



SASKATOON STRIDES

2015 | Our Report on Service, Savings and Sustainability



WE MEASURE WHAT MATTERS TO YOU

The seven goals highlighted in our Strategic Plan guide the priority setting and planning we do for our community. These goals came from you and they are a touchstone for everything we do – and everything we measure – as we strive to become one of the best places in Canada to live, work and visit.

We are also focused on measuring our performance as a corporation. The City is a large and complex organization that delivers a host of essential services and programs for the citizens of Saskatoon. Monitoring our productivity and efficiency – and measuring the strides that we are making on these fronts – reflects our deep commitment to service excellence, accountability, and transparency.

This report highlights the progress we are making to drive service improvements, savings for taxpayers and sustainability initiatives across the City.

WE ARE MAKING GREAT STRIDES

We have launched Service Saskatoon, a new model of citizen service that will see a city-wide shift in how we provide services and respond to citizen requests. Over the next five years, citizens will have more opportunities to access information, answers and

services online while experiencing a better over-the-counter experience when they visit the City in person.

Over the last three years, the efficiencies and savings realized through our continuous improvement efforts have kept property taxes lower than anticipated.

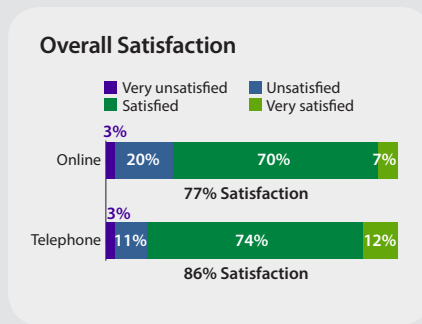
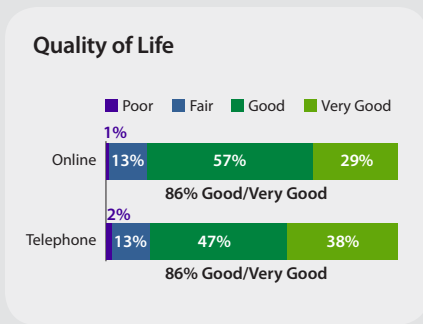
We have created an online performance dashboard at Saskatoon.ca for citizens to monitor our progress and performance. It outlines 25 bold targets and indicators that speak to our goal of becoming the best managed city in Canada.

Measuring what matters to you is among our highest priorities. Thank you for the opportunity to share our progress with you.



Catherine Gryba
General Manager, Corporate Performance

QUALITY OF LIFE AND SATISFACTION WITH SERVICES



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Major Projects

Cover photo credit:
Tourism Saskatoon
/Nick Biblow

STRATEGIES INTO STRIDES

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

The Strategic Plan we developed in 2012 – and will refresh in 2017 – is our roadmap for planning, priority setting and investing. While our planning priorities evolve from planning cycle to planning cycle, the seven Strategic Goals of our plan remain strong and steadfast, providing the focus and reason for every program, policy and plan we develop.

In the Planning Phase, City Council and City Administration work together on a set of strategies and priorities to meet these goals for Saskatoon. We then assess the risks and financial implications of key initiatives that will get us there.

We shift our attention toward implementation in the Performance Phase, identifying targets, outcomes and achievements to benchmark and measure our progress, leading to the report you now hold: a compilation of the key strides we have made delivering savings, improving service and growing Saskatoon in a sustainable way.

This connection between good planning and performance improvement is key, and integral to how we continue to make great strides for the City and community.

PLANNING & PERFORMANCE CYCLE



Photo credit:
Tourism Saskatoon



Photo credit:
Dean MacDonald

HOW DO OTHERS SEE THE CITY?

A Great Place to Work

In 2015, the City of Saskatoon was proud to be named one of Canada's Best Diversity Employers for the fourth year in a row and was also recognized as one of Saskatchewan's Top 50 Employers.

Award-Winning Communication

The City was recognized by the Canadian Wireless Telecommunications Association with its Connected to the Community Award for the new NotifyNOW system introduced in March 2015. NotifyNOW is a great example of how wireless technology can be used to improve the lives of Canadians.

Well Designed

The City received the Premier's Award for Excellence in Design in the Landscape Architecture category from Stantec for South East Park (Donna Birkmaier Park and Hyde Park).

A Leader in Event Sustainability

The City of Saskatoon received a Saskatchewan Waste Reduction Council Waste Minimization Award in the Festival/Event category for the 2014 Civic Pancake Breakfast. This award recognizes the City of Saskatoon as a leader in event sustainability, and may inspire others to follow our lead. The Civic Pancake Breakfast (held on June 19, 2014) diverted 300kg of compostable material, as well as 6kg of aluminum, plastics, and cardboard from the landfill.

Rob Dumont Award for Energy Efficiency

The City of Saskatoon was recognized for outstanding achievement in renewable and alternative energy with 2015 Project of the Year, awarded by Saskatchewan Energy Management Task Force.

Innovative

The City of Saskatoon's Innovation League was featured in Municipal World Magazine for its focused efforts on increasing collaboration through innovation and creativity across the organization.

Resource-Constrained but Resilient

Advantage Magazine posted an online article, "Profit for the People", about the City of Saskatoon's CFO, Kerry Tarasoff. The article headline reads: "The public sector is resource-constrained, but that's not stopping Kerry Tarasoff from trying to make an impact in the City of Saskatoon."

Financially Sound

The City received another AAA/Stable Credit rating from Standard & Poor's, the international bond-rating agency.

A City with Award-Winning Transportation

Saskatoon Transit received an award from the International Association of Business Communicators (IABC), honoured with a Community Relations Excellence Award for the 2014 Transit Route Changes initiative.

A Great Place to Cool Down

The City of Saskatoon was pleased to celebrate George Ward pool's 50th anniversary on July 26, 2015 and Lathey pool's 60th anniversary on July 1, 2015. Celebrations included life jacket fittings, swimming, games, face painting and lots of family fun.

The Student Action for Sustainability Program Recognized with Two Awards

The City received the Saskatchewan Waste Minimization Award for Youth/Schools category and the Regional Centre of Expertise Award for Education for Sustainable Development.

Riverlanding Receives Design Award

The City's consultants, Crosby, Hanna and Associates, were awarded the Premier's Award of Excellence in Landscape Architecture for Phase II of Riverlanding.

WestJet Ranks Saskatoon Among the Top Places to Visit in 2016

Saskatoon was featured as #20 in WestJet's magazine article "[Where to go in 2016](#)". The article highlights the much-anticipated opening of the Rемаi Modern Art Gallery and the build-up of the historic Riversdale Neighbourhood.

HOW DO CITIZENS SEE THE CITY?

Road Cleanup Impresses Former Councillor

“The road cleanup in the last couple of days has been great! So thanks to you and your crew. Pass on my appreciation for the great work that is being done to the rest of the team.”

– *Former City Councillor, Glen Penner*

City Councillor Applauds University Bridge Project

“In total, I had ten calls, several YMCA members, and six emails saying how impressed they were with the City on the (University Bridge) project and how the communication along the way and Tuesday morning was very impressive. In addition to that, I took some pictures last night around midnight of City Crews working hard on the resurfacing of Circle Drive near the 22nd Street overpass. This was GREAT to see!”

– *City Councillor, Troy Davies*

Professional Wrecking Company Impressed with the City of Saskatoon

“Thank you very much for all the help putting this together. (The Parrish & Heimbecker mill demolition) would not have been such a success without your professionalism, thoroughness, and hard work. I will look forward to working with you on any future projects in Saskatoon.”

– *Tristan Rakowski, Rakowski Cartage & Wrecking*

City Resident Gives Kudos to the City for Pothole Management

“I’m not sure who should be commended for the great work patching the two big pot-holes at the

corner of Dieppe Street and Lancaster Boulevard. You may remember that I phoned in this complaint around noon on Monday. By yesterday evening, the pot-holes had both been repaired, and the traffic at this detour point (due to the water main installation on Dundonald Avenue for the Civic Operations Centre) was flowing smoothly. The repair looks so good that I doubt even the heavy trucks hauling fill from the site will be able to ruin this patch of roadway!” – *No attribution given*

Resident Pleased with Enhanced Street Sweeping

“I am writing to let you know that the street sweepers did an excellent job on 10th Street this past Wednesday – I think it’s the best sweeping that they’ve done since we moved in here.”

– *No attribution given*

Appreciation for Timely Water Main Break Repair

“Our street had a water main break Saturday, resulting in water shut off to the three condo complexes on Adelaide Street and McEwen Avenue. Your employees arranged for a water trailer to be parked and proceeded to repair the break. It was completed and we had water before 11:00 pm. Greatly appreciated for this very timely repair. Thank you – please forward our kudos to all City employees involved in completing this in such a timely and expert manner.” – *No attribution given*



A YEAR OF ENHANCEMENTS

City Encouraged Citizens to *Have Their Say* on Proposed 2016 Budget

Spend more, spend less or spend about the same? The City of Saskatoon encouraged residents to get involved by asking citizens for their input through a new and easy-to-use online tool, Citizen Budget. The interactive tool showed residents how building the City's annual budget requires balancing affordability for taxpayers, and helped them share their views on the City's spending priorities and future investments for the 2016 budget. City Council and Administration reviewed all public feedback prior to the 2016 Budget deliberations in December 2015.

City and Community Partners Host Aboriginal Engagement Conference

The City partnered to host the Wicihitowin "Working Together" Conference in an effort to increase Aboriginal engagement and service delivery. This conference is presented in partnership with the United Way, Aboriginal Friendship Centres of Saskatchewan, Saskatoon Health Region, and other community-based organizations. Its goal is to help provide support to the many organizations across Saskatchewan that are inclusive of Aboriginal people as employees, volunteers and decision makers.

Early Completion of University Bridge Rehabilitation

Due to nearly perfect weather and no major issues, the University Bridge reopened to vehicle traffic four weeks ahead of schedule. This iconic piece of infrastructure will continue to serve commuters for many more years to come.

City Housing Business Plan Exceeds 2015 Target

For the third consecutive year, the City's Housing Business Plan exceeded the overall target set by City Council. The plan supported the creation of 560 new attainable units in 2015, which helped achieve a balanced housing supply in all areas of the city.

Improved Customer Service at Public Works

The Hosted Contact Centre Phone System has been in place since July 2014 and, with a full year of reporting available, management was able to identify

and plan for seasonal variations in service demands and address information gaps.

A new call back process is in place for elevated phone calls. This process ensures citizens receive a response to their concerns when further research or information is needed.

The Waste Stream Management phone line was also integrated in the Customer Service Centre. Public works is now able to respond 24/7 to all inquiries regarding garbage collection, compost depots, leaves and grass, landfill and recycling programs.

Better Roads

Approximately 5.4 km of sidewalks were replaced, close to 12 km of durable markings applied and 911 km of lane lines were painted – approximately 30 km more than last year.

A curb-to-curb street sweep rolled out in 61 residential neighbourhoods, with about 1,520 tandem dump truck loads of debris removed in just six weeks. More than 400 km of gravel back lanes were graded or rehabilitated and 24 km of gravel back lanes were reconstructed.

Improvements were also made to the Report-A-Pothole application, making it easier for residents to identify and report potholes so crews could more efficiently locate and repair them. An estimated 2,845 tonnes of asphalt was used to repair the equivalent of 163,000 potholes, based on an average 12x4 inch hole.

Crews worked 24/7 sanding, salting, grading, plowing and removing snow from streets to keep drivers moving during our winter months; the average was 65 hours to complete grading on all priority streets after a snow event.

OUR STRATEGIC GOALS

View online at saskatoon.ca/strategicplan

The Strategic Goals are the priority areas the community and City Council identified 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.

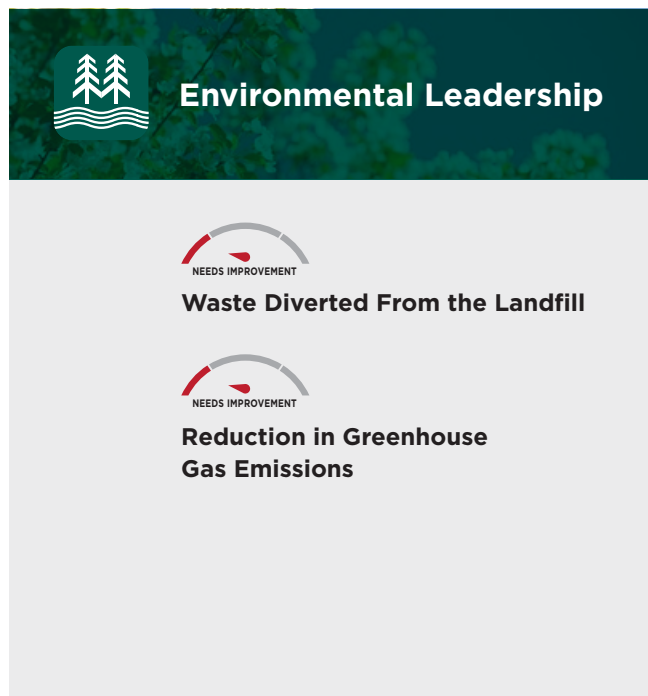
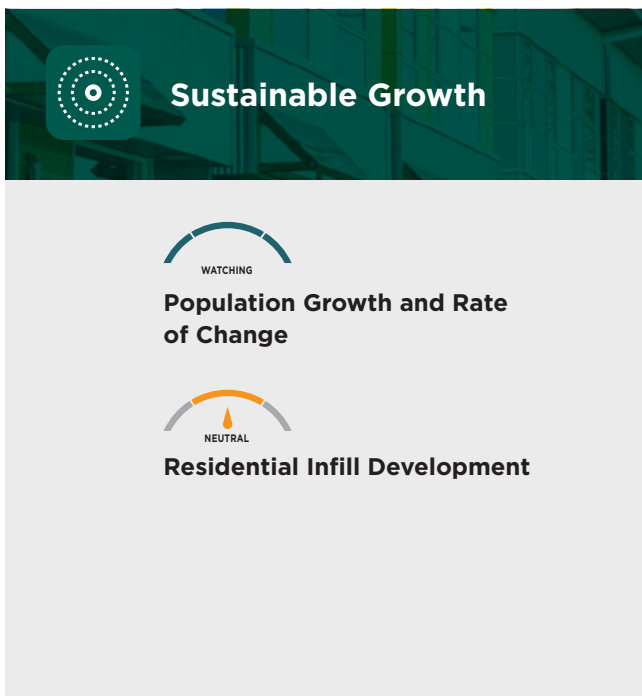
OUR PERFORMANCE MEASURES

(and progress update)


View online at saskatoon.ca/strides





The Strategic Goals that emerged through citywide consultations with citizens provide a roadmap for decision-making and planning to 2023.

To advance these goals and monitor our progress, we have created a dashboard of performance measures and indicators that provide a snapshot of our current standing in each area. An overview of each goal, related measures and our progress is available at saskatoon.ca/strides.



Moving Around




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




Economic Diversity and Prosperity



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

Continuous Improvement



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

Asset and Financial Stability



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

CITY SPOTLIGHT

View online at saskatoon.ca/strides

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



Widening the Circle | Jan 2016

Strengthening the participation of Aboriginal citizens has been a longstanding goal for the City of Saskatoon. Collaborative efforts like the Kitaskinaw Project helped sharpen our focus and brought a renewed commitment to widening the circle of Aboriginal people as employees of the City, as engaged citizens and those involved in economic development.



Bridging Creativity and Collaboration | Oct 2015

The first step in rehabilitating the iconic University Bridge was to build bridges between the City and its many stakeholders. That commitment to collaboration, mixed with excellent planning, favourable weather, and much good humour saw the project completed early and without much of the predicted hassle.



Clarity Brings Efficiency and Savings | Oct 2015

When Russ Munro joined the Water Treatment Plant as a Maintenance Engineer in 2008, he was interested in clarifying more than water. By looking at the overall process at the plant, Munro and his team found ways to work more efficiently and proactively – an approach that has resulted in a significant reduction in down time due to repair at the plant.



Thinking Outside the Box Results in Savings | June 2015

When the Saskatoon Fire Department was asked to look into potential savings or service improvements, it set out on a journey of out-of-the-box thinking. The result? More than \$16.8 million in current and potential savings – without affecting service quality or response times. The Department's Continuous Improvement Plan has mapped out several initiatives to achieve these savings, both big and small.



There's an Idea for That | May 2015


How do you move a city toward its bold plan to become the best managed city in Canada? If you're Kim Matheson, Director of Strategic and Business Planning, you bring 25 City employees together, give them a mandate to bust silos and chase big, innovative ideas, and name them the Innovation League.

Our Corporate Performance


IMPROVING SERVICEView online at 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.

Citizens Continued to Rate Quality of Life in Saskatoon High

 Saskatoon citizens' perceptions about the City's quality of life and their satisfaction with the overall level of City of Saskatoon services rated high in the 2015 Civic Services Survey. Recycling services were rated very high, along with drinking water quality, water main break repair, garbage collection, reliability of electrical services, fire protection and police services.

Citizen Input on Proposed 2016 Budget

 Spend more, spend less or spend about the same? To help answer this question and to ensure the proposed 2016 budget was as transparent and accountable as possible, the City of Saskatoon asked the public for their input. Through a new and easy-to-use interactive and educational online tool called Citizen Budget, citizens of Saskatoon were encouraged to provide input on their priorities and

preferences for more than 70 civic services and programs. Citizen Budget built on public engagement activities earlier in the year, including a budget video series used to help citizens better understand the budget process and how their property taxes work.

Better Roads Built More Efficiently

 In 2015, approximately 220 lane km of road was paved, bringing the total over the past two years to 420 – roughly the same distance from here to Medicine Hat. A record \$53 million was spent maintaining and repairing more roads than ever before with the City investing \$3 million more than last year, and \$20 million more than in 2013. A number of projects were also completed at night, which minimized traffic impacts – a top priority for the City of Saskatoon.

Improvements were also made to the Report-a-Pothole application, making it easier for residents to identify and report potholes, and more realistic for crews to locate and repair them. An estimated 2,845 tonnes of asphalt was used to repair the equivalent of 163,000 potholes, based on an average 12x4 inch hole. 1,565 utility cuts have also been permanently repaired and approximately 5.4 km of sidewalks were fully replaced.



Photo credit:
Tourism Saskatoon/Nick Biblow

Our Corporate Performance

IMPROVING SERVICE

View online at saskatoon.ca/city-hall/budget-finances

Curbside Swap



On September 12, 2015, the City of Saskatoon initiated a Curbside Swap – an event where unwanted items in good condition are placed on the curb and marked as free for anyone to pick up. Participating in a Curbside Swap not only helped build a sense of community, but also kept excess trash out of our landfill.

University Bridge Opened Much Sooner Than Expected



Due to nearly perfect weather and no major issues, the University Bridge reopened to vehicle traffic four weeks ahead of schedule. Because of the thorough rehabilitation work completed on the bridge, it is not expected to require another full closure for work on the concrete deck for approximately 25 years. However, the City may need to complete a substructure rehabilitation on the bridge's arches and piers in 2021.

Improved Roadway Conditions



City crews worked 24/7 sanding, salting, grading, plowing and removing snow from streets to keep traffic flowing efficiently this winter and spring. As a result, more than 13,000 tandem truckloads of snow were removed, more than 25,000 tonnes of sand was applied, more than 120 tonnes of cold mix asphalt was used to temporarily repair potholes and 52 water main breaks were repaired. To improve driving conditions on high-traffic roads, the City initiated two pilot programs this past winter. One saw the testing of a new de-icing product, Caliber M100, to soften ice on priority streets when it was too cold for sand. The other program introduced chemical de-icer to sand before being spread on the road. Both initiatives yielded positive results.

Summer Maintenance Extends Life of City Infrastructure



A variety of summer maintenance and repair programs critical to protecting Saskatoon's roadway infrastructure from deterioration are carried out each year, with spring's focus on high-traffic and curb-to-curb street sweeping. Other programs included 400 km of back lane maintenance and rehabilitation, repairs to more than 300 damaged sidewalks and washing/sealing concrete bridges and overpasses. In addition to these annual roadway programs, the City continues to repair potholes and pave utility cut locations, with crews repairing approximately 140,300 potholes in the 2015 season and 20-25 utility cut locations each day.

Supporting Wild Fire Evacuees



The SaskTel Sports Centre was designated as an Emergency Evacuation site to shelter over 250 evacuees from northern Saskatchewan who had been displaced by the wildfires. There were also approximately 300 northern guests at the Henk Ruys Soccer Centre.

Saskatoon Transit service was available at no charge to the City's northern guests (wildfire evacuees). The City also worked with the Red Cross to facilitate access to the City's leisure centres, public pools, spray parks, playgrounds, youth centre programs and libraries. The City also coordinated partnerships with Aboriginal community organizations such as the Central Urban Métis Federation Inc. (CUMFI), Saskatoon Tribal Council, Saskatoon Indian Métis Friendship Centre, Wanuskewin Heritage Park, White Buffalo Youth Lodge, as well as northern community associations and members of the Saskatoon business and corporate community to provide further support for the wild fire evacuees.

"Before I die, I want to..."



A large blackboard was unveiled under the Senator Sid Buckwold Bridge where residents and visitors could use chalk to write their hopes and dreams for the future by completing the sentence, "Before I die, I want to..."



Photo credit:
Sweetmoon Photography



Improving the Ridership Experience at Saskatoon Transit

Arrive in Smiles Campaign: The Transit Smiles campaign ran for five days in September. Riders on a designated route and/or bus got to “Arrive in Smiles” thanks to a Smile Squad of Transit employees who hosted different special events including a ride with a magician and musicians. The creative campaign not only thanked riders for using Saskatoon Transit but was also aimed at building goodwill and encouraging people to take the bus.

Automatic Announcements on City Buses: In partnership with the Saskatchewan Human Rights Commission, as part of an ongoing effort to increase accessibility and provide riders with improved service, Saskatoon Transit implemented Automatic Announcements on City buses. This automated service provides a verbal announcement and visual cue of an upcoming bus stop, ensuring that riders do not miss their destination.

Saskatoon Transit Buses Become Mobile Art Galleries: Saskatoon Transit riders had an opportunity to view their community in a new way as submissions from local photographers were featured inside Saskatoon Transit buses between September and November as part of the Toon’s On Transit Exhibition. The exhibit was made possible through a unique partnership between Saskatoon Transit and PAVED Arts which is a non-profit, community-based organization that helps artists and independent producers exhibit the PAVED arts: Photography, Audio, Video, Electronic, and Digital.

Our Corporate Performance

IMPROVING SERVICE

View online at saskatoon.ca/city-hall/budget-finance

Saskatoon Fire Department in the Community



The Saskatoon Fire Department (SFD) focused on providing a number of services for the community this past year. The Fire Cadet Program provided an opportunity for nine students from Bedford Road Collegiate and Mount Royal Collegiate High Schools to participate in a program that involved classroom, practical, and volunteer work related to fire fighting. SFD also partnered with SGI to train for SFD staff to be Car Seat Check Technicians. Additionally, SFD met with the Saskatoon Council on Aging and identified new initiatives for SFD to establish programs of interest for older adults in the community. Lastly, SFD started fire dispatch for four rural communities which are part of their mutual response. Martensville, Warman, Osler, and Dalmeny now receive fire dispatch and time benchmarking from SFD.

Lower Prices Result in Increased Participation at Civic Leisure Centres



A Leisure Centres Research Study was completed at all six locations to discover why participation rates were declining at the City's Leisure Centres. We learned that pricing was the number one reason for the decline in usage. As a result of this important research, a new Leisure Centre brand and marketing campaign was launched in spring 2015 and changes to the pricing structure were introduced in September 2015. The result has been a significant increase in annual passes sold and attendance at the Leisure Centres.



Innovative Marketing Increases Awareness of City Programs and Services



"Pain in the Asphalt" was used as a more creative approach to match the tone of drivers and citizens to help diffuse the situation with the University Bridge closure. A more humorous approach and increased stakeholder engagement resulted in less concerns and complaints during the closure.



Improving the Waste and Recycling Collection Calendar



This one stop shop has 77 percent of residents regularly referring to their Waste and Recycling Collection Calendar. Findings showed that 77 percent remembered receiving the communications ten months earlier and of those, 72 percent were still referencing it.

2016 COLLECTION SERVICE SCHEDULE

COLLECTION SERVICE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
GARBAGE	1, 4, 8, 15, 19, 26, 31	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29	1, 8, 15, 22, 29
RECYCLING	2, 5, 9, 16, 20, 27	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30	2, 9, 16, 23, 30
YARD AND FOOD WASTE	3, 6, 13, 17, 24, 28	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31	3, 10, 17, 24, 31

2016 CART COLLECTION SERVICE

Green Cart Service (optional)
To subscribe to this service for a seasonal fee, visit Saskatoon.ca/greencart

Sign-up for handy collection reminders at Saskatoon.ca/collectioncalendar



Meewasin Valley Trail in Winter

Photo credit:
Tourism Saskatoon

Our Corporate Performance
ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finance

In 2015, we identified savings, additional funding and revenues of over \$183 million. Annual Civic Service Reviews (CSRs) were implemented in early 2014 as a tool to evaluate selected civic programs and services. CSRs look at efficiencies, service levels, and asset management plans to see if money can be saved and programs and services delivered more efficiently. Last year, CSRs looked into roadway design, construction and maintenance; the operations of the Saskatoon Fire Department; and city parks design, construction and maintenance, identifying more than \$2 million in savings.

\$4.7

million
Operational
Efficiencies

\$250

thousand
Saved on de-icing

\$715

thousand
Saved on roadway
contracts

\$1.5

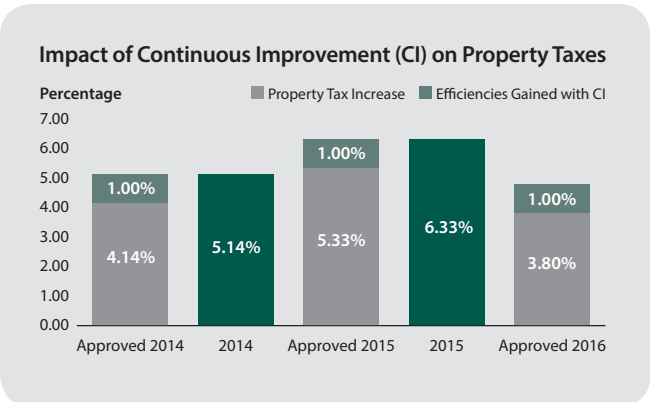
million
Saved in design
and construction

These five key areas are the focus of this year's CSRs:

- Special Events
- Building and Development Permits
- Fire Prevention
- Urban Forestry
- Fleet Services

TOTAL IDENTIFIED


Value For Money Savings	\$ 161,700,000
Operational Efficiencies	\$ 5,233,650
Infrastructure Grants	\$ 860,000
Total Financial Returns - Saskatoon Land	\$ 16,070,000
TOTAL	\$ 183,863,650



VALUE FOR MONEY SAVINGS

P3 PROJECTS

New Procurement Method Results in Value For Money Savings

 The City embarked on two P3 (Public, Private, Partnership) projects in 2015; the North Commuter Parkway and Traffic Bridge Project, and the Civic Operations Centre. The procurement method selected for the two projects has an estimated Value For Money savings of \$161.7 million net present value (NPV) when compared to the design, bid, build procurement method. As part of each contract, the selected companies are responsible to design, build, finance, operate and maintain the assets.

The North Commuter Parkway and Traffic Bridge Project, will result in an estimated \$69.4 million NPV

in savings and risk transfer when compared to the traditional procurement method over the three-year construction period and 30-year operating period. In the case of the Civic Operations Centre, a 25-year contract follows the two-year construction period and will result in an estimated \$92.3 million NPV in savings and risk transfer when compared to the traditional procurement method.


The procurement method selected for these two projects also supports the four-year priority of developing alternate funding strategies for expenses related to new capital expenditures under the Strategic Goal of Asset and Financial Sustainability.

SAVINGS: \$161,700,000

OPERATIONAL EFFICIENCIES


BUILDING STANDARDS

Making Information Easy to Obtain for Citizens

 With the creation of new information hubs and revision of existing documents, citizens now have easier access to necessary information relating to building standards. This change improved communications with customers and identified what information should be made accessible. It also improved employee morale by providing them the necessary tools they need to be efficient and independent.

SAVINGS: APPROX. \$10,000

Optimizing Staff and Resources Results in Substantial Savings


 Using the full-time equivalent (FTE) optimization form resulted in reallocating resources within the Division to meet program needs

and objectives. By redesigning work spaces and removing buildup of inoperative information and property, there has been an increase in efficiency with better organization leading to better customer service.

SAVINGS: \$137,000

COMMUNITY SERVICES/ADMINISTRATION

Leveraging Technology Improves Billing, Contracts and Payment, Processing and Accounting

 By utilizing existing technology rentals and registration, service lines and accounting processes became more automated and far less labour intensive. With manual calculations and revisions no longer necessary, employees were able to use their time more effectively.

SAVINGS: \$5,500

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finance

COMMUNICATIONS

Automation of News Releases and PSAs



All News Releases and PSAs are now a part of an automated process on Saskatoon.ca, which generates email distribution to multiple groups. This eliminated three manual steps for issuing emails to Saskatoon Media, Subscribers, and City of Saskatoon Employees, Councillors, and the Mayor.

SAVINGS: \$4,000

COMMUNITY DEVELOPMENT

Standardize the Building Template for Outdoor Rink Design and Rebuilds



The City standardized the building template for outdoor rink design and rebuilds for Community Associations, which improved process speed and consistency. It also eliminated design fees, further improving the process.

SAVINGS: \$1,500

CONSTRUCTION AND DESIGN

Pre-Qualification of Contractors



Having pre-qualification of contractors resulted in a reduction of the amount of time inspectors spent following up on contractor issues. This increased the chances of project success on many levels and remains an effective risk management tool.

SAVINGS: \$225,000

Improving Detailed Design and Construction Phases



By consulting stakeholders early in the process, and addressing issues before they arise, we have found new ways to optimize our project planning and design and reduce construction costs. Applying this new approach to just 25 percent of our projects has the potential to save hundreds of hours

of additional inspections, surveying and employee time. In 2015, it significantly reduced project costs, overhead costs, and construction delays.

SAVINGS: \$1,500,000

FACILITIES AND FLEET

Improvements to Fleet Services Infrastructure Saved Time and Reduced Frustration



Improvements to the shop office and parking lot reduced the time needed to drop off and pick up equipment. Improvements to the entryway increased safety for staff, delivery personnel and visitors. The parking lot reconfiguration reduced time spent searching for vehicles and reduced risk of collisions, resulting in improved safety for staff on foot and in vehicles.

SAVINGS: \$116,000

Using 'Green' Cleaning Products Saves Money and the Environment



Previously, the products we used to refinish floors needed to be applied twice a year, eventually ending up in the sanitary sewer system. We have switched to new, environmentally friendly cleaning products that needs to be applied only once every few years, reducing the cost of having to re-stock and any harmful effects on the environment.

SAVINGS: \$1,000

Customer Service Agreements Improved Communication and Resulted in Savings




Service agreements are collaborative agreements between Fleet Service and their customer groups (Civic Operations) that focus on reporting, communication, procurement, and training needs of customers. Optimizing the relationship between Fleet Services and Civic Operations saves staff time through streamlined reporting and also reduces downtime by ensuring the operational needs

of the business are addressed, maximizing the amount of time the equipment is in the field as opposed to the shop.

SAVINGS: \$40,000

FINANCE


Programming Changes to Budget Document

 Budget schedules were automatically transferred into budget documents reducing the manual transfer of information, saving several work hours. Programming to insert these schedules increased the efficiency and accuracy in the production of the budget document.

SAVINGS: \$1,300


INFORMATION TECHNOLOGY

SaskTel Mobility and iLot Contracts

 Two contracts were renegotiated that manage our mobility services and car impound lot resulting in a reduction in the operating budget.


SAVINGS: \$31,400

Virtualized Servers in Data Centre

 The number of physical servers in the data center was decreased by an additional ten percent. The use of virtualization technology reduced the City's environmental footprint and operating costs.


SAVINGS: \$50,000

Storage Area Network (SAN) Upgrade Design

 Redesign, upgrade and optimization of our storage area network (SAN) utilized for all Corporate applications resulted in increased performance.


SAVINGS: \$24,000

Upgrade to Map Technology

 By upgrading and consolidating the infrastructure necessary to support the different maps used by the Corporation, the City was able to save money by decommissioning several unsupported systems.


SAVINGS: \$32,500

Improved Mailing Label Report for Hand-Staffed Utility Statements

 Automation and improvements to the Canada Post mailing processes for City-generated bills resulted in time and cost savings.


SAVINGS: \$10,700

Choose eBill Campaign

 Another creative marketing approach, the "Choose eBill" campaign, helped increase uptake of eBill from 11 percent to 12.8 percent in 2015 resulting in postage savings of over \$115,000. The goal for 2016 is to increase participation to 20 percent.


SAVINGS: \$115,000

Developed In-house Technical Skills

 By training internal staff to maintain the website, the requirement to rely on external companies to provide support was eliminated.

SAVINGS: \$50,000

e-Payroll

 By implementing electronic pay advices through a new app and online access, the City reduced its environmental footprint by eliminating the paper printing of payroll and saved on operational costs.

SAVINGS: \$38,100

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finances

Automating Processes to Redistribute Resources



New automated processes made it easy for staff to see if contaminated soils would impact their proposed construction project and obtain information on the contaminant present. By automating these processes, the extraction of this information provides operating efficiencies for the business.

SAVINGS: \$1,200

Community Standards Division Replaced In-house Packaged Software Citation with External Hosted Solution for Parking Tickets



Application to manage parking tickets was moved to the Cloud. This externally hosted solution allows for future expansion and reduces the impact on internal staff.

SAVINGS: \$11,250

PARKS

Planting of Bare Root trees



Infrastructure was constructed at the Civic Tree Nursery to support the production of bare root trees which are lighter and easier to plant than the traditional ball and burlap trees. That means Park staff can plant by hand instead of hiring contractors and using costly equipment – which cost up to four times more – required by ball and burlap trees. Parks staff planted approximately 50 bare root trees across the city.

SAVINGS: APPROXIMATELY \$17,500

Reduced Non-Required Maintenance



Reduced the maintenance in parks and open space areas that are of low risk. This resulted in reduced fertilizer applications, aeration of turf, and plant mortality replacements.

SAVINGS: APPROX. \$80,000

Streamlined Inquiry/Concern Process around Park/Open Space Maintenance and Design



Streamlining this process reduced the amount of time spent by Parks staff addressing the calls from citizens by assigning one point of contact, reducing redundancies and improving service to citizens.

SAVINGS: \$20,000

Parks Satellite Maintenance Facility Increases Staff Efficiency



By moving additional staff closer to work duties with the implementation of Parks Satellite Yards, efficiencies gained included reduced travel times, increased productivity, increased safety of staff not driving on busy arterial roads, and reduced equipment wear and tear.

SAVINGS: \$750 per hectare (ha) of park space per year in new development areas

Park Design, Development, and Maintenance Standards



Detailed and elaborate park designs can result in increased maintenance costs in the future. New developments will consider the long-term maintenance in the planning stage to help reduce future maintenance costs.

SAVINGS: \$750 per hectare (ha) per year in new park development
(20 new ha would result in savings of \$15,000)

Park Maintenance



The City reduced or eliminated damage to new irrigation and turf installs by changing park access for citizens, contractors, and utility agencies. By taking these steps, the City was able to reallocate resources that had previously gone into repair.

SAVINGS: \$50,000

Optimizing Horticulture and Turf Maintenance Crew Scheduling Improved Quality and Reduced Cost



Utilizing a combined crew where one integrated team takes ownership of designated park areas, the Parks division was able to improve quality and reduce labour costs due to reduced travel time. This model supports a more efficient operation and helped offset the cost of growth.

SAVINGS: Once model is fully implemented citywide, there is potential for \$1 million in savings annually.

PUBLIC WORKS

Service Saskatoon - Public Works Call Centre



On average, staff spend about 2.5 minutes per call, approximately 85 calls per day, searching for information – even longer if the information is not in their system. Streamlining the IT systems resulted in improved communication between the Public Works Call Centre and the field crews, improving response time and accuracy of issues and locations. The amount of time staff now spend searching for information has been reduced which in return will improve the response time to citizens.

SAVINGS: \$165,000

Reduced Inquiries for the Transportation and Utilities Department



Process optimization, improved programming and service delivery, and improved communication and engagement with citizens resulted in a reduction of the number of inquiries for the Transportation and Utilities department. A 30 percent reduction in the number of email inquiries in 2015 was noticed, compared to the same time in 2014.

SAVINGS: \$50,000 (staff time)

Improved Training for Public Works Staff



The Public Works division revamped its Powered Mobile Equipment training to improve operator competence, and ultimately reduce the number of incidents. By using Go-Pro cameras to film equipment operation, trainees were able to review in classroom sessions, which gave them a better understanding of the equipment, how it works, and the conditions they may be operating it in. Public Works also increased the frequency of operator evaluations by the training department.

SAVINGS: \$170,000

New De-Icing Product



The City initiated two pilot programs this past winter to improve winter driving conditions on high-traffic roads – one being the new de-icing product, Caliber M1000. The new product was tested in colder temperatures to soften and break the ice bond on priorities streets when salt was no longer effective. This new pilot program resulted in less overall street cleanup during the spring street sweep.

SAVINGS: \$250,000

Standardization of Tender Process and Tender for Roadways Contracts



In conjunction with the Materials Management division, Public Works standardized the process for tendering roadways contracts which reduced the average cost per snow event by 27 percent. The two former contract maintenance areas were also divided into four and tendered separately, which created a more competitive bidding process. Tighter time requirements, the removal of a retainer fee, and the introduction of penalty clauses ensured quality and timely responses.

SAVINGS: \$715,000

Our Corporate Performance

ACHIEVING SAVINGS

View online at saskatoon.ca/city-hall/budget-finances

RECREATION AND COMMUNITY DEVELOPMENT

Standardize Process and Review Plan for Maintenance, Lifecycle or New Recreation Infrastructure Projects



The City reviewed the asset management program for playgrounds, recreation units, paddling pools, and spray parks – including a service review to identify what to replace, build and/or maintain. Streamlining the process, standardizing the design process and building templates for all future spray parks, adjacent recreation units and play structures will mitigate design expenses, tendering delays and undue expenses for the project. Cost to replace the infrastructure varies depending on what is being replaced; however, replacing a regular play structure with this process would save approximately \$13,000.

SAVINGS: Financial savings in design fees on future projects (design fees approximately 10 percent of project fees)

Electronic Funds Transfer for all Grant Payments to Community Associations



Set up of a system to facilitate Electronic Funds Transfer for all grant payments to community associations.

SAVINGS: \$4,700

SASKATOON FIRE DEPARTMENT

In-House Flu Vaccinations



Saskatoon Fire Department (SFD) partnered with Saskatoon Health Region to train four SFD Primary Care Paramedics to administer flu immunizations for SFD staff. There is a potential for future expansion of this program across the Organization that will result in additional savings of \$10,000 annually.

SAVINGS: \$3,000 (in 2015) + **\$10,000** (in the future)

SASKATOON WATER

OSTARA



OSTARA is a side stream process that was installed to chemically precipitate out struvite, a naturally occurring, hard deposit that plugs pipes and pumps. A side benefit was a reduction in sludge volume sent to the north holding lagoons at the N40, resulting in the savings for wet injection. This resulted in a seven percent reduction in total sludge volume.

SAVINGS: \$65,000

Storm Water Utility: Storm Water Charges for Commercial Property Development



Improvements to the assessment process for commercial and multi-residential properties has resulted in more accurate and consistent Equivalent Runoff Unit ratings.

ADDITIONAL REVENUE: \$100,000

STRATEGIC AND BUSINESS PLANNING

Staff Participation in Internal Process Reviews



Internal Process Reviews (IPRs) focus on streamlining processes and services for citizens to ensure consistency and reducing manual processes for a digital-first approach. These reviews examine tax-supported and user-pay models and the cost to deliver services. In the spirit of continuous improvement, IPR is a repeatable process allowing teams to jump into the next issue or challenge and continually improve their operations. In 2015, IPRs included Special Events, Graffiti Management, Customer Service at Public Works, and Information Technology Service Catalogue.

SAVINGS: \$200,000

INFRASTRUCTURE GRANTS

CANADA 150 COMMUNITY INFRASTRUCTURE PROGRAM FUNDING



The City received \$860,000 in funding from the Canada 150 Community Infrastructure Program for two projects: Play Structure Upgrades and Replacement and the White Buffalo Youth Lodge Roof Replacement. The Canada 150 Community

Infrastructure Program has committed \$150 million over two years to renovate, expand and improve existing community and cultural infrastructure. The external source revenues help to fund up to 50 percent of the project costs.

ADDITIONAL REVENUE

SASKATOON LAND GENERATES \$16.07 MILLION



In 2015, the Land Development operation continued to deliver financial returns for allocation by City Council. Since 2007, return on investment in development, sale and lease of land has resulted in millions of dollars in savings for Saskatoon taxpayers, including:

- **Contributions to Capital Budget:**
\$13.75 million from the Neighbourhood Land Development fund for various projects:
 - \$750,000 distributed to Reserve for Capital Expenditures
 - \$8.29 million for Prepaid Reserves
 - \$4.71 million for road rehabilitation and preservation

- **Contributions to Operating Budget:**
\$2.32 million contribution to general revenue from short-term leases, farm leases and long-term lease payments collected through the industrial land incentives program.

“Saskatoon operates one of the largest self-financed municipal land development programs in Canada, and has done so since 1954. It is an enterprising approach to adding value to land, facilitating economic growth, and reaping net profits for re-investment.”
– Frank Long, Director, Saskatoon Land

Our Corporate Performance

GROWING IN A SUSTAINABLE WAY

View online at saskatoon.ca/environment

In 2015, a variety of initiatives supported the City's Strategic Goals of Environmental Leadership and Sustainable Growth. This led to the diversion of 31,828 tonnes of waste from the landfill and greenhouse gas (GHG) emission reductions of approximately 93,752 CO₂e* – equivalent to taking 19,000 cars off Saskatoon roads.

RECYCLABLES DIVERTED

Total: **29,623 tonnes**, rate of **20.99%** in 2015

	% 2015	tonnes
Compost	10.4	12,704
Curbside Residential Recycling	7.4	10,457
Multi-Unit Residential Recycling	1.2	1,654
Recycling Depots	1.2	1,652
Recyclables from Landfill	0.6	910
Charity Bins	0.1	164
Household Hazardous Waste	0.1	76
Public Space Recycling	0.01	5

NOTE: Of the 157,091 tonnes of waste accepted at the landfill over 900 tonnes of metals, white goods, propane tanks and batteries and 51,716 litres of used oil were removed from the site for recycling or disposal as hazardous waste.

* GHG Emission Reductions:

• Landfill Gas Management	52,660 tonnes CO ₂ e
• Net Reduction of GHG due to City's Recycling Programs	36,171 tonnes CO ₂ e
• Net Reduction of GHGs due to City's Compost Programs	4,921 tonnes CO ₂ e

INCREASING PROCESS EFFICIENCY REDUCES ENERGY CONSUMPTION AT SASKATOON WATER

Treating water that comes through Saskatoon's water treatment facility demands an enormous amount of energy. Over the past year, Saskatoon Water has expanded its optimization efforts to reduce its energy consumption by increasing the efficiency of the process. For example, the plant process filter, which used to run 48 hours, now runs for 96 hours. That increase resulted in an 18 percent reduction in volume, a 15 percent reduction in backwash energy, and subsequent savings in power consumption at the Residuals Handling Facility.

COMMITTED TO BECOMING AN ENVIRONMENTALLY SUSTAINABLE COMMUNITY

The City's Environmental Policy, first adopted in 2006, was updated to reflect environmental trends, current regulatory requirements, the needs of the City's programs and services, and to align with policies in similar cities. The policy update repositioned the City as a member of the community with a shared responsibility for environmental sustainability.

CARBON DISCLOSURE PROJECT CITIES INITIATIVE

The City demonstrated its shared responsibility for environmental sustainability in November when His Worship, Mayor Don Atchison – on behalf of the City of Saskatoon – committed to complying with the environmental requirements of the Compact of Mayors, the world's largest coalition of city leaders addressing climate change through the reduction of greenhouse gas emissions. In the first year of the Compact of Mayors' commitment, Saskatoon will submit to a greenhouse gas emissions inventory, and it will identify and report on climate risks to the Carbon Disclosure Project Cities initiative.

DEVELOPING A COMPREHENSIVE SOURCE CONTROL STRATEGY

As part of its review of the Sewage Works Bylaw No. 5115, City Administration examined the wastewater practices of more than 700 industrial, commercial and institutional businesses in 2015. The study provided a baseline measurement and vital information to City planners developing a comprehensive source control strategy that will help prevent prohibited substances from getting into the sanitary sewer system.

STUDENT ACTION FOR A SUSTAINABLE FUTURE

The award-winning Student Action for a Sustainable Future (SASF) program involves 10-14 classes of grade 5-8 students in projects that measurably reduce greenhouse gas emissions and result in sustainability benefits in the areas of waste, water, energy, food, biodiversity, and transportation.

COMMUNITY GARDENS HELP REDUCE FOOD MILES AND GREENHOUSE GAS EMISSIONS

Four new community gardens opened in 2015, bringing the total number of gardens on City of Saskatoon-owned property to 23 (approximately 720 plots). Community gardens provide a place for volunteers to collectively produce food, flowers, native and ornamental plants, edible berries and food perennials—building local skills and relationships, enhancing nutrition, and reducing food miles (the distance our food needs to travel to our plate) and greenhouse gas emissions in the community.

REDUCING COSTS AND GREENHOUSE GAS EMISSIONS WITH COMBINED HEAT AND POWER UNITS

The City of Saskatoon is demonstrating leadership in cold climate energy efficiency with the successful operation of combined heat and power (CHP) units

FURTHER 2015 HIGHLIGHTS

- **95% diversion rate** from the demolition of the Parish & Heimbecker plant. Wood, concrete, and metals from the project are being repurposed and sold instead of heading to the landfill.
- **50% increase** in Green Bin Subscriptions, to 6,000 participants.
- With the opening of four new community gardens, the City created more than **700 garden plots** to grow everything from food to ornamental plants.
- Nearly **6 tonnes** of end of life electronics recycled in 2015.
- With the addition of the new East Compost Depot, there was more than **45,000 vehicle visits** to City compost facilities.

To read about more E&CI initiatives toward the City's environmental leadership goals, go to saskatoon.ca/environment.

in two of the City's largest leisure facilities and by increasing awareness of the benefits of CHP in Saskatchewan. The efficiency of the City's CHP units is reducing utility costs and greenhouse gas emissions at the two facilities. The technology is called "combines heat and power" because after the electricity is generated by the system, the waste heat is used in the building. Aquatic centres are ideal locations to install these systems as pools and hot tubs require heating year round. The Shaw Centre and Lakewood Civic Centre were selected as suitable sites to install and test the CHP units.

MAJOR PROJECTS

View online at saskatoon.ca/city-hall/budget-finance

Major investments in infrastructure and core services were made in 2015 to make Saskatoon an even more attractive and desirable place to live, work, and visit. Over \$38.5 million was invested to maintain and repair Saskatoon's roads and sidewalks, bringing our total roadways investment to over \$53 million.



Photo courtesy PotashCorp



keeneyeconnect Enjoyed our visit to the newly re-opened Kinsmen Park. What a great space for kids and families to play! @cityofsaskatoon @PotashCorpSask



Loralee Carson Herter My favorite stop when I was a kid visiting that park in S'toon! So glad to hear of the upgrade!



Francis Pitia Daud Wani Thank you for the great job that will stay forever in memories of our kids, teenagers, youth and adults.

Building Better Roads



The City's Building Better Roads program is aimed at repair, but also improving traffic flow to reduce congestion. Since The Building Better Roads Rehabilitation project was launched in 2013, the City has improved more than 420 km of roadways - about the distance between Saskatoon and Medicine Hat.

\$9.5 Million PotashCorp Playland at Kinsmen Park Opens



Saskatoon's new, must-see family-friendly attraction PotashCorp Playland opened in August and features a \$1.025 million train provided by Canpotex and CP, as well as a larger Ferris wheel and a refurbished carousel.

PotashCorp provided \$7.5 million of the \$9.5 million cost of PotashCorp Playland, which also includes a unique, new play area. This part of PotashCorp Playland is free of charge and has lots of room for climbing, sliding, swinging - and riding down the zip line.

Civic Operations Centre



Construction began on the permanent snow storage facility at the new Civic Operations Centre (COC), with completion expected in late 2016. Construction also began on the new Transit facility at the COC, this facility will house buses, maintenance and Administration offices.

Official Launch of New Website



The redesigned City of Saskatoon website, saskatoon.ca, was launched in February. The website used extensive public engagement to create a more customer- and citizen-friendly site. Over 4,000 users visited the online project engagement site to provide input.

Improving Customer Service



The City launched Service Saskatoon, a coordinated approach to responding to citizen's calls and inquiries on programs and services. The goal is to build public confidence and trust by providing a great customer experience. Information will be readily available via one-stop, personalized access to City services by phone (including mobile), internet, or in person.

Recreation and Parks Master Plan Approved



City Council approved the Recreation and Parks Master Plan in November. The plan, which included input from public and stakeholder engagement, provides guidance for future decision-making related to recreation and parks services, programs, amenities and facilities.

Saskatoon Minor Football Field at Gordon Howe Park Nearing Completion



Phase 1, the new artificial turf field at the Saskatoon Minor Football Field at Gordon Howe Park, had its first full year of operations in 2015. Phase 2 construction includes three stages. Stage 1, the new clubhouse foundation, was completed; Stage 2, the clubhouse exterior and interior finish, was 90 percent complete at the end of 2015; and Stage 3, the entrance plaza and landscaping, is scheduled for completion in 2016.

New FlexParking System Launched



The City completed activation of 300 FlexParking pay stations in the downtown core, Riversdale, Broadway, Sutherland, Saskatoon City Hospital, and St. Paul's Hospital areas. The system provides several payment options and allows drivers to park at various locations around the city on a single payment.

Wastewater Operations/Maintenance Facility



The Wastewater Utility moved forward with a \$10 million odor abatement project. The project is expected to reduce approximately 76 percent of all odor emissions during normal operation.

North Commuter Parkway and Traffic Bridge



The North Commuter Parkway and Traffic Bridge Replacement Project are part of the Bridging to Tomorrow initiative. The project was awarded to Graham Commuter Partners in September and the first stage of berm construction for the Traffic Bridge was completed in December.

Growing Forward! Shaping Saskatoon



As the Growing Forward! Shaping Saskatoon planning initiative nears completion, public engagement initiatives moved forward on several elements of the Growth Plan to Half a Million.

- **Corridors:** A final round of public engagement occurred in the fall and a Corridor Redevelopment program will be developed in 2016 following approval of the Growth Plan.
- **Employment Area Plan:** A growth model was completed and additional baseline data was gathered to inform the Policy review work. A policy analysis is in progress.
- **Transit:** A long-term Transit Plan was developed with ten-year implementation priorities. The final rounds of public engagement were held, with input used to refine implementation priorities.
- **Transportation:** Phase 1 of the Active Transportation Plan was completed, including data collection and analysis and public and stakeholder engagement.

Remai Modern Art Gallery of Saskatchewan Nearing Completion



The primary construction contract with EllisDon for the Remai Modern Art Gallery of Saskatchewan building was approximately 80 percent complete in 2015. The contractor projects that construction will be wrapped up in late 2016, allowing the building to be prepared for opening in early 2017.

CLOSING KUDOS



Wonderful run in #yxe around the riverfront. Kids and I were impressed with @cityofsaskatoon workers keeping our parks and paths beautiful. @ProfSmithSTM



Grateful for the bicycle lane. 20kms of pedal bike this afternoon #WellDone. #iBike #iPedal @MattKruchakCBC



We had an amazing time at the pool today - THANK U so much for this awesome event!
[instagram.com/p/6x50BErEHC/](https://www.instagram.com/p/6x50BErEHC/)
@LouiseMorett



Morning walk #yxe - hat tip to @cityofsaskatoon Parks Dept #yxeshines
[instagram.com/p/5zOn7PhcDh/](https://www.instagram.com/p/5zOn7PhcDh/)
@SaskRealtors



So again, @cityofsaskatoon's Rob Frank says University Bridge is 2-3 weeks ahead of schedule #yxe @lkretzel



Saskatoon's University Bridge is trending on Twitter in Canada! #bignews #yxe #cbcye @MattKruchakCBC



@CBCSask @cityofsaskatoon Wow - I'm impressed! Kudos to the crews (University Bridge)! - @nirakmit



HUGE congratulations to the @cityofsaskatoon for the re-opening of University Bridge 4 weeks early! @lumpy_stewart



I worried construction on the University Bridge wouldn't be complete for students in September. Good job, @cityofsaskatoon. @GabeSenecal



Did I just see cars going over the #universitybridgesaskatoon?! Good work #yxe @cityofsaskatoon @AprilSora



Thanks to @AtchisonDon and those @cityofsaskatoon workers who stepped up and got the University Bridge work done ahead of schedule." @BumfOnline



Job well done to the @cityofsaskatoon crew working at McKercher and Edinburgh today. Water only off for just over 60 minutes. #yxe @LMCSaskatoon

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 | Honesty | Courage

OUR LEADERSHIP COMMITMENTS

Our leadership commitments are another critical ingredient for the City of Saskatoon to accomplish the 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



Quality of Life



Environmental Leadership



Sustainable Growth



Moving Around



Culture of Continuous Improvement



Economic Diversity and Prosperity



Asset and Financial Sustainability

7

STRATEGIC GOALS

Quick Reference Guide

