



**2018**

SASKATOON **STRIDES**

SERVICE, SAVINGS & SUSTAINABILITY REPORT

# Message from **MAYOR & CITY COUNCIL**



Mayor & City Council at Chief Mistawasis Bridge

In Saskatoon, we're known for a lot of things – the beautiful Meewasin river valley, being the City of Bridges, and helping to lead the national conversation on reconciliation.

However, one thing we're not known for is giving up even when the odds are stacked against us. This is part of the prairie spirit of hard work and determination that helps to set our city apart, and this spirit is reflected in the work of the staff at the City of Saskatoon.

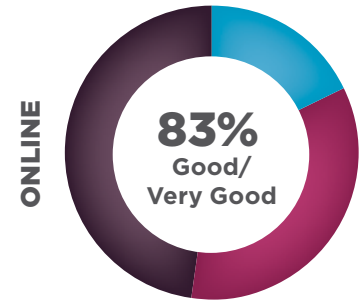
This is why we've been able to find huge costs savings with relocating fire halls, reducing the time and cost it takes to clear snow from Circle Drive, finding efficiencies and savings through technology, and working toward having more environmentally friendly buildings to save money and reduce emissions.

For more than a decade, the City has been on a journey of becoming a more sustainable organization and finding new savings and efficiencies. We will continue on with this work because of our drive for continuous improvement and a refusal to give up or settle for anything but the best.

Thank you to our dedicated and talented staff for bringing this work to life and for helping to push us in the direction we need to go.

**Charlie Clark**  
Mayor of Saskatoon

# Quality **OF LIFE**



- 18% Fair/Poor
- 35% Good
- 48% Very Good



- 15% Fair/Poor
- 46% Good
- 39% Very Good

Source: 2018 Civic Satisfaction & Performance Survey

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# Overall SATISFACTION

Quality of Services



- 23% Fair/Poor
- 67% Good
- 10% Very Good



- 14% Fair/Poor
- 66% Good
- 20% Very Good

Source: 2018 Civic Satisfaction & Performance Survey

## Message from the 2018 LEADERSHIP TEAM



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

Successful organizations must continually refresh and evolve in order to meet the needs of the people it serves, and the City of Saskatoon is no different.

Our focus on continuous improvement means empowering our people to continuously explore, take on new challenges and come up with practical solutions to meet the changing needs of our community.

This report demonstrates the City is working hard to achieve its vision of being the best-managed city in Canada. It highlights our achievements and progress made in 2018 to drive service improvements, savings for taxpayers, and sustainability initiatives across the City.

None of this would be possible without the hard work, dedication and commitment of our employees who work together to make Saskatoon a better community for everyone.

We are proud to share these achievements with you and invite you to explore this document to learn about the many ways the City of Saskatoon continued to improve service, savings and sustainability in 2018.

### 2018 Leadership Team

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## Our STRATEGIC GOALS

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

### **A refreshed Strategic Plan for 2018 - 2021!**

The City of Saskatoon released an updated Strategic Plan to reflect the priorities of the current City Council. The revised plan focuses on achieving important outcomes from 2018-2021. Enhancements include measures to monitor progress made on each outcome, and on the specific actions Administration undertakes.

### **Why update our Strategic Plan?**

To ensure our programs and services continue to address the needs of the community and our changing city, while staying within our financial means. These timely updates will guide the City's first multi-year business plan and budget process planned for 2020-2021.

## CULTURE OF CONTINUOUS IMPROVEMENT



**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 & FINANCIAL SUSTAINABILITY



**Investing 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



**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.

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

## OUR VISION

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

## OUR MISSION

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

### ENVIRONMENTAL LEADERSHIP



**Growing in harmony with nature**

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

### SUSTAINABLE GROWTH



**Ensuring 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



**A city 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 & PROSPERITY



**A thriving, 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

## 2018 Progress Update

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

To continue advancing the City’s goals and monitor our progress, a dashboard of performance measures and indicators each provide a snapshot of current standing as they connect to specific performance measures, City Council priorities and strategic outcomes.

The City’s progress to the end of 2018 is reflected in these performance dashboards, each showing where there has been success and areas where improvement is needed.

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



## CULTURE OF CONTINUOUS IMPROVEMENT

**Overall Satisfaction with Civic Services**



**Representative Workforce**



**Lost Time Injury Frequency**



## ASSET & FINANCIAL SUSTAINABILITY

**Annual Municipal Property Tax Increase**



**Long-Term Tax-Supported Debt/Capita**



**Key Civic Infrastructure Status**



## QUALITY OF LIFE

**Number of New Attainable Housing Units**



**Vacancy Rates for Rental Housing**



**Participation at City Recreation Facilities**



**Annual Decrease in Crime Rates**



**Fire Response Time**





## ENVIRONMENTAL LEADERSHIP

Waste Diverted from the Landfill



Reduce the City of Saskatoon's Greenhouse Gas Emissions



## SUSTAINABLE GROWTH

Residential Infill Development



## MOVING AROUND

Transit Rides per Capita



Transportation Choices



Km of Cycling Specific Infrastructure



## ECONOMIC DIVERSITY & PROSPERITY

Supply of Residential Land (Units)



Supply of Industrial Land (Acres)



## How do others **SEE THE CITY?**

### AWARDS & RECOGNITION

#### **Saskatoon Makes '52 Places to Go'** **-The New York Times**

Pablo Picasso, Georges Braque and other heavyweight 20th-century artists now have a home in the Canadian province of Saskatchewan, thanks to the new Remai Modern public art museum. A centerpiece of Saskatoon's redeveloping riverfront, the museum sports world-class modernist architecture and an 8,000-work collection. Art fans coming by plane will arrive at the city's recently expanded (and award-winning) airport and can stay in style near the museum at the new 15-story Alt Hotel.



#### **City's Robust Financial Performance Continued in 2018!**

The City of Saskatoon again received a favourable endorsement from S&P Global Rating Services, which reconfirmed the City's 'AAA' credit rating with a "stable" outlook.

Calling Saskatoon the "economic engine of Saskatchewan," S&P Global Rating Services re-affirmed 'AAA' long-term issuer credit and senior unsecured debt ratings on the City. This important rating is viewed by financial institutions as having virtually no-risk with respect to defaulting on credit.

#### **Clear, Concise Financial Reporting Earns City Eleventh National Financial Award**

In 2018, the Government Finance Officers Association (GFOA) of the United States and Canada presented the City with the Canadian Award for Financial Reporting for its 2017 Annual Financial Report. The award recognized the City's ability to present financial information in a clear, concise and informative manner. The City is committed to demonstrating openness, accountability and transparency in all its financial reporting.

#### **City's Inclusive Workplace Welcomes Diversity!**

For the seventh consecutive year, the City of Saskatoon ranked as one of **Canada's Best Diversity Employers**. The City has a long-standing commitment to diversity and inclusion including being an equity partner with the Saskatchewan Human Rights Commission.

As an equity partner, the City commits to the basic principles and objectives which outline a larger responsibility to foster an inclusive society.



#### **Energetic and Invigorating Culinary Landscape**

*BC Living Magazine* touts Saskatoon as "the new foodie capital...the food scene alone has propelled this city a quantum leap forward from where it was just a handful of years ago, with an energy that is palpable and reinvigorated." Saskatoon diners continue to enjoy elevated cuisine from top chefs that more and more, are calling Saskatoon home!

## **BC Living**



#### **Bloomberg Harvard City Leadership Initiative**

Mayor Charlie Clark, City Manager Jeff Jorgenson and Mayor's Office Chief of Staff Michelle Beveridge joined dozens of urban senior leaders from around the world at the Bloomberg Harvard City Leadership Initiative in New York City. Senior leaders talked about data-driven decision making, mirroring a discussion the Mayor's group had a month prior on building an understanding of data within city leadership teams.



## Remai Modern Nomination

In the 5<sup>th</sup> year of the prestigious Leading Culture Destination Awards (called the “Oscars for Museums”), the Remai Modern was one of three nominees for New Culture Destinations of the Year – North America. The Remai Modern was in excellent company – the other two nominees were the ICA at VCU (Richmond, USA) and Museum of Contemporary Art (Toronto, Canada).

### Confirmed again! Saskatoon is a great place to live, work, learn and play!

Citizen input has always been an important part of the City’s business planning and budget process. In 2018, we developed a process to gather more input from residents to inform City Council and the Administration as we began planning for our first-ever Multi-Year Budget for 2020-2021.

Switching things up, instead of our one annual civic survey, for 2018, we developed two surveys to gain better insight into what citizens value most. Approximately 4,000 residents provided feedback through the two surveys as well as through community outreach activities.

The City is very proud of the results that show residents’ perceptions about quality of life in Saskatoon remain strong, and their overall satisfaction with the quality of services and value provided by the City remains high.

**2020**  
**21**  
Multi-Year Budget

rRemai mModern

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### Underrated Travel Destinations Canada - *Architectural Digest*

“Saskatoon might just be Canada’s next big destination. This plains city, is nicknamed ‘the Paris of the Prairies’ for its many bridges across the South Saskatchewan River. Debuting the Remail Modern in 2017, is a building that draws inspiration from the low-slung forms of Frank Lloyd Wright’s Prairie style. It’s also home to a number of art galleries dedicated to local, national, and international artists. Architecture lovers will delight in the diversity of structures here. Buildings run the gamut from Collegiate Gothic on the University of Saskatchewan’s campus to the Châteauesque Delta Bessborough Hotel to the Brutalist Sturdy Stone Centre.”

### Reported on Adventure.com July, 2018

“Thanks to a tight-knit community determined to make their town whole again, the small Canadian city of Saskatoon made the *New York Times*’ ‘52 places to go in 2018’ list. Once a city to run away from, the kids are now coming back. Culture is brewing. The music is getting louder. The art, more experimental. Young chefs, brewers and distillers are using hyper-local ingredients you’ve never heard of: *Mis-ask-wat-o-mina*. See?”

### **PRIDE IN OUR CITY**

*“I was just out and about this evening after a thunderstorm this afternoon and want to comment how nice the city looks compared to previous years. It really does a bonus to the psyche. A lot of the parks, ditches, medians are freshly mowed. The pathways are trimmed, and the streets are swept. Makes me happy is all. Pride in this city is something to strive for. So keep it up City workers out there. Much better than the years prior for this time of year.”*

## How do others **SEE THE CITY?**

### AWARDS & RECOGNITION

#### **The World is Paying Attention to Saskatoon!**

Saskatoon is growing as an inter-provincial and international travel destination! Publications such as the *New York Times* and *Vanity Fair* have cast their spotlights on our city.

From Wanuskewin Heritage Park, (a proposed UNESCO world heritage site) and its showcase of Northern Plains Indigenous Cultures to the food and beverage scene consistently punching above its weight in terms of quality and creativity, Saskatoon continues to have its “swagger moment.” The city has hosted legendary performances (Saskatchewan Jazz Festival) and international tournaments for soon-to-be Olympic sports (FIBA 3x3 basketball), and is attracting international attention, investment, and acclaim when it comes to the growing dynamic tech companies and plant-processing facilities.

#### **A Great Place to Work!**

For 2018 the City of Saskatoon was again named to Forbes’ list of Canada’s Best Employers!

The City also received Saskatchewan’s Top Employers for 2018. We are very proud of both of these awards.



#### **City Receives GOLD Award for Bridging to Tomorrow Project**

On behalf of the City, P3 Contract Manager Nicole Slade accepted a gold Infrastructure award for the Bridging to Tomorrow project. The award was presented by the Canadian Council for Public-Private Partnerships at the National Awards for Innovation and Excellence in Public-Private Partnerships in Toronto on November 5, 2018.

The project, which involved the construction of Chief Mistawasis Bridge and Traffic Bridge, was selected for breaking new ground on how P3 projects are built, financed, or delivered, as well as the impact they have on boosting the economy, saving costs, and creating more vibrant, inclusive communities.



The Bridging to Tomorrow project is the largest infrastructure project ever delivered in the city and the first bundled transportation P3 in Canada. The two new bridges opened on October 2, 2018.

#### **A Hidden Gem for Family Vacations!**

Another *Globe and Mail* article celebrating Saskatoon! Whether it's spending a couple hours kayaking the South Saskatchewan River with a guide, exploring re-imagined stores and other assorted buildings that lined the street of the 1910 Boomtown exhibit at the Western Development Museum, or eating a tasty mega-treat with 14 scoops of ice cream out of a dog bowl, "...Saskatoon has an eclectic mix of activities and attractions sure to keep family vacations entertaining and drawing visitors back for more."

#### **Supporting Reconciliation, Indigenous Autonomy and Resolving Conflict**

The City was honoured with the Peacemaker Award in 2018 for its ongoing efforts in responding to the Truth and Reconciliation Commission's Calls to Action, and for providing exceptional service to mediation and dispute resolution in our community. With courage and leadership, the City is building mutually respectful relationships, and authentically working towards the elimination of racism.



#### **City Receives Sustainable Development Recognition Program Award**

The City's Climate Action Plan - Public Engagement and Awareness Campaign was one of 23 projects recognized by the Regional Centre for Expertise - Saskatchewan, as part of its Sustainable Development Recognition Program. The program recognizes projects that help increase capacity for sustainable development in Saskatchewan and contribute to advancing UNESCO's Global Action Programme on Education for Sustainable Development.

## Kudos from **SASKATOON CITIZENS**



### **PLAY PROGRAM EMPLOYEES GIVE 110%**

*“One resident took the time to email kudos to the play program leaders at Wallace Park: “a quick note to say how awesome those workers are who show up to the spray park and play with the kids... Janae and Davis are 110% effort employees. No wonder Saskatoon is the BEST!!!”*”

### **MUSLIM GREETINGS ON CITY BUSES TOUCH COMMUNITY**

*“Thank you @cityofsaskatoon for sharing Muslim greetings “Eid Mubarak” on City buses. You guys have made our day full of happiness. Love it (heart emoji). #Saskatoon”*

### **LIGHTING THE WAY**

*“Thank you for installing lights at the overpass at College, Highway #5 area, over C.P. rails. I am an older lady and sight is quite good, but from bright to absolute dark was a problem. I love not having to guess where the line is. Also overpass at McOrmond is a great idea, safer for all.”*

### **THANKS TRUCK #106!**

*“A lady called saying she was in Gabriel Dumont Park and had left her keys on a picnic table when she went for a walk. Truck #106 was doing maintenance in the park and she asked if the worker had seen her keys. He had not, but he drove back to where she left them, recovered them, and brought them back to her. She called to say how extremely grateful she was.”*

### **SMALL COURTESIES, BIG IMPACT**

*“A “thank-you” to a gentleman who was weed-whacking along a walking trail west of Muzyka Road. This afternoon... I was walking my dog and he stopped working while I passed by. This may not seem like a big deal, but I have a rescue dog with high anxiety, and this “small” gesture allowed my dog to be able to walk by without his typical reaction to loud/strange noises and people. What seems a small thing may make a big difference!”*

### **MARR RESIDENCE MAINTENANCE**

*“The Marr Board wants to extend a big thank you for all the hard work City workers have done to ensure the Marr and surrounding park area is well maintained, safely protected and ready for public programming events. A big pat on the back for a job well done.”*

### **KUDOS TO THE ENVIRONMENT TEAM!**

*Bridge City Bicycle Co-op @the\_BCBC*

*“We can’t thank the staff at the @cityofsaskatoon Landfill and our BCBC volunteers enough for all of their respective ongoing help to make the #bikediversion partnership a success. Took another 19 bikes and more parts back today! #yxe #yxebikes”*

**THANK YOU FOR SAFER STREETS**

*"Hello, just wanted to send a quick note thanking you for your very quick response. I was definitely not expecting a response to my email at 9 p.m. the same day, and I really wasn't expecting a snow grater to come the day after that! I appreciate the effort that was taken to make our street a bit safer to drive on. Thanks again."*

**ABOVE & BEYOND CUSTOMER SERVICE**

*"I just heard from a friend that you went above and beyond the other morning to help him with a flat tire he found after his swim at Harry Bailey. Thanks for providing exceptional customer service to patrons that come to the pool. So a big thanks to you for that!!!"*

**AN EXCELLENT WORK ETHIC**

*"We had our water meter replaced with the new computer model. I want to comment on the service provided. The gentleman that came to the house was very polite and courteous, removing shoes, etc. Very friendly and the explanation of new meter and future readings was kept simple yet complete and therefore no problem understanding how it works and what the possible changes to billings will be. Thank you very much for the excellent service, your employee should be commended for his excellent work ethics. Rare to see in today's work force and MUCH appreciated. Thank you."*

**WHERE WOULD WE BE WITHOUT CITY ROAD CREWS?**

*"I wanted to take a quick minute and say thanks to all of the hard workers who are out fixing potholes and who are painting the roadway lines in/around Saskatoon. I think those are services that people really take for granted and I feel like the workers take a lot of heat from impatient people who can't slow down to let them do their jobs. I really appreciate all the hard work they do, along with everyone else at the City of Saskatoon. I hope you all have a wonderful summer! Thanks so much."*

**HARRY BAILEY STAFF IS INCREDIBLE**

*"Regularly on Wednesday night I am a support for an individual with disabilities to do lane swim. We have such positive and amazing experiences on Wednesday with the permanent staff and available guards in the winter and spring season; they are incredible, accommodating, and just share so much kindness. Thanks to all the regular staff on Wednesday night for providing great customer service."*

**LOOKING AFTER SUMMER BIKE LANES**

*"I've been meaning to write to say thank you for keeping Lorne Avenue bike lanes cleaner this summer. I was concerned last summer and wrote to you - and while there have been some rough patches this summer as well (I think mostly due to construction), overall I would say that the bike lanes are clearer and safer. So thanks for that!!"*

## Service SASKATOON

### Recognizing Excellence in Customer Service

The High Five Service Ambassador Recognition Program was introduced in 2018 to celebrate great examples of both internal and external customer service across the organization. The aim of the program is to help build a culture of exceptional customer service within the corporation.

All employees are encouraged to nominate a co-worker or team for the Big High Five award and each month a winner is selected at random from submissions received. The winner(s) receives a visit from the City Manager, a City Councillor, and is recognized in the City's internal newsletter, *Working Together*.



*“If you work for the City, you are an ambassador and represent the City in the eyes of the public. Whether you work directly with the public or work to support other divisions internally, everyone plays a role in creating a culture of exceptional citizen service.”*

- Carla Figg, Citizen Service Manager

### Creating an Exceptional Customer Service Team

New training was developed in 2018 for employees, helping to instill a culture of citizen service throughout the organization.

**Culture of Service** training is a one-day workshop designed for all employees, specifically addressing attitudes and actions for improving the quality of customer relationships with both internal and external customers.

**Creating an Exceptional Customer Service Team** is a course designed for supervisors and managers. This course gives supervisors and managers the framework for setting a service direction and how to engage their team. The course focuses on creating the culture to improve citizen service and how to effectively manage communication skills.

**Customized Training** is provided by Service Saskatoon. Employees are visited onsite to identify areas where they would like to improve, then a customized training program is developed specific for the employee's needs.

### Setting the Standard for Responsive and Reliable Service

The **Employee Code of Citizen Service** was developed to set standards for providing high quality, responsive, and reliable service to our citizens, and to support our culture of exceptional customer service.

The document outlines the code of citizen service which applies to all employees, how citizen service performance will be measured, standards for various forms of customer service such as telephone, in-person and email, and a quick reference guide.

### Creating a Culture of Exceptional Customer Service

Service Saskatoon, the City's model for service delivery, is built on four pillars: citizen input, systems, standards, and staffing.

Service Saskatoon is about helping citizens connect to the employees and information they need from the City - quickly, simply and seamlessly.

- We want to eliminate guess work involved in finding the right information or department they need.
- We want to create multiple channels for citizens to access information and answers they need when they want it.
- It's a City-wide shift in how we deliver front-line service and respond to requests and improve services into the future.



**KEEPING THE  
POWER ON**

*"Thank you to the phone operators who are available 24/7. Thank you to the crews who come out all times of the day and night, and all seasons and all weather to fix power lines. This has been a busy year for you. Thanks for your prompt, courteous actions."*

**24/7 Customer Care Centre**

The Centre provides Saskatoon citizens with a centralized point of contact for any questions or concerns related to City of Saskatoon programs and services, and is staffed 365 days a year, 24 hours a day.

Our customer care agents are trained in providing exceptional customer service, and their goal is to provide a seamless experience for citizens. Ongoing initiatives started in 2018, include developing and building a centralized knowledge base for the organization, and exploring new technology to provide different ways to connect with the public.

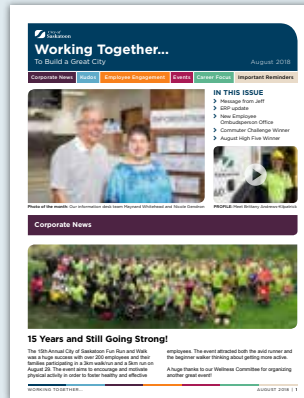
## Connecting with **OUR TEAMS IN 2018!**

### 2018...Our New Workplace Transformation Journey Began!

Helping our employees stay connected and providing them with the information and tools they need to do their jobs is an important part of our new workplace transformation journey. Two exciting new communication channels were launched in 2018 - each tailored to the preferences of our workforce and built to provide opportunities to share, engage and interact with one another online, and in-person!

#### **Working Together... Connecting with our Employees**

*Working Together* is the City of Saskatoon's new bi-monthly corporate newsletter, the place you'll find all the latest City news and highlights from across the organization. The newsletter is distributed in an electronic format, and printed copies are also sent to all divisions so employees can read them wherever they are.



#### **MyCity ...Sharing Information & Tools Through Our Internal Intranet Site**

Launched in 2018, the *MyCity* internal communications portal features an easy-to-use homepage, so employees can find useful information quickly. The site was designed to help employees access essential information, such as major news and announcements, corporate policies, payroll and benefits information, training opportunities, employee events and much more. Use of the *MyCity* continues to grow, and we're able to reach our dispersed workforce with the information and tools they need to do their job - and be ambassadors for the City!



### Leadership Connect Lunch Program

The Leadership Connect Program was developed in 2018 to provide an opportunity for employees to exchange ideas and feedback with the City Manager or one of the senior leaders over lunch in a small, informal group setting. The planned lunches provided a great opportunity for employees to ask questions about what's happening in the organization, learn about our overall direction and voice their own ideas, and to give their suggestions or feedback.



### All-Employee Town Halls

All-Employee Town Halls held in 2018 helped employees keep up-to-date on the City's major projects, initiatives and overall planning strategy for the organization. With two-way conversation, the town halls provided a great opportunity to hear directly from the City Manager and senior leadership team, and to ask questions about topics and issues that matter to employees. While attendance was not mandatory, all employees were encouraged to attend, resulting in this new engagement format being well-received.





## Reconciliation / **INDIGENOUS INITIATIVES**



### Reconciliation

*As a founding member of Reconciliation Saskatoon, a community of 98 organizations - the City of Saskatoon is committed to the TRC's Calls to Action.*

#### **3<sup>rd</sup> Annual Rock Your Roots Walk for Reconciliation**

Over 4,000 people – a record crowd gathered in Victoria Park in June 2018 for the 3<sup>rd</sup> Annual Rock Your Roots Walk for Reconciliation. Participants and many diverse groups came together in unity to celebrate their unique cultural heritage by holding or wearing traditional symbols of their culture or organizations.

The theme of the 2018 walk, Planting the Seed, reflects that by walking together, we plant the seeds of reconciliation - honouring survivors and answering the Truth and Reconciliation Commission of Canada's Calls to Action as we grow a more inclusive community.



#### **New Commemorative Artwork**

*The Coming Spring*, by Canadian artist Gordon Reeve, is a reconciliation commemorative artwork commissioned by the Saskatoon Tribal Council and the City of Saskatoon, with funding from the Government of Canada. The artwork was installed in May 2018, and was created through extensive input from the community and guidance from Elders and Indian residential school survivors.

The artwork is a 27-foot tall arch with two spires constructed entirely of stainless steel to reflect the sun and moon. The spires, pointing north and south, symbolize the long histories of the First Nations' and the Métis Nation. Suspended high on each spire are moving, tube-shaped chimes. The wind chimes produce a rustling and bell-like sound. That suggests the voices of children heard at a distance, representative of the children taken by the Indian residential school system from all communities within Treaty Six Territory.

*The Coming Spring* makes a meaningful statement in the beautiful riverbank location in Reconciliation Circle at Victoria Park.



#### **A Framework for Collaboration**

The City of Saskatoon and the Saskatchewan Indian Institute of Technologies (SIIT) signed a Memorandum of Understanding in 2018 to create greater education, career development and training opportunities for Indigenous students and workers. The formal agreement outlines a framework for collaboration between the two organizations, including strategic initiatives to improve the quality of life for SIIT students while living in Saskatoon.

#### **Students Partner with Elder on Commemorative Bus Shelter**

As part of the City's commitment to reconciliation, a transit shelter was designed in collaboration with students from Aden Bowman Collegiate and Saskatoon Métis Elder, Senator Nora Cummings. The new eye-catching shelter was installed in front of the high school.



## Reconciliation / **INDIGENOUS INITIATIVES**



### **Orange Shirt Day**

Orange Shirt Day is a day of honouring Indian residential school survivors and creating awareness of the ongoing impact of the Indian residential school system.

On September 30, 2018, the City, in partnership with Reconciliation Saskatoon, invited residents to wear an orange t-shirt or clothing item and get involved in planned community activities.

### **New Urban Reserve Agreement**

The City and Thunderchild First Nation cleared a path to designate the First Nation's Retro Petro Gas Station and Convenience Store at the corner of Idylwyld Drive and 33<sup>rd</sup> Street as an urban reserve. The agreement addresses services the City will provide, service fees Thunderchild First Nation will pay the City in lieu of property taxes, and compatible land-use and development standards.

### **Massive 4<sup>th</sup> Avenue Mural Captures Importance of Healing**

*Mino Pimatziwin (A Good Life) – Rise from Water* by artist Emmanuel Jarus, is a large-scale mural painted on the side of the First Nations Bank of Canada building, owned by Yellow Quill First Nation. The art concept, developed in consultation with a Creative Input Group from Yellow Quill First Nation, strives to capture the importance of the healing process through reconciliation.

The massive mural is rich with emotional and historical significance. It features a young Indigenous family, a connection that needs to be rebuilt and instilled into the future. The four elements of life are represented by the four colours (yellow, blue, red, and white) weaved through the baby's moss bag. The red ribbon in the woman's hair represents a tribute in honouring the Missing and Murdered Indigenous Women movement.

The cost of the mural was funded by the City of Saskatoon's Placemaker Program for public art.

### **River and Sky Added to City's Placemaker Program**

The City added *River and Sky*, a contemporary urban light sculpture by Tony Stallard, to the Placemaker Program's temporary collection of public art. The light sculpture features Cree syllabics that translate to "sîpiy mîna kîsik" (river and sky). The work is displayed on the north-facing wall of the Saskatchewan Craft Council on Broadway Avenue. It is a sister work to *Land of Berries*, currently installed on the north-facing wall of the Persephone Theatre.

### **30<sup>th</sup> Anniversary of First Urban Reserve**

Thirty years ago, the City and Muskeg Lake Cree Nation took a bold step by creating Canada's first commercial urban reserve. Since then, Saskatoon has benefited from increased economic activity, job creation and a closer relationship with Muskeg Lake Cree Nation and its business partners.





### **2018 Wícihitowin Conference: Voices of the People – Past, Present, and Future.**

Leading experts, community leaders, Elders and youth came together for the 2018 Wícihitowin Conference to discuss the Truth and Reconciliation Commission of Canada's Calls to Action and address Indigenous engagement and inclusion issues.

Wícihitowin is Cree/Saulteaux for "helping each other" or "working together," an important component of delivering enhanced programs and services.

### **First Graduates of Pathway to Reconciliation**

The first annual Pathway to Reconciliation graduation, held at Wanuskewin Heritage Park on October 17, 2018, recognized 16 Reconciliation Ambassadors. Reconciliation Ambassadors are City employees who have made a personal commitment to reconciliation by understanding the history and culture of Indigenous people, and valuing diversity in the workplace.

### **Naming of Chief Mistawasis Bridge**

Naming the north commuter parkway bridge Chief Mistawasis Bridge, was a unique opportunity that united the community in an act of reconciliation, "enabling Saskatoon's citizens to see themselves in our community – in our shared places and spaces."

The community-led naming process and educational journey responded directly to the Truth and Reconciliation Commission's Call to Action #79: *Participate in a strategy to commemorate Aboriginal People's history and contributions to Canada.*

Chief Mistawasis Bridge opening celebrations included a grand entry on the new bridge deck that involved local Indigenous leaders, Elders, Indian residential school survivors, dignitaries, and students.

"The naming of Chief Mistawasis Bridge provides a lasting legacy of hope and reconciliation for the community and a source of great pride for our children and generations to come," said Anthony Blair Dreaver Johnston, University of Saskatchewan School of Environment and Sustainability Indigenous Mentor and great-great-great grandson of Chief Mistawasis.



## 2018 Enhancements, **OUR CONTINUOUS IMPROVEMENT**

### **Completion of Historic Bridge-Building Project**

The City of Saskatoon celebrated the completion of its largest-ever bridge-building project. All three orders of government funded the \$238.8 million Bridging to Tomorrow Project, which includes Chief Mistawasis Bridge, McOrmond Drive and Central Avenue extensions, and the Traffic Bridge. The Government of Canada contributed approximately 25% of eligible costs, the Government of Saskatchewan contributed \$50 million toward Chief Mistawasis Bridge, and the City funded the remainder of costs.



### **Modern Offices**

Mobile work is increasingly important for our employees, as is having office space that promotes technology and collaboration. With this in mind in 2018, the City modernized the 2<sup>nd</sup> floor of Civic Square East. Reflective of our corporate shift in demographics, the new sunlit workspaces offer a sense of community, and now exude a place where our employees want to co-create – and innovate!

### **Digital Signage Pilot Project**

Digital displays were installed in City Hall and the Shaw Centre to improve citizen service and employee engagement. Digital signage helps to reduce the amount of visual clutter and at times, outdated information presented at civic facilities. It also provides new opportunities to increase audience engagement.

### **City's Fleet Receives GPS Installation**

With a large fleet of vehicles embedded in diverse operations all across the City, a corporate-wide decision was made to install GPS in City vehicles to provide the ability to review, analyze, and improve the operation of City vehicles and their activities in the field.

After the vendor award in 2018, installation, training and analysis started through a phased-approach. Once fully installed across the City's fleet of vehicles, regular reporting will help the City better maximize efficiency of assets. GPS will assist with employees' safety, and provide support for the City to meet its strategic financial, operational and environmental goals.

### **Online Incident Management**

A new online tool was developed to improve how the City manages internal workplace incidents. A great example of cross-departmental collaboration, the new tool offers faster communication, real time reporting, and access to trending data.



### **Fire Station No. 3 An Effective New Community Partner**

The much anticipated Fire Station No. 3, relocated from Taylor Street and York Avenue to Clarence Ave South, opened in July 2018. The relocation was a strategic choice to strengthen neighbourhood amenities for the community at large, and provide improved service/response times.

A previously identified new fire station will not be required in the neighbourhood of Stonebridge with No. 3 now open, resulting in an avoidance of \$6 million in capital costs and \$2 million in annual operating costs in perpetuity.

### **New Procurement Policy Streamlines Processes, Adds Transparency**

Teams of City employees worked together to develop a new civic purchasing policy. The policy became effective in December 2018 and continues to provide many benefits, including streamlined manual processes, easy-to-follow protocols, and more transparent procurement operations.

*PARTNERING TO CELEBRATE  
COLLABORATION,  
EXPLORE INNOVATION:*

**CITY OF SASKATOON  
AND UNIVERSITY OF  
SASKATCHEWAN SIGN  
HISTORIC AGREEMENT**

In 2018, the City of Saskatoon and the University of Saskatchewan (U of S) signed a historic Memorandum of Understanding (MOU), an agreement to partner on strengthening the community, to collaborate on issues of mutual concern such as land development, urban planning, reconciliation and transit.

The City and the U of S share many of the same values and goals such as a desire to explore innovation, an emphasis on diversity and a goal of living more sustainably. The MOU will build on each other's strengths and help plan for future success in a changing city.



Image courtesy of University of Saskatchewan

*City of Saskatoon Mayor Charlie Clark and U of S President Peter Stoicheff*

**New Fun Zone Playground Opens at Forestry Farm Park & Zoo**

Visitors to the Saskatoon Forestry Farm Park & Zoo will have even more fun since the unveiling of the new Orano Fun Zone playground in 2018! Located in the zoo, the new playground features a variety of accessible components, including a nature-inspired themed PlayBooster Treehouse, Oodler Swing, Talk Tubes, and more!



## City **SPOTLIGHT ON TEAMWORK**

### **Improved Safety and Traffic Flow at SaskTel Centre Results in Happier Customers**

Huge crowds, including a recent record-setting crowd of over 16,874 Metallica fans, can make traffic flow in and out of the SaskTel Centre during large events a challenge. But a series of changes made by SaskTel Centre Manager John Howden and the City of Saskatoon Transportation Division's Todd Harms and their teams has made a real difference in improving traffic flow.

"We had two main objectives: Getting customers into their seats before shows start and making sure everyone coming to our venue could get here safely," says Howden.

The team conducted observational studies to better understand the problem. Results confirmed what was coming up in complaints: intersection congestion, inconsistent signage, and pedestrians walking on roadways due to a lack of sidewalk infrastructure.

Teams worked together to come up with a phased roll-out plan. Highlights included clarifications to signage to ensure drivers parking and dropping people off knew where to go, traffic light pattern adjustments during peak travel times to improve traffic flow, and temporary lane reassignments to increase the volume of vehicles moved in before events and out after events.

The end result was reduced traffic congestion, which meant vehicles reached the stadium parking lot 20-25 minutes faster. For customers, this meant reaching their seats safely and more quickly before show time and that's a win-win!

*Left to Right: Kyle Dempster, (City of Saskatoon Roadway Activity Coordinator); John Howden, (Sasktel Centre), Todd Harms; (City of Saskatoon Operations Superintendent)*





*Back row – Paul Ottmann and Maurice Vold (Information Technology)  
 Middle row – Yvonne Brooks (Asset and Financial Management), Shellie Bryant,  
 Joanne Sproule, Joyce Fast and Janice Hudson (City Clerk's Office)  
 Front row – Diane Kanak, Penny Walter, Holly Thompson and Debby Sackmann (City Clerk's Office)*

### **New Streamlined Processes Modernize City Council Meetings**

Did you know that the City of Saskatoon creates at least 700 reports each year?

Part of the role of the City Clerk's Office is to manage City Council and Committee services and processes, including report approvals, agenda and minute preparation and distribution, and meeting management. It's essential that agendas and minutes are produced in accordance with legislation and that Council and Committee meetings are conducted in a transparent way under the direction of the City Clerk.

In 2018, the City Clerk's Office team introduced new software to streamline management of meetings, including live video streaming and file sharing, through one program. The end result is a more efficient administrative and approval process. Citizens are also able to find and view complete meetings in one place on the City's website.

The new software lets citizens:

- View agendas and minutes
- Click on a particular item to display any attachments or meeting videos, and even to choose different resolution options
- Use video indexing to more easily locate a discussion on a particular matter before City Council or a committee
- Watch meetings live from the comfort of their own home or anywhere they have internet access

## Highlights of **SAVINGS ACHIEVED IN 2018**

### **Efficient New Irrigation System Improves Practices, Saves Dollars and Water**

**Savings: \$90,600**

The addition of central irrigation control in 2018 (AIMS system) improved the efficiency of scheduling water requirements for over 275 irrigation systems in the field. Previously labour intensive and inefficient processes that often resulted in unnecessary water applied to City landscapes, became streamlined once schedules were adjusted. This also allowed employees to perform preventative maintenance requirements.

The AIMS system communicates with weather stations to monitor environmental conditions so to more accurately identify landscape water requirements.

The new effective and efficient watering schedules provided by the AIMS system supported an approximate 2.5% decrease in the amount of potable water used to maintain City parks over 2017. This is significant given that there was approximately 11% less rainfall - and that the City added approximately 12 ha new irrigated park areas to maintenance inventories in 2018.

Purchased through a Productivity Improvement Loan that was repaid, additional efficiencies will be delivered by the AIMS system in 2019 through the practice of deep and infrequent watering to achieve more drought resistant turfs with deep root systems.

### **Energy Performance Contracting**

**Savings: \$63,000**

(in 2018)

In 2018, substantial energy savings were realized through extensive LED lighting upgrades at the Saskatoon Field House, Harry Bailey Aquatic Centre, and Shaw Centre.

It's great to report that future estimated annual energy savings are estimated at \$120,000 for all three facilities. This amount will go toward the energy projects' loan repayment.

### **Addition of New In-House Graphic & Visual Design Services Savings: \$23,000**

In 2018, the Communications division added two permanent Visual Communications Coordinators to provide internal graphic and visual design services instead of our previous heavy reliance on external contracted services.

The result? A reduction of 3<sup>rd</sup> party graphic design expenditures of over \$129,000 when compared to 2017. The reduced expenditures were offset by salary, payroll and other set-up costs resulting in an estimated savings of over \$23,000 and an increase of 1,600 additional service hours for graphic design. Enhancing these services and bringing them internal greatly reduces length of time to develop communication and marketing materials, and further increased efficiencies by allowing staff to be more proactive and nimble to the various business needs.



### **Varsity View Powerline Upgrade Project**

**Savings: \$24,000**

(annually for Saskatoon Light & Power)

A small-scale conversion project was completed in the Varsity View neighbourhood, reducing system electrical losses by an estimated 60kW – the equivalent of 25 to 30 homes.

### **Using Efficient Technology to Reduce Consumption**

**Savings: \$73,000**

(in annual operating costs)

Saskatoon Light & Power continued to use highly efficient LED technology for nearly 900 new street lights in 2018, including two interchanges, the Chief Mistawasis Bridge, and the North Commuter Parkway. This reduced energy consumption on these roadway projects by 118,534W annually.

### **Former Mendel Gallery Evolving into Nutrien Wonderhub**

**Savings: \$500,000**

Repurposing the Mendel Art Gallery into the Nutrien Wonderhub (opening June 2019) required major building upgrades to heating, electrical and fire safety systems. Work was originally divided into two phases; however, Council approval was obtained in June 2017 to integrate the two phases, resulting in \$500,000 cost savings and avoidance of major future disruption to museum operations.

### **Commodity Tax Review Returns Dollars**

**Savings: \$483,500**

A thorough review of commodity taxes remitted for PST and GST to provincial and federal governments since 2014 identified \$483,514 had been incorrectly remitted due to misinterpretation of legislation, manual entry errors, overpayment, or payment made on exempt goods or services.

### **Streamlining Car Allowance Policy with Best Practices**

**Savings: \$280,000**

Approximately \$280,000 was saved by making changes to the City's travel policy to better align reimbursement rates and criteria with industry practices.

### **Waste Collection Calendar... Going Digital First!**

**Savings: \$200,000**

City Council approved eliminating the printed recycling & waste collection calendar for the 2019 collection year, resulting in an estimated \$200,000 savings in printing and delivery costs in December 2018 when they would have been designed, printed and mailed. An estimated 400 staff hours will be reduced by more than half by eliminating print production of the personalized calendars.

### **Better Data Backup Leads to Savings**

**Savings: \$74,000**

Implementing a new software system that develops backup, disaster recovery, and intelligent data management, gave the City better data recovery points and recovery times in case of disk failure. It also saved on licensing costs, cost of storage tapes, and staff hours for backup maintenance.

### **Getting More out of Existing Software Licenses**

**Savings: \$12,000**

Software licenses that were going to be depreciated, were reviewed and repurposed between divisions, saving the City from buying new licenses.

**\$1.82 million**  
in savings identified from  
these 11 initiatives alone

## Improving **OUR SERVICE**

### **Hydrant Application**

Streamlining the process of hydrant inspections provided the Saskatoon Fire Department with a more accurate state of hydrant operation, improving asset management, reducing the cost of maintenance, and improving citizen safety.

### **Implementation of Safety Prequalification**

Construction & Design division implemented a third-party, web-based Contract Management Software and Services package to increase contractor compliance with the Saskatchewan Employment Act (SEA). This replaces the previous method, which required multiple submissions of common documents and redundant reviews by multiple people.

### **Working Together to Update the Building Bylaw**

After almost three years of consultations and development, the new Building Bylaw came into effect on January 1, 2018. The updated Bylaw clarifies and clearly communicates building permit requirements and conditions, enhances enforcement tools and permitting options to mitigate adverse construction impacts, and allows for better alignment with other civic bylaws.

### **Internal Visual Communications Coordinators**

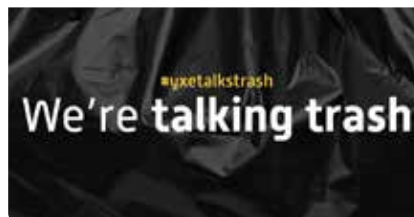
Communications division added two Visual Communications Coordinators to provide internal graphic and visual design services. The result? Reduced wait times and financial costs for the development of communication materials—and dedicated keen eyes on the City's brand guardianship.

### **Water and Sewer License Terms and Conditions**

New terms and conditions were created for water and sewer licenses. This improves contractor training requirements and supports regulatory and specification enforcement on private property.

### **YXE Talks Trash - Residential Engagement**

The City engaged with over 5,000 residents through various activities to gather feedback on curbside waste collections. Over 80% of participants expressed clear support for a city-wide organics program. The majority prefer co-mingled (food and yard waste together) collection in a single green cart.



### **Experiential Learning Initiative**

On behalf of the University of Saskatchewan, the City hosted an experiential learning initiative for a group of international graduate students from the University of Dhaka in Bangladesh. Students reported gaining valuable insight into the City's governance and business operations, particularly our digitization and smart city strategies, and expressed an interest in linking these learnings to a city of comparable size in Bangladesh.

### **APPRECIATE THE HEADS UP!**

*“A resident on Sumner Crescent would like to give a big thank you to the street sweepers this morning (April 27). They went knocking on people's doors asking them to move their vehicles instead of towing or going around.”*

### **Online Subdivision Application Process**

A new online subdivision application process allows surveyors to apply for, pay for, and check the status of new subdivision applications. This provides an alternative to submitting paper copies of a subdivision application and paying in-person or by mail.

### **Real Estate Commission Policy Update**

Revising an outdated policy on payment of real estate commission on the sale of City-owned lands has resulted in greater transparency, clarity, and certainty on the circumstances and conditions under which compensation is paid.



## The City Continued to Enhance Public Engagement in 2018

Establishing a dedicated public engagement section allowed the City to centralize strategy development, execution and reporting to provide a more coordinated, consistent and efficient approach to how we collect input from Saskatoon's residents, businesses, institutions and other stakeholders.

The Engage web portal also launched in 2018 to give public engagement a distinctive look and feel on the City website, and to elevate how important citizen feedback is to the City. The new Engage page offers citizens a one-stop shop where they can explore a variety of projects and initiatives and importantly, provide feedback on what's important to them.

When residents join conversations and provide their input, together we build a better city, one decision at a time.

### Activities for Street Sweeping Program

The street sweeping team updated their communications plan to more effectively let citizens know when their street was being swept. The positive results? Sped up sweeping process, improved quality of work done, and significantly reduced number of parking tickets issued to residents.



## Improving **OUR SERVICE**

### **Travel Training**

Saskatoon Transit offered tailor-made travel training to 160 new customers to help ensure a positive first-time experience. Training included a visit to the Civic Operations Centre or onsite training at a specific location, an introduction to Saskatoon Transit, trip planning tools, wayfinding, and discussion of rider expectations and concerns.

### **School Class Pass Program Offered to K-12 students for Third Consecutive Year**

In 2018, Saskatoon Transit provided free, regular transit service for 361 school fieldtrips. This free service eliminates transportation cost barriers for teachers wishing to take students on a class fieldtrip. It promotes environmental protection, as the service supports mass transit, and encourages students to familiarize themselves with trip planning, multi-modal transportation, and integrating transit into their educational and recreational experiences.

### **Improving Disposal of Biosolids**

A trial pump was installed at the water treatment plant to improve the disposal of biosolids. The goal is to significantly reduce operational times and improve effluent quality.

### **Reduction in Missed Waste Cart Collections**

New internal procedures have successfully reduced work orders for missed waste collections carts by 39% since 2016. This reduces overall kilometers travelled by collections trucks, lowers fleet costs, and reduces GHG emissions.

### **Home Flood Protection Program**

The City partnered with the Intact Centre for Climate Adaptation (ICCA) and SGI Canada to offer subsidized home inspections to increase homeowner awareness of how to make their homes more flood resilient. Citizens who make changes based on customized recommendations are expected to experience less flood damage in the future.

### **Vendor Form and Specification & Product Review Committee Form**

Improvements to a general submission form used by vendors wanting to do business with the City streamlined the collection, processing, and sharing of information. Continuous Improvement!

### **Transformer Mapping**

Saskatoon Light & Power's new Transformer Mapping Service provides reports on transformer/meter properties, identifies trends on power usage (for use in developing strategies for new developments and power savings), identifies issues in the field to help improve response to power outages, and identifies impacts of transformer outages on residents, which can be used to inform residents of planned outages.

### **Old Signs Get Repurposed**

The City's Parks division maintains 246 parks as well as all assets within them, including more than a thousand cedar signs. When the signs need to be replaced, the old ones continue to be repurposed into wooden garbage receptacles – over 7,000 of these receptacles can be found in parks across the city.



## Improving **OUR TRANSIT SERVICE**

### Transit Improved Frequency

College Drive, Preston Avenue, and Attridge Drive were added as high frequency transit corridors with 10 minute service throughout the day.

### Bus Stop and Infrastructure Improvements... Safe and Comfortable Locations

Saskatoon Transit continued making improvements to transit shelters, bus stops, and related infrastructure. Significant improvements included wheel-chair accessibility ramps, pedestrian signals and crosswalks, 3-meter wide sidewalks, wayfinding information, and 250-mm curb heights for near-level boarding.

Improvements were made to transit shelters at these locations:



- Attridge and Rever East bound
- Attridge and Rever West bound
- 15<sup>th</sup> Street and Ave K West
- Rosewood Blvd at Rosewood Gate North
- Witney Ave at 22<sup>nd</sup> Street North
- East Hampton Blvd at McClocklin Road West
- Baltzan Blvd at Ahktar Bend South
- Central Ave and Reid Road South
- Clarence Ave at Taylor Street South
- McKercher Drive at Tait Crescent West
- Robin Crescent at Airport Drive North

### TransitMaster Implementation

Saskatoon Transit launched the new TransitMaster application to dispatch work, communicate with bus drivers, and track and report vehicle schedule adherence. This addition positively impacted Transit's operational efficiencies.

### New! 30-foot Transit Buses

Six 26-foot cutaway transit vans were replaced with eight 30-foot medium duty transit buses, including four with an additional rear ramp and additional wheelchair station. The new buses have a 12-year lifecycle versus the 7-year cycle of cutaway transit vans. They provide better all-around service, are about 2/3 the weight of a 40-foot bus, and are equipped with a smaller diesel engine, resulting in approximately a 40% fuel savings.



### Transit Service improvements - from Access to Conventional

In consultation with the Saskatoon Council on Aging and the Health Region, Saskatoon Transit introduced Route 808 to connect residents to medical and health facilities around the city. The new route addresses a service gap by providing safe, convenient, reliable, and affordable service to an underserved market.

#### FRIENDLY TRANSIT DRIVERS RING IN THE NEW YEAR

*"My husband and I rode the buses on New Year's Eve, just to people watch, no particular plans to go anyplace. It was a blast. Your drivers were all friendly and so helpful. They were making sure no one had to wait long in the cold, communicating with each other all the time regarding time delays, etc. I haven't travelled on a city bus for 50+ years but I will now :) Thanks to the Transit system for going above and beyond. You guys are amazing."*

#### CHRISTMAS CARD TO A TRANSIT DRIVER

*"Dear Driver. Thank You. Almost every day we have entrusted our most precious possession into your care and you have faithfully ensured her safety. It was very hard to adjust to sending our girl out alone every morning in the hopes she would be safely delivered to her destination. It has helped greatly knowing you understand that and treated her with care - understanding when her pass didn't work and being a constant presence as she adjusted to her new reality of independence. It meant a lot and gave us peace. Thank you. You are greatly appreciated."*

## Addressing **SUSTAINABILITY**

### **Enhanced Online User Experience for Waste & Recycling**

On the City's website, improvements to the waste and recycling section have upgraded the user experience. Better navigation helps users quickly find the information they want, including customer service and rates/fees. There's also a new curbside swap feature that allows residents to list and search their swaps.

### **Contractor Environmental Guidelines**

The Contractor Environmental Guidelines pilot project has increased environmental compliance, encouraged sustainable practices on construction projects, and built environmental capacity within the community.

### **Brighton Irrigation Study**

A feasibility study on using non-potable water to irrigate Brighton neighbourhood parks is exploring the potential for reduced reliance on treated water and decreased GHG emissions and operating costs.

### **Natural Area Standards**

Natural Area Standards have been developed to provide direction for development in and adjacent to natural areas within City boundaries. Standards are being used in conjunction with Park Development Guidelines to classify natural areas in appropriate categories, provide maintenance standards for significant natural areas, and conserve, protect, and restore biodiversity in significant natural areas.

### **City of Saskatoon Corridor Growth: Brownfield Renewal Strategy**

The Brownfield Renewal Strategy looks at ways to reduce redevelopment barriers associated with brownfields, defined as abandoned, vacant, derelict, or underutilized property that may have actual or perceived contamination. These sorts of properties usually require an additional environmental step in any sort of redevelopment. Work in 2018 identified several potential brownfields within the City's Corridor Growth initiative.

### **Corporate Climate Change Adaptation Plan**

The Corporate Climate Change Adaptation Plan aims to ensure the City is proactively preparing itself to mitigate risks to key infrastructure, programs, and services posed by a changing climate to key infrastructure, programs, and services. The plan has strong links to other strategic initiatives, including risk management, asset management planning, the Green Strategy, and the forthcoming Urban Forestry Management Plan.



### **Yellow Fish Road™**

The Yellow Fish Road™ program in partnership with the Meewasin Valley Authority and Partners FOR the Saskatchewan River Basin (PFSRB) continued, with materials distributed to 15 school groups and 426 students and teachers. Yellow fish stencils were painted on 335 catch basins in 13 neighbourhoods, and 1,364 door hangers were distributed during painting events.

### **Complete Streets Design and Policy Guide**

The Complete Streets Design and Policy Guide was completed and approved in principle by City Council. The Guide supports the City's Plan for Growth by providing direction on street design that accommodates safe movement of people of all ages and abilities by multiple modes.

The Guide includes transportation principles, links land-use context and transportation, describes street types within Saskatoon, identifies a toolkit of street design treatments, and outlines strategies for implementation.

# Green STRATEGY

Weaving Green Infrastructure  
into Saskatoon's Urban Fabric

The Green Strategy strives to ensure all residents have access to a network of high-quality, multifunctional, seamlessly integrated green spaces. This is especially important as the city grows, as old infrastructure is replaced, and as density increases in established areas.

In 2018, Phase 1 accompanied reports and policies on key items such as the Small Swale, Richard St. Barbe Baker Afforestation Area, and bird collision mitigation. Phase 2 engaged technical experts on natural area management preferences, compatible uses for green space, and challenges and opportunities to the urban forest canopy.

## LED Street Lighting

Saskatoon Light & Power continued to use highly efficient LED technology for nearly 900 new street lights in 2018, including two interchanges, the Chief Mistawasis Bridge, and the North Commuter Parkway. This reduced energy consumption on these roadway projects by 118,534W annually. This results in an annual operating cost reduction of about \$73,000.

## Addressing **SUSTAINABILITY**

### **Varsity View Powerline Upgrade Project**

A small-scale conversion project was completed in the Varsity View neighbourhood, reducing system electrical losses by an estimated 60kW – the equivalent of 25 to 30 homes. This results in an annual cost savings of at least \$24,000 for Saskatoon Light & Power. Conversion projects involve upgrades to older distribution systems, converting them to higher voltages (4.16kV to 14.4kV). They are part of critical asset renewal but also have a significant energy and cost savings component.

Saskatoon Light & Power has already completed many such projects and has plans to continue until 2030, when all 4.16kV areas will have been converted.

### **Montgomery Place Culvert Inventory and Assessment**

The Montgomery Place neighbourhood has a unique culvert and drainage system for storm water. Saskatoon Water inventoried and assessed the condition of these culverts. Data was input into the City's GIS system, where it will form the basis for a master drainage plan for the neighbourhood.

### **Intensity-Duration-Frequency Curves and Resiliency of Storm Water Systems to Climate Change**

Saskatoon Water partnered with the University of Saskatchewan and Concordia University to identify how climate change is expected to impact rainfall intensity, duration, and frequency. Standards for storm water infrastructure will be evaluated relative to the expected risk of extreme rainfall and cost of storm water assets to ensure investments in infrastructure provide the best value.

### **Improved Productivity with Sewer Operations**

Internal structural changes led to a higher rate of productivity in preventative sewer maintenance from 2017 to 2018. The number of meters of sewer cleaned increased from 227,000 to 565,000, the number of catch basins cleaned increased from 9,600 to 14,000, and the number of blockages cleared increased from 20 to 74. This leads to a more reliable sanitary sewer system, which in turn leads to less emergency work, overtime, and service disruptions.

### **Introduction of Standardized Planning and Scheduling**

Water & Waste Stream and Roadways & Operations divisions formed a planning and scheduling group to help coordinate work in the right-of-way, including sweeping, road maintenance, sewer operations, waste collection, and water maintenance. The planning and scheduling group identified a potential cleaning plan for the sanitary sewer system which, combined with other efficiencies, may cut future maintenance time from six years to three.

### **Energy Performance Contracting**

In 2018, energy savings of \$63,000 were realized through extensive LED lighting upgrades at the Saskatoon Field House, Harry Bailey Aquatic Centre, and Shaw Centre. Future estimated annual energy savings are estimated at \$120,000 for all three facilities.

### **Organics Feasibility Study**

The City conducted a study to develop a yard and food waste program to increase the overall residential waste diversion rate to 60%, when combined with current achievements in recycling and optional composting. Food and yard waste accounts for approximately 36,600 tonnes per year (or 58%) of waste currently collected in black carts. The study analyzed collection, processing, and funding options, recommended a preferred organics program, and offered a detailed implementation plan.

### **Waste Wizard – Don't Know Where and When It Goes?**

The City's new online waste wizard allows residents to search whether certain items can be composted or recycled, and to see what can go into green and blue bins.

**Never miss your pickup!** The "Saskatoon Recycle & Waste" app sends you reminders about your upcoming recycling, compost, and garbage days. Download in **App Store** or **Google Play**.

### **Lowering Emissions to Reach Our Corporate and Community Reduction Targets**

The Low Emissions Community Plan conducted substantial community and internal engagement in 2018. Over 270 actions to reduce emissions, both at a corporate and community level, were defined through best practice research. Additionally, a mapping and modelling contract was signed to provide valuable energy projections and low carbon scenario modelling.



## Continuing to Grow **IN A SUSTAINABLE WAY**

### Green Cart Program

In 2018, the Green Cart program reached 8,500 subscribers and diverted 2,800 tonnes of organic material from the landfill.

### Household Hazardous Waste (HHW) Program

Over 3,200 participants safely and responsibly helped divert 112 tonnes of hazardous materials through the City's HHW collection events.

Waste diversion initiatives reduce greenhouse gas emissions, bringing the Saskatoon community closer to achieving the emissions reductions targets of 15% by 2023 and 80% by 2050, from the 2014 baseline.

### MATERIALS DIVERTED in 2018

	Tonnes	% of 2018
Compost Depots (organics)	12,548	10.1%
Curbside Residential (organics)	8,536	6.9%
Green Cart Program (recycling)	2,800	2.2%
Multi-Unit Residential (recycling)	1,881	1.5%
Recycling Depots (recycling)	1,724	1.4%
Landfill (recycling)	647	0.5%
Charity Bins (recycling)	170	0.1%
Household Hazardous Waste (various)	112	0.1%
Public Space (recycling)	3	0.002%
<b>Total</b>	<b>28,421</b>	<b>22.81%</b>

**Tonnes of waste diverted from landfilling:  
28,421 tonnes, from a diversion rate of 22.81%**

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



## Saskatoon Land **FINANCIAL CONTRIBUTION HIGHLIGHTS**

*In 2018, Saskatoon Land generated **\$48.8 million** in total land sales, with a gross profit margin of 39.8%*

Financial returns from Saskatoon land development operations stay in Saskatoon and through a dividend to the City of Saskatoon, are allocated for use in capital projects that would otherwise be funded through the mill rate or borrowing.

Year after year, Saskatoon Land continues to deliver financial returns to the City for allocation to civic projects and programs. In 2018, Saskatoon Land Development profits allocated **\$18.8 million** toward various projects:

- **\$10 million** for Chief Mistawasis Bridge and North Commuter Parkway
- **\$4.3 million** for replacement of Fire Station No. 5
- **\$3.1 million** for Civic Operations Centre
- **\$0.5 million** for Northeast Swale Enhancements
- **\$0.5 million** for Affordable Housing
- **\$0.4 million** for Reserve for Capital Expenditures

In 2018, **\$2.5 million** was contributed to the City's General Revenue. This was generated from short-term leases, farm leases and log-term lease payments through the Industrial Land Incentives Program.

Since 2007, Saskatoon Land has generated **\$133.3 million** in total profits from the sale of property in the Hampton Village, Willowgrove, Rosewood and Evergreen neighbourhoods.

The contributions made to the City made by returns from investment in, and sale of development lands have resulted in millions of dollars in savings for Saskatoon taxpayers.

### **PROFESSIONAL ... AND NEIGHBOURLY**

*"We had an excellent experience with the city crews. They were courteous, thoughtful, and always had time for a question. Once when our street was impassable, a crew member helped my wife carry groceries to our house. They set up alternative water lines and made sure everybody was back to regular supply as efficiently as possible. They were professional in attitude and behaviour."*





*“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**





# CONNECTYXE

SmartCitiesChallenge



**OUR MISSION:**

*To be the city that breaks the cycle of Indigenous youth incarceration by creating a new cycle focused on building purpose, belonging, security and identity.*

## ConnectYXE

### Smart Cities Challenge: City Proud to be Finalist

The City submitted a proposal to the Government of Canada's Smart Cities Challenge in April 2018 in the category "Communities with Populations under 500,000" - and was selected as one of 10 finalists from over 200 communities large and small for a chance to win \$10 million!

Saskatoon's proposal, ConnectYXE, brought together innovative technology and partnerships to break the cycle of Indigenous youth incarceration - by creating a new cycle focused on building purpose, belonging, security and identity.

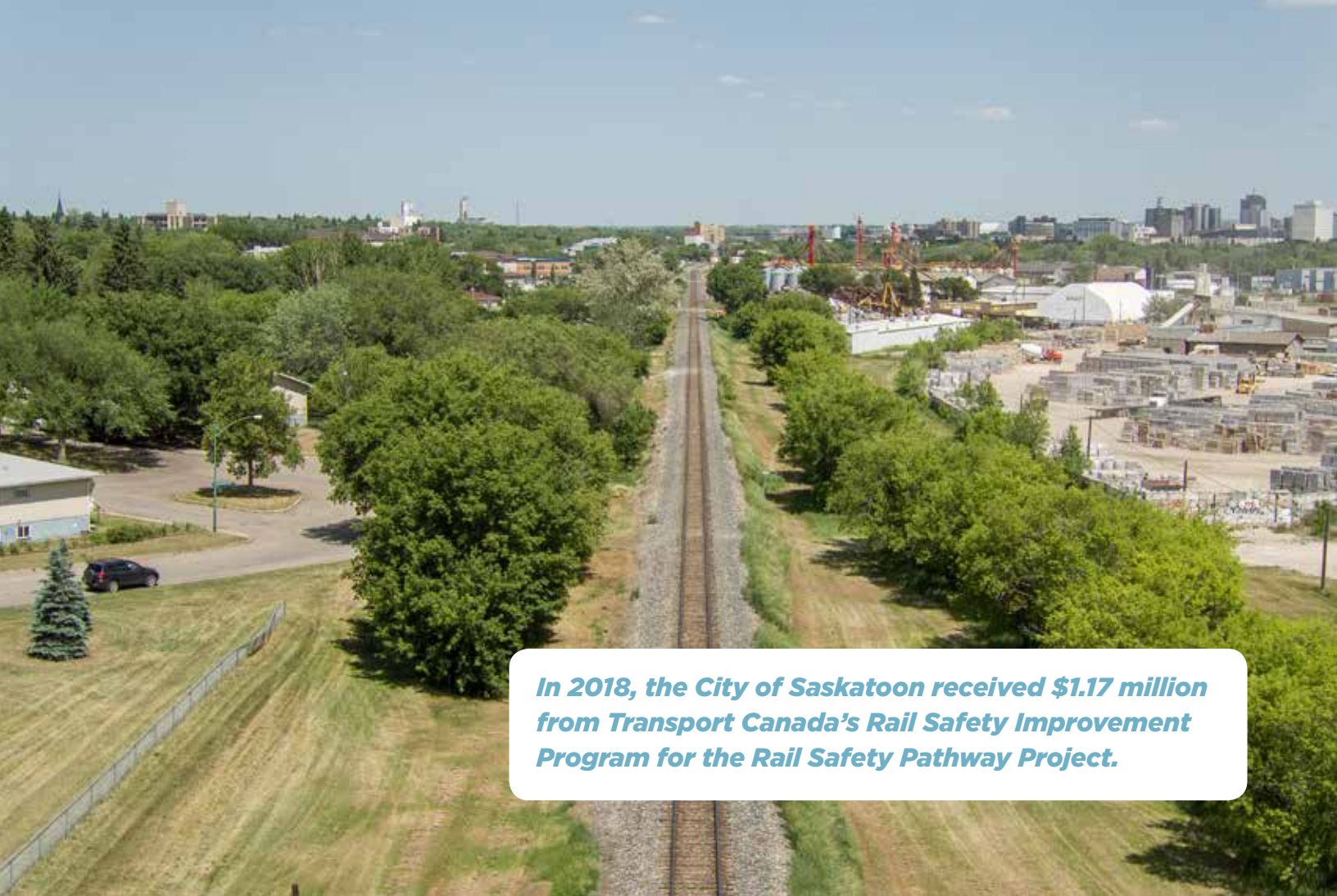
For eight months the City worked closely on building the proposal with the project's Indigenous Youth Advisory Group, community-based organizations, institutional partner organizations and the local technology sector. The proposal was based on three pillars: empowerment of Indigenous youth and their families, collaboration among partners, and harnessing innovative technology.

A whole-of-community approach with youth at the center was determined as the best path forward to address the complex challenges that urban Indigenous youth face, challenges rooted in historical injustices, intergenerational trauma and racism.

The Government of Canada will announce the winning communities in late Spring 2019. The City is committed to improving livability and opportunities for all residents, this makes us a 'smart city' no matter the outcome.

*Indigenous Youth Advisory Group and City of Saskatoon Team*





*In 2018, the City of Saskatoon received \$1.17 million from Transport Canada's Rail Safety Improvement Program for the Rail Safety Pathway Project.*

## Other **FUNDS/GRANTS**

The City of Saskatoon received approval on approximately **\$1.84 million** in funds for the following programs:

- **\$1.17 million** from Transport Canada's Rail Safety Improvement Program for the Rail Safety Pathway Project
- **\$25,000** from Transport Canada's Program to Advance Connectivity and Automation in the Transportation System (ACATS) for the Capacity Building Project
- **\$95,000** from the Government of Canada's National Disaster Mitigation Program for the Flood Mapping Project
- **\$547,360** from the Federation of Canadian Municipalities (FCM)'s Green Municipal Fund, the Municipalities for Climate Innovation Program and the Municipal Asset Management Program funded by the Government of Canada for the following projects:
  - Corridor Growth Brownfield Renewal Strategy – Field Investigation Feasibility Study - **\$56,600**
  - Corridor Growth Brownfield Renewal Strategy Plan - **\$46,400**
  - Saskatoon Organics Feasibility Study - **\$144,600**
  - National Capital Asset Valuation - **\$125,000**
  - Corporate Adaptation Strategy - **\$125,000**
  - Culvert Assessment Drainage Study - **\$49,760**

## SUMMARY

Every year, executive leadership scrutinizes budget requests from each department and encourages senior management to reduce the budget ask.

***In 2018, all departments were asked to help reduce the budget by \$4 million – this significant challenge was embraced successfully by our teams.***

In 2018, City departments responded by finding savings and efficiencies through implementation of continuous improvement strategies to reduce waste, identify efficiencies, and improve our processes. This has become a daily process in every department, one that has helped realize millions in efficiencies over the years.

The City's culture of continuous improvement will continue to be embedded in everything we do. Our dedicated City employees will continue to:

- Identify operational efficiencies to lower costs or save time
- Look at new ways to do business in order to avoid future costs
- Identify and utilize new sources of funding or revenue

Our teams' remain committed to continuous improvement in 2019 and into the future.

*The dollar amounts are estimates, with some being one-time savings and others being annual savings.*



***The \$1.82 million identified in 2018 as continuous improvement savings is a cost avoidance, equivalent to approximately 0.80% property tax impact.***



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