



City of  
Saskatoon

# Strategic Plan 2018-2021

Adopted by City Council  
August 27, 2018



## MESSAGE | FROM THE MAYOR

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Great cities are the results of great people—devoted volunteers, enthusiastic public servants, innovative entrepreneurs, and committed leaders in every area and sector of a community—partnering together to address the challenges and opportunities of the modern world. Great cities do not simply happen from a lucky series of coincidences and nor are they the inevitable result of economic growth, but they are instead the results of intentional and collective efforts to work for a cause far greater than any one of us individually.

Great cities are the outcomes of what we are able to accomplish together as a community. That is the theme that this refresh of our Strategic Plan represents—that we have to work together in order to address the pressures we are facing, get the most out of the opportunities in front of us, and unlock the full potential of our community.

Cities are at the forefront of navigating many of the most complex issues of our changing world, and this refreshed Strategic Plan helps set up Saskatoon for success now and into the future. The refresh reflects the new leadership model of City Council in which all councillors and myself have been empowered with leadership roles in 10 different priority areas. Collectively, these priority areas are crucial building blocks for a sustainable, strong, and progressive city with a high quality of life and opportunities for all citizens.

We are a resilient community, made stronger through our diversity and becoming bolder as we continue to find and challenge our place in the world. This refreshed Strategic Plan is the result of the passion and enthusiasm that has defined us as a city, it is a product of our Prairie spirit and our resolve to work together.

A handwritten signature in black ink, appearing to read 'Charlie Clark'.

Charlie Clark  
Mayor

## MESSAGE | THE ADMINISTRATION'S LEADERSHIP TEAM

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In 2012, City Council adopted a 10-year Strategic Plan that reflected the visionary ambitions of the people of Saskatoon. Over the last half decade, we have worked to bring the Plan to life.

The Strategic Plan has evolved, and we have gained a better understanding of what its seven Strategic Goals mean to our city and the role they play in achieving the City's collective vision. While we are deeply committed to achieving those goals, a refreshed and re-focused strategic plan will help keep us on track for realizing our vision for the future.

This updated Strategic Plan re-focuses our efforts and shifts our resources to Council's 10 priority areas. The 2018-2021 Plan reflects the insights of our new City Council - elected in late 2016 - and, of course, those of their constituents.

Over the next four years, we'll act on the initiatives outlined in this Plan, monitor our progress and work closely with City Council to ensure its priorities are achieved.

By continuing to work together - as citizens, City Council and civic administration - we will achieve our ultimate vision of making Saskatoon a great place to live, work, learn and play.



Left to right: **Mike Jordan**, Director, Policy and Government Relations; **Joanne Sproule**, City Clerk; **Patti Warwick**, City Solicitor; **Jeff Jorgenson**, City Manager; **Dan Willems**, A/General Manager, Corporate Performance Department; **Angela Gardiner**, A/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

# MAYOR AND CITY COUNCIL

## COUNCILLORS

### MAYOR



Charlie Clark



Darren Hill  
Ward 1



Hilary Gough  
Ward 2



Ann Iwanchuk  
Ward 3



Troy Davies  
Ward 4



Randy Donauer  
Ward 5



Cynthia Block  
Ward 6



Mairin Loewen  
Ward 7



Sarina Gersher  
Ward 8



Bev Dubois  
Ward 9



Zach Jeffries  
Ward 10

## 2016-2020 PRIORITY AREAS OF CITY COUNCIL

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The world is changing, and cities are at the forefront of navigating these changes. Saskatoon must continually think and work differently in order to address the challenges and opportunities of the modern world: the competition for economic investment, growing diversity, climate change, technological advancements, and income inequality. How will we grow, how will we provide necessary services to residents, and how will we ensure a high quality of life for all citizens?

To provide focused leadership as we strive to achieve our Strategic Goals, City Council identified 10 strategic priority areas and created a new leadership model to empower all of its members to take leadership roles – with support from the Administration – in engaging citizens and stakeholders and advancing these priority areas.

This leadership model is a new approach for the City. It is intended to address the pressures we are facing, get the most out of the opportunities in front of us, and unlock the full potential of our community through meaningful engagement.

Each of the 10 defined priority areas of focus have a dedicated City Council lead. As work advances in each priority area, there will be outcomes that could impact the City's business plan and budget process, or how the City approaches work. Once these outcomes are brought forward and approved by City Council, changes are made and the City moves forward!

These priority areas will guide the focus of change over this Council's four-year term and impact the allocation of resources through the business planning and budget process.

## 2016-2020 CITY COUNCIL: PRIORITY AREAS OF FOCUS WITH COUNCIL LEAD

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<b>Community Safety and Well-being</b>   Councillor Gough	<b>Information Technology</b>   Councillor Jeffries
<b>Core Services</b>   Councillor Iwanchuk	<b>Reconciliation, Inclusion, Diversity</b>   Mayor Clark
<b>Downtown Development</b>   Councillor Block	<b>Recreation, Culture and Leisure</b>   Councillor Davies
<b>Economic Development</b>   Councillor Hill	<b>Regional Planning</b>   Councillor Donauer
<b>Environmental Sustainability</b>   Councillor Gersher Councillor Loewen	<b>Transportation</b>   Councillor Dubois

## TABLE OF CONTENTS

PG

<b>9</b>	<b>Introduction</b>
<b>10</b>	<b>Our Vision</b>
<b>10</b>	<b>Our Mission</b>
<b>11</b>	<b>Our Guiding Values</b>
<b>12</b>	<b>Strategic Goals</b>
14	A Culture of Continuous Improvement
16	Asset and Financial Sustainability
18	Quality of Life
20	Environmental Leadership
22	Sustainable Growth
24	Moving Around
26	Economic Diversity and Prosperity
<b>28</b>	<b>Conclusion</b>







PHOTO: ADRIEN WILLIAMS

## FROM AMBITION TO ACTION

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Cities and the issues they confront are constantly changing. While providing high-quality services such as roads, transit, parks, water, police, and fire will always remain at the core of what the City of Saskatoon does, emerging issues such as reconciliation, mental health and inequality have required its attention.

As the City matures and evolves, so too must our approach to delivering services that help build a more prosperous, safe, inclusive and sustainable community. And, that is what this refreshed Strategic Plan does.

Specifically, the 2018-2021 Strategic Plan identifies the most important priorities for the City and outlines actions necessary to achieve them. It is a living document that will guide the City over the next four years. It is a mechanism to proactively address opportunities and challenges as they arise in order to achieve our vision and mission, and sustain the high quality of life that we currently enjoy.

The foundation for this Strategic Plan was laid in 2010, through the *Saskatoon Speaks* Community Visioning process, and the subsequent adoption of the City's first

long-term Strategic Plan in 2012. While this foundation remains solidly in place, the 2018-2021 Strategic Plan outlines the City's priorities for the next four years. It sets them out in a way that ensures that the City's programs and services will address the changing needs of the community, while keeping within our financial means.

To that end, this Strategic Plan sets our direction for the future, and will guide the City's first ever multi-year business plan and budget process starting in 2020.

In the following pages of this Plan, you will learn more about what the City of Saskatoon intends to accomplish over the next four years. You will also learn about how our accomplishments will be measured and what actions we will take to achieve them. Finally, you will see how this Strategic Plan aligns with several other strategic initiatives that are already underway.



PHOTO: TOURISM SASKATOON

## OUR VISION

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Saskatoon is a great place to live, work, learn and play.

## OUR MISSION

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Our Corporation, the City of Saskatoon, exists to provide excellence in local governance and public service delivery.

## OUR GUIDING VALUES

### **COURAGE**

- Lead with passion.
- Seek innovation.
- Willingly admit mistakes.
- Face adversity with strength and confidence.
- Respectfully challenge the current way.
- Be brave enough to forgive and move forward.

### **RESPECT**

- Recognize everybody's contribution and celebrate successes.
- Value individual's beliefs, diversity, aspirations, skills and experiences.
- Take time to listen and understand.
- Have open and honest discussions because we care about the perspectives of others.
- Embrace the role and responsibility of others.
- Support decisions with an explanation.

Our Strategic Goals will be achieved through the talent, creativity, and commitment of staff who demonstrate our five Guiding Values in our workplace every day.

### **INTEGRITY**

- Be accountable and take ownership of our work.
- Ensure actions are always honourable and ethical.
- Make wise decisions, help others and lead by example.
- Lead and embrace change.

### **SAFETY**

- Put safety at the forefront of all decision making.
- Never compromise on the safety or well-being of ourselves, coworkers or the public.
- Take responsibility for your safety and those around you.
- Respectfully address unsafe behaviour.

### **TRUST**

- Demonstrate consistency between actions and words.
- Support, inspire and empower others to do their job.
- Honour commitments.

# STRATEGIC GOALS



The Strategic Goals are based on areas that the community and City Council identified in order to realize our Vision and accomplish our Mission.

In 2011, the community visioning process, *Saskatoon Speaks*, engaged people from across the city in conversations about the future. To structure the conversation and ensure critical aspects of the city were fully addressed, eight inter-related themes were identified.

The *Saskatoon Speaks* themes were consolidated and two additional strategic goals were identified to create a set of seven Strategic Goals to guide our future.

All civic reports, business plans, budgets, and action items are designed to support one or more Strategic Goal.

Strategic Goals		Saskatoon Speaks Theme
	A Culture of Continuous Improvement	
	Asset and Financial Sustainability	
	Quality of Life	Social well-being Recreation, parks & community safety Culture
	Environmental Leadership	The environment
	Sustainable Growth	Shaping growth The city centre
	Moving Around	Moving around
	Economic Diversity and Prosperity	The economy

The City's Strategic Plan articulates the Strategic Goals, City Council Priority Areas and initiatives that are associated with them. Resource requirements will be identified for business planning and budgeting based on the priorities and initiatives in order to help achieve the Strategic Goals identified during *Saskatoon Speaks*. It is the main communication tool to inform residents of

the direction and Strategic Goals of the City, and how they will be attained.

The following sections highlight the vision for each Strategic Goal, the outcomes we are striving for, the measures of success, and the actions we will take between 2018-2021.



## A CULTURE OF CONTINUOUS IMPROVEMENT

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

We provide high quality services to meet the dynamic needs and high expectations of our citizens. We focus on continuous improvement and provide the best possible services using innovative and creative means. We go beyond conventional approaches to meet the changing needs of our city.

We are a preferred employer that attracts skilled and talented people from a variety of backgrounds and professional disciplines. We are diverse and representative of the community we serve.

We work together in a safe, healthy and productive environment. We know what is expected of us in our respective roles. And, we feel engaged and empowered to build a better city - committing ourselves to high standards of performance and taking responsibility for our decisions and actions each day.



What We Are Striving For	How We Measure Success	What Actions Will We Take
<p><b>Our workforce is representative of the local population.</b></p>	<ul style="list-style-type: none"> <li>• Women as a percentage of municipal workforce (and/or total promotions; % of total leadership roles)</li> <li>• Aboriginal employees as a percentage of municipal workforce (and/or total promotions; % of total leadership roles)</li> <li>• Visible minority as a percentage of municipal workforce (and/or total promotions; % of total leadership roles)</li> <li>• People with disabilities as a percentage of municipal workforce (and/or total promotions; % of total leadership roles)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a Diversity and Inclusion Action Plan and Aboriginal Employment Strategy to attract, retain, and develop talent that is representative of the local population.</li> <li>• Implement a Procurement Policy that rewards suppliers and contractors who demonstrate employee diversity.</li> </ul>
<p><b>Civic services are aligned with citizen needs and citizens are connected to answers and information they need quickly, simply and seamlessly.</b></p>	<ul style="list-style-type: none"> <li>• Website traffic including page views per visit, time spent on website, number of unique visitors</li> <li>• Number of Service Alerts issued</li> <li>• Conversion rate to online services</li> <li>• Citizen satisfaction with civic services</li> <li>• Number of subscribers on social media</li> <li>• Critical systems downtime</li> <li>• Voter turnout</li> <li>• Completion rate for Service Requests</li> <li>• Percentage completion of service levels defined for all core citizen-facing business practices</li> <li>• Number of applications and systems integrated into the Enterprise Resource Planning (ERP) solution</li> <li>• Open Data usage; Open Data user satisfaction rates</li> </ul>	<ul style="list-style-type: none"> <li>• Improve and expand the number of online services for transacting business with the City and accessing information.</li> <li>• Improve the City's business and customer relationships through the implementation of an Enterprise Customer Relationship Management System.</li> <li>• Improve public participation in civic programs and services with the implementation of a Community Engagement Strategy.</li> <li>• Develop and implement service levels for civic programs and services.</li> <li>• Implement an ERP solution to consolidate, integrate, and standardize the City's business processes.</li> <li>• Expand the City's Open Data program to improve the accessibility of information.</li> </ul>
<p><b>The City's workforce is engaged, healthy and safe.</b></p>	<ul style="list-style-type: none"> <li>• Lost Time Injury Frequency</li> <li>• Total Recordable Injury Frequency</li> <li>• Injury Severity Rate</li> <li>• Employee Turnover Rate</li> <li>• Employee Absenteeism Rate</li> <li>• Percentage of employees who rate their overall engagement as high</li> <li>• Average Employee Tenure</li> <li>• Percentage of critical services that have a documented business continuity plan in place</li> </ul>	<ul style="list-style-type: none"> <li>• Improve employee engagement through the implementation of Employee Engagement Action Plans.</li> <li>• Implement Health and Safety Management System to reduce occupational injuries and illnesses.</li> <li>• Improve employee safety through the implementation of a Corporate Security Strategy.</li> <li>• Strengthen organizational capacity to respond quickly and effectively in the event of business disruption.</li> </ul>



## ASSET AND FINANCIAL SUSTAINABILITY

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### **Saskatoon invests in what matters**

Our planning is inspired by the idea that “we invest in what matters”. The financial and physical resources under our care are used to address the needs of citizens today and tomorrow - focused on our long-term goal to manage the City in a smart, sustainable way.

The services we provide are aligned with what our citizens expect and are able to pay. Citizens see value in the investments they make through their tax dollars. On their behalf, we seek revenue streams from new and multiple sources, and manage both risk and debt appropriately.

We are open, accountable and transparent, particularly when it comes to the resource allocation and collection decisions we make.

Our buildings, roads and bridges are well-managed and well-maintained - meeting the needs of citizens and reflecting the pride and priorities of a modern 21st Century city.

What We Are Striving For	How We Measure Success	What Actions Will We Take
<p><b>Reliance on property taxes is reduced.</b></p>	<ul style="list-style-type: none"> <li>• Property taxes as a percent share of total operating budget</li> <li>• Property taxes as a percent share of the consolidated financial statement</li> <li>• Percentage of overall revenues collected through fees</li> <li>• Government transfers as a share of budget</li> </ul>	<ul style="list-style-type: none"> <li>• Consider and evaluate new non-property tax revenue sources to help pay for City projects, programs and services.</li> </ul>
<p><b>Key civic infrastructure assets are maintained and funded to minimize total life cycle costs.</b></p>	<ul style="list-style-type: none"> <li>• Number of Asset Management Plans adopted</li> <li>• Number (or percentage) of assets in fair or better condition</li> <li>• Percentage of assets in need of immediate rehabilitation</li> <li>• Funding gap required to operate, maintain, rehabilitate/replace key civic infrastructure</li> <li>• Average age of water pipes</li> <li>• Number of lead pipe replacements</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and maintain Asset Management Plans for key civic infrastructure.</li> <li>• Establish funding plans to meet the approved Asset Management Plans.</li> </ul>
<p><b>Public funds are utilized in the most efficient and effective manner practicable and aligned with citizen expectations.</b></p>	<ul style="list-style-type: none"> <li>• City's Credit Rating</li> <li>• Annual City expenditure growth</li> <li>• Tax supported debt</li> <li>• Debt Per Capita</li> <li>• Reserve to Debt Ratio</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a Multi-Year Business Plan and Budget.</li> <li>• Develop and update the City's long-term financial plan.</li> </ul>
<p><b>Procurement practices are transparent and focused on achieving best value.</b></p>	<ul style="list-style-type: none"> <li>• Number of uncontested procurements per year</li> <li>• Number of submissions per procurement</li> <li>• Procurement operation expenditures as a percentage of the total dollar value of all transactions</li> <li>• Procurement/purchasing cycle time rates</li> <li>• Value of sole-source contracts as a target percentage of total purchases</li> <li>• Purchase card usage rates</li> <li>• Percentage of suppliers demonstrating diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Improve procurement practices through the implementation of a new, modern Procurement Policy.</li> </ul>



## QUALITY OF LIFE

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### **Saskatoon is a warm, welcoming place**

Our neighbourhoods are “complete communities” that offer a range of housing options, employment opportunities, art, culture and recreational facilities and other amenities. Citizens have access to facilities and programs that promote active living, and enjoy the natural beauty and benefits of parks, trails and the river valley that brings people together.

Culture thrives in Saskatoon where diverse traditions, religions and languages are respected and celebrated. As a community, we find new and creative ways to showcase our city’s built, natural and cultural heritage. Every citizen feels a sense of belonging. People are actively engaged in the future and governance of their city. Our community spirit is strong where, through conversation and collaboration, we work as one community to move forward, together.

What We Are Striving For	How We Measure Success	What Actions Will We Take
<p><b>The well-being of citizens is a shared responsibility and our community is safe.</b></p>	<ul style="list-style-type: none"> <li>• Supply of attainable housing</li> <li>• Public perceptions of quality of life and safety</li> <li>• Emergency response times</li> <li>• Bylaw compliance inquiries</li> <li>• Percent of population living below Low Income Cut-Off</li> <li>• Crime Severity Index rankings</li> <li>• Fire Incident Rates/Loss per \$1,000 valuation</li> <li>• Neighbourhood safety, property maintenance, and bylaw compliance satisfaction rates</li> <li>• Number of lift assist calls to Saskatoon Fire Department</li> </ul>	<ul style="list-style-type: none"> <li>• Support community collaboration on healthy lifestyles, income disparities, crime reduction, and access to education, employment and housing.</li> <li>• Support the Age-Friendly Saskatoon Initiative.</li> <li>• Table a social development strategy that identifies municipal priorities.</li> <li>• Continue to develop a coordinated approach to neighbourhood safety, property maintenance, and bylaw compliance.</li> <li>• Optimize fire station deployment and the enhanced role of the Saskatoon Fire Department within the community.</li> </ul>
<p><b>Citizens are engaged in a welcoming place and enjoy a range of opportunities.</b></p>	<ul style="list-style-type: none"> <li>• Community volunteer hours and programs supported through grants</li> <li>• Municipal per capita cultural spending</li> <li>• How community partners leverage City investments of grant funding</li> <li>• Population growth, net migration rates, and demographic diversity</li> <li>• Participation rates on community associations, boards and committees</li> <li>• Awareness of programs and services</li> <li>• Perceptions of racism in Saskatoon</li> <li>• Progress on City-related TRC Calls to Action</li> <li>• Reported racism and discrimination rates</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support Truth and Reconciliation initiatives.</li> <li>• Complete the renewal of the City's Culture Plan.</li> <li>• Coordinate racism education and awareness.</li> <li>• Support the Immigration Action Plan.</li> <li>• Renew support programs to community and cultural groups.</li> <li>• Ensure the City's procurement policy supports community diversity and inclusion.</li> </ul>
<p><b>Recreation and cultural facilities are accessible, physically and financially, and meet community needs.</b></p>	<ul style="list-style-type: none"> <li>• Participation rates in recreation and cultural programs</li> <li>• Number of community partnerships involving new recreation and cultural facilities</li> <li>• Number of community sponsored special events</li> <li>• Cultural/Arts Grants per capita</li> <li>• Recreation facilities/park space per capita</li> <li>• Preventative maintenance completion</li> <li>• Number of emergency repairs</li> <li>• Customer/client satisfaction</li> <li>• Number of events that have submitted an Environmental Sustainability Plan</li> <li>• Percentage of parks, buildings, etc. that meet the enhanced level of accessibility criteria</li> <li>• Grant uptake for projects which support goals of WinterCity YXE</li> <li>• Percentage of policies and regulations/bylaws that incorporate winter city and four season design language</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Recreation and Parks Facilities Game Plan.</li> <li>• Support a Winter City Strategy.</li> <li>• Renew and implement the Special Event Policy framework.</li> <li>• Continue to refine and implement park and recreation facilities asset management plans.</li> <li>• Design recreation and cultural facilities and programs to meet diverse community needs.</li> </ul>



## ENVIRONMENTAL LEADERSHIP

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### **Saskatoon grows in harmony with nature**

Saskatoon thrives in harmony with its natural environment, conserves resources and consistently demonstrates environmental leadership.

Our city's air and water are clean. We reduced our consumption of water and energy. We rely on renewable energy sources and green technology where it makes sense to do so. We construct energy efficient buildings and are a leader in operating an energy-efficient city in our cold weather climate.

People routinely take transit, walk or cycle to get around, and our neighbourhoods are more compact. We produce less garbage and recycle or compost most of it. We grow more food in the city. The South Saskatchewan River Valley is Saskatoon's natural showpiece and supports biodiversity in its many forms. Our natural assets are protected, enhanced and linked. There is more green space per resident, thanks to a commitment to urban and grassland parks and an urban forest that is healthy and growing.

What We Are Striving For	How We Measure Success	What Actions Will We Take
<p><b>Effects of climate change on civic services are proactively addressed.</b></p>	<ul style="list-style-type: none"> <li>• Community and corporate GHG emissions, total per capita</li> <li>• Generation capacity interconnected to the grid</li> <li>• LEED® standard certified buildings</li> <li>• Electricity consumption per civic building; electricity consumption per household</li> <li>• Water consumption per civic building; water consumption per household</li> <li>• Average fuel efficiency achieved for city facilities and vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a high performance civic building policy.</li> <li>• Adopt energy standards for new and existing private buildings.</li> <li>• Pursue opportunities for property owners to generate their own electricity from renewable sources.</li> <li>• Take action to adapt and build resilience to floods, disasters, etc.</li> </ul>
<p><b>Solid waste diversion is maximized and landfill operations management and financial sustainability optimized.</b></p>	<ul style="list-style-type: none"> <li>• Percentage diversion of solid waste from the landfill</li> <li>• Reduction in amount of solid waste per household</li> <li>• Participation rates for citywide organics program</li> <li>• Solid waste management long-term plan funding rates</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a mandatory city-wide organics program for single-family and multi-unit residences.</li> <li>• Implement mandatory recycling and organics programs and policies for the Industrial, Commercial and Institutional sectors.</li> <li>• Begin work to ensure Recovery Park is operational for day-to-day receipt of household hazardous waste and other waste diversion materials.</li> <li>• Implement a long-term funding and program strategy for solid waste management and waste diversion.</li> </ul>
<p><b>Green infrastructure is identified and managed for the benefit of current and future generations.</b></p>	<ul style="list-style-type: none"> <li>• Ecological Footprint</li> <li>• Number of trees planted; trees removed due to disease, safety, or development</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a Natural Areas, Accessibility &amp; Stormwater Management Policy/Plan.</li> <li>• Renew the Urban Forestry Strategy.</li> <li>• Adopt Urban Forest risk and mitigation strategies.</li> </ul>



## SUSTAINABLE GROWTH

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

Saskatoon's growth is environmentally and economically sustainable and contributes to a high quality of life. The city has grown both upward and outward - reflecting a balance of greenfield and infill development. Balanced growth has made the city a model of efficiency and resulted in attractive new people places that reinforce Saskatoon's sense of community.

Downtown is built-up and bustling. Main streets and community hubs are urban villages. New neighbourhoods are walkable and well-planned; older neighbourhoods have been renewed and revitalized. Our City Centre is a vibrant hub for culture, commerce and civic life. Getting to and from this thriving, creative space is easy, safe and enjoyable.



What We Are Striving For	How We Measure Success	What Actions Will We Take
<p><b>Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices, and efficient servicing.</b></p>	<ul style="list-style-type: none"> <li>• Population density</li> <li>• Infill development as a proportion of total development</li> <li>• Average residential densities</li> <li>• Proportion of total office development in the City Centre</li> <li>• City centre population growth as a share of total growth. Density of new residential developments (year-over-year change)</li> <li>• Vacant residential and industrial land</li> <li>• Supply of land within City limits</li> <li>• See <i>Moving Around</i> for more indicators related to transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Implement strategies to encourage downtown and infill development, including development process initiatives and financial incentives.</li> <li>• Refine and implement the Bus Rapid Transit System (BRT).</li> <li>• Refine and implement Corridor Plans along designated roadways and transit routes.</li> <li>• Renew the City’s Official Community Plan to align with the principles of the Plan for Growth.</li> <li>• Pro-actively prepare concept plans for urban development, including a new sector plan with the University of Saskatchewan.</li> <li>• Develop and implement reasonable strategies where growth pays for growth.</li> <li>• Refine measures for who pays for growth in new development areas.</li> </ul>
<p><b>Regional partnerships provide the best opportunities for sustainable prosperity and quality of life.</b></p>	<ul style="list-style-type: none"> <li>• Real Gross Domestic Product (GDP)</li> <li>• Household Median Income</li> <li>• Building permit values</li> <li>• Regional Economic Growth and Development Indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Refine and implement the Saskatoon North Partnership for Growth (P4G) Regional Plan.</li> <li>• Complete the South East and North West concept plans with the RM of Corman Park.</li> <li>• Explore collaborative servicing strategies with regional partners, driven by business case development.</li> <li>• Complete the studies to refine regional Green Network.</li> </ul>
<p><b>Economic growth and development is supported by streamlined business practices and development approvals.</b></p>	<ul style="list-style-type: none"> <li>• Number and volume of building permits</li> <li>• Timelines for permit approvals</li> <li>• Customer satisfaction surveys related to permit application</li> <li>• Percentage comparison of online applications to paper applications</li> </ul>	<ul style="list-style-type: none"> <li>• Complete service reviews for the overall development process and building permits.</li> <li>• Continue to migrate residential and commercial building permits to a customer-friendly on-line format.</li> <li>• Engage the development and construction industries to support process improvements and economic development initiatives.</li> <li>• Align development and permit application fees with expected customer service levels.</li> <li>• Explore municipal development corporations (MDC) to attain “city building” objectives.</li> </ul>



## MOVING AROUND

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### **Saskatoon is a city on the move**

Our investments in infrastructure and new modes of transportation have shifted attitudes about the best ways to get around.

Our transportation network includes an accessible and efficient transit system and a comprehensive network of active transportation facilities. People still use cars, and also rely on options such as public transit, walking and cycling.

Growth has brought new roads and bridges that improve connectivity for all travel modes. Improved streetscapes, interconnected streets and well-planned neighbourhoods encourage walking and cycling.

Attractive options to the car alleviate congestion and ensure people and goods can move around the city quickly and easily.

What We Are Striving For	How We Measure Success	What Actions Will We Take
<p><b>The transportation network includes an accessible and efficient transit system and a comprehensive network of active transportation to provide more choice to move around the city.</b></p>	<ul style="list-style-type: none"> <li>• Transit Ridership</li> <li>• Total kilometres of cycling-specific infrastructure</li> <li>• Transportation Network Company (TNC) data usage rates</li> <li>• Mode share</li> <li>• Pathway and sidewalk condition ratings</li> <li>• Average commute time</li> <li>• Fleet operating costs/bus</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a city-wide transit strategy to support Bus Rapid Transit (BRT).</li> <li>• Develop a Transportation Master Plan using outputs from the Growth Plan and Active Transportation Plan.</li> <li>• Vision Zero is pursued to reduce vehicle collisions.</li> <li>• Develop and implement a regulatory framework for Transportation Network Companies (TNCs).</li> </ul>
<p><b>Traffic flow throughout the city is safe and optimal.</b></p>	<ul style="list-style-type: none"> <li>• Citizen satisfaction with civic services – perception of traffic management</li> <li>• Average collision rates per capita</li> <li>• Average commute time</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the North Commuter Parkway and Traffic Bridge project are open to traffic.</li> <li>• Ensure that Interchange projects – McOrmond and College; Boychuk and Hwy 16 are open to traffic.</li> <li>• Development and implementation of an Intelligent Transportation System Strategic Plan.</li> </ul>
<p><b>Parking availability is optimized.</b></p>	<ul style="list-style-type: none"> <li>• Citizen satisfaction with civic services</li> <li>• Number of parking permits/per eligible participant</li> <li>• Number of available parking spaces during peak times</li> <li>• Increasing utilization of off-street parking</li> <li>• Parking revenues and customer volumes</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct an overall parking service review, to align citizen expectations and sustainable funding.</li> <li>• Implement a new residential parking permit program.</li> <li>• Implement a new temporary reserved parking program.</li> </ul>



## ECONOMIC DIVERSITY AND PROSPERITY

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

Saskatoon's regional economy continues to grow and diversify, demonstrating long-term sustainability.

The city is recognized globally as a centre for education, innovation and creativity, and a business-friendly environment. Strong institutions and a spirit of entrepreneurship encourage the ideas and plans of individuals and companies big and small. We are a city that celebrates and embraces an entrepreneurial spirit.

All sectors of the economy are pulsing and new economic pillars have emerged. People from across the province, Canada and the world are drawn to our city for its quality of life, limitless opportunities and highly-skilled and educated workforce.

Saskatoon is known as a bustling, business-friendly city.

What We Are Striving For	How We Measure Success	What Actions Will We Take
<p><b>Our economy is strong.</b></p>	<ul style="list-style-type: none"> <li>• Population growth</li> <li>• Real Gross Domestic Product (GDP)</li> <li>• Building Permit values and volume</li> <li>• Supply of residential, industrial, and commercial land</li> <li>• Employment growth</li> <li>• Retail sales</li> <li>• Income per capita Employment Rate</li> <li>• Convention Attraction Rates (# of out-of-city attendees)</li> <li>• Education and employment rates</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt Incentives/regulations to encourage downtown and infill development.</li> <li>• Streamline the City’s development process.</li> <li>• Ensure convention and event venues meet community needs.</li> <li>• Maintain an adequate supply of residential, industrial and commercial land.</li> </ul>
<p><b>Downtown is active and attractive to all residents and visitors.</b></p>	<ul style="list-style-type: none"> <li>• Office vacancy rate</li> <li>• Residential development and new residential units</li> <li>• Retail Vacancy Rate</li> <li>• Value of downtown construction (new and renovations)</li> <li>• Hotel Occupancy Rates</li> <li>• Percent increase in downtown property valuation</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the City Centre Plan.</li> <li>• Partner with the Downtown Saskatoon Business Improvement District (BID) to implement ideas from the <i>Downtown Where You Belong</i> workshops.</li> <li>• Establish a Downtown Development Coordinator to streamline and guide new downtown developments.</li> </ul>
<p><b>Globally recognized as a Smart City.</b></p>	<ul style="list-style-type: none"> <li>• Saskatoon Economic Diversity Index (as previously measured by Saskatoon Regional Economic Development Authority (SREDA))</li> <li>• Growth in international and out-of-province based businesses</li> <li>• Number of international visits to website</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue expanding existing and initiating new centres of excellence with appropriate partners.</li> <li>• Develop marketing campaign to gain global recognition.</li> </ul>

## CONCLUSION

Ultimately, the strength, spirit and success of a great city rests upon its people: public servants, volunteers, entrepreneurs and community leaders. A great city offers opportunity to make a living through employment or to create opportunities with new enterprises. It offers infrastructure and regulation to attract businesses that compete in the world marketplace. A great city offers space and support for creative people to create art, music, and theatre in a rich cultural mosaic. A great city has plentiful parks, safe, inviting streetscapes, amenities and gathering places where people eagerly come together and enjoy the richness their community has to offer.

Saskatoon is a great city.

We are blessed with beautiful natural surroundings and resources offering plentiful economic opportunities. Turning this potential into a vibrant, successful city takes dedication, careful planning and a civic administration attuned to our needs and aspirations.

As Prairie people, we are used to working together, and our city represents a shared vision of our place in the world. Together, we draw upon our diversity to build a community of which we can all be proud.

**Saskatoon is a great place to live, work, learn and play.**





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