It was beneficial to witness some of the challenges citizens who use a screen reader may experience, and to receive feedback on areas that require improvement. Service Saskatoon implemented recommended changes as quickly as possible.


### Advancements in Corporate Technology Result in Service Improvements



IT proceeded with an online fax service in order to eliminate ongoing infrastructure upgrades and remove physical fax machines. The division also implemented a power supply for the data centre within City Hall, eliminating system

outages during power interruptions and reducing the effect of a sustained power outage.


### Winter Maintenance Blue Lights Initiative

 In 2017, blue lights were installed on all winter maintenance equipment. This has resulted in improved safety for City of Saskatoon staff as well as citizens that may interact with winter maintenance equipment. The distinctive lighting makes equipment easy to identify and better inform residents on how they should proceed when approaching.


### New Technology for Parking Services

 Parking Services has replaced its clunky, cumbersome tablets with a new, smartphone-sized device. The new technology is not only convenient for the enforcement officer, but also provides better interaction with the parking enforcement supervisor as well. Coming from a new vendor, the device is backed by improved customer support.


### Keeping Downtown Clean

 Downtown and its bike lanes have been described as “cleaner than ever” since we’ve partnered with DTN YXE in a campaign to improve the area’s cleanliness. As the City provided existing equipment and DTN YXE supplied labour, the campaign effectively kept downtown in good condition without increasing costs.

### House Vibration Process

 Citizens reporting house vibration problems would sometimes bring their issue to the departments of Roadways & Operations, Transportation, and/or Transit divisions separately. Multiple areas working on the same issue at the same time is clearly inefficient and to remedy this issue, a new process was created to streamline the complaints and resolve them within a single process.

### No-cost Programming

 As identified in the Recreation & Parks Master Plan, the City will act to reduce barriers and increase participation wherever possible. The City’s Community Recreation programmers strive to achieve that through a variety of community recreation programs. In 2017, the following free or low-cost programs were offered throughout the city, reaching over 153,000 visits.

- Nine annual events with a focus on youth physical activity, sport skill development, and inspirational messages from Olympic athletes in attendance:
  - Family Day Skate
  - Girls in Motion
  - Taking to the Court
  - Fall Freestyle
- Two special events:
  - Flag Relay, celebrating the City of Saskatoon’s participation in the 1989 Jeux Canada Games
  - SUM Theatre at George Ward Outdoor Pool that bridged arts, a recreation facility, and swim education into a single program.
- Free Outdoor Fitness at Kiwanis Park partnered the private fitness industry with the City of Saskatoon to promote active living in the natural beauty of parks, trails, and the river valley.

### Community Clean-Up Crews

 Recreation & Community Development, Water & Waste Stream, and the Saskatoon Fire Department assist and coordinate with Community Associations to perform spring and fall community clean-ups. In 2017, 11 communities participated in this initiative. The initiative improved the amenity of neighbourhoods and quality of life by removing junk and garbage from private properties and back alleys. This initiative also reduced the amount of property maintenance and safety complaints allowing City staff to concentrate on life safety priority complaints.

## Our Corporate Performance

# IMPROVING SERVICE

View online at [saskatoon.ca/city-hall/budget-finances](http://saskatoon.ca/city-hall/budget-finances)

### Explosive Demolition Policy



Following the explosive demolition of the Traffic Bridge in early 2016, representatives of Major Projects & Preservation, Emergency Management Organization, and Building Standards began work on creation of an Explosive Demolition Policy for the City to standardize procedures on potential future explosive demolitions in Saskatoon. This policy was approved at the end of 2017.

### Improved Digester Cleaning at Waste Water Treatment Plant



Digester tanks are used to treat, disinfect and stabilize wastewater by-products at the Waste Water Treatment Plant. To ensure optimal performance, one of three digesters is cleaned every seven to nine years, in rotation, to safely remove all organic and inorganic materials that interfere with digester operation. Typically the cleaning process generates strong odours, and residents down-wind from the plant issue complaints during initial bio-gas venting stage.

In May 2017, one of the digesters was taken out of service for maintenance. One of the biggest safety hazards during this activity is the venting of highly explosive methane gas. Wastewater treatment staff designed and prepared a venting strategy that minimized explosion hazard. This strategy has never been used before by the wastewater plant. Digester gas was safely purged with nitrogen, which protected staff and the surrounding residents from exposure.

The tank took three months to clean using high-pressure water and a series of pumps to remove inorganics. With process and safety improvements, there were zero complaints of odour during the three-month cleaning. Grit, sand, and struvite removed from the tanks settle in grit accumulation ponds and are disposed of at the landfill.

"I wanted to comment on the new "Theatre in the Pool" program put on this summer. I was intrigued as to how this would work. Every year I attend the Theatre in the Park program, so wondered how it would be portrayed on water. It was fantastic, and I attended twice with my grandchildren. Not only was the performance wonderful, the concept of introducing children to swimming and theatre at the same time very innovative. Also, the point it was for children who might not normally have such an opportunity. I hope this program is repeated and perhaps expanded next year."



"Regarding the Summer Play programs, we have had the chance to go to two different locations already this summer - St. George and Brownell. I wanted to let you know how fantastic the gentlemen running those programs are! At St. George, the young man was great at getting the young kids playing games, singing songs and having fun - he was patient, energetic and had all of the kids involved (and was good at keeping the play safe when the kids got enthusiastic.) At the Youth Center at Brownell, my son and nephew have been going every afternoon this week to play basketball and have really great things to say about the young man running the program there. He goes above and beyond to keep the kids engaged (he was even organizing a mini 3-on-3 tournament for them yesterday!).

Just wanted to share the positive experiences we have had - whoever is hiring and training the staff is doing a great job, and they, along with the two gentlemen we have met (sorry I don't have names!) deserve kudos for a job well done! Thanks."



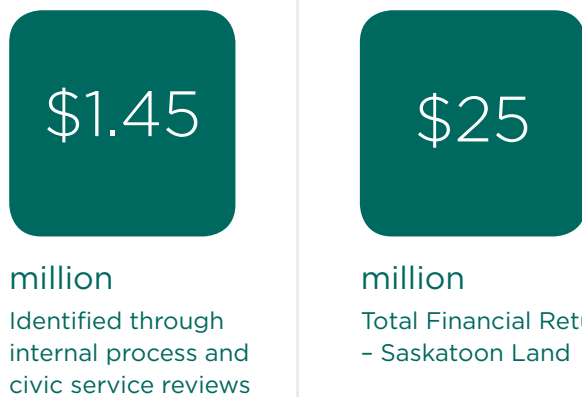
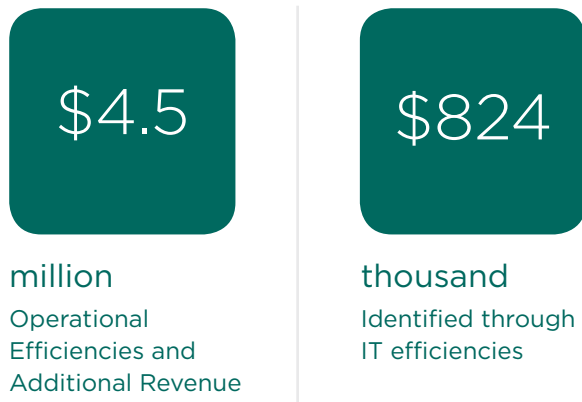
Our Corporate Performance  
**ACHIEVING SAVINGS**

View online at [saskatoon.ca/city-hall/budget-finances](http://saskatoon.ca/city-hall/budget-finances)

In 2017, we identified **over \$30 million** dollars in operational efficiencies, additional funding and revenues.

Every division in the organization is striving to reduce waste, identify efficiencies and improve processes. Improvements in Information Technology (IT) are key to the success of these improvements. Over \$800,000 in IT efficiencies were identified in 2017.

Financial returns from Saskatoon Land stay in Saskatoon and are allocated for use in capital projects that would otherwise be funded by mill rate or borrowing. Money received through infrastructure grants helps support key civic programs and projects and to offset capital and operating costs in the City’s budget.



<b>TOTAL IDENTIFIED</b>	
Operational Efficiencies and Additional Revenue	<b>\$ 4,558,645</b>
<hr/>	
Total Financial Returns - Saskatoon Land	<b>\$ 25,100,000</b>
<hr/>	
Infrastructure Grants	<b>\$ 431,000</b>
<hr/>	
<b>TOTAL</b>	<b>\$ 30,089,645</b>



## Our Corporate Performance

# ACHIEVING SAVINGS

View online at [saskatoon.ca/city-hall/budget-finances](http://saskatoon.ca/city-hall/budget-finances)

## OPERATIONAL EFFICIENCIES AND ADDITIONAL REVENUE

### READY FOR WINTER

Winter in Saskatoon is an unavoidable challenge, but one new strategy in particular should see Saskatoon's roads cleared more quickly. Snowplows are now coordinated into snowplow trains capable of clearing the entire surface of Circle Drive in a single pass, a process that lowers fuel costs, reduces emissions, and lessens the time required to remove ramping hazards from Circle Drive barriers. Saving approximately \$50,000-\$100,000 per snow event, this saves approximately **\$300,000-\$500,000** annually.

### CITY VEHICLES ON THE MAP

In our growing city, it's important to make sure our transportation is responsive and economical. To increase efficiency, all City vehicles will now be outfitted with GPS. With the new systems in place, City vehicles will be more efficient, not only in terms of fuel savings, but in time management and status reporting. With a potential savings of **\$500,000** per year, another benefit is knowing the location of employees and civic fleet assets in order to support emergency response activities.

### SAVING WITH POWER

Electrical accounts with SaskPower and Saskatoon Light & Power have been reevaluated for incorrect PST charges. Saskatchewan Ministry of Finance reimbursed the City over \$250,000 for four years of back charges; for coming years, the City will save **\$75,000** annually.

### DATA MANAGEMENT

Data management is an important budget consideration and City employees have made a concerted effort to optimize systems. The previous use of Storage Productivity Center was less cost effective than the new solution, for a yearly savings of **\$13,000** and a cost avoidance of \$105,000. Opting for an industry leader, instead of the previous backup suite results, in a three-year savings of **\$213,000**. In addition, IT implemented storage compression, better than as a backup with the alternative of purchasing additional storage.

### ESCRIBE IMPROVES REPORT EFFICIENCY

With its dependence on physically transferring paper, the previous system of managing over 800 council and committee reports per year was inefficient. The newly implemented Escribe system will streamline the report process from creation to approval, even creating the agenda in the process. Modernized, the system greatly increases the capacity of the City Clerk's office staff as well as administrative assistants. Estimating approximately two hours per report of administrative staff time, Escribe will result in a conservative savings of **\$50,000** a year.

### SAVING AT THE SHAW CENTRE

High-bay lighting fixtures at the Shaw Centre have been changed to LED. The new lights use much less power, last more than 20 years longer, and are more eco-friendly. This saves **\$30,000** annually in electrical costs, avoids the \$20,000 cost of re-lamping, and reduces 175 tons of CO<sub>2</sub> equivalent per year (the output of approximately 38 cars).

### OPTIMIZING TRANSIT SCHEDULING

An upgrade to Trapeze, Transit's main operational application, included a new way to optimize the transit schedule. This allowed Transit to significantly reduce the amount of operator time required to meet service demands, resulting in an annual savings of **\$200,000**.

### LANDFILL EQUIPMENT

Heavy equipment operation at the Saskatoon Regional Waste Management Centre (the Landfill) has been reevaluated with a number of cost-saving results. While maintaining service levels, the changes improve safety while significantly reducing operating time. Specifically, the sequence of operations for placing, pushing, and compacting waste has been revised. The new system is not only safer and simplified, it lowers fuel and maintenance costs as well for a total annual savings of over **\$40,000**.

### MENDEL RE-USE STRATEGY

The process of repurposing the Mendel Art Gallery and converting it to the Children's Discovery Museum was previously divided into two phases. Now, Phase One (highest priority \$1.5M) and Phase Two (near-future \$1.8M) have been integrated, resulting in **\$500,000** in savings. The new plan will also avoid major future disruptions to operations.

### RECYCLING SCHEDULE AND REMINDERS

City Council approved the elimination of the printed Recycling & Waste Collection Calendar for the 2019 collection year. The City will save **\$200,000** in printing and delivery costs, plus hundreds of hours of staff time, and avoid the risk of a printing error causing confusion with the schedule. An ongoing campaign encourages residents to download the new mobile app, view the calendar on our website, or subscribe to the reminder service (for email,

text message, or phone call). Link to website and app: <https://www.saskatoon.ca/services-residents/waste-recycling/collection-calendar> or download the **Saskatoon Recycle and Waste** app on Google Play or the App Store.

### REVENUE AUTOMATION

The Corporate Revenue Division is now able to make their own software data patch updates in order to update, fix, or improve the software system, while still following Information Technology process requirements. Not only does this reduce the turn-around time on data patches for the City's internal business partners, it also amounts to a reduction of 500 hours of IT staff hours, equivalent to **\$25,000**.

### ACCESS TRANSIT NOTIFICATION SERVICE

The PASS-IVR notification system for Access Transit has been an immediate success. The system automates telephone interaction with Access Transit, sending calls that allow riders to confirm or cancel their trip and later calls reminding them just before the bus's arrival. Since the system's inception, canceled trips have decreased 20%. This represents an initial annual savings of **\$85,000**, but staff have been working alongside the software vendor to further these savings.

### TRAFFIC RESTRICTION COMMUNICATIONS

A team of employees from Communications, Transportation and IT came together to review the process for creating the City's daily road report. Once the information was pulled from the ESRI system, many tedious edits had to be made before the daily road report could be sent to employees and media groups. The review team addressed this problem and the improvements they've implemented have virtually eliminated all manual editing, saving 50 staff hours annually, or **\$1,850**.

## Our Corporate Performance

# ACHIEVING SAVINGS

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### STRATEGIC INTELLIGENCE SITE IMPROVEMENT

A group of employees came together to brainstorm ways to improve the internal Strategic Intelligence Data Directory, a consolidated database keeping up-to-date data from a variety of sources. A decision was made to grant "read only" access to all employees with email addresses which eliminates the need for a "request for access" email be sent and approved by site owners. In total, this means five minutes saved for 2,000 employees, an equivalent of **\$4,250**.

### NUTRIEN PLAYLAND BOOKING CHANGES

Within the previous rental schedule, which ran from 10am-2pm, staff at Nutrien Playland would often run into blocks of time with no rental groups. In the new schedule, from 11am-2pm, bookings are often back-to-back. With Ride Operators seeing less time not directly providing a service to a rental group, this saved approximately **\$2,170** in staff hours compared to 2016.

### PSA SCHEDULER

Previously, when a public service announcement needed to be released at a specific time, City employees would need to be logged into the system in order to send an email and a web posting. PSAs can now be scheduled for release ahead of time, eliminating the need for those overtime staff hours, saving approximately **\$4,000** per year.

### DAYTIME SCHOOL ZONE SWEEPING

Due to safety concerns, sweeping of school zones was previously only conducted at night. However, with stricter safety guidelines, we can avoid this costly measure. With the new guidelines in place, sweepers can continue their normal route with the school zone included, thus avoiding the former yearly cost of **\$150,000** due to operating at night. Endorsed by both major school boards, the new approach has proven to be an effective and safe solution.

### ENTERPRISE STORAGE IMPROVEMENTS

Enterprise storage requirements keep increasing with the amount of new systems that require more and more storage for data (such as training videos, high quality image data, CAD drawings and general growth needs). Instead of simply buying more storage, IT implemented storage compression, as a number of the City's systems are susceptible to compression. Significant enterprise storage savings were realized and over 23 terabytes of storage was freed up or saved. Extrapolating current monthly costs for not having to purchase additional storage will result in a net savings of **\$73,000** over three years.

### ASSESSMENT NOTICES: AUTOMATION OF NOTICE GENERATION

Distributing Assessment Notices is an annual, regulatory project and approximately 100,000 notices are sent to all property owners in the City of Saskatoon. New software was implemented in 2017 allowing for some of this process to be automated. In previous years, the process was very manual and took about five days of full-time work (including one weekend day) to complete the notice generation. This now saves **\$4,000** in overtime costs.

### ACADIA RESERVOIR IMPROVEMENTS

Saskatoon Water engineers analyzed the hydraulics at the Acadia Reservoir and concluded that the pump for the distribution system was undersized. Due to the new reservoir construction at 42nd Street a pump was available from the old 42nd Street Reservoir that could be upgraded to fit into the Acadia Reservoir. All this work was completed in-house. The cost to replace the Acadia Pump with a new pump would have been \$150,000. The cost to refurbish the 42nd Street pump was \$20,000 resulting a total savings of **\$130,000**. Right sizing the pump also resulted in less power consumption which has not yet been quantified.

## ROTARY PARK LIFT STATION IMPROVEMENTS

The rainfall event of July 2017 overwhelmed the Rotary Park Lift Station pumps, resulting in an uncontrolled discharge into the South Saskatchewan River. This prompted a joint effort between the wastewater treatment plant and Engineering Planning sections to investigate system and equipment capacities.

When initially procured, the pumps were specified to achieve 600 Litres per second (L/s); however, during this spill they were recorded at 530 L/s. New modelling of the system curve and calculations identified that the pumps were incorrectly designed and could not achieve what is required.

The engineering team identified that the capacity could be expanded and the system could reduce its power consumption by up to 10% by installing larger impellers rather than new pumps, resulting in savings related to new pumps and power.

## VOLTAGE CONVERSION PROJECTS

Saskatoon Light & Power (SL&P) has a number of ongoing voltage conversion projects. These projects involve upgrades to older distribution systems, converting them to higher voltages (from 4.16kV to 14.4kV). The conversions are part of a critical asset renewal initiative but also have a significant energy and cost savings component. Older, inefficient transformers are replaced and new transformers are sized more optimally to match existing loads. Increasing operating voltage means less current is required to supply the same load so energy losses in the distribution system are reduced resulting in further savings.

On top of all of that, SL&P is ultimately able to decommission the old intermediate substation (that converted the 14.4kV down to 4.16kV) which further reduces losses, reduces maintenance requirements and frees up property for resale.

SL&P recently completed a small-scale conversion project in the Varsity View neighbourhood and estimated that it reduced system electrical losses by 60kW – the equivalent of 25 to 30 homes. This results in an annual cost savings of at least **\$24,000** for the utility.

Many of these types of projects have been completed by SL&P over the last few decades and there are plans to continue with these conversions projects until the year 2030, when all 4.16kV areas have been converted.

## CHANGE OF SERVICE STATUS FOR SASKATOON FIRE DEPARTMENT

By evaluating and redefining the number of medically trained staff, SFD was able to realign certification levels to realize substantial savings of approximately **\$33,950** while still maintaining required specialty certifications as required.

## HAZMAT TRUCK AND TRAILER PURCHASE (RETROFIT WITH STORAGE)

Upon review of response needs to hazardous materials, efficiencies were realized through operational requirements by not purchasing a full-size commercial unit, using a truck and trailer instead. Savings realized will be approximately **\$350,000**.

## 2017 AERIAL IMAGERY FLIGHT / CAPTURE INCLUDING OBLIQUE IMAGES

What was once an activity based on an inconsistent business need and request basis is now conducted on a bi-annual cycle.

Using oblique images to assess properties, and with much higher image resolution, City engineers can now see physical issues on the ground that were previously unavailable. As a result, imagery now allows users



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to see defects in pavement and sidewalks, locate manholes, hydrants, and even signs.

Aerial imagery is used as a background in all internal and external web-based mapping applications and is used by the City to aid with efficiency, communications, and decision making. The use of aerial imagery every second year is expected to save the City 1,000-2,000 hours per year (**\$60,000-\$120,000**).

### AUTOMATING GIS DATA REPLICATION

What was once a semi-automated, labour-intensive process executed three to four times per year is now automated to occur weekly with minimal resource requirements. Automating the replication of GIS data from Munsys/Oracle to SQL Server keeps GIS data current so that water/sanitary/storm data can be used for better analysis and decision making. Improving the process resulted in time savings of 150 hours, equivalent to **\$9,000**.

### STREET SWEEPING PROGRAM GIS APPLICATION ENHANCEMENTS

Rather than scheduling neighbourhood street sweeping based on 'all streets,' 'just streets,' or 'just avenues,' there was a need to have more flexibility control of the actual streets being swept. This service was improved with the ability to assign schedules to a variety of street types. This improves service to the citizens as it is now no longer necessary to take street sweeping schedules offline as was previously required. This results in reduced call volumes (estimated at 500 calls) at a savings of **\$2,500** every year.

### CLEANING UP CORPORATE PERFORMANCE MEASURES

Processes related to updating corporate performance measure data was refined and documented, allowing for a more comprehensive program with defined roles

and timelines. Automating data and webpage update requests, discontinuing mid-year trend requests, and centralizing information resulted in a time savings of approximately 320 hours or **\$12,750**.

### UTILITY CUT REVIEW

Multiple divisions were involved in a civic service review, resulting in improved service for underground utility access, repair/replacement, and surface rehabilitation. The review achieved **\$50,000** per year in savings due to having a single system for data tracking and a permit system that reduces the ability of "ghost cuts" to occur. These activities focus on citizen safety, long-term asset management data reliability, and reducing potential claims against the City.

### A PROCESS FOR NEW UTILITY ACCOUNT REQUESTS

A team of employees from Environmental & Corporate Initiatives, Finance, and Information Technology developed a process for requesting new utility accounts from SaskPower and SaskEnergy. Prior to the team's efforts no formal process existed and as a result many key pieces of information for payment and energy use tracking were not getting to those that needed them after the utility account was created. Creating a new digital-first process saves more than 50 hours in staff time annually, equalling roughly **\$1,275**.

### 2017 VMWARE INFRASTRUCTURE IMPLEMENTATION

VMware ended the "Enterprise" edition of their vSphere products. In order to ensure a robust virtual environment, Information Technology had to upgrade to Enterprise Plus at an additional cost. An early upgrade deal was negotiated resulting in net savings of **\$4,000**.

## OUTDOOR POOLS GIS APPLICATION

Recreation & Community Development receives numerous calls from the public wanting to know when facilities open, available times, and programs being offered. Addition of pools to the existing Saskatoon Services iMap application helped reduce the number of calls they receive. At each of the four outdoor pools this saved about 350 calls per month. Over the summer season, with each call aerial four to five minutes in length, this freed up about 230 hours or **\$5,750** of front-line staff time to provide better customer service to in-person customers.

## DEFINING ROADWAYS & OPERATIONS SERVICE LEVELS

In summer 2017, the Roadways & Operations division defined formal service levels for each of its three service lines: street sweeping and cleaning, road maintenance, and snow and ice management. By completing this work, citizens and City council now know what to expect from each service, which will reduce the number of complaints, information calls, and one-off service provisions the division is fielding, investigating and completing due to a lack of understanding or documentation. Staff time savings are estimated at more than 700 hours annually, equal to **\$21,000**.

## NEW MOBILE COMMAND VEHICLE

Firefighters and police officers have a new mobile command vehicle to help in the event of large-scale emergencies or potential disasters. The new command vehicle will enhance the efficiency of operations in joint agency efforts to ensure public safety. A new off-the-shelf unit would have cost around \$1.2 million. City staff, always looking for ways to save money, recommended a fit-out of a used 2005 Dutch Star diesel motorhome which was purchased for \$126,000, therefore saving approximately **\$1.0 million**.

Some of Mobile Command 9's main features include:

- dual network capability provided by cambium wireless microwave – on an extendible tower – with a failover to SaskTel LTE
- multi-functional video capability including a multi-platform screen casting with six video displays
- exterior high-definition camera
- 8.0 kW diesel generator



*Mobile Command 9.*

“Nine years ago we moved to Saskatoon from a farm and we have spent many hours walking and enjoying the beautiful parks. We also take our grandchildren to play in the many great playgrounds throughout the city. I want to say “thank-you” to the workers that take such pride in cutting grass, trimming trees, pulling weeds, planting trees and spreading mulch. We love living here and enjoying our beautiful city. A big bouquet to all the Parks Department for a job well done.”



## ACHIEVING SAVINGS

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### ADDITIONAL REVENUE

#### SASKATOON LAND GENERATES \$16 MILLION

In 2017, the Land Development operation continued to deliver financial returns for allocation by City Council. Since 2007 return on investment in development and sale of land has resulted in millions of dollars in savings for Saskatoon taxpayers including \$13.5 million from the Neighbourhood Land Development Fund for various projects:

- \$3.7 million for purchase of Civic Square East.
- \$2.1 million for Replacement of Fire Station No. 3.
- \$2.4 million for Civic Operations Centre.
- \$1.3 million for Children's Discovery Museum.
- \$1.5 million for Emergency Back-up Power System.
- \$1.0 million for Servicing Saskatoon Staffing Accommodation.
- \$0.5 million for Northeast Swale Enhancements.
- \$0.5 million for Affordable Housing.
- \$0.3 million for Replacement of Fire Station No. 5.
- \$0.2 million for Public Works Satellite Yards.

City of Saskatoon land holdings continued to generate annual contributions to general revenue. In 2017 \$2.5 million was generated from short-term leases, farm leases and long-term lease payments collected through the Industrial Land Incentives Program.


#### SINGLE-FAMILY LOT INCENTIVE REBATE

Saskatoon Land's single-family lot incentive rebate provides lot purchasers with a maximum rebate of \$6,000 for front-driveway surfacing completed within one year of building permit issuance and a maximum rebate of \$2,000 for front landscaping completed within one year of building permit issuance. With the incentive in effect throughout 2017 the City realized an additional **\$9.1 million** in lot sales from 2016 totals, or a 48% increase in sales activity.

"The Saskatoon Land team takes pride in building sustainable innovative communities that provide valued amenities, enhanced quality of life, community identity, and lasting value to the investors and families that choose our developments. Over the next few years, we will strive to continue meeting our mandate objectives and those of the new Growth Plan, which will result in Saskatoon Land unlocking value in many City-owned land assets located in the downtown and other infill areas throughout the city."

*Frank Long, Director, Saskatoon Land*

## INFRASTRUCTURE GRANTS

 The City of Saskatoon applied for and received funding approval for about \$431,000 through the following three programs:

- On April 27, 2017, as part of Rail Safety Week, Transport Canada announced funding for projects under the Rail Safety Improvement Program. The City of Saskatoon was approved for two projects: Fairlight Drive Railway Crossing Improvement and Railway Crossing Information System for grant funding up to **\$254,000**.
- On September 29, 2017 the Federation of Canadian Municipalities (FCM) through the Municipalities for Climate Innovation Program - Climate and Asset Management Network, informed the City of Saskatoon of the approval for grant funding up to **\$52,000** for incorporating climate change and sustainability goals into an asset management policy, strategy and governance framework.
- On December 22, 2017 the Federation of Canadian Municipalities (FCM) through the Municipalities for Climate Innovation Program informed the City of Saskatoon of the approval for grant funding up to **\$125,000** for the Climate Change Mitigation Business Plan.





## Our Corporate Performance

# GROWING IN A SUSTAINABLE WAY

View online at [saskatoon.ca/environment](http://saskatoon.ca/environment)

### RECYCLABLES DIVERTED IN 2017

Total: **27,903 tonnes**, a diversion rate of **22.75%**

	% 2017	tonnes
Compost Depots	9.5	11,644
Green Cart Program	2.0	2,418
Curbside Residential Recycling	7.6	9,311
Multi-Unit Residential Recycling	1.6	1,954
Recycling Depots	1.5	1,784
Recyclables from Landfill	0.5	627
Charity Bins	0.1	122
Household Hazardous Waste	0.1	102
Public Space Recycling	0.002	3
<b>Total</b>	<b>22.75</b>	<b>27,903</b>

Diversion total tonnes  
of waste from landfill: **27,903 tonnes**

Greenhouse Gas  
emissions reduced: **48,000 tonnes CO<sub>2</sub>e**

Equivalent to # of cars  
taken off road: **10,300**

### FURTHER 2017 HIGHLIGHTS

#### Green Cart Program:

In 2017, the number of Green Cart subscribers reached an all-time high of 7,530.

#### Textile Recycling Program:

In 2017, 122 tonnes of textiles were collected at the City-run recycle depots, through the Community Living and Diabetes Canada drop-box programs.

#### Household Hazardous Waste Program:

In 2017, over 102 tonnes of hazardous materials were collected through the HHW collection events at SaskTel Centre.

To read about more E&CI initiatives toward the City's environmental leadership goals, visit [saskatoon.ca/environment](http://saskatoon.ca/environment).

### Street Design Guide



The Complete Streets Design and Policy Guide (or simply "The Guide") has been completed and approved. Providing direction on street design, the Guide is an important factor in coordinating the City's Plan for Growth. With its emphasis on safe movement for all ages and abilities, the Guide continues our work towards both convenience and access.

### Working With The River



The South Saskatchewan River has always been the centrepiece of our city, but with the addition of the Weir Hydropower Station, Saskatoon will benefit from the river's natural energy. Building in cooperation with Saskatoon Tribal Council (STC), the station will not only be a source of green, local energy, but a symbol of the City's commitment to Reconciliation as well.

### Recycling Re-Imagined



Inventory and Asset Recovery is changing its approach to recycling and will now be providing computer equipment to charitable organizations. All recycled cell phones, for example, will be contributed to SaskTel's "Fresh Start" program, which provides cell phones to the Saskatchewan Association of Transition Houses and Services. These phones are distributed to women in shelters who have left their abusive homes with nothing. The recycled cell phones provide a means to communicate with family or get emergency help. The program helps women re-establish themselves for a better future.

### Blue Bin Education



This year the City and Loraas teamed up to teach Saskatoon citizens about responsible recycling. A cart-to-cart evaluation of over 2,000 blue carts produced real change: after blue cart users received individual feedback on what they were recycling, contamination found in blue carts dropped from 12% to 5%, an improvement of roughly 60%. The decrease in contamination saves money, increases safety in sorting facilities, and makes the products of recycling easier to market.

### Environmental Awareness Survey


 In June, 2017, Environmental and Corporate Initiatives conducted an Environmental Awareness Survey of Saskatoon residents and the Industrial, Commercial, and Institutional (ICI) sector. The results highlight our community's level of environmental awareness, knowledge, attitudes and behaviours, helping us design environmental initiatives and educational opportunities, such as the waste diversion and greenhouse gas mitigation communications and engagement activities in the fall of 2017.




### Yellow Fish Road™ Program

 The City partnered with the Meewasin Valley Authority and Partners for the Saskatchewan River Basin to launch the Yellow Fish Road™ program in Saskatoon. A national education initiative created by Trout Unlimited Canada, the program educates youth ages 5-18 on the impacts of pollution entering storm drains and the river.

### Rain Garden Guide


 Rain gardens are an alternative to traditional lawns and garden beds that are not only beautiful, but also help reduce flooding on private property, protect water quality for downstream communities, and create a habitat for important birds and insects. To promote rain gardens, the City partnered with the University of Saskatchewan and the Saskatoon Food Bank to create a how-to guide for installing a rain garden on residential property and to promote this effective landscaping option.

### Say Bye-Bye to Your Paper Utility Bill

 **Did you know?** For every 100 people that switch over to eBill paperless utility billing, savings can add up to about \$1,150.

**Go green for the environment**, switch over for your convenience, and help make our savings grow. Switch over to eBill today. Visit [saskatoon.ca/ebill](http://saskatoon.ca/ebill).

### Digester Cleaning Successful

 In June 2017, Digester B at the Wastewater Treatment Plant (WWTP) was taken out of service to clean out inorganic matter that gets built up over the years. This material interferes with the digestion process, which is an important step in solids handling at the WWTP. The Digester solids are eventually spread on farmer's fields 12 km north of the city. Fire hoses and pumps were used to clean out the 15-foot tall mound of grit and sand that had settled inside.

The WWTP is proud to have completed this work in a timely manner. But most importantly it was odour-free!

### City of Saskatoon Launches Plan for Growth

 The City of Saskatoon officially launched its Growth Plan.

The plan, already approved by City Council in April of 2016, is aimed at continuing a city-wide conversation to welcome an additional 250,000 people to Saskatoon in the coming decades.

The City and the Government of Canada will share a total contribution of \$7.65 million through the Public Transportation Infrastructure Fund (PTIF). The money will go to a number of projects including a re-envisioned transit system based around Bus Rapid Transit (BRT). The aim is to make transit more attractive as the city grows.

Saskatoon Mayor Charlie Clark said a new transit plan would provide better bus service and help grow transportation corridors in the downtown and university areas. He also added that the city hopes to use some of the money to redevelop abandoned, vacant, or underused properties in the city.

## SOCIAL MEDIA KUDOS



Shout out to the driver of @stoontransit bus 1510 on route 40 today. Instead of getting angry with me when my bike chain broke and I stopped abruptly in front of him, he offered me a ride to my destination despite me not having bus fare. #ActOfKindness #FairthInHumanityRestored @saskatoonspeaks @cityofsaskatoon @saskatooncycles



Grateful for @stoontransit operators and city/contractor roadways crews (and others!) helping to get us around today. These endless storms make progress slow, but I am grateful for transportation options today! @hilaryYXE



Thank you to all transit bus drivers who have been working hard across #Saskatchewan cities despite the snowstorms over the past few days. @gdins\_org



Thank you City of Saskatoon and crews for your prompt and efficient snow removal from last night's snow. All the streets I have travelled on today so far have been cleared and crews are still working.



@cityofsaskatoon good drive to work this morning. Road crews obviously worked hard to get Circle Dr., S into shape and drivers slowed down.



The staff (all women btw) at your customer service office that deal directly with the public are awesome. Going to the Terminal Office I know I will always get great help from those staff members. Thanks for being a great example of patience in dealing with some odd customers.



@cityofsaskatoon which contractor was doing sewer at 22nd and Ave. W? Want to give kudos to worker who walked a blind lady across the road.



@cityofsaskatoon Great service today from one of your crews when we had a sewer backup at our home! Timely and professional service. Thanks!!!



A quick trip around Circle Drive from Centre Mall to Lawson to Confederation. Enjoyed scenic tour crossing the new bridge on the way back to Market Mall. Light holiday music and courteous drivers. Thank you Saskatoon Transit for a new option this season!



Hey! Not sure this is the right place to say this, but please pass along to whoever needs a props... Thanks to the City of Saskatoon for putting up signage at the Rivers Landing spray park about bicycles driving through! It always bothered me taking my kids to play there and bikes driving through, not paying attention to the kids playing.

Saskatoon is a great place to live,  
where sustainable growth  
enables the community to invest  
for the benefit of all.

## **OUR VISION**

In 2030, Saskatoon is a world-class city with a proud history of self-reliance, innovation, stewardship, and cultural diversity. Saskatoon is known globally as a sustainable city loved for its community spirit, robust economy, cultural experiences, environmental health, safety, and physical beauty. All citizens enjoy a range of opportunities for living, working, learning, and playing. Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all.

## **OUR MISSION**

Our Corporation, the City of Saskatoon, exists to provide excellent local government through leadership, teamwork, partnership and dedication to the community.

We will be innovative and creative in the efficient and effective delivery of public services for the economic, environmental, social and cultural well-being of the community.

## **OUR CORPORATE VALUES**

Our Strategic Goals will be achieved through the talent, creativity, and commitment of staff who demonstrate our five workplace values every day:

Trust | Integrity | Respect | Safety | Courage

## **OUR LEADERSHIP COMMITMENTS**

Our leadership commitments are another critical ingredient for the City of Saskatoon to accomplish its vision and mission. We value and need people who demonstrate our four leadership commitments throughout their daily activities and in a manner that helps to achieve the Strategic Goals:

- Reliable and Responsive Service
- Strong Management and Fiscal Responsibility
- Effective Communication, Openness and Accountability
- Innovation and Creativity





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