



SERVICE • SAVINGS • SUSTAINABILITY

Message from **MAYOR & CITY COUNCIL**

We have been working as a City to build a culture of shared problem solving and to support staff to bring their best ideas to the table to address the complex challenges we face. We value our shared leadership.

This report's 2019 highlights showcase how City of Saskatoon employees strive for excellence, find new and innovative ways of doing their work, look for efficiencies at every turn, and go above and beyond for the people of Saskatoon. This is leadership in its purest form, and I'm so grateful that we have such a great team of leaders here at the City.



*From L to R: **Councillor Hilary Gough**, Ward 2; **Councillor Zach Jeffries**, Ward 10; **Councillor Sarina Gersher**, Ward 8; **Councillor Troy Davies**, Ward 4; **Councillor Bev Dubois**, Ward 9; **Mayor Charlie Clark**; **Councillor Mairin Loewen**, Ward 7; **Councillor Darren Hill**, Ward 1; **Councillor Cynthia Block**, Ward 6; **Councillor Ann Iwanchuk**, Ward 3; **Councillor Randy Donauer**, Ward 5.*

We have been working to reduce the silos between departments and to create an environment where everyone can contribute their ideas to make the city better. It has been awesome to see the improvements that are coming forward from those working on the front lines, supervisors, and managers as we all work together.

We are also finding better ways to work with the community and solve problems together. Many of the innovations we are seeing are coming from this process of getting feedback and engaging community stakeholders in the work of the City. Thank you to everyone who has contributed and helped us in this ongoing process.

Finding these innovations results in our teams working better together, providing better services to you as residents, saving valuable dollars and running our city more efficiently, and reducing our impact on the environment.

Even in the most difficult times and amid some of the biggest challenges our community will face, I know that our staff are willing and able to show leadership and to work for the strength of our community and the people that call this place home.

Charlie Clark
Mayor of Saskatoon

CONTENTS

2	Message from Mayor & City Council	5	Public Engagement Highlights 2019	12	Service Saskatoon
3	Message from the 2019 Leadership Team	6	How Do Others See Our City? Awards & Recognition	14	Our Workplace Transformation Journey
4	Our Strategic Goals	10	Kudos from Saskatoon Citizens	18	Diversity & Inclusion

Message from the 2019 **LEADERSHIP TEAM**

The City has a long history of striving for continuous improvement and 2019 represents another successful year. Our teams worked hard to maximize value, minimize our costs and working together, we delivered exceptional programs and services to the 260,000 residents of our changing and growing city.

We made great progress on our transformational change journey as we focused on modernizing our business processes and investing in our people. We continued to build a smart, healthy and inclusive workplace where everybody can reach their full potential.

Our *2019 Report on Service, Savings and Sustainability* highlights our achievements and progress in 2019 and represents the Administration's commitment not only to continuous improvement, but empowering our civic employees to innovate, problem-solve and take on new challenges working together as one team.

Inside this report you'll find many examples of how the City is working hard to drive service improvements, achieve savings for taxpayers, address sustainability issues and support our commitment to reconciliation.

We would like to thank all civic employees for their hard work, dedication and commitment – each one of you has contributed to the successes and achievements highlighted in this report.

We are proud to share this report with you and invite you to read through and learn about the many ways the City of Saskatoon is working to provide a great quality of life by building a better community for the people of Saskatoon.



From L to R: **Terry Schmidt**, General Manager, Transportation & Construction Department; **Celene Anger**, Chief Strategy & Transformation Officer; **Angela Gardiner**, General Manager, Utilities & Environment Department; **Morgan Hackl**, Fire Chief; **Joanne Sproule**, City Clerk; **Jeff Jorgenson**, City Manager; **Lynne Lacroix**, General Manager, Community Services Department; **Mike Jordan**, Chief Public Policy and Government Relations Officer; **Cindy Yelland**, City Solicitor; **Kerry Tarasoff**, Chief Financial Officer; and **Sarah Cameron**, Chief Human Resources Officer.

2019 Leadership Team

20 Indigenous Initiatives And Reconciliation

23 2019 Savings Highlights

24 Improving Our Service

27 Improving Our Transit Service

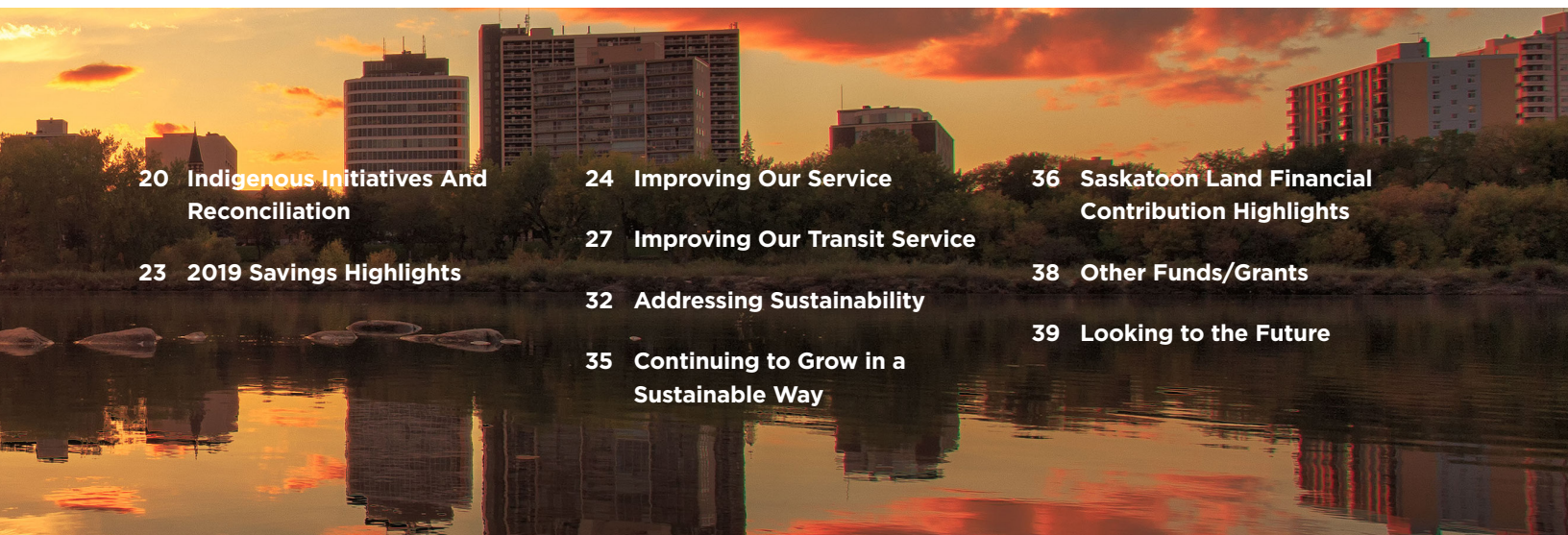
32 Addressing Sustainability

35 Continuing to Grow in a Sustainable Way

36 Saskatoon Land Financial Contribution Highlights

38 Other Funds/Grants

39 Looking to the Future



Our STRATEGIC GOALS



ASSET & FINANCIAL SUSTAINABILITY

Investing in what matters



ENVIRONMENTAL LEADERSHIP

Growing in harmony with nature



SUSTAINABLE GROWTH

Ensuring smart & sustainable growth



CULTURE OF CONTINUOUS IMPROVEMENT

The best-managed city in Canada



MOVING AROUND

A city on the move



ECONOMIC DIVERSITY & PROSPERITY

A thriving, diverse local economy



QUALITY OF LIFE

A warm, welcoming place

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

View details at saskatoon.ca/strategicplan

Our Values

Our values are part of who we are, what we stand for and how we behave towards each other.

- People Matter*
- Respect One Another*
- Act & Communicate with Integrity*
- Safety in All We Do*
- Trust Makes Us Stronger*
- Courage to Move Forward*



Strategic Plan & Goals

Our Community Strategy



Workplace Transformation

Our Corporate Strategy

- Our Culture*
- Alignment of Purpose*
- Governance and Decision-making*
- Our People*
- Our Tools*



How We Will Achieve Our Vision

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



Public Engagement HIGHLIGHTS 2019

City Council approved a new Public Engagement Policy in 2019 to bring consistency to the City's public engagement, and to reaffirm the City's commitment to public engagement.

Our work is greatly improved when we offer ongoing effective, transparent, and inclusive engagement opportunities for citizens and stakeholders.

Public Engagement Policy

The new public engagement policy allows for better quality and sustainability of decisions by communicating the diverse needs and interests of participants.

HIGHLIGHTS

Come & Grow Open House Event:

- Official Community Plan
- Corridor Planning Program
- Transit Villages
- University Sector Plan

Kinsmen Park & Area Project Development Open House Event:

- Civic Conservatory
- Kinsmen Park Parking & Transportation Study
- Saskatoon Transit
- Shakespeare on the Saskatchewan and Meewasin Valley Authority was also part of this engagement event

For more information, visit the **Communications & Public Engagement** site on MyCity.



Several Public Engagement Opportunities Were Held on Environmental Initiatives:

- Waste Diversion
- Urban Forest Management
- Climate Adaptation
- Green Strategy

Short-Term Rentals

Zoning Bylaw Review

Riverbank Development Regulations

Circle Drive West Functional Planning

Residential Parking Program Review

Neighbourhood Traffic Reviews

Pathway improvements and art installations in Hyde Park

Wintercity YXE

Redesign Plan for W.W. Ashley Park to mitigate flooding in the park and surrounding area

Municipal Wards Boundary Review in advance of the 2020 Civic Election

Public Engagement to Inform Our Multi-Year Budget Process

The *Civic Satisfaction & Performance Survey* and the *Civic Services Survey: Performance, Priorities & Preferences* will next be administered in 2021. These surveys will gather public input for the City's investment and service priorities for the 2022-2023 Multi-Year Business Plan and Budget. The two surveys were last held in 2018 to inform the 2020-2021 budget process.

Visit saskatoon.ca/engage for current and archived engagement opportunities.



How do others **SEE OUR CITY?**

AWARDS & RECOGNITION



Named One of Saskatchewan's Top Employers

For the 8th consecutive year, the City of Saskatoon has been named one of Saskatchewan's Top Employers. The competition recognizes employers that lead their industries in offering exceptional places to work.

Named One of Canada's Best Diversity Employers

The City of Saskatoon has been named one of Canada's Best Diversity Employers for 2019. Many notable initiatives contributed to this recognition, including a formal commitment to diversity from leadership, setting corporate goals and business planning, promoting employee participation in diversity events, corporate diversity and inclusion training, participation in pre-employment training programs for underrepresented populations, and partnerships with educational institutions.



City Receives 'AAA'/Stable Credit Rating

The City of Saskatoon was one of only four Canadian cities to earn a 'AAA'/Stable credit rating from S&P Global Ratings in 2019. The rating is based on S&P's expectation that "... Saskatoon will continue to benefit from a diverse economy, maintain healthy liquidity, and hold its tax-supported debt below 60% of operating revenues."

Age-Friendly Community Recognition Award

The City was presented with the Age-Friendly Community Recognition Award as part of an initiative supported by the Government of Saskatchewan and Saskatchewan Seniors Mechanism. The award acknowledges activities and programs that enhance quality of life for older adults and lead to communities that benefit all ages.

A Top 28 Newsworthy Destination

Travelsquire.com named Saskatoon one of its top 28 destinations for 2019 in the "newsworthy" category. "When it comes to arts and culture, Saskatoon is happening," the announcement read. Once again, Remai Modern, Wanuskewin Heritage Park and Meewasin Valley continue to attract national interest.

Saskatoon Named One of Top 20 Places to Travel

Architectural Digest named Saskatoon one of its Top 20 Places to Travel in 2019. Here's what AD had to say about our city. "Deep in the wilderness of Saskatchewan, this small city came onto the consciousness of art-loving travelers with the opening of the Remai Modern. Now, Wanuskewin Heritage Park is being renovated, and its gallery space is undergoing an expansion, adding one more reason to consider making the trek to this remote part of Canada."

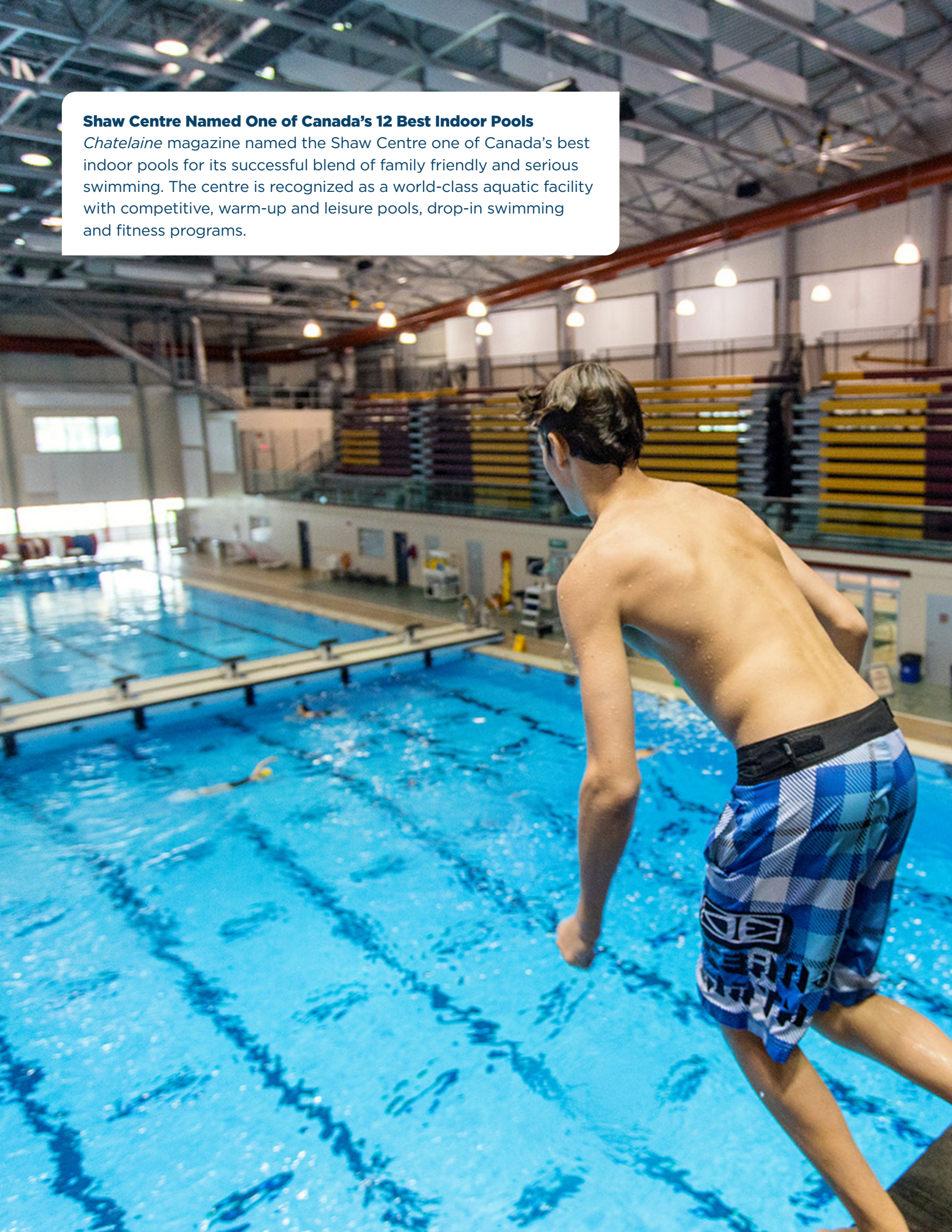


USA Today Touts Saskatoon as Tourism Destination

In an article touting Saskatoon as a must-see tourism destination, *USA Today* newspaper praised the city's key attractions - the Remai Modern, Meewasin Valley, Western Development Museum, Wanuskewin Heritage Park and summer festivals - as well as its choice of restaurants, breweries, bars and "welcoming prairie spirit."

Shaw Centre Named One of Canada's 12 Best Indoor Pools

Chatelaine magazine named the Shaw Centre one of Canada's best indoor pools for its successful blend of family friendly and serious swimming. The centre is recognized as a world-class aquatic facility with competitive, warm-up and leisure pools, drop-in swimming and fitness programs.



Saskatoon: Canada's Hottest New Foodie Destination

Forbes, an iconic New York-based business magazine, posted an article identifying our city as Canada's hottest new foodie destination, saying "... the unassuming metropolis has attracted a bevy of enthusiastic chefs, bakers and all-around food connoisseurs who are transforming the town into a gastronomic jewel."

Forbes



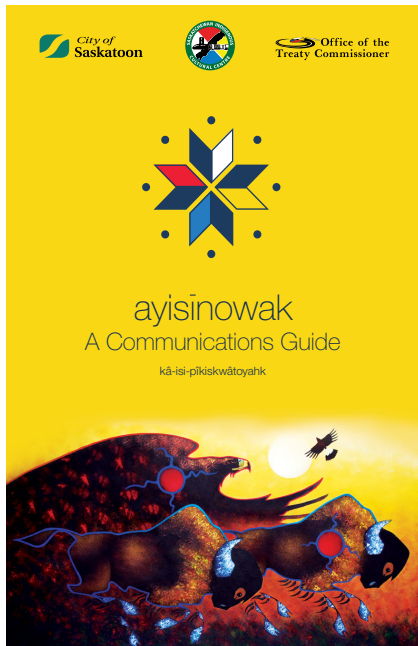
Photo courtesy of Tourism Saskatoon

How do others **SEE OUR CITY?**

AWARDS & RECOGNITION

ayisiṇowak Receives **Award of Merit**

ayisiṇowak: *A Communications Guide* (1st edition) received an Award of Merit from the Canadian Institute of Planners at their 2019 Awards for Planning Excellence. The guide was named in the category of Planning for Reconciliation. Originally developed as an educational resource for City employees, *ayisiṇowak* has since been requested by organizations across Canada, including government agencies, political leaders, other municipalities, educational institutions, and community groups.



City Employee Receives **Gold Quill Award of Merit**

The International Association of Business Communicators honoured Communications Consultant Karen Grant with the prestigious Gold Quill Award of Merit for the 2018 Respect Work Zones strategic communications plan. The campaign incorporated suggestions provided by the people most affected—City road workers. It had powerful impact and resulted in fewer vehicles speeding in work zones as well as more staff reporting incidents to police.



A P E G S

*Association of Professional Engineers
& Geoscientists of Saskatchewan*

Neighbourhood Traffic Review Wins Award

The City's Neighbourhood Traffic Review program was the 2019 recipient of the Exceptional Engineering/Geoscience Project Award by the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS). In consultation with neighbourhood residents, community associations, school boards, Saskatoon Police Service, and Great Works Consulting, the review addresses transportation-related concerns on a neighbourhood-wide basis. Since its establishment in 2014, the program has completed 59 neighbourhood traffic reviews, including nine in 2019.

City of Saskatoon Featured as Case Study

The City of Saskatoon was one of five case studies featured in a print article and knowledge mobilization webinar organized by the Canadian Water Network, in partnership with the Canadian Water and Wastewater Association, Federation of Canadian Municipalities and Public Sector Digest. The case studies highlighted how Canadian municipalities are collecting and using data to support infrastructure vulnerability assessment and increase their resilience to climate change.



The City's article highlighted the work of the Climate Adaptation and Green Infrastructure Strategies, and the City's nine-year \$54-million Flood Protection Strategy to protect as many flood-prone properties in Saskatoon with the funding available.

Kudos from **SASKATOON CITIZENS**

Hearing positive feedback from citizens is always great, it reaffirms the hard work our teams do every day to ensure a great quality of life in Saskatoon!



THANK YOU...

"...I just really wanted to thank the firefighters who responded to my 9-1-1 call....Huge thank you to the firefighters who kept me calm. I hope you all know how tremendously appreciated you are. Thank you!..."

BIG THANK YOU TO OUTDOOR WORKERS

"Thank you to everyone who has been working outside during these crazy cold temperatures! We appreciate it!"

AN UNEXPECTED HELPING HAND

"A resident reached out to let us know how appreciative she was of a helping hand from City employees. Her vehicle mirror had been smashed, and she was cleaning the glass off the street when a City truck stopped to assist. The City employees not only helped calm her nerves, they even had a sweeper come and clean up the rest of the mess."

HOME FOR THE HOLIDAYS

"What to do with a former defenseman and now @UBCRugby prop before a big Christmas dinner! Thanks to @cityofsaskatoon @StoonPubSchools for keeping the outdoor rinks going! @NorthStarRugby @SaskRugby @Saskatchewan"

ROCK STAR STREET CLEARING

"I have to say ... whoever's been grading my street this winter is a ROCKSTAR! He's leaving lots of room at the driveways and also leaving lots of space for on-street parking. After the last few years, this guy's skill and consideration is sooooo appreciated!"

CLEARING THE WAY FOR A SMOOTH BIKE COMMUTE

"Kudos to the person responsible for the great job of clearing the bike path parallel to 22nd street, specifically crossing onto Hart Road. Not all the clearers do a good job but the person who last did it was conscientious and thorough, which makes quite a difference to my ride every day. A job very, very well done."

AWESOME RESPONSE TO WATER MAIN BREAK

"We had a water main break in front of our house. The guys were there by 6 am & shut off our water & explained what was going on. Street dug up & all repaired before 2 pm! We were so impressed with the co-ordination & efficiency. Awesome service & we wanted to give a shout out & big thank you for such prompt service."

THANK YOU SIGN SHOP

Thanks to the @cityofsaskatoon sign shop for the quick turnaround fixing the stop sign I found levelled at a busy corner in #caswellhill this afternoon. Your quick work in this cold has made for a safer end of day commute. #thankyou!

SOMETIMES A SMILE IS ALL IT TAKES

"To all of the Field House staff, from the front desk, to maintenance, to the back offices: I want to thank you from the bottom of my heart for all of the kindnesses, help, support, and sometimes the most needed of all - the simple smiles. I would like to share my appreciation for everything you have done for me, over the last 2-1/2 years, and my dad, over the last 24-1/2 years."

THIS MADE ME SMILE

"So I went to take out the garbage this morning and as I exit my apartment building I see that the @cityofsaskatoon garbage truck is here to pick up the garbage. So I stand there awkwardly waiting for them to finish. The garbage truck driver notices me and proceeds to drive over to where I am standing so I can put my garbage in the dumpster! I just thought it was really nice of the @cityofsaskatoon driver to do that. :) Started my Friday on a nice note."

RESTORING POWER IN RIVERSDALE

"Thanks to @cityofsaskatoon light and power who worked hard in the rain to get our power back on! #Riversdale #yxe"

FINISHING THE WONDERHUB

"I want to give a high five to Chris Davis and Vince Regnier for their work on the final stages of the Mendel Building work, mainly the Wonderhub fit-up. Chris' knowledge of the mechanical and controls systems and his willingness to dig into the contract and make sure the City is getting what they have paid for has been invaluable. Vince's attitude to getting things done has been an asset to the project and he is a great ambassador for the City as he works very well with the tenant. I wanted to thank them but also make sure they are being recognized for their good work."

SHOUT OUT TO PARKS STAFF

"Shout out to City of Saskatoon - Your Local Government for keeping our parks looking so gorgeous! We are looking forward to this second summer weather. Pawluk Homes"

GOTTA SAY ...

"@cityofsaskatoon has #yeg beat when it comes to the river valley. Great single-track next to walking trails next to paved, all linking the scenic overlook to the outdoor exercise park to the skateboard ramps."

MUCH OBLIGED!

@SaskatoonFire @cityofsaskatoon @SaskatoonPolice "Much obliged to the fine 1st responders this a.m. who professionally controlled a workvan on fire adjacent to my property. No one hurt and minimal damage all thanks to these good folks!"

HEARTFELT THANKS TO "DAD CREW"

In May 2019, Saskatoon Police Service reached out to the Customer Care Centre asking Roadways crews on the night shift to keep an eye out for a missing 9-year old girl. Four Roadways crew members with children of their own took a special interest. The self-proclaimed "Dad crew" went looking and soon found the child. Saskatoon Police were impressed at how their City colleagues stepped up to bring the girl safely home.

"To have this level of heartfelt participation by a concerned CoS crew is absolutely wonderful," said Saskatoon Police Staff Sergeant Darren Pringle. "Over my 20 years with the police, I have had positive interaction after positive interaction (with City operation crews). This one tonight ranks up there as one of the best."

Service **SASKATOON**

Service Saskatoon is how we deliver our front-line service; it's about helping citizens connect to the employees and information they need from the City quickly, simply and seamlessly. To create a culture of exceptional customer service, we want to eliminate the guess work involved in finding the right information or department and instead create multiple channels for citizens to access information and answers they need, when they need it.

24hr Customer Care Centre

The Service Saskatoon team continued to expand the 24/7 Customer Care Centre, also adding new services. We want to make it easy for citizens to contact the City via phone, email and social media. In 2019 we implemented the monitoring and responses of our social media channels and numerous operational groups. In the future we are excited to bring chat communication to the citizens of Saskatoon via our website.



In 2019 our Care Centre handled 91,083 calls and responded to 4,436 emails. In June we started social media responses and connected with citizens 763 times between June and December.

Service Ambassador Recognition Program

The City's High Five Service Ambassador Recognition Program celebrated its first full year in 2019. The corporate-wide program highlights great examples of internal and external customer service. City employees are encouraged to nominate a co-worker or team for the Big High Five award. Each month a winner is then selected at random from submissions received. It's been fantastic to see the program's impact on building a culture of exceptional customer service across the corporation. In 2019, 320 internal staff were nominated by their colleagues for going above and beyond!



How's My Driving? Initiative

Service Saskatoon & Fleet created an incident tracking system to work in conjunction with "How's My Driving?" stickers on civic vehicles. The sticker gives citizens the number to the Customer Care to call if they have a kudos or concern regarding how a civic vehicle is being driven. The internal incident tracking form assigns the incident to the appropriate division for follow up.

Making it Easier to do Business with the City

The City continues to move more services online to make them convenient for citizens. In 2019, citizens submitted 17,759 online service request forms and 1,351,475 people visited our website. Our page views hit 7,927,842 which tells us more and more citizens are heading online to find information.

Digital Signage

The top citizen request at Leisure Centres is for drop-in program information and hours. Service Saskatoon and Communications collaborated on a solution that automatically pulls data from the Drop-in Online app and displays it on digital screens at Leisure Centres. In 2019, the program was successfully piloted at the Shaw Centre and Lakewood Civic Centre. We also piloted digital signage in City Hall Lobby to improve customer service.



Customer Service Week

Every fall, Service Saskatoon leads International Customer Celebrating Week. The theme in 2019, *The Magic of Service*, brought a week focused on team building activities and creating an atmosphere where our internal staff continue to excel as the power force for our exceptional external customer service.

AMAZING JOB!

"I would like to say a huge thank you to the crews that had to come to my place because I had no water. They did an amazing job! Also, another thank you to the receptionists that I talked to on the phone. Everyone was amazing!"

Customer Service Training

Service Saskatoon continues to develop new training programs for internal staff to help create a better customer experience for the citizens of Saskatoon. By providing consistent training front-line staff, Supervisors and Managers, we will grow our knowledge and ability to connect with customers on a new level. In 2019 a Level II course was added to the Culture of Service Program.



CLEAN UP AFTER STREET FLOODING

"This email is to give kudos and say thank you to: Kristy for once again for handling my call after flooding at our corner. She was professional, helpful, and instrumental in getting the job done on Monday. The cleaning crew arrived Monday evening and did a great job of cleaning our dirty, mud laden corner and street, despite it being dark and having to work around some vehicles. We all readily complain if things are not done properly and I wanted to say, "thank you" to this group of people."

Our Workplace **TRANSFORMATION JOURNEY**

Officially started in 2018 and moving into high gear in 2019, the City's Workplace Transformation Journey is five-year approach, working to create a "smart and healthy workplace". A 'smart' workplace is one that gives employees the right tools, systems and processes to do their jobs efficiently and effectively. A 'healthy' workplace is one where all employees feel welcomed, respected, and encouraged to realize their full potential. The City will achieve this vision through focused enhancement efforts in five areas:

- **Our Culture,**
- **Alignment of Purpose,**
- **Governance and Decision-making,**
- **Our People, and**
- **Our Tools.**

Our enhancement efforts will propel the City to become a high-performance organization that is better able to meet the changing needs of citizens in a rapidly evolving world shaped by technological advancement, societal change, and environmental challenges.

Critical initiatives under the "Our Culture", "Our Tools" and "Governance and Decision-making" areas of focused kicked off and continued to progress in 2019. Highlights from these initiatives are presented below.

Introducing FUSION! City's Largest Corporate Initiative Kicks Off

fusion 

Fusion is our internal, City-wide initiative designed to prepare for future growth, ensure sustainability, and serve the changing needs of Saskatoon citizens. Pre-Fusion, the City was using over 279 systems; post-Fusion, the City will move to a single enterprise resource planning (ERP) system that integrates management of business processes, improves efficiency across the organization and delivers long-term operational savings.

Fusion will create operational efficiencies across departments, provide greater potential for collaboration, and ensure the City is adopting industry best practices. Operational efficiencies will strengthen citizen services and result in higher value for tax dollars.

In the first six years, Fusion is expected to provide \$40 million in financial and efficiency savings. After that, ongoing savings of approximately \$10 million per year are expected.

Learn more at saskatoon.ca/fusion

Progress in 2019

Council approved funding to implement the Fusion initiative in June, with implementation planned in two waves. The first wave with an official kick-off on October 29-30. Over 1,700 City staff attended 18 demo sessions over the two-day period. The Fusion team worked with leaders to identify subject matter experts from across the corporation as the City moved into the "Explore" phase of implementation.

As part of Explore, over 50 Conference Room Pilot sessions were held from mid-November until the end of January. These sessions were designed to align with SAP best practice, identify exceptions due to regulatory compliance, and design the City's future processes and system.

fusion 

OUR VISION - Fusing our many diverse processes, creating a new energy, and a unified approach to managing our resources.



The FUSION Team

Continuing our Focus on Employee Engagement

The refresh and the inclusion of “People Matter” as one of our core values, reflects the City’s strong commitment to continue listening to employees and providing them with a healthy, safe and engaged workplace. In 2019, we focused on initiatives to help employees feel more connected, and to improve their access to information.

GET TO KNOW OUR LEADERS

Leadership CONNECT

Join an informal lunch hosted by one of our senior leaders - ask any questions you may have, participate in a discussion around our values and meet people from across the organization.

Host	Date	Location	Time	Topic Theme
Jeff Jorgenson	Oct 3	John Oliver Building PFP/OP Conference Room	12-1:30pm	People Matter
Hannah Mack	Oct 8	Conna Square East	12-1:00pm	Trust Matters Let's Collaborate
Clare Mack	Oct 31	Committee Room A	12-1:00pm	Safety in All we Do

SIGN UP NOW!
Spaces are limited.

RSVP at MyCity > Working Together
> Employee Engagement or email
employeeengagement@saskatoon.ca

City of Saskatoon

Leadership Connect Program

The Leadership Connect Program continued in 2019, giving civic employees an opportunity to exchange ideas and share feedback with City Managers and senior leaders in small, informal groups. Eight sessions were held throughout the year with approximately 100 employees across the City attending overall.

Each session focused on one of the City’s core values to help continue the focus on living them. The program was also expanded to include additional breakfast sessions which focused on reaching field staff on shift work.

Our First Multi-Year Business Plan & Budget

The City’s first Multi-Year Business Plan and Budget was deliberated by City Council in November 2019 for 2020 and 2021. The multi-year budget process provides greater certainty for residents about future property taxes, gives better alignment with the City’s longer-term goals, and improves transparency, financial stability and accountability.

This first Multi-Year Business Plan and Budget for 2020 and 2021 was an important first step to further improving the City’s strategic investments, transparency and ongoing accountability. City Council’s investment decisions in the priorities and services that matter most to citizens will ensure Saskatoon continues to be a great place to live, work, learn and play.

Continuous Quality Management System

The Continuous Quality Management System (CQMS) is a key piece of the City’s Workplace Transformation Journey. The goal of CQMS is to give employees the ability to document and manage essential business processes in order to improve consistency in service delivery, sustain corporate knowledge, and facilitate continuous improvement.

Creating and delivering staff training on quality concepts and documentation practices were focus areas for the CQMS team in 2019.



The CQMS Team

Our Workplace **TRANSFORMATION JOURNEY**

You're invited! All-Employee Town Halls

- Keep up to date with major projects, initiatives and the overall strategy of our organization
- Hear directly from the City Manager and the senior leadership team
- Ask any questions you have about topics and issues that matter to you

SESSION DATES:

Thursday, December 5
11:00 a.m. to 12:00 p.m.
Council Chambers, City Hall

Tuesday, December 10
2:30 to 3:30 p.m.
Cosmo Civic Centre Theatre

Thursday, December 12
8:00 a.m. to 9:00 a.m.
Saskatoon Light & Power, Lunch Room

Register on MyCity, fill out a paper registration form or email internalcommunications@saskatoon.ca for a registration form to be sent to you.



In 2019, we introduced a new way for employees to ask questions through an online app which led to improved employee participation. A video replay of the Town Hall was also made available to those who were unable to attend.

Get Connected Initiative

The more connected and aware employees are with what's going on outside their work department helps break down the silos and encourage cross-departmental collaboration and synergies.

The Get Connected initiative provided non-wired employees (field employees or employees without computer terminals) across the organization with corporate email accounts and access to the corporate intranet, MyCity.

Other activities include the installation of computer kiosks at various locations throughout City facilities, enabling employees to check their emails and other internally distributed information.



All-Employee Town Halls

All-Employee Town Halls are part of our ongoing commitment to keep employees informed and engaged about what's going on at the City. It's an opportunity for civic employees to hear directly from the City Manager and the Senior Leadership team, and a chance for them to ask any questions about various topics and issues.



From L to R: **Chelsey Bartlett, Konrad Andre, Eric Quail, Tanya Bell, and Janet Wagner.**

Big Ideas Innovation Fair

In keeping with our purpose and values on innovation, City employees cheered on their peers at the 2019 Big Ideas: Innovation and Transformation Showcase. The event showcased creative innovation and improvement work happening across the City. The event is organized by the Organizational Performance Team, pictured to the left.

The People's Choice Award given for the most votes at the event went to, Flood Control under Control, a project led by Saskatoon Water's Storm Water Team. The team, pictured below, showcased the new \$54 million nine-year Flood Control Strategy approved in 2019 with federal cost-sharing. Colleagues also fished for tips for home flood protection at the booth's "storm water pond".



City Manager, **Jeff Jorgenson**



From L to R: **Zach MacKay, Naveed Siraj, Aden Rongve, and Angela Schmidt.**

Diversity & **INCLUSION**

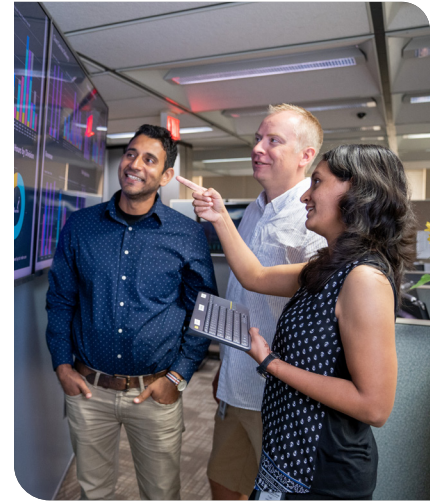
At the City, we recognize that an inclusive workforce has a positive impact on the engagement of its employees.

Throughout 2019, we promoted multi-cultural events through our corporate intranet and newsletter, as well as ongoing Diversity and Inclusion training available to staff.

As part of our Diversity and Inclusion Strategy, we provided opportunities throughout the year for staff to get involved in a number of employee events that recognized and celebrated diversity.

Pride Month - June

During Pride month in June 2019, the City took time to recognize and celebrate the LGBTQ2S+ community. This included placing the Pride Flag in windows, office spaces, and City vehicles, participating in the Pride Flag raising and walking in the Pride Parade. City participation in the annual event helps build equality, sustainability, and a supportive community.



Take Your Kid to Work Day

Mayor Charlie Clark and his son joined other City employees in 2019's Take Your Kid to Work Day. The day began with a mock Council session which introduced a number of kids to the ins and outs of municipal government and continued with a variety of divisions providing career information workshops on the many professions at the City.

Disability Employment Awareness Month

To acknowledge this month in 2019, resources were distributed to managers and supervisors that included a quiz to test personal knowledge on terminology and respectful etiquette, educational videos for conversation starters at team meeting and other resources.

International Women’s Day – March 8

The City encouraged civic employees to show their support for International Women’s Day by spreading awareness by participating in the #SheShines photo challenge and taking action in a variety of ways. Now in its second year, the City’s #SheShines campaign celebrates International Women’s Day by recognizing women who help make the City shine.





International Women's Day
MARCH 8, 2019



#SheShines

Share your photo in the #BalanceforBetter pose and participate in the #SheShines challenge to show your support for a more gender-balanced world.

Send us your photo, a quote or story by emailing employeeengagement@saskatoon.ca or post it on social media using the hashtags #SheShines and #BalanceforBetter.

Learn more at #SheShines on MyCity: cityofsaskatoon.sharepoint.com



City of Saskatoon

Dusky until March 31, 2019-197

INDIGENOUS INITIATIVES and RECONCILIATION



Reconciliation

As a founding member of Reconciliation Saskatoon, the City of Saskatoon is committed to responding to the Truth and Reconciliation Commission of Canada (TRC) Calls to Action.

Employer Handbook Improves Indigenous Engagement

Together with more than a dozen community partners, the City launched the **Indigenous Engagement Employer Handbook** to provide guidance and practical options for employers seeking to improve their Indigenous workforce recruitment and retention outcomes.

The handbook is based on a series of workshops and consultations held in early 2019 that included First Nation, Métis and non-Indigenous employers, employment, education and training institutions, business associations, and community organizations. The handbook was made possible through the support of Nutrien, Affinity Credit Union, and the Saskatoon Community Foundation.

New Indigenous Advisory Group Ensures Better Understanding

The Indigenous Technical Advisory Group was established to engage Indigenous communities in more meaningful dialogue on decisions that may impact them. The group enables members of First Nations and Métis communities to participate in the design of City initiatives to help ensure the unique interests and perspectives of Indigenous peoples are acknowledged, affirmed, and implemented. A call for applications was issued in January 2019 and the first quarterly meeting was held in June, where the group provided input and commentary on the City's Green Infrastructure Strategy.

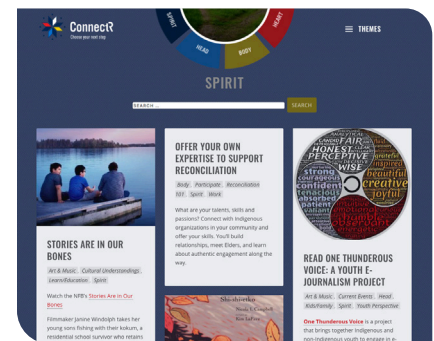
Creation of New Métis Medallion

A Métis medallion was specially commissioned through contributions from the Gabriel Dumont Institute and Chief Mistawasis Bridge Naming Steering Committee. This medallion was created in the style of the Treaty 6 medallion. Both medallions are featured on banners permanently installed along Chief Mistawasis Bridge and, as a sign of support, are featured decals on all Saskatoon Transit buses.



City Hosts New Reconciliation Website

In 2019, Reconciliation Saskatoon launched ConnectR, an online tool designed to help residents choose their own path towards reconciliation. The highly visual website provides visitors with different paths to reconciliation as well as a selection of relevant *calls to action*. The City is lending its support through in-kind website hosting services for ConnectR website.



Reconciliation Flag Raised at City Hall

In May 2019, the City of Saskatoon joined the Métis Nation – Saskatchewan, Saskatoon Tribal Council, and members of Reconciliation Saskatoon in Civic Square outside City Hall to raise the Reconciliation flag in honour of the warriors who endured the residential school era. The ceremony also remembered all those affected by the Sixties Scoop, Day Schools, and Missing and Murdered Indigenous Women and Girls.



Highest Attendance Yet at 5th Annual Wicihitowin

Over 800 leading experts, community leaders, Elders and youth came together in Saskatoon for the 5th Wicihitowin (wee-chee-HEE'-toe-win) Indigenous Engagement Conference. The annual gathering focuses on TRC Calls to Action and how to address Indigenous engagement and inclusion issues. Conference topics included Indigenous health transformation, the impact of colonialism on Indigenous values, traditions, languages and customs, and restoring the rights of Indigenous women and girls to citizenship and safety.



Kahkewistahaw Signing Ceremony

In October 2019, the City and Kahkewistahaw [kak-uh-WISH'-tuh-how] First Nation came together to celebrate their partnership with the conclusion of the municipal role in the urban reserve creation process for the First Nation's land at 1215 Claypool Drive within the Hampton Village Business Park.

Mayor Charlie Clark and Chief Evan Taypotat, along with the Council of Kahkewistahaw First Nation, and Saskatoon Board of Police Commissioners Chair, Darlene Brander, signed a Municipal Services and Compatibility Agreement, along with a Police Services Agreement during a special signing ceremony held in Council Chambers.

Kahkewistahaw First Nation is a member of the Yorkton Tribal Council whose home reserve is located approximately 15 kilometres north of Broadview, Saskatchewan. A signatory of Treaty No. 4, Kahkewistahaw First Nation has 2,020 members. Approximately 670 members reside on the home reserve and 1,350 members live in other communities throughout the province.



Recognizing Our Shared History through Urban Design on 21st Street

Bicycle racks on 21st street were designed to feature the Treaty Six and Homeland of the Métis medallions. Planning & Development's Urban Design team consulted members of the Indigenous community and received support and enthusiasm for this effort to continue the recognition of our collective heritage.

Gilles Dorval, City of Saskatoon's Indigenous Initiatives Director (Retired January 2020), and the Downtown Business Improvement District helped in this process.

The Treaty Six medallion is based on the Chief Medal that was presented to signatories of the Treaty in the 1800s. It was designed to acknowledge growing relationships between Indigenous and non-Indigenous people. The Homeland of the Métis medallion represents the important contributions of the Métis to the Saskatoon area.

Every Child Matters...Orange Shirt Day

Orange Shirt Day held on September 30 each year, aims to raise awareness of the devastating impact of the residential school system on Indigenous people and their families. Every year, City employees are proud to show their support by wearing an orange t-shirt, 2019 was no exception.

INDIGENOUS INITIATIVES and RECONCILIATION

ayisiyiniwak (2nd Edition) released

August 2019, the City along with collaborating partners Saskatchewan Indigenous Cultural Centre (SICC) and Office of the Treaty Commissioner (OTC), published the second edition of “ayisiyiniwak [a/yi/see/ni/wak, Cree for ‘the people’]: A Communications Guide” (ayisiyiniwak). Originally developed in 2017 as an educational resource for City employees to enhance their understanding of Indigenous culture and practices, copies of the guide have since been requested by many organizations across Canada.

The City team was led by Regional Planning and also included staff from Indigenous Initiatives and the Communications and Marketing group.

Enhancements to ayisiyiniwak (2nd edition) include the following:

- a chapter devoted to Métis culture and local history;
- a new Inuit chapter;
- revised Cree translations; and
- new sections including 60’s Scoop, Elder’s Helper, Syllabics, Flag Etiquette, Anthems/Honour Songs, The Grand Entry, Blanketing, and Two-Spirit People.

ayisiyiniwak is part of the City’s commitment to respond to the Truth and Reconciliation of Canada’s Call to Action #57, which specifically calls upon governments to: “provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations.”

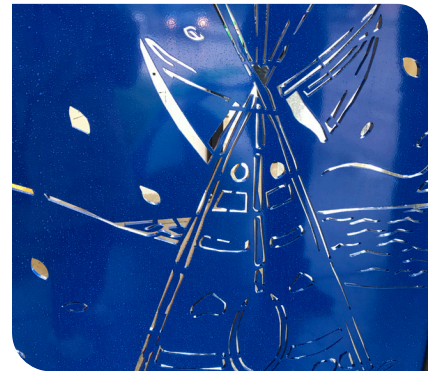
4th Annual Rock Your Roots Walk for Reconciliation

Thousands gathered in Victoria Park on June 21, 2019, National Indigenous Peoples’ Day, for the 4th annual Rock Your Roots Walk for Reconciliation. The theme, *Re-igniting the Fire*, reminded participants that individuals, businesses, and communities must all make a commitment to listen, learn, show up, and share to keep the fire of reconciliation burning in our lives and our city.



First Nation Community Profiles

The City partnered with First Nations that have land holdings in Saskatoon and the surrounding region to create Community Profiles. There are currently 17 Community Profiles available on the City’s website. The two-page Profiles promote partnerships and economic development opportunities and highlight key attributes of each First Nation.



Nutana Students Collaborate with Elder on Bus Shelter Design

Following last year’s successful bus shelter art collaboration with Aden Bowman Collegiate, in 2019, Saskatoon Transit announced a second collaboration between Nutana Collegiate students and Elder Harry Lafond.

The design of the bus shelter at 12th Street East and Broadway Avenue reflects Indigenous connections to the land and how it shapes and enriches lives.



2019 Savings Highlights, **OUR CONTINUOUS IMPROVEMENT**

HIGHLIGHTS OF SAVINGS ACHIEVED*

SASKTEL MOBILITY PROJECT

SAVINGS: \$3,103,375 OVER 5 YEARS

The City worked with SaskTel to modernize our approach to mobility devices and contracts by allowing civic staff to bring their own device for use at work. This included moving some devices to data only contracts and increasing the length of time seasonally required devices can be suspended without penalty. This new approach is expected to result in bottom line savings of approximately \$3,103,375 over the next five years.

USING BIOGAS TO HEAT WASTEWATER TREATMENT PLANT

SAVINGS: \$300,000/YEAR

The Wastewater Treatment Plant constructed a fourth anaerobic digestion tank to break down solids/sludge in wastewater and produce stabilized biosolids that can be used as fertilizer/conditioner on agricultural land. Since this process also produces methane biogas, an H₂S removal system and dual-fuel boilers were installed to use the biogas to heat the plant. This new process is expected to save approximately \$300,000 per year in natural gas costs.

LEISURE GUIDE TAKES STEP TOWARDS ONLINE DELIVERY

SAVINGS: \$46,150

As the first step in a Council-approved strategy to eliminate home delivery of the Leisure Guide by spring 2021, detailed information about community association programs and leisure facility drop-in programs were moved online. The reduction in printed pages across the three seasonal Leisure Guides resulted in a savings of \$46,150. Program information and registration is available online at saskatoon.ca as well as on community association websites.

STREAMLINED EMPLOYEE COMPUTERS

SAVINGS: \$12,900

The City Clerk's Office saved approximately \$12,900 by reducing duplication of computer assets among employees with both desktop and laptop computers. The savings include \$3,700 in repurposed desktop computers and \$9,200 in replacement value (every four years).

"BLACK AND WHITE PRINTING IS NOT RUFFING IT"

SAVINGS: TO BE DETERMINED IN 2021

The City launched an internal campaign to encourage employees to print in black and white instead of colour to reduce printing costs and environmental impact. Communications developed an eye-catching black and white poster campaign with the message, "Black and white printing is not ruffing it. Printing in black and white - instead of colour - saves the environment as well as making cents." While this campaign launched in 2019, our savings will be determined by 2021.

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

ONLINE ACCESS MEANS LESS NEED FOR PRINTED COPIES

SAVINGS: \$2,000

Now that agendas, minutes, and meeting videos for Council and committee meetings are accessible online, the City Clerk's Office was able to reduce the number of printed copies of meetings it prints and delivers to other locations. Savings in paper, printing and transportation costs are estimated at approximately \$2,000 per year.

SMALL SAVINGS ADD UP!

SAVINGS: \$4,250

City employees are encouraged to look for ways to continually improve, including new opportunities for cost savings. One employee investigated the option of bulk ordering Moneris rolls discovered the City could save \$4,250 by bulk ordering six months' inventory for indoor and outdoor leisure pools.

REAL-TIME DATA SAVES FUEL **SAVINGS: POTENTIAL 20% IN FUEL COSTS**

A test group of City vehicles were equipped with telematics devices to help the City manage its corporate fleet. Telematics provides data from GPS and vehicle diagnostics to identify trends in fuel usage, idling, and other operating behaviours. About 800 City vehicles and pieces of equipment will eventually use telematics. This could save up to 20% in fuel costs per year, amounting to approximately \$500,000 to \$650,000 in cost avoidance annually, depending on fluctuating fuel prices. This action also supports the City in reducing an estimated 1,600 tonnes of greenhouse gas emissions overall.

Improving our **SERVICE**

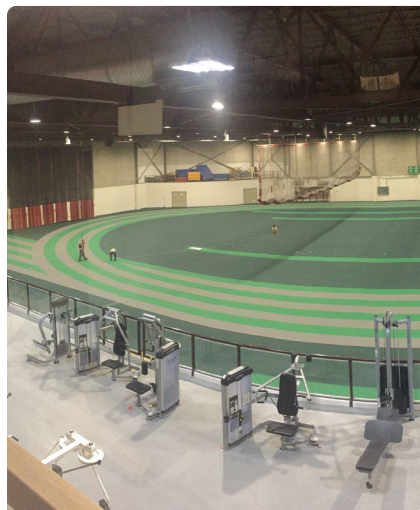
Saskatoon Receives \$69 Million in Infrastructure Funding

In May 2019, Federal Minister Ralph Goodale and Members of Legislative Assembly from the Province of Saskatchewan announced funding for three major Saskatoon Water projects. Total project costs are estimated at \$159.1 million, with the Government of Canada funding \$45 million and the Government of Saskatchewan funding \$24.1 million.

- **Northeast Reservoir (Evergreen):** build a fourth water reservoir and pumping station in the northeast area of the city. (\$56.9 million total cost).
- **Flood Control Strategy:** identify high-risk areas where the City will build capacity and help protect properties that weren't designed to handle the extreme storms expected due to climate change (\$54 million total cost).
- **Wastewater Treatment Plant Expansion:** add a fourth digester and heating building to house new boilers at the wastewater treatment plant (\$48.2 million total cost).

Saskatoon Field House Celebrates Grand Re-opening

After a summer of renovations, the Saskatoon Field House re-opened its doors on October 15, 2019. Renovations included a new track and field surface, new court layouts to accommodate additional pickleball and badminton courts, new automatic lobby doors to improve accessibility, new flooring, improved heating and an upgraded kiosk and control gates.



Saskatoon Field House enhanced lobby kiosk area and new track & field surface

Funding for Gordie Howe Sports Complex

In a major announcement in 2019, the federal and provincial governments announced \$15.3 million towards total project work of \$20.8M needed to complete expansion of the Gordie Howe Sports Complex. The expansion includes a new multi-sport complex, outdoor artificial turf field, outdoor baseball training and practice complex, Nordic ski trails, new ticket booth facility and bleachers.

City Participates in Federal Crisis Response Exercise

The Saskatoon Emergency Management Organization led the City's participation in Nexus Vitalis, a federal crisis response exercise in May 2019. Using the scenario of a severe winter storm knocking out power and impacting critical infrastructure, participants used discussion-based exercises to identify gaps in the City's response. Findings were then given to Tactical Operations Centres, Saskatoon EMO, Saskatchewan Public Safety Division and Public Safety Canada to address.

New Screening Process Results in Better Filtration

The initial stage of the wastewater treatment process uses bar screens to remove inorganic material. Historically, these screens were sized to remove materials larger than 12mm. In 2019, finer screens were stilled to remove materials larger than 6mm. This means more inorganic material is being removed from the water, protecting downstream wastewater treatment plant equipment and, more importantly, the South Saskatchewan River.



New System Improves Winter Driving Conditions

Liquid de-icer is applied to sand and salt before placement on streets to improve winter traction, but storage issues meant liquid de-icer was often not available. Installation of new storage tanks and pump system at City Yards in 2019 gave crews more reliable access to de-icer even in very cold weather.

Streamlined Flag and Proclamations Policy

To address the growing number of requests for flag raisings and proclamations, Council approved a new Flag and Proclamations Policy in 2019. The new policy provides consistent standards for considering requests. All requests are now made online and approved by the City Clerk rather than Council, based on standards set out in the policy.

Roadways Works Day and Night

Roadways found an innovative way to extend hot mix asphalt patching to night operations. Until then, night crews could only use cold mix asphalt concrete, a temporary repair that has to be replaced with hot mix asphalt. Day and night crews worked together to ensure hot mix was available in the “hot box” for the night crew. New floodlights were also installed on the back of hot boxes to make it easier for night crews to patch in low light.

Construction Notices Get a Facelift

Every year, the City issues approximately 80,000 notices to residents about upcoming construction projects. In 2019, Construction & Design used feedback from residents, subject matter experts and other City divisions to give the notices a facelift. The revised template uses a standardized format to ensure consistent messaging and provides key information in an easy-to-read layout. Other City divisions are now using the notices as a template for their own communications with residents.

Email Notices Improve Service and Savings for Saskatoon Water

Saskatoon Water’s Cross Connection Control Program uses the XC2 Software Package to monitor backflow assemblies and water service deficiencies on approximately 11,000 backflow assemblies. The addition of an XC2 email module in 2019 allows Saskatoon Water to email notices directly to customers/users, leading to better service and significant time savings for program staff.

Privacy Impact Assessment Moving Online

The City uses a Privacy Impact Assessment (PIA) to identify and assess privacy impacts and security risks relating to personal information. The PIA also assists in determining whether a project, program, or process complies with access and privacy legislation. In 2019, the PIA moved from a paper-based process to an online process to better capture information, enhance efficiency, and increase adoption and compliance.

Empowering Our Teams

Updating Transit route maps to the Transit website used to involve several people and need approval from three departments. A new streamlined process allows an employee who makes maps for Transit to upload or replace them directly, without having to go through the website team. This saves time, boosts cost efficiency and promotes a culture of continuous improvement.

Graders Use White Noise Backup Alarms

After a successful trial, the City installed white noise backup alarms on all of graders in 2019. The white noise alarm is a multi-frequency alarm directed to the back of the grader rather than sounding in all directions like a traditional backup alarm. This is less disruptive to nearby residents, especially during night-time grading operations. The City is working with contractors to have them install white noise backup alarms on their equipment.



Remembering When Program Helps Bridge the Gap

In 2019, the Saskatoon Fire Department (SFD) continued to proactively address the increase in the number of lift assists through the Remembering When Program. Staff and SFD’s group of volunteers help bridge the gap by offering older adults and the vulnerable population an expansion of service; a complete service model that includes proactive public education, responsive medical treatment with SFD Paramedics, and follow up phone calls and visits by SFD staff and volunteers.

Improving our **SERVICE**

Simplified Booking Process Improves Efficiency

Booking meeting rooms in City buildings became easier in 2019. All room bookings can now be managed by individual staff instead of through centralized groups. This allows staff to control bookings and cancellations, saving time and allowing staff to focus on more important tasks.

Your City Videos Connect on Topics that Matter

The Your City video series was launched in April 2019 to better connect with citizens on topics that matter to them. Your City videos engage, inform, and inspire citizens via their phones, tablets, and computers. The innovative videos allow the viewer to learn more about various civic services, including street sweeping, corridor planning, Saskatoon Transit, Saskatoon Land, the multi-year budget, roads, traffic bylaws and more. Click the images below to view some of our 2019 videos or visit saskatoon.ca/city-hall/our-performance/city-spotlight to view the complete series.



Automated Process Saves Time for Saskatoon Fire Department

To ensure firefighter staffing requirements are effectively met during callback response, the Saskatoon Fire Department applied a comprehensive notification platform. Replacing the previous manual process with this new automated process saved the department a substantial amount of time, allowing staff to perform other essential duties.

Civic Innovation Challenge

In 2019, Innovation Saskatchewan partnered with Communitech and the Cities of Regina and Saskatoon to develop a Civic Challenge. The challenge engaged the national tech start up community to seek a technological solution to improve transportation in Regina and Saskatoon.

The challenge created a unique opportunity for the municipalities and industry participants to work together to find technology solutions that:

- improved services moving citizens around the communities;
- improved connectivity and enhanced opportunities for residents to move between different modes of transportation; and
- provided flexible options to meet changing mobility needs to help reduce car-centric behaviour.



A More Responsive Emergency Service

Saskatoon Fire Department conducted a thorough review of the emergency response districts in 2019. The use of data-driven decisions helped to realign district borders, resulting in SFD's ability to provide a more responsive emergency service to the citizens of Saskatoon.

Using Analytics to Improve Efficiency

The Planning & Scheduling group is a small but mighty team supporting the Roadways, Fleet & Support and Water & Waste Operations divisions. This team finds efficiencies through the use of analytics.

In 2019, staff supporting sanitary sewer infrastructure maintenance worked with Planning & Scheduling to develop a plan for their flushing program. The group set a yearly target of cleaning/brushing and video inspection of 200,000 metres of sewer mains for six consecutive years. Just 13 weeks into the program, 91,616 metres were complete, 41% above the target of 65,000 metres over three months.

Small Change Cuts Troubleshooting Time in Half

A small change in sign-in authority has had a big impact. City staff can now sign-in as a different user to troubleshoot website issues. Sign-in is restricted to two people, both administrators, to maintain security. The change reduced troubleshooting time by approximately half.

Improving our **TRANSIT SERVICE**

Saskatoon Transit Celebrates Accessibility Milestone

In 2019, Saskatoon Transit marked a milestone on its journey to a providing a fully-accessible public transit system. Due to investments from all three levels of government, the City's fleet of buses is now 100% accessible, giving those with reduced mobility the freedom to use conventional transit.

Transit "Class Pass" Earns High Marks

Saskatoon Transit's Class Pass has proven an overwhelming success. Class Pass offers FREE service for class field trips to K-12 teachers, students, and chaperones. It operates between 9:00 a.m. and 3:00 p.m., Monday through Friday, throughout the school year. In the first two years, Class Pass approved over 1,000 requests and provided free transit services to 26,451 students on class field trips.

"I tweeted out our trip and thanked @Stoontransit for being great community partners providing free bus service for our golf trip. It was so easy getting onto and off of the bus. The kids were very excited. Next year we plan to make it part of our year to get the kids comfortable using city transit more often and are hoping to help them plan the routes they'll need to take to their high schools and possibly the university. Thank you for the amazing program. This not only helps the environment but also helps us better prepare our kids for high school and gives us transportation resources desperately needed to provide hands-on activities to engage our 21st century learners." - St. Lorenzo Ruiz Elementary School



Access Transit Celebrates 15 Years

In May 2019, Access Transit celebrated 15 years of breaking down social and economic barriers by ensuring all riders have the confidence to use public transportation. The public was invited to join Transit staff in celebrating the milestone at a Come-and-Go BBQ at the Saskatoon Field House during 2019 National AccessAbility Week.

WHAT COMMUNITY LOOKS LIKE

"@stoontransit @cityofsasktoon Wonderful to see the Happy Ramadan sign on the front of our city buses. That's what community looks like!"



2019

BY THE NUMBERS

Saskatoon Transit is a public transit provider wholly owned and operated by the City of Saskatoon, with an annual budget of \$49.1 million, assets valued at approximately \$200 million and over 400 employees. Saskatoon Transit is a significant example of a service the City of Saskatoon provides to citizens.

1,491 bus stops

276 km of streets

40 routes

3 high frequency corridors



170 buses
140 CONVENTIONAL
30 ACCESS

7 NEW BUSES



8 REFURBISHED



11 NEW ACCESS

102 BUSES ON THE ROAD DURING PEAK HOURS

21 ACCESS TRANSIT BUSES ON THE ROAD DURING PEAK HOURS

411 employees working **365** days a year

\$49.1M Operating Budget

Conventional Access

\$43.3M

\$5.8M

23 bus stops
UPGRADED



NEARLY 40,000 conventional rides per day

9.6M
RIDERS



PER YEAR using electronic ridership on Conventional Transit
approximately 13.2M using formula-based ridership

NEARLY 20K
ACTIVE USERS
PER MONTH

in the TRANSIT APP

14,800 RECEIVE ALERTS

2.5% 2.3% using calculated

CONVENTIONAL RIDERSHIP INCREASE
using electronic ridership

SASKATOON
transit
Access

139,000
TRIPS PROVIDED

Improving our **TRANSIT SERVICE**

Transit Maintenance Did Better at Almost Everything in 2019

2019 saw a reduction in daily average road calls by 1.46% and an increase in the total fleet mileage driven to 8,417,559 km. This shows an increased distance travelled between road calls of 5,850 km or a 4.28% increase, showing that we are on our way to meeting the 8,000 km target. Transit maintenance accomplished all this and still managed a 22% reduction in overtime expenditures over 2018.



Access Transit Continued to Excel in On-Time Performance

Access Transit continued to excel in On-Time performance in 2019 despite challenges faced due to climate, increasing urban sprawl, rail lines and bridges. On-Time performance continued to be exceptional and increased in 2019 compared to 2018.

Recognizing Operator Professionalism at Saskatoon Transit

Saskatoon Transit received 62 more customer care inquiries in 2019 than the previous year, for a total of 1,826 Customer Service related inquiries. Transit received a total of 113 commendations for operators and transit staff, also up from last year. The majority of these were for operator professionalism. These inquiries are recorded, investigated and followed up appropriately. Transit appreciates receiving these inquiries as they vary from operator complaints to bus stop concerns to future service or suggestions on how we can improve our service.

Learn more at transit.saskatoon.ca



139,617 Trips in 2019 – A New Record for Access Transit!

Trips provided increased by 2.2% between 2018 and 2019; however, denials also increased to 6.4%. The demand for our service, which is a combination of all trips provided and trips denied, increased by approximately 2% over 2018. This is reflective of the increased need in our community, not only in the senior population but, for people of all ages and abilities requiring accessible options for safe and reliable public transit.



Defensive Driving Training Improved Incident Rates, More Follow-up

2019 saw a significant improvement in both accident numbers and severity resulting in a 50% improvement year over year. Much of this can be attributed to additional efforts in incident investigation and follow-up as well as ensuring individuals are frequently refreshed in Defensive Driving Training.



1507

1507



CAUTION

WHILE BUZZER SOUNDS
COACH IS LOWERING
AND MAY INJURE FEET

RAMP

Kneeling
Bus

Addressing **SUSTAINABILITY**

Triple Bottom Line Policy

In 2019, City Council adopted a Triple Bottom Line (TBL) Council Policy. As of January 1, 2020, City staff apply a TBL approach when planning, implementing, evaluating, and reporting on initiatives. A corresponding decision-making tool has been developed to assist City staff in applying the TBL approach. The tool enables multiple divisions and departments across the corporation to integrate as many TBL indicators as possible into City initiatives, while avoiding trade-offs, negative impacts, or significant adverse effects. It also helps the City achieve its strategic priorities in a more complete, transparent, and systematic fashion.

Federal Funds Support Sustainability Projects

In 2019, the City received \$3.6 million in funding from the Government of Canada's Low Carbon Economy Fund – Challenge Funding Program. The funds were used to support the City's LED Street Lighting Replacement Project (\$2.4 million) and the St. Paul's Hospital Heating & Power Project (\$1.2 million).

Funding for Organics Feasibility Study

The City received a grant of \$144,600 from the Federation of Canadian Municipalities' Green Municipal Fund for an organics feasibility study. Organics (food and yard waste) accounts for approximately 58% of waste currently collected in black carts.

The study is exploring the feasibility of developing a residential curbside organics collection program to increase the overall waste diversion rate to 60%, when combined with current recycling and optional composting rates. The study will provide recommendations on a preferred organics program as well as a detailed implementation plan.

Curbside Waste Redesign Funding

Utility Fees + Property Tax

Waste	Organics	Property Tax
Utility Cost Recovery Rate \$6 \$8 \$11 Current Cost Cap	Property Tax	No Change

PROS

- Fully funded and sustainable over the long term
- Business cases for curbside organics, family-reduced garbage collection and organics are being done by those receiving the service
- Less sticker shock for new track cost utility fee
- Helps extend the life of the landfill

Addresses the problems associated with the existing waste funding model:

- Underfunded Funding Gap (\$5-\$8M/yr)
- Reserves used to stabilize against shortfall
- Reduce life of the landfill (20 to 40 years)
- Significant costs to replace the landfill (\$25M)
- Will not reach 70% diversion rate by 2025
- Property owners who do not create curbside waste incur additional fee costs for others

City of Saskatoon | Towards 70% | 2019-2020 Annual Report



Winter Cities Shake-Up Conference

Hosted in some of Saskatoon's most beautiful spaces, the Winter Cities Shake-Up, featured three themes: designing for winter, operating in winter, and being active in winter.

The conference drew in urban planners and designers, entrepreneurs and business people, artists, and cultural and

community organizers. Together, they shared achievements, new opportunities, and a collective focus on building understandings of new ways to take advantage of all winter has to offer. Speakers from across the globe joined the line-up and the event was a great success.

More People Sign Up for Utility eBill

More City of Saskatoon utility customers are choosing to receive a digital utility bill rather than a paper bill in the mail. In 2019, 25% of customers were subscribed to receive paperless utility billing via eBill. For every 100 people who switch over to eBill paperless utility billing, the City saves approximately \$1,000 in paper, mailing and administrative costs.

BYE-BYE PAPER UTILITY BILL!

Say yes to eBill. You could win a **\$250 credit** on your winter utility bill!

Switch your paper utility bill over to eBill between December 1, 2019 and February 15, 2020, and you'll be entered for a chance to win a **\$250 credit** applied to your utility bill! (two prize draws!)

Already on eBill? You're automatically entered.

Sign-up & Contest Details > saskatoon.ca/ebill

Do a little green thing to help the planet and go paperless with your utility bill today.

New Research Partnership with University

The Saskatoon Wastewater Treatment Plant partnered with the University of Saskatchewan in 2019 to study pharmaceuticals in wastewater and the potential impact on water bodies and the environment. The study will provide a better understanding of current levels in wastewater as well as systems to handle pharmaceuticals in the treatment process.

2019 Highlights

The City continued to take action on climate change by working to reduce greenhouse gas emissions and proactively adapt civic infrastructure, services, and programs. The goal is to reduce greenhouse gas emissions by 80% below 2014 levels by 2050, in line with the federal government's commitment in the Paris climate accord.

- The City kicked off public discussion by asking residents to write a letter to their future self about what they plan to do to help. Submitted letters will be unveiled in 2050.
- The "Count Me In!" Initiative called upon the community to sign up to commit to climate action and stay updated on upcoming discussions.
- The City completed the Low Emissions Community Plan, a 30-year road map for reducing emissions in both the corporation and the community. The Plan includes 40 actions, from building and energy efficiency, to transportation, waste, water conservation, land use, and energy generation.
- The Climate Adaptation Strategy outlined 30 actions and initiatives in four areas (decisions, staff, services, and assets) the City can take to shift from a reactive to a proactive approach to climate adaptation.

Parks Partnership

The City partnered with the Saskatoon School Board to construct an upgraded, multi-purpose sports field at Aden Bowman Collegiate. The new field will be open for school and community use in 2020. The project is part of the redevelopment of W.W. Ashley District Park, where a new dry pond is being constructed to reduce the risk of neighbourhood flooding.

"The redevelopment of W.W. Ashley District Park highlights the positive collaboration between the City of Saskatoon and our school division to benefit the entire community. While the main focus of the project is to upgrade the stormwater system in the area, we worked with the City to design an upgraded sports field and increased parking that will better serve Aden Bowman Collegiate." - Ivan Englesman, Manager of Maintenance, Saskatoon Public School Division



Addressing **SUSTAINABILITY**

Storm Water Credit Program Launched

The Storm Water Management Credit Program, developed by the Storm Water Utility in collaboration with leaders from the business community, came into effect in 2019. The credit is available to commercial and multi-residential properties that have onsite best practices to improve the quality or reduce the quantity of storm water run-off. An easy-to-use application form and credit calculator is available on saskatoon.ca.

Enclosure of Water Treatment Plant

Based on results of an assessment by Public Safety Canada, the City installed perimeter fencing, controlled access entrance and onsite security cameras at the Water Treatment Plant. Eliminating public vehicle and pedestrian access through the site will enhance plant security and worker safety.

Pilot Project Demonstrates Filtering Benefit of Wetlands

The City partnered with the South Saskatchewan River Watershed Stewards and Meewasin Valley Authority to install two floating treatment wetlands as a pilot project in the Evergreen Storm Water Pond. The project will help educate residents about the benefits of wetlands in naturally filtering pollutants to improve the quality of run-off going into the river.

Yellow Fish Road™ Program

The City continued to support Partners for the Saskatchewan River Basin and Meewasin Valley Authority in delivering Yellow Fish Road™. The program raises awareness among students and citizens that water in the storm water system goes untreated into the Saskatchewan River. In 2019, 12 schools/groups and 407 students and teachers participated in Yellow Fish Road™. Yellow fish were painted on 504 storm drains in 11 neighbourhoods, and 1,266 door hangers were distributed.

Council Approves Brownfield Renewal Strategy Framework

Council approved a framework for the City's Brownfield Renewal Strategy. The strategy is exploring ways to reduce redevelopment barriers associated with abandoned, vacant, derelict, or underutilized property with actual or perceived contamination. Progress included completion of a brownfield inventory along proposed bus rapid transit routes, a redevelopment potential scoring tool and public engagement on possible incentives for brownfield redevelopment.

Environmental Grants Support Local Initiatives

The City's Environmental Grant program awarded a total of \$30,000 to eight local non-profit organizations to support initiatives related to renewable energy, environmental stewardship, waste diversion, water quality, wildlife rehabilitation, and food security. Funding allocated through the 2019 Environmental Grant leveraged projects valued at \$194,189.

Student Action for a Sustainable Future

In 2019, Student Action for a Sustainable Future (SASF) supported 12 teachers in delivering sustainability learning programs in their classrooms, impacting 320 students in grades 4 to 8.

A showcase at the Western Development Museum displayed student work on a variety of sustainability topics. SASF is a partnership of the City of Saskatoon, Saskatoon Public School Division, Greater Saskatoon Catholic Schools, Saskatchewan Environmental Society, Sustainability Education Research Institute, and Saskatoon Light and Power.



Learn more at saskatoon.ca/environmental-initiatives

Continuing to Grow **IN A SUSTAINABLE WAY**

In 2019, materials diverted from landfills reduced Saskatoon's greenhouse gas emissions by an estimated 46,500 tonnes CO₂e. This is equivalent to taking 10,000 cars off the road.

**Tonnes of waste diverted from landfilling:
30,230 tonnes**

MATERIALS DIVERTED in 2019

	Tonnes
Compost Depots (organics)	14,836
Curbside Residential (organics)	8,018
Green Cart Program (recycling)	3,200
Multi-Unit Residential (recycling)	1,952
Recycling Depots (recycling)	1,536
Landfill (recycling)	384
Charity Bins (recycling)	155
Household Hazardous Waste (various)	149
Total	30,230

View details at saskatoon.ca/environment

**reduce the risk
recycle it**

[NEW LOCATION]
Civic Operations Centre
57 Valley Road, Saskatoon

Household Hazardous Waste Drop-off Days
April 7 • May 5 • June 2 • July 7
August 11 • September 8
October 6 • November 3
9am – 3:30pm

For more information visit saskatoon.ca/hazardouswaste

Household Hazardous Waste Program Grows

Drop-Off Days diverted a record amount of hazardous waste in 2019. From April to November, 3,930 residents dropped off close to 149 tonnes of material at the Civic Operations Centre on Valley Road. This is a 22% increase in residents dropping off material and a 33% increase in the amount of household hazardous wastes collected compared to 2018.

Residential Curbside Organics Program Approved

The City approved a residential curbside organics program. Set to launch in 2023, the program is expected to improve the waste diversion rate by 8% - 13%.

Engaging Non-residential Stakeholders

The City engaged with 870 stakeholders in the industrial, commercial and institutional (ICI) sector to gather feedback on regulatory approaches to recycling and organics. Feedback is being incorporated into a 2020 report.

Recovery Park Concept Finalized

The City finalized a concept plan along with the type of the materials to be diverted at Recovery Park, a new facility to be co-located at the Saskatoon Landfill. The facility will offer a variety of waste diversion opportunities, including construction and demolition waste. Recovery Park is scheduled to open in late 2022 and is expected to increase diversion by 4% - 13%.

Min-Pins? No. Min-Bins!

In September 2019, City Hall employees took a few extra steps together to help make a big difference by adopting an important new initiative. With a goal to lead by example, throw out less trash - and recycle more, City Hall employees embraced new 'min-bins' to do their part to help reduce the environmental footprint of the City. Min-Bins are planned for roll-out to other City facilities in 2020-2021.



Saskatoon Land **FINANCIAL CONTRIBUTION HIGHLIGHTS**

In 2019, Saskatoon Land generated \$48.9 million in total land sales, with a gross profit margin of 35.2%.

Saskatoon Land is one of the largest self-financed municipal land development programs in Canada. Self-financed means the cost of all business operations is covered by revenue generated by land sales and not through property taxes collected by the City.

Revenue generated by land development operations is also used to fund capital projects that would otherwise be funded through the property tax or borrowing. Building better roads, funding affordable housing, renovating aging leisure amenities—these are just some of the improvements made possible by Saskatoon Land in recent years.

In 2019, Saskatoon Land continued to deliver financial returns to the City for allocation to civic projects and programs, including \$0.5 million to affordable housing and \$2.2 million from lease revenue for civic programs.

A dividend of \$800,000 brings total dividends to \$134.1 million since 2007.

- **\$134.1 million in net proceeds from the sale of property in Hampton Village, Willowgrove, Evergreen, and Rosewood allocated by City Council to operating budgets and various capital projects since 2007**
- **\$48.9 million in total sales revenues**
- **215 residential lots were sold for a total of \$30.6 million**
- **1 multi-family parcel totalling 1.71 acres was sold for \$1.35 million**
- **13 industrial parcels totalling 16.44 acres were sold for a total of \$8.55 million**
- **3 commercial/mixed-use parcels totalling 6.79 acres were sold for a total of \$8.4 million**
- **Land Development serviced 7.6 acres of multi-family/mixed-use land and 220 single-family lots**
- **\$2.6 million in total annual revenue from managing 80 leases of land and buildings**
- **7,000 acres of future development land managed/maintained**
- **9 parcels of land acquired over the past two years for various civic projects including 550 acres for future land development**

THANKS TO OUR BRAVE CITY CREWS

"It's not everyday the neighbourhood waterline breaks directly in front of your house and results in a giant hole being dug into your sidewalk and lawn. Thankfully we've got a brave city crew who were out all day in the -35 degree weather fixing it. Thanks to @cityofsaskatoon work crew for toughing it out into the night and providing entertainment for our kiddos."



Learn more at saskatoon.ca/business-development/land-development





Other **FUNDS/GRANTS**

In 2019, the City received approval on approximately **\$72.2 million** in funds for the following programs:

- **\$14.7 million** from the Government of Canada and \$14.7 million from the Government of Saskatchewan through the New Building Canada Fund for the North East Sector Reservoir project.
- **\$3.6 million** from the Government of Canada's Low Carbon Economy Fund - Challenge Funding Program for the following projects:
 - **\$1.2 million** for the St. Pauls Hospital Heating & Power Project; and
 - **\$2.4 million** for the LED Street Lighting Replacement Project.
- **\$21.6 million** from the Government of Canada through the Disaster Mitigation and Adaptation Fund for City of Saskatoon's Flood Control Strategy.
- **\$234,300** from the Federation of Canadian Municipalities' Green Municipal Fund for a pilot study to test efficiency of electric transit buses. The preparation of this pilot project was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities.
- Close to **\$9.1 million** from the Government of Canada and \$8.3 million from the Government of Saskatchewan through the Investing in Canada Infrastructure Program, to be shared with the City and community partners, for the following projects:
 - **\$2.1 million** for the Shakespeare on the Saskatchewan project; and
 - **\$15.3 million** for the Gordie Howe Sports Complex.



Looking to **THE FUTURE**

INVESTIGATE.
COLLABORATE.
INNOVATE.
ACTIVATE.
CELEBRATE.

In 2019, City departments responded by finding savings and efficiencies through implementation of continuous improvement strategies to reduce waste, identify efficiencies, and improve our processes. This effort has become a regular process in every department, one that has helped realize millions in efficiencies over the years.

The City's culture of continuous improvement is embedded in everything we do. As we look to the future, 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 working together to find solutions for the many challenges cities face, and to improving the civic services we provide in order to maintain a great quality of life for citizens in Saskatoon.





saskatoon.ca