

# **2010 Service, Savings, and Sustainability Report:**

How the City of Saskatoon has Improved its Productivity

*With Five-Year Highlights*

Presented to City Council September 26, 2011



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# 2010 Report on Service, Savings, and Sustainability

## Introduction

The City of Saskatoon is seeking new, innovative ways to provide existing and emerging programs and services to residents of Saskatoon. The Administration is taking a fresh look at how it operates and how the corporation can become more adaptive and responsive. The City is exploring and implementing new ways of improving our service, increasing our savings, and growing our city in a sustainable way.

In the past, the Administration has simply listed outstanding accomplishments and moved on to the next task. Now, City Administration is taking the time to properly document the innovative and financial achievements it is making toward improving its productivity. This is being done to not only celebrate successes, but also to create a legacy of innovation for others to read and follow.

The business community has encouraged the Administration to publish such accomplishments as a key way of demonstrating to our citizens, and to the larger Canadian and global community, that the City of Saskatoon is an innovative and creative municipal government – one that is in tune with the reality around us and utilizing the principles of good business practices. This is the context for the **2010 Report on Service, Savings, and Sustainability: How the City of Saskatoon is Improving its Productivity**.

## Corporate Transformation

### A Culture of Innovation and Creativity

The City of Saskatoon is exploring and implementing new ways of improving our service, increasing our savings, and growing our city in a sustainable way. We are working to become more goal-oriented, responsive, and adaptive in our approach to the changing needs of our community.

One of the key deliverables from these initiatives is to create a culture of innovation and creativity within the corporation. This is an environment where staff is well prepared and willing to take on new challenges with new approaches and new strategies.

The City of Saskatoon is seeking new and innovative ways to provide the existing and emerging programs and services to its citizens. The 2010 Service, Savings, and Sustainability Report highlights the results of looking at new approaches to problem solving.

## Strategic Plan and Corporate Business Plan and Budgets

In 2010, the City of Saskatoon transitioned to a new strategic planning and business planning process in preparing the 2011 Corporate Business Plan and Budget. This new plan is a departure from the City's traditional planning model, whereby plans were developed on the basis of departmental responsibilities. The change was necessitated by the fact that, in today's new era, City programs and services are interrelated and cross departmental lines. An investment in one program or service can pay significant dividends and provide attributes that benefit the entire community. This new planning process better allocates financial resources to the programs and services provided. The annual Corporate Business Plan and Budget is a key process within the overall strategic planning framework, and will ultimately provide for the alignment between our Community Vision, City Council's 10-year strategic priorities and the day-to-day services and programs that we provide to the citizens of Saskatoon.

To assist in this new plan, the City of Saskatoon launched an engagement process called Saskatoon Speaks. This process is described further within this report, and it was designed to seek citizen input on the issues that matter to them, and how best the City of Saskatoon can take advantage of the opportunities and tackle the challenges that lay ahead. The Community Vision will summarize community perspectives that will provide important input into City Council's new Strategic Plan.

It is anticipated that the new Strategic Plan will guide our city's development over the next 10 to 15 years. Strategic goals will be aligned with the themed areas of discussion that occurred during Saskatoon Speaks, and 10-year strategies and 4-year priorities will guide the City of Saskatoon in working toward realizing the community's vision for Saskatoon.

### **Community Engagement**

An important aspect of being adaptive and responsive is to involve the community on matters affecting them. The 2010 Report on Service, Savings, and Sustainability includes information on ways the City of Saskatoon is reaching out to our citizens to increase public involvement and engagement in municipal government and tapping into the wisdom of Saskatonians.

### **Five-Year Highlights**

The 2010 Report on Service, Savings, and Sustainability also incorporates highlights from previous years (2006 to 2008 Productivity Improvement Reports, and the 2009 Report on Service, Savings, and Sustainability) to illustrate the City of Saskatoon's longer-term achievements in improving productivity. Copies of the full reports from previous years are available on our website at [www.saskatoon.ca](http://www.saskatoon.ca) (look under City Manager/City Manager's Reports).

## What Others Are Saying About Us

*“Thank you for the long-standing participation and valuable contributions of the City of Saskatoon to the BizPaL service. Saskatoon has worked closely with the province since Saskatchewan initially joined the initiative in late 2005 as the first jurisdiction in the province to implement BizPaL. ... We recognize the value of your ongoing commitment to BizPaL and look forward to working with the City as BizPaL evolves to meet the service needs of the Saskatchewan business community.” – Angela Schmidt, Vice President, Competitiveness and Strategy, Enterprise Saskatchewan*

*“I brought greetings on behalf of the Mayor on Friday at the Provincial Baseball Championship. It was at Geoff Hughes Park in the west end of the city. There was a very large crowd; included in the program was Mr. Geoff Hughes. In his greetings, he specifically spoke of the immaculate care that the City takes with this park in his name. ... He asked me to pass the comments on to the City Administration.” – Councillor Bev Dubois*

*“Just wanted to say how awesome all the outdoor activities are that you offer and how much fun my kids are having collecting Kids Club points.” – satisfied mom*

*“City Manager Murray Totland has brought in experts to train civil servants how to think outside the norm. It was this sort of thinking that helped the City come up with – and risk – turning to a different method of tendering for the South Bridge Project. Totland is pretty confident, based on the nearest competitive bids, that Saskatoon shaved some \$50 million off the price of that contract. That is a worthwhile return on investment.” – Gerry Klein, Civic Affairs, The StarPhoenix, May 27, 2010*

*“I love this size of venue. Kids are going to feel at home here and not get lost in this massive structure. It’s going to feel like their place, their pool. And you’re going to see a spike in performance, there’s no doubt.” – Mitch Geller, Chief Technical Operator for Diving Canada, at the Tier II Canadian Diving Championships at the new Shaw Centre (from The StarPhoenix, June 14, 2010)*

*“From our initial meeting with Kelly [Fitness Specialist at the Shaw Centre], she designed a program for Les and I that would increase our level of function for two very different medical issues. ... We have been motivated to work hard due to the ever challenging programs and positive reinforcements.” – satisfied participant*

## Community Engagement

The City of Saskatoon's Community Engagement Process has become an integral part of civic planning. This process is applied when the Administration or City Council want to gather input or inform the public on specific initiatives, projects, bylaws or other civic matters during early design stages, and/or prior to final recommendations, approval or endorsement.

Community engagement happens with many issues. In 2010, it involved letters informing local residents of construction in their neighbourhood and provided a contact for questions.

*"... it was for us an unexpected pleasure to receive...a detailed outline of the 'Construction Work in Your Area' and 'University Drive Median Replacement'. ... A helpful map was on the other side of the sheet, showing in yellow the streets subject to resurfacing. Superb! ... Your memo invited citizens to express any concerns they might have. Instead, amazingly, we are writing to express how proud we are of the people working for your Surface Infrastructure Preservation Unit." – satisfied citizen*

Community engagement involved the Saskatoon City News blog which was launched in August 2010 along with other social media tools such as Facebook, Twitter, and YouTube. The blog provides timely updates on City events and projects and encourages residents to log in with their thoughts:

*"Have you ever had a more commented-on blog entry than the white water park one? Great initiative using new media. Many young people are disconnected from the political process – with efforts like this blog, you can truly see that young people are actually engaged. Finally, the City is talking to young people using their platform...well done to the crew behind this initiative." – satisfied citizen*

Community engagement involved public open houses and online forums to gather opinion on major construction and planning projects:

In May 2010, the City of Saskatoon commissioned a Traffic Bridge Needs Assessment Study to look at options for the future of the bridge. The needs assessment included a community engagement process to gather public input on several options. This input was instrumental in choosing a multi-use, modern steel truss bridge to replace the existing structure, with design elements sympathetic to the heritage and architecture of the existing bridge.

Community engagement involved planning forums and public open houses to gather input on the Saskatoon Culture Plan:

The Culture Planning process began in October 2009 and includes three phases of widespread public consultation and stakeholder input. Phase II included a Cultural Planning Forum held for over 100 arts and cultural stakeholders in March 2010. The event introduced the project to stakeholders and provided an opportunity to collaborate. Phase III began with over 200 residents attending an open house on December 2, 2010, to comment on the draft directions and strategies being proposed for the Saskatoon Culture Plan.

In 2010, the City embarked on the most ambitious community engagement process in the city's history:

### **Saskatoon Speaks, Shape Our Future**

Saskatoon is a fast growing city, and the level of growth experienced over the past decade is expected to continue in the foreseeable future. The City recognized that now was the time to engage its citizens in a community-wide conversation to discuss the city's future and to develop a shared vision to ensure that as the city grows, it remains one of Canada's most attractive, livable, and prosperous cities.

Saskatoon Speaks, Shape Our Future is a community visioning process where citizens told us what matters to them, what they like and value about Saskatoon, what they want to improve, and what they aspire to achieve as Saskatoon grows over the next 50 – 70 years. The end result will be a Community Vision document that summarizes the community's perspectives and will be used as input into the City's overall Strategic Plan and other major civic documents.

In 2010, the City began to engage the community in a variety of conversations as outlined below. The process continued in 2011.

#### **Listen and Learn:**

In May 2010, Urban Strategies Inc. and Crosby Hanna & Associates, the consulting firms hired to lead this process, began to gather information on Saskatoon's history, strengths, and challenges to date. From there, interviews were conducted in June with various stakeholders from a cross section of the community. These interviews provided further insight into what Saskatonians really value and what is seen as the city's greatest assets and biggest challenges to members of the community.

#### **Official Launch:**

Saskatoon Speaks officially launched September 9, 2010, to a packed house at Galaxy Theatre. It was there that the many aspects of this project were introduced. The first visioning video premiered and the Saskatoon Speaks website was launched. The website includes background information on the major issues facing Saskatoon. It also includes various online questionnaires, an interactive blog, and other social media tools that could be used to carry on an online conversation between citizens using Facebook, Twitter, Flickr, and YouTube.

#### **City Summit #1:**

The public consultation aspect of the project began with the Saskatoon Speaks City Summit. The summit kicked off on September 29, 2010, with an evening with Peter Mansbridge. Mansbridge delivered an inspiring keynote address, speaking about the importance of being involved in civic issues and participating in a process like Saskatoon Speaks. Mansbridge emphasized the significance of civic engagement and encouraged everyone to take advantage of this unique opportunity.

Also on stage that night was a panel of inspiring local speakers. Joining MC Richard Brown (CKOM News Talk Radio) was Al Anderson (long-time local business owner), Vera Pezer (Sports Psychologist, U of S Chancellor), Amulya Mohan (recent immigrant from India with a Masters in Human Resources), Jacqueline Cook (University student and Youth Representative at the 2010 G20 Summit in Ontario), and Leanne Bellegarde (lawyer). Each shared their hopes and dreams for Saskatoon and took part in a panel discussion of what makes Saskatoon a great place to live.

The summit continued on October 1 and 2. Both days included presentations on Saskatoon's development to date and seven key themes in which growing cities face challenges and opportunities.

Hundreds of residents came out to the Saskatoon Speaks City Summit to speak up and shape our future. They shared their values and discussed their vision for Saskatoon as the city continues to grow.

**Focused Visioning Workshops and Open House:**

A series of focused visioning workshops and an open house were hosted from November 30 to December 2, 2010. The workshops and open house provided an opportunity for more detailed discussions. Participants explored and refined emerging vision directions that capture community aspirations and identified a range of possible strategies to achieve them.

**Community Voice Toolkit:**

For those who wished to have a discussion with other citizens but could not attend any of the public events, Saskatoon Speaks prepared a Community Voice Toolkit for the community to host their own mini Community Voice Sessions with their groups or organizations.

**Online Questionnaires:**

A series of questionnaires were posted at [www.saskatoonspeaks.com](http://www.saskatoonspeaks.com) in October 2010. Before answering the questions and sharing their vision for the seven themes, citizens could view the same information that was presented at the City Summit through information sheets and PowerPoint presentations posted on the website.

**Youth Voice Toolkit:**

To ensure the participation of youth in the development of our vision, Saskatoon Speaks also prepared a Youth Voice Toolkit for high schools across the city.

## 2010 Awards & Recognition

### **AAA Credit Rating**

*“Saskatoon has soared to yet another AAA credit rating and stands among the few Canadian municipalities to achieve the high score. The bond rating agency, Standard and Poor’s, once again confirmed the City of Saskatoon’s AAA rating, making it the 20th consecutive time the City has achieved the highest possible level.” – The StarPhoenix, February 25, 2010*

### **Affordable Housing “Best Practice”**

CMHC named the City of Saskatoon’s 2010 Housing Business Plan as an affordable housing “best practice” in Canada. The plan sets out the City’s role in affordable and supportive housing for the year. In 2010, over 350 new affordable ownership, rental, and supportive housing units were facilitated through the plan.

### **Saskatoon: the Fastest-Growing City in Canada**

*“The Prairies are rising and Saskatchewan is leading the way as home to two of the three fastest-growing cities in Canada, new demographic analysis from Statistics Canada shows. Saskatoon is the fastest growing city in Canada, with a population growth rate of 27.7 per 1,000 people between July 1, 2009, and June 30, 2010. That translates into 7,200 more residents, for a total population of 265,300...” – National Post, Postmedia News July 20, 2011*

### **Second in Cost Competitiveness**

The KPMG 2010 Competitive Alternatives Report ranked Saskatoon second for cost competitiveness in Western Canada as well as second (in the same category) in the Midwest U.S./Western Canada. The 2010 study measures the combined impact of 26 significant business cost components and compares data on a variety of non-cost competitiveness factors.

### **Third in Business Friendliness**

Saskatoon was named Canada’s third most business friendly city by the Canadian Federation of Independent Business (CFIB). This is down from our first place ranking in 2009, but a top 3 ranking out of 100 Canadian cities demonstrates continued confidence in Saskatoon as an “entrepreneurial hot spot”.

### **2010 Employer of the Year**

The Canadian Council on Rehabilitation and Work (CCRW) promotes and supports meaningful, equitable employment of persons with disabilities. The CCRW named the City of Saskatoon the 2010 Employer of the Year for partnering with the CCRW’s Partners for Workplace Inclusion Program (PWIP) in promoting a representative workforce.

### **Immigration Initiatives Earn Saskatchewan Municipal Award**

The Saskatchewan Municipal Awards are designed to recognize and celebrate excellence and innovation on the part of Saskatchewan’s municipalities, and to promote the successes of Saskatchewan’s municipal sector beyond its traditional audience and to all of Saskatchewan. The City of Saskatoon received the top award for Community Development Leadership category for our immigration initiatives.

### **Prestigious CAZA Award for Innovative “Zoo School”**

It was a banner year for the Saskatoon Forestry Farm Park & Zoo, which not only earned five-year accreditation from the Canadian Association of Zoos and Aquariums (CAZA) for the fourth consecutive occasion, but was also awarded CAZA’s prestigious Eleanore Oakes Award for its “Zoo School”. The program was developed by Saskatoon Zoo Society program staff and is conducted in the new Affinity Learning Centre.

### **National Nod for City’s GHG Reduction Initiatives**

The City is proud to have two of its greenhouse gas (GHG) reduction initiatives highlighted in the national 2010 Partners for Climate Protection (PCP) Measures Report. The report looks at 182 measures collected from 37 municipalities across Canada. The initiatives included the successful rain barrel promotion and the fuel efficient hybrid bus fleet. Collectively, the two initiatives save 194 tonnes of GHG emissions per year in Saskatoon.

### **Canadian Award for Financial Reporting (CANFR)**

In spring 2010, the City of Saskatoon was awarded the Government Finance Officers Association’s Canadian Award for Financial Reporting for our 2008 statements. The award is designed to encourage the highest standards of financial reporting for Canadian governments. It acknowledges governments that prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure.

## **In the News**

### **A Great Place to Live**

In 2010, Global News partnered with Ipsos Reid to conduct a nation-wide survey to explore people’s opinions on a wide range of issues. Results show that nine out of ten (91%) Saskatonians feel their city is a great place to live. This put Saskatoon second out of all cities surveyed.

### **Feature Coverage in Globe & Mail’s Report on Business**

“Welcome to Boomtown, Saskatoon Style” is the banner that greeted readers of the December 4, 2010, edition of the Globe & Mail’s Report on Business. The issue featured a 14-page, full colour feature that reached an estimated 1.4 million readers.

### **Feature Coverage in the Canadian Business Journal**

Saskatoon’s booming economy also earned the notice of the Canadian Business Journal, which produced a 22-page, full colour feature as part of its July 2010 issue.

### **Cracking the Top 25 in Canada’s Best Places to Live**

In a listing of Canada’s Best Places to Live on MoneySense, a personal finance website, Saskatoon cracked top 25, jumping from 40<sup>th</sup> place in 2009 to 22<sup>nd</sup> in 2010. The list was based on data from 179 Canadian cities and towns with populations over 10,000 people. Cities were rated based on home affordability, climate, prosperity, crime rates, access to health care, lifestyle, and more.

## **Improving Our Service (2006 – 2010)**

### **Highlights of 2010**

#### **3rd Avenue Streetscape**

The City's Downtown Plan identified 3rd Avenue, one of the main streets in the Partnership BID area, as a streetscaping priority. The 3rd Avenue Streetscape Project involved sidewalk remediation, installation of street trees, irrigation, street furniture, and coordination with Saskatoon Light & Power for overhead line removal. Redesign of public space led to several innovations, including the use of extended transit and pedestrian bulbs, as well as the use of Silva Cell Systems to promote improved tree root structure and tree growth.

#### **Access Transit Opens LEED-Certified Storage Facility**

With growing demand for service, Access Transit took steps to ensure continued efficiency. The opening of its new storage facility allows for more efficient onsite fuelling, a seemingly small change that will help keep the buses on the road longer, enabling drivers to provide more trips for customers per bus, per day.

#### **Animal Services Software**

New software improved information sharing among City of Saskatoon Animal Services, SPCA, and Saskatoon Animal Control Agency.

#### **ATOSKE Summer Camp Opens Doors**

The ATOSKE ten-day summer training camp is a program organized in partnership with the Saskatoon Tribal Council. It targets Aboriginal youth from both urban and reserve settings. The training program is designed to increase Aboriginal youth leadership in the development and delivery of sport, culture, and recreation programs. The training assists youth in obtaining future employment in their respective communities.

#### **Building Permits**

A total of 4,100 building permits were issued in 2010, the third highest number in the past 40 years; more than 1,000 were permits for residential one-unit dwellings. Staff increases, cross training, and changes in the way customers are served enabled the City, in most cases, to meet the five-day turnaround target for one-unit dwellings.

#### **City Centre Plan, Phase 1**

The first stage of the multi-year City Centre Plan was completed, providing baseline data that will be used in the Civic Plaza Precinct Master Plan and comprehensive downtown or City Centre Plan. Using baseline data to create metrics establishes a method for the City to maximize benefits from ambitious projects.

#### **Cultural Grant Helps Local Theatre Group Secure Outside Funding**

Implementation of the City's new capital funding program for major arts organizations played an instrumental role in La Troupe du Jour's expansion of its 20th Street production centre. With the City's \$197,000 contribution, La Troupe du Jour was able to secure over \$1.5 million from other sources, thereby enabling this cultural and urban revitalization project to go ahead.

### **Development of Kinsmen Park and Area Master Plan Inspires PotashCorp Sponsorship**

City Council approved \$170,000 for a Kinsmen Park and Area Master Plan, including the Mendel Art Gallery building and grounds and the Shakespeare on the Saskatchewan site. The plan will focus on creation of a civic activity node that is place-specific, memorable, and enjoyable for all ages. The initiative captured the interest of PotashCorp, which came forward with a \$5,000,000 minimum sponsorship commitment.

### **Digital Imaging and Information Storage**

To improve efficiencies, enhance cost savings in document retrieval and filing, and increase security, the Assessment Branch purchased hardware and implemented processes to transfer and store paper records as digital records.

### **Grant Program for Multi-Unit Homeowners**

The City introduced a new grant program for condominium associations and owners of multi-unit dwellings to offset the cost of waste bins. Property owners can use the grant whether they use City collection services or pay for private waste removal service.

### **Implementation of New Fleet Management System**

In June 2010, Vehicle and Equipment Services went live with a new Fleet Management System (M5). The new fleet system has enabled Vehicle and Equipment Services to more effectively collect a variety of data to aid in tracking costs, identifying efficiencies, and determining rate structures.

### **Interactive Transit Map**

Saskatoon Transit reworked its maps to provide customer-friendly information about the transit system, route maps, schedules, and hubs. An interactive transit map on the City's website lets customers plan trips, access detailed route maps, find relevant streets and transit stop numbers, and more.

### **Land Development Fund Benefits Civic Projects**

The Land Development Fund reinvests funds derived from the operation of the City's Land Bank Program in the community. For example, \$2.5 million was allocated to the Affordable Housing Reserve, \$1.3 million to the Bridge Reserve, \$1.0 million to the Pleasant Hill Concept Plan, and \$3.9 million to various capital projects, including Mayfair Pool redesign and the North Downtown Gateway Project.

### **Landfill Adds Second Scale**

A second landfill scale was commissioned to provide enhanced customer service by separating City collection vehicles from landfill line-ups.

### **Multi-year Cash Grant for Flagship Organizations**

The City's cash grants, through the Assistance to Community Groups Programs, added a component for flagship organizations to provide multi-year funding. Organizations approved as flagships apply for funding once every three years and are approved an annual amount for each of those three years. This enhances funding stability and long-term planning, while streamlining paperwork and adjudication processes.

### **New Accessible Playground at Saskatoon Forestry Farm Park & Zoo**

Every year, between 55,000 - 75,000 children visit the Saskatoon Forestry Farm Park & Zoo. In June, the official opening of the new McDonald's Natural Place to Play Playground gives young visitors a new, animal-themed, accessible playground where everyone can join in the fun.

### **New Features Improve City's Property Assessment Online Tool**

The Assessment Branch added a mapping component and additional sales information to the Property Assessment on the City website. The new features improve public access to assessment information, increase transparency in assessments, and provide more flexibility in searching for information.

### **North Downtown Master Plan**

City Council approved \$500,000 for a North Downtown Master Plan. The Master Plan will create a vision for vacant City-owned land resulting from the extension of 25th Street to Idylwyld Drive North and the relocation of the City Yards, while taking into consideration the new Police Services Headquarters site.

### **Nutana/Victoria School Grounds Land Swap**

To address park space deficiency in the Nutana neighbourhood, the City completed a land swap agreement with Saskatoon Public Schools. The agreement saw the City acquire 1.115 acres adjacent to Nutana Collegiate and 1.560 acres adjacent to Victoria School, both parcels to be developed as neighbourhood park space. The park space adjacent to Victoria School was developed in the summer of 2010.

### **"On Hold" Tool Adds Messaging Capability**

The Revenue Branch added a new layer to its interactive voice response system. Callers now hear important City messages while waiting for a customer service representative.

### **Online Business Directory Enhancement**

The Business Directory is a web-based search application on the City's website that allows the public to search for licensed businesses. In 2010, the directory was expanded to include institutional agencies, such as hospitals, non-profit organizations, political entities, and professional organizations. This makes the directory a one-stop source for contact information.

### **Pleasant Hill Village**

The Pleasant Hill Village project is a major initiative to provide new housing, park space, and a new elementary school with community space in a key area within the Pleasant Hill neighbourhood. It is the largest neighbourhood renewal project in Saskatchewan. In November 2010, the first new housing units in the Pleasant Hill Village project were completed.

### **Proactive Communication to Residents Affected by Boundary Alterations**

The City moved proactively to answer questions from property owners and stakeholders affected by expansion of the City's boundaries. A collaborative effort among civic departments led to the publication of a brochure that answered frequently asked questions about City services.

### **Public Art Asset Management**

The City of Saskatoon owns over 40 pieces of permanent public art valued at \$2 million. In 2010, the City completed conservation assessments of 19 of the outdoor pieces. The resulting assessments provide a foundation for effective long-term maintenance and conservation. The City's Placemaker Public Art Program acquired three new Placemaker features and continued leasing 15 other public art sculptures in the BID Districts.

### **Residential Plan Review and Inspection Program**

The Residential Plan Review and Inspection Program was rewritten to make it easier to understand. The new program more clearly outlines what the Building Standards Branch will review on ground-oriented residential building plans and what will be inspected in the five mandatory call-in inspection stages.

### **"Safe Growth and CPTED in Saskatoon: An Illustrated Guide to Safer Development in Our Community"**

The City's user-friendly guide to minimizing opportunities for crime through proactive design on private properties and public spaces was widely distributed to designers, stakeholders, and the community at large. Proactive site planning and design reduces the opportunities for crime and makes everyone feel safer.

### **Saskatoon Opens Fire Station #8**

The grand opening of Saskatoon's ninth fire station attracted provincial and municipal dignitaries including the Honourable Lynne Yelich, the Honourable Darryl Hickie, and the Honourable Don Morgan. Fire Station #8, located at 207 Slimmon Road is strategically located to provide service to Rosewood, East College Park, Briarwood, and Lakeridge. (Note that when the station at the Saskatoon Airport was under the jurisdiction of the City of Saskatoon, it was called Fire Station #8 – that number is now being re-used for the new station on Slimmon Road.) The new station supports the nationally recognized standard response of four minutes and the eight-minute full first alarm response for the entire east side. The fire station is also certified as a Leadership in Energy and Environmental Design (LEED) building. The design is the new standard for future fire stations in Saskatoon and is planned to be repeated for the next three stations, saving substantial costs in design fees.

### **Solving Technical Challenge Opens Door to Increased Efficiency**

Corporate Information Services implemented an innovative solution to the ongoing issue of EFT (electronic funds transfer) remittances, allowing vendors to send remittances to the City via email. This enhances the level of service to vendors, while reducing the City's printing, stuffing, and mailing costs.

### **"Whose job is it?" Brochure Translated into 14 Different Languages**

The City's "*Whose job is it?*" brochure, which provides a listing of phone numbers for commonly requested civic services, was translated into 14 different languages and is available online: Arabic, S'gaw (Burmese dialect), Chinese, Farsi, French, German, Hindi, Korean, Russian, Spanish, Tagalog, Ukrainian, Urdu, and Vietnamese. The translated versions help newcomers transition more easily in their new surroundings.

## Highlights of 2009

- A major upgrade to the College Park Substation was completed, providing better backup and transfer of electricity in case of outage. Upgrades in the electrical distribution area improved reliability and reduced outages (and the associated overtime and infrastructure replacement costs).
- An electronic inventory of public art pieces was completed, providing a comprehensive, easy-access summary of all public art pieces.
- An online grant application system was set up for social agencies applying for grants under the City's cash grant social component.
- City staff introduced blogs and wikis to improve and enhance the community engagement process. Blogs and wikis allow for quick, efficient updating of project information, are free of charge, and allow for ongoing dialogue.
- In order to reduce landfill line-ups during peak periods, the City introduced collection of \$5 loads on both inbound and outbound lanes and brought in additional staff to handle traffic flow. Composting material is no longer accepted; however, residents can utilize one of two compost depots free of charge.
- On board mobile data terminals were installed on Access Transit buses to improve efficiencies by providing up-to-date location and departure times.
- Public Works Dispatch implemented new software to allow the public to access automated information on water interruptions, electrical outages, snow clearing, etc.
- Several Saskatoon Transit initiatives focused on improving customer service, including ongoing Transit Ambassador Training. A Service Supervisor was assigned to liaise with public and separate schools on issues related to school excursions and use of Transit service by students.
- The City's Business License Program produced print and online versions of a new Business Start-Up Guide to give prospective business operators a quick, friendly introduction to starting a business in Saskatoon.
- The launch of "My Utility Account" in 2009 gave customers online access to their utility account information, including consumption data to assist with their conservation efforts.
- In 2009, the Land Development Fund benefited civic projects with allocations of \$8.2 million.
- What started in 2004 as a vision by the community transformed into the Shaw Centre, a 110,797 square foot state-of-the-art facility offering a new calibre of recreation, health, and fitness opportunities to the residents of Saskatoon.

## Highlights of 2008

- An electronic booking program was implemented at Gordon Howe Campground, providing staff with efficiencies in managing site bookings and reducing wait times for customers.
- Approximately 2,300 homes were converted to individual roll-out garbage containers. This reduced back alley fires, vandalism, illegal dumping, and damage to collection trucks.

- Positive public response to self-help initiatives such as Phone & Go and Click & Go led Saskatoon Transit to reduce hours of operation of the Customer Service Centre. Improved shift start and finish times enhanced staff morale.
- Saskatoon Transit worked with Credit Union Centre (CUC) to provide a dedicated bus pick-up/drop-off location for patrons attending large events at CUC (e.g. concerts).
- The Building Standards Branch moved to requiring only one set of residential plans in support of building permit applications for one or two unit dwellings. This streamlines the application process for both applicants and City staff.
- The City created three districts for winter snow/ice clearing and assigned staff to the same district for the season. This allowed staff to become familiar with routes, resulting in fewer equipment/infrastructure repairs and to provide enhanced level of service.
- The City introduced a new LeisureCard program for low-income families and individuals, issued on an annual basis, to replace the courtesy passes that had been issued three times per year.
- The City's new dedicated Emergency Operations Centre (EOC) became fully operational in November 2008.
- The City of Saskatoon, in partnership with the Gabriel Dumont Institute, Saskatoon Tribal Council, and Saskatchewan Indian Institute of Technologies, developed and implemented pre-employment training for Aboriginal people interested in a career as a Transit Operator. The second year of the program had the most successful intake resulting in the hiring of two operators in 2008.
- In 2008, the Land Development Fund benefited civic projects with allocations of \$8.6 million. Improving Our Service (continued)

### **Highlights of 2007**

- An EFT process was implemented allowing monthly debt service payments (interest and principal payments) to holders of City of Saskatoon debentures to be delivered electronically rather than by cheque, reducing opportunities for fraud and increasing processing efficiencies.
- Bar coding on utility statements and property tax notices was implemented to gain processing efficiencies, minimize errors, and save time.
- Implementation of a new Fire Inspection Program using portable laptops to complete forms onsite allowing for immediate entry into the fire inspection database, and emailing of completed inspections to property owners.
- Saskatoon Transit implemented a universal bus pass program (U-Pass) with the University of Saskatchewan Students Union. The program gave undergraduate students unlimited transit use at a set cost per semester, dramatically increasing transit ridership.
- The automated Plumbing Permit and Inspections Program was implemented, replacing the existing labour-intensive manual system.

- The City formalized the principles of Crime Prevention Through Environmental Design (CPTED), which means that all future civic projects are reviewed to ensure the principles are incorporated at the design stage.
- The implementation of Snow Route Temporary Parking Bans reduced the amount of time required to clear priority streets by approximately 10 - 15%, and allowed snow clearing crews to effectively store the snow adjacent to the sidewalk.
- The Riversdale neighbourhood was converted from back alley communal containers to individual roll-out garbage containers, reducing back alley container fires, vandalism, illegal dumping, and damage to collection trucks.
- Saskatoon Fire & Protective Services installed a new Computer-Aided Dispatch System to improve priority dispatch capabilities, resulting in quicker emergency call assessment and dispatching time.
- Phase I of the Shaw Centre, a civic leisure facility integrated with Bethlehem Catholic High School and Tommy Douglas Collegiate, opened.

### **Highlights of 2006**

- A policy change in the Affordable Housing Program allowed for-profit enterprises to access incentives, further increasing the potential for affordable housing in Saskatoon.
- As part of the Northern Highway Career Fair, City staff joined representatives of other organizations on a tour of northern communities to promote employment opportunities and educational requirements for positions with the City of Saskatoon.
- Conversion of all drawings from a hard-copy filing system to a digital format within Mapguide was completed, improving productivity by making all plans easy to retrieve and universally available to employees.
- Fourteen new fire fighters were hired in October 2006; two to bring all four battalions up to even numbers, and twelve to fully staff the east side aerial and improve response time.
- Incorporating safety checks and repairs on more than 100 civic play structures into one job responsibility saved costs while improving safety and service to the public.
- Introduction of a new weigh-in, weigh-out system and installation of a security camera and gates at the landfill reduced line-ups, improved vehicle processing time, improved security, and allowed for more accurate readings.
- Neighbourhood Safety was incorporated into Local Area Plans (LAPs); LAP Implementation Reports and Safety Audit Reports were made available online, reducing the number of public inquiries about local area planning.
- Saskatoon Light & Power developed an Electrical Contractor's Service Guide to assist contractors with completing electrical work to the established standards. The guide was made available on the City's website.
- The City's Interactive Voice Response (IVR) system was enhanced to provide a self-service option to Provincial Community Resource staff requiring client billing information.

- The Holiday Park Golf Course Redevelopment Plan was completed and well received by golfers and visitors alike, as was the asphaltting of the Wildwood Golf Course parking lot.
- The introduction of two new automated transit information features (Phone & Go and Click & Go) resulted in improved service to customers.
- The Pleasant Hill neighborhood was converted from back alley communal containers to individual roll-out garbage containers, reducing back alley container fires, vandalism, illegal dumping, and damage to collection trucks.
- The Property Maintenance and Nuisance Abatement Bylaw 8175 was amended to include graffiti and is administered and enforced by Saskatoon Fire & Protective Services.

## **Increasing Our Savings (2006 - 2010)**

### **Highlights of 2010 (total estimated savings in excess of \$1.8 million)**

#### **Debt Issuance (estimated savings - \$1.5 million)**

On July 1, 2010, the City borrowed \$44,000,000 from CMHC at 3.29% with payments amortized over a 10-year term. When compared to the borrowing cost of a 10-year serial debenture issue, the City should realize interest savings of approximately \$1.5 million over the duration of the loan.

#### **Computer Server Virtualization (estimated savings – \$148,000 to \$222,000)**

Corporate Information Services has been using virtual servers for almost four years as a way of maximizing the investment in hardware, while reducing physical hardware acquisition and maintenance costs. The City set up 37 of its 101 virtual servers in 2010. Each virtual server saves the City between \$4,000 to \$6,000, when compared to the cost of a physical server.

#### **Longer-term Natural Gas Contracts (estimated savings - \$100,000)**

Negotiating 4-year contracts for TCU Place and Harry Bailey Aquatic Centre reduced natural gas costs at both facilities. The contracts allow the City to pay lower commodity prices while providing lower transportation charges, and no-charge storage equal to approximately 40% of winter consumption.

#### **Additional In-House Design Services (estimated savings – \$17,000)**

A part-time marketing assistant was hired to provide Community Services with the ability to complete more graphic design materials in-house. Outside of designated part-time hours, the assistant's services were made available to other workgroups, such as Corporate Communications and the Community Visioning project. This reduced the amount of financial and human resources involved in hiring external design agencies. Cost savings associated with using this internal service compared to outsourcing was estimated to be \$17,000.

#### **Using CASEWARE to Prepare Year-end Financial Statements (estimated savings – \$7,000 to \$10,000)**

Software was implemented to increase the automation process used to prepare the consolidated year-end financial statements. The time saved using this software was estimated at two to three weeks, or \$7,000 to \$10,000.

#### **Pay-By-Space Parking Meters (estimated savings – \$5,000)**

The introduction of pay-by-space parking meters allowed customers to pay for parking in certain areas in River Landing and off-street City parking lots. The pay-by-space stations allow payment by cash or credit card, reducing City staff time collecting coins from individual meters. Real-time reports allow for more efficient enforcement, based on accurate usage data.

#### **Postal Code Validation Software (estimated savings – \$4,500)**

Postal code validation software was implemented to automatically provide the postal code for new customer set-up, rather than having the customer service representative look up the code. Between 20 and 30 seconds per mailing address update is saved using this software, as well as approximately 220 hours per year in postal code error correction.

**Direct Debit Machine Replacement (estimated savings – \$1,700 annually)**

The replacement of Interac machines at cashier stations at City Hall with newer technology – and at no cost – will result in a \$1,700 reduction in annual fees.

**Two Hybrid Vehicles Put into Service (estimated savings: \$1,000 annually)**

Vehicle and Equipment Services put two hybrid synergy drive vehicles into service. The mid-sized vehicles reduce CO<sub>2</sub> emissions by 32% compared to other petro/diesel vehicles, and significantly improve fuel efficiency. The vehicles also provide “right sizing” to suit their function.

**Highlights of 2009 (total estimated savings of approximately \$65 million)**

- A new and innovative approach was used to tender the building of the Circle Drive South Project to ensure both the cost (approximately \$50 million lower than estimated) and schedule are guaranteed.
- A study concluded that a hydropower project at the Weir is both technically feasible and economically viable, and could generate a potential new revenue stream of \$3.6 million annually (starting in 2016), increasing to \$10 million annually (by 2036).
- The City developed an innovative solution to rainfall flooding that will save property owners millions of dollars and avoid claims against the City. Rather than divert rain volumes to treatment and pumping stations in the north end (at a cost of \$70 million), collector tanks were installed below the surface and the excess water from the storm sewer fills the tanks rather than spilling into the basements of homes.
- City employees found creative ways to salvage and recycle 98% of the old Mitchell’s Plant during deconstruction to make way for the Circle Drive Bridge, saving approximately \$3 million in landfill space savings and \$4.5 - \$6.5 million in savings in the award of contract.
- Saskatoon Transit’s innovative refurbishment of aging buses allows the City to restore and recommission 15 old buses for the price of a new one (\$450,000), saving an estimated \$3 million.
- Reusing road and sidewalk rubble, building bricks, and even glass and porcelain in road rehabilitation led to \$2.95 million in estimated savings for 2008 and 2009.
- The purchase of four mid-sized low-floor buses for use on routes with lower demand led to an estimated savings of \$1.2 million.
- As part of the Home First Inspection Program, Saskatoon Fire & Protective Services continued to inspect rental accommodations prior to Saskatchewan Ministry of Social Services clients taking possession. The program generated an estimated \$250,000 in additional revenue over the life of the program.
- A second material handling site adjacent to the landfill was commissioned to store construction material (clean fill, gravel/base, concrete, and asphalt). Lower hauling costs helped generate estimated savings of \$200,000.
- Saskatoon Light & Power acted as its own general contractor on construction of a new network vault on 3rd Avenue, realizing savings of approximately \$154,000.

- Construction and commissioning of the Ultraviolet Disinfection Facility at the Wastewater Treatment Plant was completed, eliminating the use of chlorine gas and reducing the chemical budget by approximately \$110,000 per year.
- Approximately 4,000 new and more accurate electronic/SMART residential electric meters were installed, leading to an estimated revenue increase of \$30,000.
- A new digital filing system for the Business License Program saved approximately \$25,000 per year in document filing and retrieval costs.
- Changes in the way seasonal Leisure Guides were printed allowed each indoor leisure centre to update drop-in calendars while maintaining the City's brand identity and saving approximately \$6,000 in annual printing costs.
- Online parking ticket payment was implemented, allowing customers to pay tickets online using credit cards at times convenient to them and providing the City with an estimated savings of \$2,500.
- Online meter reading was introduced to allow customers to enter meter readings online, for automatic upload into the CIS database, which provided an estimated savings of \$2,500.
- Introduction of the eBill system led to estimated savings of \$1,300, with increased savings anticipated in future years.
- Community newsletters were electronically distributed to all community associations, leading to annual savings in paper, photocopying, and staff time of approximately \$1,500.

#### **Highlights of 2008 (total estimated savings in excess of \$389,000)**

- Saskatoon Fire & Protective Services made a bulk purchase of five fire apparatus (three pumpers, one heavy rescue truck, and one bush truck). Following approval of the new east side fire station, an additional rescue pumper was added to the bulk purchase, resulting in a cost saving of approximately \$60,000 per pumper. Overall, the entire purchase realized savings of approximately \$240,000 over individual custom-built fire apparatus purchases.
- Changing the hiring qualifications for Transit Operators played a key role in Saskatoon Transit's successful hiring of 19 new employees and contributed to reduced overtime costs amounting to approximately \$216,000.
- Improvements to machining equipment allowed the City to begin fabricating parts internally rather than outsourcing, leading to an estimated \$50,000 in annual savings.
- Saskatoon Light & Power became its own general contractor for the construction of a network vault with approximate savings of \$125,000.
- Fifty sets of fire fighter protective clothing were purchased to outfit new recruits, replace worn gear, and meet needs for spare gear. The bulk purchase realized \$35,000 in savings.
- The new computer aided Fire Dispatch Management system was implemented, improving dispatch capabilities while reducing annual system operating and maintenance costs by \$25,000.
- A new public skating schedule implemented in the fall of 2008 increased total hours of public skating available to the public while also creating an additional 70 hours (or \$13,510) worth of prime time ice through the fall and winter season.

- The number of Leisure Guides printed and distributed was reduced by approximately 13,300 copies by encouraging areas outside of Saskatoon to use online instead of print copies. This resulted in annual savings of \$10,500.
- Saskatoon Fire & Protective Services implemented an Emergency Medical Services Equipment Tracking System that improved the return of SFPS property (e.g., head blocks, neck braces, backboards). Combined with a cleaning facility, the project generates approximately \$10,000 in annual savings.
- In November 2008, the COPE (Chronic Offenders Parking Enforcement) Squad began seizing vehicles with delinquent parking tickets, increasing payment of outstanding parking tickets.
- Infrastructure Services moved from a “worst-first” approach to roadway rehabilitation/restoration to a “continuing intervention” approach, extending roadway service life and generating possible roadway life savings as high as 50%.
- Network fibre optic cables were installed in Saskatoon Light & Power’s downtown network and substations throughout the city, allowing the utility to lease fibres to third parties and generate increased annual revenue.

#### **Highlights of 2007 (total estimated savings in excess of \$1.1 million)**

- An electronic model of the City’s storm sewer system was completed, allowing more innovation in storm sewer solutions. An example was a project to reduce flooding frequency on Ferguson Avenue. Before modeling, the proposed solution was to twin existing piping along Wilson Crescent at an estimated cost of \$400,000. The model indicated that constructing a dry pond one-half block from the flooding area would provide a better level of protection for only \$100,000, leading to \$300,000 in savings.
- Saskatoon Light & Power initiated a program to convert (through attrition) non-trade positions within Power Lineman and Power Electrician sections into apprenticeships. In addition to improved customer service and more career advancement opportunities, the conversion, when complete, will save approximately \$300,000 per year.
- Piping changes, along with increased pumping capacity, allowed for additional use of treated effluent water in place of potable water for various processes at the City’s Wastewater Treatment Plant, resulting in estimated water savings of \$30,000 per year.
- Contractors were provided with online access to construction specifications for water, sewer, roads, and sidewalks which eliminated printing and mailing costs, while making it easier for the City to update specifications, resulting in approximately \$5,000 per year in savings.
- Glass fibre reinforcing was used on the bridge deck at Clarence Avenue and Circle Drive, reducing future maintenance costs by an estimated \$1,100 per year over the life of the structure.

#### **Highlights of 2006 (total estimated savings in excess of \$500,000)**

- Improvements to the Wastewater Treatment Plant allowed use of treated effluent water rather than potable water in many treatment processes, leading to estimated savings of \$100,000 per year in water service charges.

- Change-out of bioreactor air diffusers at the Wastewater Treatment Plant was completed in 2006, resulting in estimated savings of \$80,000 per year.
- The seasonal water meter change-out program continued with approximately 75 meters changed from 4-inch to 3-inch meters, leading to savings of approximately \$27,500.
- Saskatoon Light & Power continued a capital project to inject aging underground cables with an insulating fluid, which is expected to extend cable life by at least 20 years, at approximately one-half to two-thirds the cost of cable replacement.
- Saskatoon Light & Power continued to convert the City's aging 4.160 volt distribution system to 14,400 volts. Aging magnetic-air circuit breakers were also replaced with vacuum circuit breakers. Both capital projects result in improved reliability and less maintenance.

## Growing Our City in a Sustainable Way (2006 – 2010)

### Highlights of 2010

#### Community Gardens and Garden Site License Agreements

Community gardens provide a healthy, low cost food source for a number of community support groups. With growing community interest in local food production, the City formalized its gardening in the City program guidelines to assist residents interested in using City-owned property to operate a community garden. The guidelines also provided information on garden plots available for rent from the City through the Allotment Garden Program.

One project in particular stands out. In 2010, the City received a request to use a number of vacant lots on the 900 block of 3rd Avenue North as a food production site. Seeing an opportunity to enhance the City's role in food security as well as the appearance of our neighbourhoods, the City drafted a Garden Site License Agreement. The license makes City-owned parcels of land held for residential resale available for food production.

The food production site on 3rd Avenue, operated in partnership with the Food Bank, produced over 16,000 pounds of potatoes for the Food Bank in 2010. In addition to opening vacant land for food production, the policy has the potential to clean vacant lots around the city.

*"It's huge for us to be able to do this. It's not just writing a cheque, it's turning (the land) into something that's functional, that's going to look good and something that gives back." – Paul Merriman, CEO, Saskatoon Food Bank (from The StarPhoenix, May 18, 2010)*

#### Evergreen Environmental Initiatives

The City implemented a number of environmental initiatives for the Evergreen neighbourhood. In partnership with Saskatoon Light & Power, LED lighting fixtures were approved for installation on a trial basis. If used throughout the neighbourhood, the LED lighting could reduce energy consumption by 351,573 kilowatt hours per year, and reduce greenhouse gas emissions by 154.7 tonnes of CO<sub>2</sub> per year (equal to taking 30 cars off the road).

Other Evergreen initiatives included:

- A \$500 administrative cost rebate for homes certified through ENERGY STAR® for New Homes Initiative in Canada, EnerGuide Rating System Initiative, or LEED Canada for Homes Program.
- Show Homes had to be certified through ENERGY STAR® for New Homes Initiative, EnerGuide Rating System Initiative or LEED Canada for New Homes Program to promote and showcase more energy efficient homes.
- A rainwater collection barrel was provided with each lot sale to support reduced potable water use.
- A composter was provided with each lot sale to encourage sustainable organic waste practices.
- Two Saskatoon berry bushes per lot sale were provided to promote xeriscaping practices.

At 250 participating lot owners, these initiatives could reduce greenhouse gas emissions by 750–1,000 metric tonnes per year (equal to taking 142 – 189 cars off the road).

### **Greenhouse Gas Reduction**

The City continues to explore new ways to lower greenhouse gas emissions. In 2010, several civic facilities were retrofitted to reduce energy costs:

- Solar panels were installed at Lawson Civic Centre and Harry Bailey Aquatic Centre. The solar hot water installation was the largest in Saskatchewan and included 90 solar panels at Lawson and 72 at Harry Bailey. The panels supply about 20 to 25% of the energy needed to heat the pools, reducing greenhouse gas emissions by 111 tonnes of CO<sub>2</sub> per year (equal to taking 21 cars off the road).
- At the ACT Arena in Sutherland, the City partnered with SaskPower to use temperature set-back controls and ice additives to achieve natural gas savings (for space heating) and electricity savings (for ice production). The partnership has led to innovations that will be explored at other rink facilities.

### **Waste Diversion**

The City of Saskatoon diverted approximately 37,000 tonnes of material from the landfill, including approximately 27,000 tonnes of leaves, grass and branches collected via two pilot compost depots; 1,000 tonnes of organic materials collected via the Leaves and Grass Subscription program; and 7,000 tonnes of paper, cardboard, milk jugs, and tin cans collected through recycling depots.

- Despite Saskatoon's strong growth since 2007, garbage collection tonnage has declined by an average of 2% per year. This suggests that the City's waste diversion and minimization efforts are influencing the residential waste stream.

### **Water Main Lining Program**

The City launched the innovative Water Main Lining program to reduce the time and costs involved in replacing water mains in the future. The lining method calls for digging of relatively small pits to allow crews to insert a liner in water pipes, as opposed to digging up large sections of streets to install new pipe. In addition to causing less disruption for homes and businesses, the new method costs approximately 65% of the traditional method.

### **Reusing Cell Phones Help Victims of Domestic Violence**

In response to a request from the Saskatoon Police Service, the City donated used cell phones to a Victim Services program. The cell phones, programmed to only call 911, are given to victims of domestic violence in high-risk situations.

### **Donation of Used Computers**

In 2010, the City donated 220 used computers and 27 used laptops to SaskTel Pioneers' Computers for Schools program and the Computers for Kids program.

### **Highlights of 2009**

- Improvements to the Wastewater Treatment Plant included a Grit and Screening Facility at the Plant, improved maintenance procedures and new approaches to dealing with winter icing of wastewater in clarifiers.

- In 2009, 17,500 tonnes of organics were diverted from the landfill and delivered to the composting depots, quadruple the tonnage diverted in 2008. The Home Composter Rebate Program and Home Composter Truckload Sale contributed 150 tonnes of diverted compost.
- Installation of a solar thermal energy system at Saskatoon Light & Power Operations Centre reduced consumption of natural gas for hot water heating by approximately 50%.
- The City of Saskatoon policy requiring City-operated vehicles to reduce idling resulted in an estimated reduction of 25 tonnes of CO<sub>2</sub>e for the year; replacement of ¼ ton trucks with Smart cars led to an estimated reduction of 7 tonnes.
- The City's various Energy Reduction Public Programs, including the low-flow showerhead giveaway and CFL light bulb giveaway, led to an estimated reduction of 1,910 tonnes CO<sub>2</sub>e.
- The Dundonald Yards began accepting aggregate materials for recycling, resulting in over 30,000 tonnes of concrete, asphalt, bricks and other materials being diverted from the landfill. In addition, over 5,400 tonnes of shingles were diverted from the landfill for recycling as road construction material.
- The landfill access road was widened using 12,000 tonnes of recycled materials, including 200 tonnes of crushed glass.

### **Highlights of 2008**

- A policy outlining guidelines to limit idling times for all City-owned or leased vehicles and equipment was approved which has the potential to reduce greenhouse gas emissions by 7,589 tonnes.
- A recycling program at Holiday Park Golf Course saw 32 can/bottle recycling containers installed on tee boxes and around the clubhouse, generating more than \$4,500 in revenue from recycling.
- Growth of the City's Leaf and Grass Program, and increased use of compost depots, resulted in a 55% increase in organics diversion, keeping 3,700 tonnes of organics out of the landfill.

### **Highlights of 2007**

- In 2007, approximately 90% of the City's traffic signals were converted to LED bulbs, which use 80% less electricity and last four times longer than incandescent bulbs. Savings realized during the year were \$60,000; long-term savings are expected to be \$200,000 per year.
- Saskatoon Light & Power converted 15,802 of the City's 20,222 decorative incandescent Christmas street light bulbs to LED bulbs, reducing electrical consumption by 56% (78% when complete) and leading to energy cost savings of approximately \$3,000 per year.
- Saskatoon Transit converted its entire conventional transit fleet to a canola-based methyl ester biodiesel, resulting in a 3.5% increase in fuel efficiency, 8% reduction in greenhouse gases, and 30% reduction in engine wear.
- The City opened a compost depot near the intersection of Highway 7 and 11th Street. More than 5,600 vehicles delivered over 73,000 bags of leaves and grass to the City's two composting depots, diverting compostable material from the landfill, which helps reduce greenhouse gases, extend landfill life and recycle waste into valuable compost.

- The use of recycled crushed concrete instead of base gravel in the drainage layer of local road reconstruction reduced costs and provided a more stable structure. In addition to saving approximately \$10 to \$14 per tonne of material, using crushed concrete recycles a product that would otherwise have been discarded at the landfill.

### Highlights of 2006

- An eastside compost depot was opened to reduce travel time for residents dropping off leaves and grass, and to encourage residents to compost rather than throwing compostable material into garbage containers.
- Saskatoon Fire & Protective Services installed motion sensors connected to apparatus floor lighting systems in all fire stations, significantly reducing energy consumption within the department.
- Saskatoon Transit introduced four hybrid buses, increasing fuel efficiency, reducing vehicular emissions, and extending brake and engine life.
- The City expanded its conversion of traffic signal incandescent bulbs to LED, converting 50 of the City's 230 intersections to LED signals. In addition to energy savings, LED lamps have up to an eight year life span.
- The City increased the number of Household Hazardous Waste Days from 2 days per year to 17 days throughout the year, providing better service to the public while helping protect the environment.

## Summary

Numerous service improvements have enhanced staff efficiencies and benefited the public which are reflected throughout the report. Savings are seen in capital costs, future costs, and/or operating costs, although they may not always translate into direct operational cost savings. There are also many exciting initiatives which contribute to growing Saskatoon in a sustainable way such as the efforts to continue reducing greenhouse gas emissions.

The projects listed in the **2010 Service, Savings, and Sustainability Report** estimate a *savings in excess of \$1.8 million*. Highlights from the previous four years related to savings include:

- 2009 Report on Service, Savings, and Sustainability: estimated a savings of approximately \$65 million, and the potential to increase revenue by approximately \$3 million annually.
- 2008 Productivity Improvement Report: over \$389,500 of operational cost savings.
- 2007 Productivity Improvement Report: estimated a savings in excess of \$1.1 million.
- 2006 Productivity Improvement Report: estimated a savings in excess of \$500,000.

The City of Saskatoon remains committed to exploring and implementing new ways of improving our service, increasing our savings, and growing our city in a sustainable way. The Administration will continue to work towards becoming more goal-oriented, responsive, and adaptive in our approach to respond to the changing needs of our community for years to come.

