



2023

SERVICE, SAVINGS & SUSTAINABILITY

LAND ACKNOWLEDGEMENT

We acknowledge that our community is located on **Treaty 6 Territory** and the **Traditional Homeland of the Métis.**



Indigenous peoples including Cree, Dakota, Dene, and Saulteaux have called the area now referred to as Saskatoon home for thousands of years.

Today, Saskatoon is home to Indigenous peoples from a diversity of cultures and language groups.

The City of Saskatoon recognizes the distinct order of government of First Nations and Métis and is committed to maintaining strong relationships through meaningful dialogue with Indigenous communities and organizations.

Strengthening cooperation and mutual support by working in partnership with Indigenous communities toward respective community goals and objectives is vital to fostering more inclusive communities.

INTRODUCTION

The **2023 Service, Savings, and Sustainability (SSS) Report** highlights the City’s commitment to continuous improvement and providing the best possible service to meet the changing needs of a growing and diverse community.

This report captures how the City, as a steward of taxpayer dollars, found innovative and creative ways to enhance service delivery, capture new savings across the organization and grow in a sustainable way in 2023.



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MESSAGE FROM THE MAYOR ON BEHALF OF CITY COUNCIL



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

2023 was a year of tremendous growth for Saskatoon. 14,000 new residents moved to the city last year, a population equivalent to North Battleford. Along with this, our local economy and job market continued to be a leader not only in the province, but across Canada.

We are a city where people are imagining their future. To live up to these hopes, we must continue to deliver for our residents; those who have been here long term, and those who are new to calling Saskatoon home.

This is my 18th year being part of this City. I've had the chance to see first-hand, the talent and commitment of amazing staff throughout our organization. They continue to support the City by adapting, innovating and responding to a changing world.

This report highlights the significant work accomplished in 2023 to make our city more efficient and sustainable as we plan for the future. Significant savings are listed, including over \$1.2 Million for the landfill cover construction alone.

New projects included the introduction of Green Carts for organics, opening the Material Recovery Centre, and the launch of the shared e-scooters pilot, all of which make our city more livable and more enjoyable.

Savings in existing services were found through creativity and some hard decisions.

IT streamlined client support and addressed program licenses, saving hundreds of thousands of dollars. Seven sports fields were piloted under an evapotranspiration-based system saving \$65,000 in watering costs, on top of the \$98,000 saved from the 2022 Parks pilot. Saskatoon Transit implemented better preventative maintenance practices to avoid unexpected impacts to routes during our cold winter months. Access Transit's intake form for new clients was also improved based on best-practices.

Our commitment to Reconciliation continued with a Reconciliation-themed Town Hall for City employees, signing another new Urban Reserve agreement with Lac La Ronge, and unveiling a new Reconciliation Visual Identity for the City.

This report details even more great work done throughout other City departments. With our committed employees, we are well-positioned to continue making positive change in our growing, modern Prairie city.

Charlie Clark
Mayor

MESSAGE FROM THE CITY MANAGER ON BEHALF OF THE 2023 EXECUTIVE LEADERSHIP TEAM



From L to R: **Terry Schmidt**, General Manager, Transportation & Construction; **Celene Anger**, Chief Strategy & Transformation Officer; **Angela Gardiner**, General Manager, Utilities & Environment; **Morgan Hackl**, Chief of Saskatoon Fire; **Adam Tittlemore**, City Clerk; **Jeff Jorgenson**, City Manager; **Lynne Lacroix**, General Manager, Community Services; **Mike Jordan**, Chief Public Policy & Government Relations Officer; **Cindy Yelland**, City Solicitor; **Clae Hack**, Chief Financial Officer; and **Marno McInnes**, Chief Human Resources Officer.



Our **2023 Service, Savings and Sustainability Report** captures highlights of the hard work, creativity and resourcefulness of City of Saskatoon employees as they continue to deliver and provide the high-quality civic services, programs and infrastructure Saskatoon residents rely on.

This yearly report showcases the consistent innovation and dedication City teams undertake every year - and 2023 was no exception. Teams across our organization challenged themselves to improve services, identify savings and efficiencies and enhance sustainability in their everyday work.

We moved closer to our goal of 70% waste diversion with the launch of our city-wide curbside Organics (green cart) Program, Business Recycling and Organics, opened the Material Recovery Centre and introduced a sustainable funding model for the black cart garbage utility program. In planning for a greener future, City Council was also presented with its first ever Climate Budget.

Our high traffic roads, critical intersections, sidewalks, water mains, Downtown and many residential neighbourhoods all benefited from a full slate of road construction projects aimed at improving our infrastructure and moving around the city. Our Snow and Ice program improved school zones with more effective snow removal to provide for better safety.

Significant investments were also made in active transportation infrastructure, and to support improved, reliable, and higher- frequency Saskatoon Transit routes. A pilot station at the Civic Operations Centre tested features of our future Bus Rapid Transit stations. To meet our rapidly growing population, OnDemand Transit service was added to Brighton and Rosewood.

We launched the first phase of public engagement on planning for our future Downtown Event and Entertainment District, with many reports presented on potential revenue tools.

In our collective and ongoing commitment to Reconciliation and relationship building, and through thoughtful and careful listening, we undertook the process to rename John A. Macdonald Road to **miyo-wâhkôhtowin Road** - Cree for good (miyo) relationship (wâhkôhtowin).

I invite you to fully review this report to learn more about how City employees worked hard in 2023 to maximize value, minimize costs and deliver exceptional programs and services to the almost 300,000 residents of our changing and growing city. I am proud of our culture of innovation and creativity, and the dedication of City employees to deliver ongoing value for taxpayer dollars.

Jeff Jorgenson
City Manager, for the Executive Leadership Team (ELT)

PUBLIC ENGAGEMENT

Civic Surveys Showed Residents Remained Satisfied with City Services

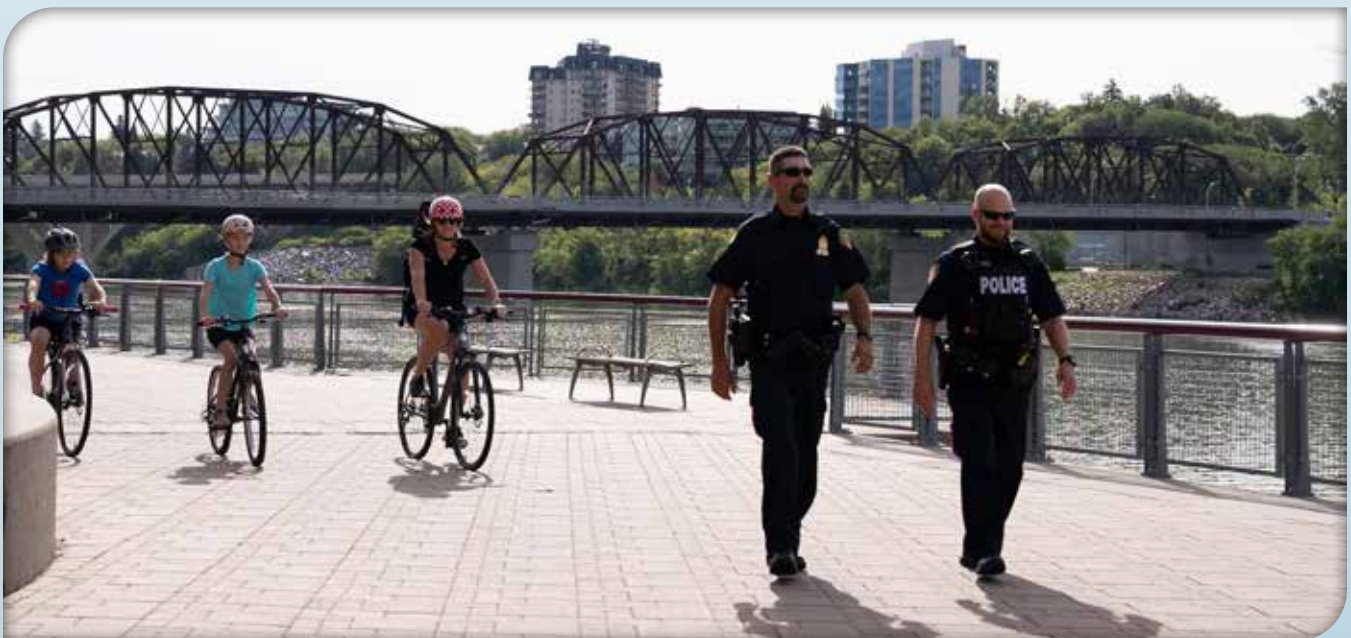
Two civic surveys conducted for the City of Saskatoon in 2023 revealed most residents remained satisfied with life in their community and the municipal services they received.

The **2023 Civic Satisfaction & Performance Survey** and the **Civic Services Survey on Performance, Priorities and Preferences** were conducted by an independent research firm in May and June 2023, respectively.

Due to the random sampling for these online surveys, the sample was reflective of Saskatoon's population and therefore the data was reliable and representative of the community.

RESULTS:

2023 Civic Satisfaction & Performance Surveys



Overall satisfaction remained the same or higher for many of the 29 civic services asked about in the **2023 Performance, Priorities and Preferences Survey**.

The highest satisfaction among the services that survey respondents were asked about were ranked as follows:

- **Reliability of electrical services (8.7 out of 10)**
- **Quality of drinking water (8.3 out of 10)**
- **Fire protection (8.1 out of 10)**
- **Garbage collection (8.0 out of 10)**
- **Recycling collection (8.0 out of 10)**
- **Indoor leisure centres (7.9 out of 10)**
- **Outdoor sports fields (7.9 out of 10)**
- **Indoor ice rinks (7.9 out of 10)**
- **Recreation programs and services (7.9 out of 10)**
- **Maintenance of city parks (7.7 out of 10)**
- **Speed of water main break repairs (7.6 out of 10)**
- **Police services (7.6 out of 10)**
- **Landfill services (7.6 out of 10)**

Full summaries and the detailed results of both surveys are also available at saskatoon.ca/civic-services-surveys.



Survey Highlights

86%

Satisfaction rate for living in Saskatoon

80%

Satisfaction with quality of services

83%

Services where service is considered very good or good

Provide More Service

60%

Affordable Housing

58%

Road Maintenance

55%

Snow and Ice Management

Provide Less Service

19%

Community Grants

17%

Planning and Growth

16%

Recreation and Culture Programs

PUBLIC ENGAGEMENT



Engaging with the Community

The City of Saskatoon remains committed to engaging with the community on the decisions that matter to them. We encourage community members to share their ideas and feedback through a variety of engagement activities. Together, we're building a better city one decision at a time.

Here's an overview of some of the projects we engaged the community on in 2023:

2023 Public Engagement Initiatives

- Connecting Avenue C
- Food forests in Boughton Park & Leif Erickson Park
- Housing Accelerator Fund Action Plan
- Ideas for the Downtown Event & Entertainment District
- Irrigation & Naturalization in Boughton Park & Leif Erickson Park
- Industry, Commercial and Institutional Building Energy and Water Retrofit Program
- miyo-wāhkohtowin Road, formerly John. A. Macdonald Road
- Municipal ward boundaries review
- Natural area management plans and pilot projects
- Park upgrades, including at Buena Vista Park, Robert Hunter West Park
- Overgrowth in back lanes
- Touchless accessible pedestrian signals
- Traffic calming on Adilman Drive, Goerzen Street and McClocklin Road
- Zero-emissions vehicle roadmap

Decisions made at the City are better informed when public and stakeholder perspectives, opinions and concerns are considered.

To everyone who provided input into our public engagement initiatives in 2023 - the City thanks you!

Continue to check current engagement opportunities at saskatoon.ca/engage.



AWARDS & RECOGNITION

National Financial Award for Excellence in Financial Transparency and Accountability

The City of Saskatoon's annual financial report for the year ended December 31, 2023, from which the information on pages 55 - 137 has been drawn, was awarded the Canadian Award for Financial Reporting by Government Finance Officer Association of the United States and Canada (GFOA). The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.



In order to awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report whose contents conform to program standards. Such reports should go beyond the minimum requirement of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.



A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.

Reaffirmed! 22nd Consecutive 'AAA'/Stable Credit Rating

In 2023, S&P Global (S&P) reaffirmed the City of Saskatoon's credit rating as the highest rating possible, a 'AAA' credit rating with a "stable" outlook. The City has maintained the 'AAA'/Stable credit rating for twenty-two years since S&P first began affirming the City's credit ratings in 2002.



S&P's rationale and outlook contributing to the confirmation of the City's strong credit rating within the January 15, 2024, S&P Global Ratings Direct® Report stated:

- The City "will continue to benefit from a strong and diverse economy that supports budgetary performance, keeping debt issuance manageable and maintaining an exceptional level of liquidity."
- "We expect Saskatoon's strong and stable economy, coupled with a growing population and upcoming tax adjustments, will result in healthy operating balances throughout the outlook horizon."

- "Saskatoon's strong and prudent financial management is a key credit strength, in our view. The City's management team is experienced and qualified to effectively enact fiscal policies and navigate external risks."

For the City of Saskatoon, retaining its 'AAA'/Stable rating year-after-year serves as an indication of the City's credit risk and ability to meet its financial obligations in full, and on time.

AWARDS & RECOGNITION

December 2023
The Employment Picture in Saskatoon:
A Review and Analysis of Statistics Canada's Labour Force Survey

Saskatoon is the 17th largest city in Canada with the 17th highest population growth rate among the country's 15 largest cities. Saskatoon's strong economic performance and the continued increase of the FTEs, Saskatoon is home to over 26,000 people and 12,000 diverse businesses. Saskatoon has positioned itself as an attractive and vibrant city that is a primary engine of the Saskatchewan economy. (Reprinted globally as a source for news agencies. We express appreciation and encourage Saskatoon's recognition to meet and its business.)

We are excited to continue to work together through our identity. We are committed to progress by addressing challenges and capturing opportunities. Saskatoon is a great place to live with a high quality of life and opportunities for all residents.

Saskatoon ends 2023 with strong labour market fundamentals.

According to the December 2023 Labour Force Survey released by Statistics Canada, the Saskatoon Census Metropolitan Area (CMA) had 11,500 (+6.1%) more persons employed than it did in December 2022 (Table 1). This was the second highest year-over-year employment growth for Saskatoon recorded in December (+14,000 in December 2021) since the data set began in 2006 (Chart 2). **As of December 2023, the Saskatoon CMA had 199,000 persons employed.**

Employment was dominated by full-time positions (+9,500) as they accounted for 83% of the year-over-year employment growth. Employment gains were split evenly (50%) between men (+5,000) and women (+4,500), while the other age cohorts cancelled each other out. (Chart 3) **An An Aqueduct.**

Growth in the working age population and the labour force exploded in 2023. The Saskatoon CMA's working age population (15 years and over) grew by 12,000 in December 2023, accounting for the highest annual growth on record. Moreover, the labour force—the total of both employed (+11,500) and unemployed (+5,000) persons—grew by 12,000 persons year-over-year, almost five times larger than the pre-2023 average.

Saskatoon's seasonally adjusted employment rate stood at 67.9% in December 2023, an increase of 0.1 percentage points from December 2022. This is because the growth in the labour force (+11,500) outpaced employment growth (+9,500) throughout both the participation rate (+2.2%) and the employment rate (+0.7%) increased relative to December 2022.

Using the same data, employment in Saskatchewan increased by 20,200 persons over the period (Table 2). **Saskatoon accounted for almost 57% of the year-over-year employment growth in the province in 2023.**

Since December 2016, the number of persons employed in the Saskatoon CMA has increased by 36,900 (+22.2%) with employment in the rest of Saskatchewan increased by 1,600 persons (+1%), going back to December 2016, the number of persons employed in Saskatchewan increased by 45.3% when it represented 10.7% in the rest of Saskatchewan (Chart 2).

*All data in this document is reported as a three-month moving average, unless explicitly stated otherwise.



Leading the Way: Strong Labour Market in December 2023

According to the December 2023 Labour Force Survey released by Statistics Canada, the Saskatoon Census Metropolitan Area (CMA) had 11,500 (+6.1%) more persons employed than it did in December 2022. This was the second highest year-over-year employment growth for Saskatoon recorded in December (+14,000 in December 2021) since the data set began in 2006. As of December 2023, the Saskatoon CMA had 199,000 persons employed.

Saskatoon had the second highest seasonally adjusted employment growth rate at 6.8%, just behind Regina. Saskatoon's seasonally adjusted unemployment rate came in at 5.6%, sitting at the CMA average.

Saskatoon had the highest seasonally adjusted labour force participation rate (71.9%) 4.5 percentage points above the CMA average. Saskatoon had the highest employment rate (67.9%) 4.3 percentage points above the CMA average.

Regions like Saskatoon that have younger populations, tend to have higher participation rates and employment rates, all things equal.



Saskatoon Forestry Farm Park & Zoo Receives Thomas R. Baines Award

The Saskatoon Forestry Farm Park & Zoo was honoured and proud to be the recipient of the Thomas R. Baines award at the 2023 Canada's Accredited Zoos and Aquariums (CAZA) Annual Awards of Excellence.

The Thomas R. Baines award recognizes excellence in habitat design and development as well as the ability to apply unique approaches to animal care and welfare.

The Small Mammal House opened on June 10, 2023, following extensive renovations to the exterior and interior of the former Children's Zoo. The interior features an open space educational area where participants can see, hear, and smell the animals providing a fully immersive learning experience.

There are also three new habitats on the second floor featuring naked mole rats and African soft fur rats. On the main floor there are new habitats for crested porcupine, meerkats, ring-tailed lemurs, and Goeldi's Monkeys along with enhanced spaces for zookeepers to continue critical conservation work and provide the highest quality care for the animals that call the zoo home.



KUDOS FROM THE PUBLIC



"The City of Saskatoon is a very beautiful, scenic, interesting city. Government officials and civic leaders do outstanding work for the citizens and visitors alike."

"Thank you to the parking enforcement officer who went out of their way to help get my stranded vehicle home from Laurier Drive and Confederation Drive."

"I really appreciate the focus our current Council and Mayor have put on making the roads safer for bike traffic as well as vehicle traffic. Thank you!"



"Garbage collector did an awesome job! Really impressed with driver - bin was picked up and set down swiftly and gently. No garbage spilled; bin stayed upright."

"Thank you for paving 23rd St from Ave H to Idylwyld."

"Thank you for looking out for our most vulnerable!"

"While walking today I came across a crew removing snow on 25th St. W. I was really impressed with the job being done - it's a big job requiring lots of on-site coordination (including I noticed someone with a shovel in the corner!)."

"Thank you to snow removal crews for removing the piles on 28th Street!"



KUDOS FROM THE PUBLIC



"I was in touch with you back in February about a giant snow pile covering our catch basin. I was entirely skeptical that the water would drain well but am super pleased to report that you were completely correct. The water has been draining away no problem, with little to no puddles accumulating. Thank you for your original response and for your expert knowledge."

"I would like to send a huge thank you to the snow clearing crew that cleaned Dufferin Avenue. My parents are in their 80s and to be able to access their driveway is a huge help in keeping them in their home longer - every bit of help goes a long way! Thank you!"

"Thank you - reported graffiti online and it was removed!"

"Thank you for your quick attention to my request for snow clearing at Edward McCourt Park. I sent a request on Tuesday, and someone was out clearing the snow on Wednesday. The guy did a very good job!"



"Huge thank you to the Customer Service team! They always know how to help and if they don't, they dig until they find the answer. Thank you so much for all the support and help throughout the years."

"Customer Care Centre is always very helpful and go the extra mile to provide information. Great job!"

"I just had a sewer service the other day and wanted to pass along my thanks to the Customer Service workers who explained what to expect and how soon of a timeline we would see. Thank you!"



"The crew that keeps Fred Mendel Park in tip top shape deserves a huge shout out!"

"Way to go SFD (Saskatoon Fire Department). Always supporting our students and community."

"Thank you for pruning our trees!"

"Thank you all for your dedication. Keep up the amazing work. Stay safe."

"I've been meaning to tell you all summer that I really love all the planters you guys have done, especially along 22nd St W."

"I just wanted to say great job on redoing the paving on the multi-use path on the east side of the river, north of the University. It really needed it and it is fantastic now. Thanks."

"Huge thank you to the Parks department for keeping the Chief Whitecap dog park plowed and accessible all year round; I just had a hip replacement, and it was wonderful to walk the park even in the winter."

"I want to thank the City and the grader operator who cleared our back alley last night. They did an excellent job of giving those of us who use the back alley as a road to our garages a clean, smooth surface to drive on. I appreciate the work you do and the service that was provided."



KUDOS FROM THE PUBLIC



"The sewer cleaning service offered by the City of Saskatoon is exceptional. The current telephone operators are friendly and are easily understood. Wait times are acceptable, and the people doing the work are always great. They are professional and friendly."

"We know that it is no small job to clear snow from countless kilometres of city streets, and that it takes time, effort, and coordination to make it possible. Please extend our thanks to snow removal crews and to the managers, mechanics, and other employees who are helping to make the clean-up happen. We are so appreciative of everyone's work, and none of these people hear that often enough!"

"Thanks so much for all our City employees keeping Saskatoon running!"

"Huge thank you to all the crews who updated our streetlights a while ago, they work great!"



"I reported a crosswalk button that was malfunctioning in the middle of the night and within 2 days the City already had it repaired! Awesome job."

"You might be hearing negative comments about the new bins and composting. Here is a positive one. We are thrilled with the new bin! I just cleared up the twigs and other garden waste from a corner of the back yard that has always been difficult to manage."

"You've come up with a great program that can really change people's thinking and routine - and massively improve the City's handling of waste. Please try not to worry too much about the kinks and squeaks in the rollout!"



"We had a crew come by for our sewer problems and they were amazing; they worked really hard to get our lines cleared, we flushed out the lines and our water is coming through clear now."

"Thank you so much for implementing the Curbside Organics Program! I am so excited for this to begin!"

"Thank you for the Assisted Waste Collections (AWC) Program. The employees are doing a great job - they are always polite and pleasant and do not receive enough credit."



"Huge thank you to the very kind man who delivered a water trailer to my street when there was a water main break. He took the time to show me how to fill my containers and was so friendly during our entire interaction."



"I reported a missed collection yesterday and the truck was already sent back to pick up my garbage. Thank you for the excellent service!"

"Your boulevard pots are spectacular! I wish my full sun pots looked like yours. My friend visiting from BC also remarked on how stunning they are. What's the secret? Thanks"

"... Your flower pots were glorious. This year I have noticed how stunning they were. We appreciate the work you do to beautify the City."



SPOTLIGHT ON SERVICE FEATURE



Street Sweeping – A Decade of Continuous Improvement

In 2012, the City of Saskatoon received several requests to improve the street sweeping program. Four primary factors contributed to resident concerns:

- Poor compliance with parking regulations led to street sweepers navigating around parked vehicles.
- Residents did not know what to expect. They felt they were not being adequately informed of program details, schedule changes and delays.
- The program felt static and not improving each year.
- The program did not have a structured framework for service delivery that aligned with changing customer needs and expectations.

The City's response to requests for improvements started with the question: what changes could be made to improve the 2013 street sweeping program to meet resident expectations? To answer this question, the City of Saskatoon completed a review of the street sweeping program and implemented a pilot study in the fall of 2013 to test new design concepts.

Key program design concepts and initiatives that evolved from the pilot study include:

- Creation of a communications flow model with a dedicated Customer Care Centre to manage all inquiries.
- New highly visible, dual purpose "No Parking" sandwich board signs that are placed a minimum of 36 hours in advance of street sweeping.
- Prioritized neighbourhoods with the highest density of trees and risk of flooding identified for a fall sweep in the river valley target zone.
- Enforcement of temporary parking restrictions and relocation of parked vehicles to a nearby street to allow for sweeping of residential neighbourhoods.
- Enhanced advertising, media relations, and communications plan.
- Stakeholder closeout and lessons learned session at the end of the program.

Since the completion of the pilot study in 2013, the model of continuous improvement has been followed for each successive program cycle. Council approval of the 2017 service levels for the Street Cleaning and Sweeping service line has had the greatest impact on the program, as it drives informed decision making to meet residents' expectations within a growing city and a limited budget.

The City currently allocates approximately **\$4.8 million dollars** for the Street Cleaning and Sweeping Program which consists of the following four sub-programs: 1) Spring Debris Removal, 2) Spring Comprehensive Street Sweep, 3) Summer Housekeeping and, 4) Fall Street Cleaning for Drainage improvement.

In 2023, ten years after the fall pilot study, the street sweeping program is mature and the model of continuous improvement is embedded in the program.



RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION



Ceremonial Spaces

Indigenous community members have expressed interest in the development of urban spaces for wellness and cultural revitalization, where Indigenous people can practice their diverse traditions.

A report prepared by the Office of the Treaty Commissioner for the City made the following recommendations: Increase the number of spaces dedicated for ceremony and ensure these spaces are adequate and properly resourced.

The City has been working alongside other community partners to explore the feasibility of this. The partners include City of Saskatoon, Meewasin Valley Authority, Saskatchewan Health Authority, Saskatchewan Indigenous Cultural Centre, Saskatoon Police Service, Saskatoon Tribal Council, University of Saskatchewan, Wanuskewin Heritage Park.

A gathering was held at Prairieland Park on March 25-26, 2023, to advance this area of discussion. The community partners are not leading the project; rather, they are creating the opportunities and support for the conversations to take place.

City of Saskatoon Adopts a New Reconciliation Definition

On January 18, 2023, the City of Saskatoon adopted its own definition of Reconciliation:

“The City of Saskatoon and its employees are committed to (re)conciliation through remedying past wrongs, restoring and establishing honourable relationships, and respecting inherent and treaty rights for a thriving shared future and miyo-pimâtisiwin (The Good Life).”

It was not a short road to arrive at this new, shared definition. City employees participated in a great deal of consultation before it was agreed on. We were intent on:

1. Delivering a working, concrete definition of how Treaty implementation and Reconciliation are understood at the City of Saskatoon and how it applies to the roles and responsibilities of each department in the City.
2. Landing on a definition that was understandable to the City of Saskatoon’s departments and divisions so they can see themselves in it and understand how it applies broadly to their policies and personally to their interactions.

Adopting its own definition for Reconciliation helps the City on its Journey of Reconciliation by having a clear sense of where we’re going.



Red Dress Day Installation at City Hall and Red Dress Day Awareness Walk

May 5 is Red Dress Day, the National Day of Awareness for Missing & Murdered Indigenous Women, Girls & Two-Spirit people.

On May 5, 2023, the City hung red dresses and posted messages on the lawn between City Hall and 24th St E to help raise awareness and demonstrate support for this crisis.

In the evening, the City supported a Red Dress Day Awareness Walk, starting and ending at the Vimy Memorial Bandstand.



Reconciliation Tipi Project

Three young Indigenous artists from the community were asked to paint a new community tipi inspired by conversations with Elders, Knowledge Keepers, community members, and youth. The artwork and designs reflected the land, spirit, and people of Saskatoon.

The painters set up in the Rемаi Modern's Cameco Learning Studio from April 28-30, 2023. Visitors were invited to hear the artists share teachings, watch the painting take shape, and even take their own turn with the brush.

The final tipi was unveiled at the annual Reconciliation Flag Raising Event in Civic Square on May 29, 2023. It's available for community events by request IndigenousInitiatives@saskatoon.ca.

This project was made possible with the support of the City, Reconciliation Saskatoon, and the Rемаi Modern. Special thank you to artists Honey Constant-Inglis, Josh Whitecalf, and Autumn Baptiste.



RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

Reconciliation Flag Raising Marks Start of Season of Commemoration & Reflection

The City and Reconciliation Saskatoon joined together with community on May 29, 2023, to raise the Reconciliation Flag in Civic Square. This is an annual event that attracts more and more attendees with every passing year.

The Reconciliation Flag represents a commitment to Reconciliation, which is the process of building bridges between Indigenous and non-Indigenous peoples. It's raised the same time every year to set the stage for the season of commemoration or reflection that is June which marks National Indigenous History Month and includes National Indigenous Peoples Day on June 21.

The 2023 event included drumming, singing of the Métis Anthem, performances by Indigenous dancers, and remarks from community leaders.

“Over the past several years we have seen so many people and organizations step forward and commit to the path of Truth and Reconciliation in our city. These steps have been very important, and we still have much work to do as we move from words to actions.”

There are far too many families, children, Survivors in our community who face enormous barriers every day in our community and province. People who do not experience Saskatoon as a place of support and belonging. Let's lean in now and build a better path by humbly recognizing the ways that have failed and boldly co-create the way forward with Indigenous partners.”

~ Mayor Clark

The Flag Raising program concluded with an encouragement to take advantage of the numerous Indigenous events and learning opportunities that take place over the course of June.



City Reconciliation Visual Identity

On May 29, 2023, the City unveiled a new **City of Saskatoon Reconciliation Visual Identity**. The design was developed through consultation with community Elders, Knowledge Keepers, Residential School Survivors, and others with lived experience.

It was carefully and purposefully designed to include significant imagery capturing Saskatoon and our shared journey forward on the path to Reconciliation.

How did we arrive here? In 2019, the Office of the Treaty Commissioner (OTC) began to review the City's progress in Reconciliation actions and identify gaps and opportunities for increasing the impact of work. This was done in partnership with the City's Community of Practice, which includes City employees from various divisions who act as champions around Truth and Reconciliation. The result was a report entitled *Assessing and Advancing the City of Saskatoon's Journey Toward Truth, Reconciliation and Treaty Implementation*.



The report was received by the City in January 2020 and indicated a critical need for the City to better promote its Reconciliation work among City staff and in the larger community. It was noted that the City's Reconciliation work was significant; however, there was very little visibility beyond those directly involved. This resulted in a reduced overall impact.

It was recommended that the City create a communications strategy and design marketing materials. One of the ways the City decided to address the issue of low visibility was to create a distinct Reconciliation Visual Identity. The objective of the visual identity was to help depict the Reconciliation work happening at the City of Saskatoon internally to City employees and externally to residents and visitors.

The creation of a visual identity is intended to assist residents and visitors in their awareness and understanding of the City's journey to Reconciliation.

The hope is that it will become recognizable as a prompt for activities, events, and opportunities related to Reconciliation.

On October 25, 2023, during the City Council meeting, the Reconciliation Visual Identity was installed in Council Chambers behind the Mayor's dais. When visiting Council Chambers or joining the LiveStream for Council/Committee it is displayed behind the Mayor.

Learn more about the Reconciliation Visual Identity and the significance of its visual components at saskatoon.ca/Indigenous.

RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

City Participation in Indigenous Peoples Day Community Celebration

The City played a role in the Saskatoon Indian & Métis Friendship Centre (SIMFC) Annual Community Indigenous Peoples Day Celebration in Victoria Park.

Once the City's new Community Tipi was set up by senior City administrators, it was the home of various programming throughout the day-long celebration, including Tipi Teachings, Elder Teachings, and several sessions on the process of developing a new Reconciliation Visual Identity. Adjacent to the tipi, the City's Indigenous Employment Coordinator hosted a recruitment kiosk.



City Holds Very First Reconciliation Town Hall

On June 20, 2023 the City hosted its first ever Reconciliation Town Hall for City staff. For the first time in history, a Smudging Ceremony was hosted in the City of Saskatoon Council Chamber. Thank you to Elder Gilbert Kewistep who was able to join us and lead us through that experience.

The Town Hall included:

- Updates on Reconciliation work happening at the City and in partnership with community.
- A presentation on Indigenous Procurement.
- A presentation on urban reserves. This covered some of the ways we all benefit from having urban reserves in Saskatoon like: expanded economic opportunities and employment, new revenue streams to support programs and services, cultural spin-offs for the city and surrounding area, enhanced government-to-government relations.
- A presentation by Trevor Bell, the Director of Saskatoon Light & Power, who shared his personal Reconciliation journey.

The event also included the Honour Song by Young Scout Drummers and performances by World Champion Hoop Dancer, Charles Denny and Métis Champion Jigger, Courtney Anaquod.

Lac La Ronge Indian Band Urban Reserve Designation and Signing Ceremony



On August 30, 2023, City Council approved the proposed content of the **Municipal Services and Compatibility Agreement** for the Lac La Ronge Indian Band. This will pave the way for urban reserve designation of the land in the Marquis Industrial Neighbourhood. The Board of Police Commissioners was presented the corresponding **Police Services Agreement** at their meeting on August 24, 2023.

and the City. This was an opportunity to celebrate the historic designation.

Once the property is formally designated as a reserve by the federal government, it will become the tenth urban reserve in Saskatoon. For more information on urban reserves, check out [Urban Reserves & Treaty Land Entitlement | Saskatoon.ca](https://www.saskatoon.ca/urban-reserves-treaty-land-entitlement).

On September 11, 2023, the City hosted a special signing ceremony to honour the relationship between the Lac La Ronge Indian Band

City Hosts Second Annual Survivors' Flag Raising in Civic Square

On September 25, 2023 the City hosted members of the Saskatoon Survivors Circle in Civic Square for the second annual raising of the newly created **Survivors' Flag**. This event was open to all.

The Survivors' Flag is an expression of remembrance, meant to honour residential school Survivors and all the lives and communities impacted by the Residential School system in Canada. Each element depicted on the flag was carefully selected by Survivors from across Canada.

The discoveries of unmarked graves found on the grounds of former residential schools sparked heartfelt responses of mourning throughout Canada and from across the globe. As members of the public inquired about how they could show respect, many Survivors discussed remembrance and the creation of a Survivors flag as a salient and accessible symbol to honour the lives impacted by the residential school system.

The City of Saskatoon's 2023 flag raising ceremony included: Indigenous cultural performances, remarks from Survivors and dignitaries, a Moment of Silence for the Children, and the raising of the flag by Survivors Rick Daniels, Irene Sharp, Ida Jean Skarjstad, and Florence Highway.



RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

2023 Rock Your Roots Walk for Reconciliation

The Rock Your Roots for Reconciliation is hosted by Reconciliation Saskatoon with the support of City of Saskatoon. The intent of this event is to answer the Truth and Reconciliation Commission (TRC) Calls to Action by demonstrating a commitment to Reconciliation, honouring Residential School Survivors, and continuing work towards an inclusive community.

Participants are invited to wear an orange shirt and show their commitment to Reconciliation by joining together for a walk and brief program. The 2023 walk started at the Central Urban Métis Federation Inc. (CUMFI), and ended in Victoria Park, near the "Where Our Paths Cross" art installation.



Orange Banner Project

In the lead-up to 2023 National Day for Truth and Reconciliation on September 30, 205 orange banners with reconciliation messages were installed on light poles across the city. The banners, which were first unveiled in September 2022, are one way the City communicates its commitment to Reconciliation. The intent is to display them annually each September-October.

The orange banners are displayed on both sides of the river, connecting the west and east sides of the city. This signifies the building of bridges throughout our community.

There are 10 different banners, each featuring the words of Residential School Survivors and their descendants. They read as follows:

- **Banner #1: More than 150,000 attended residential schools**
- **Banner #2: Many never returned home**
- **Banner #3: It isn't just Indigenous history**
- **Banner #4: It is our shared history**
- **Banner #5: We are telling our stories**
- **Banner #6: Every Child Matters**
- **Banner #7: Over 160 years of pain**
- **Banner #8: But together we can heal**
- **Banner #9: Saskatoon Survivors Circle - ayacimoyok "We are telling our stories"**
- **Banner #10: Commitment to Reconciliation**

Saskatoon residents are encouraged to take note of and reflect on the banners' messages. They serve as a reminder that **Truth and Reconciliation is the responsibility of every individual in our community.**

The Orange Banner Project is an initiative of the City of Saskatoon and the Saskatoon Tribal Council. The 2023 installation was made possible with the support of Reconciliation Saskatoon and the Roman Catholic Diocese of Saskatoon Indigenous Reconciliation Fund. Thank you to Saskatoon Light & Power for their work in installing the banners.

MMIWG2S Bus Shelter Art Project – Revealed October 4 to Coincide with Sisters in Spirit Day

To coincide with Sisters in Spirit Day on October 4, Saskatoon Transit partnered with talented Indigenous artist Vanessa Hyggen, to unveil a new bus shelter at Preston Avenue and Adelaide Street. This is Saskatoon Transit’s fifth bus shelter in commitment to the Truth and Reconciliation Commission’s (TRC) Call to Action #79.

This year’s bus shelter was created in collaboration with family and community members affected by the tragedy of Missing and Murdered Indigenous Women and Girls (MMIWG), as well as Two-Spirit individuals. Vanessa skillfully integrated the shared thoughts



and emotions of the group. Her aim was to pay tribute to and raise awareness of the issues faced, provide a healing space, and encourage community members to speak out. The bus shelter stands as a tribute to the lives affected by this tragic issue, a call for justice, and a symbol of hope for a brighter tomorrow.

The other four Saskatoon Transit bus shelters displaying Indigenous artwork are located at the following locations:

- Confederation Drive & Massey Drive
- Rusholme Road at E.D. Feehan High School
- Broadway Avenue & 12th Street
- Clarence Avenue at Aden Bowman Collegiate

For more information, visit: saskatoon.ca/trc-bus-shelter-art.

John A. Macdonald Road Changes to miyo-wâhkôhtowin Road

On June 28, 2021, City Council directed Administration to start the process of renaming John A. Macdonald Road. The name change recognizes the ongoing harm in the community created by residential schools as John A. Macdonald played a significant role in the development of Canada’s Indian residential school system. Celebrating his legacy was troubling for many – particularly on the very road that has the city’s only Nêhiyâwiwin Cree Language and Culture program for K-9 Indigenous students across the city.

A significant amount of work took place as part of the renaming process. This included consultation with Indigenous leaders, Residential School Survivors, Elders and Knowledge Keepers, community residents, youth, and others impacted by residential schools and the legacy of John A. Macdonald. It also included efforts from numerous departments and staff.

The new name selected was miyo-wâhkôhtowin Road – Cree for good (miyo) relationship (wâhkôhtowin). This name was approved by City Council on September 27, 2023.

On December 7, 2023, the City hosted an event at wâhkôhtowin School to mark the historic installation of the first miyo-wâhkôhtowin Road signs. The event was attended by members of the renaming committee; Elders and Knowledge Keepers who contributed their perspectives to this initiative; students, staff and parents of wâhkôhtowin School; and a number of City

representatives including Mayor Clark and Councillors Kirton, Gersher, and Gough. Elder Roland Duquette provided a teaching on the Cree name miyo-wâhkôhtowin. He said it signified a new day of good relationships to bring residents of the community together.



RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

Eliminating Systemic Barriers: Indigenous Consultation

In 2023, the City's Reconciliation, Equity, Diversity, Inclusion (REDI) Department sought input from Indigenous employees. City staff identifying as Indigenous were invited to provide feedback about systemic barriers.

The City is working to eliminate systemic barriers. Systemic barriers are attitudes, policies, practices, or systems that result in individuals from certain population groups receiving unequal access to or being excluded from full and equal participation.

The work of identifying and eliminating barriers is going to make the City of Saskatoon a better place to work for future generations of Indigenous and non-Indigenous employees.



Living in Harmony Awards



The City's Diversity, Equity & Inclusion Advisory Committee held an event at Broadway Theatre on March 21, 2023 to award the 2023 Living Harmony Awards. The Living in Harmony Awards are awarded annually in recognition of efforts to promote diversity, equity, and inclusion and to combat racism. The awards can be presented to individuals, organizations, or to students/classes/school groups.

Award winners are announced on or around March 21 which the United Nations has declared the International Day for the Elimination of Racial Discrimination. This date is in observance of the Sharpeville Massacre (March 21, 1960) where law enforcement opened fire at a peaceful demonstration in South Africa against Apartheid pass laws. Saskatoon City Council also proclaims every March as Cultural Diversity and Race Relations Month.

The 2023 recipients were as follows:

Community Recognition: Sarah Kelly with Right to Skate – Recognized for fostering inclusive skateboarding meetups, camps, and events in Saskatoon for over 10 years. With Sarah's guidance, organization, and passion, Right to Skate has transformed the Saskatoon skateboarding landscape into an inclusive and welcoming community.

Community Recognition: Stephanie Cole with Wildwood School – Recognized for creating anti-racist and anti-oppressive groups in all schools she has taught in and as being the steady voice calling for action and recognition for people who are underrepresented or marginalized.

School Recognition: Holy Cross High School Truth & Reconciliation Club – Recognized for its work in the area of reconciliation awareness and action.

Since there were no in-person award ceremonies held in 2020-2022 due to COVID, recipients from those years were also recognized at the 2023 event. The names of previous award recipients can be found at saskatoon.ca/LivingInHarmony.

City Launched Powerful New anti-Racism Video Featuring Saskatchewan Athletes

On October 7, 2023, the City of Saskatoon launched a new anti-racism video in partnership with the City of Regina at the Saskatchewan Roughriders home game at Mosaic Stadium.

The video is a collaboration amongst a number of Saskatchewan sports organizations and athletes including the Saskatchewan Roughriders, the Saskatchewan Rattlers Basketball Team, Saskatoon Blades Hockey Team, USask Huskies, Fighting Sioux Lacrosse Team, Standing Buffalo Saskatchewan Lacrosse Association, and athletes Michael Linklater and Carol Lafayette-Boyd.

The City of Saskatoon's 2022-25 Strategic Plan states that it's a Council priority to advance work that contributes to the elimination of individual and systemic discrimination. In support of this, the City shares anti-racism messages to raise the collective awareness about the presence of racism and discrimination and to encourage each of us to be a bridge. View the video at bit.ly/Bridge-Sport.

"Using the powerful influence of athletes, we're seeking to shed light on racism in a way that's inspiring, positive, and empowering. We're hoping this video will inspire people to speak up when they hear something wrong. Racism can only exist if we allow it to."

— Mayor Clark



Centering the Voices of Persons Living with Visible and Invisible Disabilities

The City wants to increase awareness about the strengths people who live with different abilities, visible and invisible, have and bring to the City of Saskatoon.

In the lead-up to the **2023 International Day of Persons with Disabilities on December 3**, City employees were asked to share their experiences. We asked:

- What are your hopes for the City in relation to you and your career? What do you think our organization is doing well to cultivate an inclusive and respectful culture that is supportive of all?
- How have your differing abilities affected what you bring to the table as an employee? What are the "gifts" you bring to the City and what are the largest challenges you have faced and overcome?
- What are some of the different ways your colleagues have supported you as a City employee?

The work to increase the understanding and perspective of our work colleagues is ongoing. We want to highlight the strengths persons with differing abilities bring to the City, as well as the challenges of building a positive space for everyone.

RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION

Discussion with Ethnocultural Leaders on active Participation in Civic Life

The City is working on changing the way it does business in recognition that many systems and processes present barriers to marginalized groups. These are referred to as “systemic barriers”, and they result in individuals from certain population groups receiving unequal access or even being excluded. The City’s work at present focuses on identifying and eliminating systemic barriers in the following three areas:

1. Recruitment and retention
2. Engaging with the City
3. Participation on City boards and committees

For the past few years, we’ve been working with People Bridge Advocacy (PBA) to gather the experiences of members of the Black Community in Saskatoon. One of the recommendations in this report from PBA was around leader-to-leader relationship-building.

The City sat down with ethnocultural community leaders on November 25, 2023, for a substantive discussion on active participation in civic life in Saskatoon.



City’s Recognition of 2023 National Day of Remembrance and Action on Violence Against Women

The City recognizes December 6 as the National Day of Remembrance & Action on Violence Against Women. This day is about supporting those who have experienced gender-based violence and honouring those we’ve lost to it. It’s also a time to take action.

On December 6, 2023, the City’s Reconciliation, Equity, Diversity and Inclusion (REDI) Department asked employees to wear a moose hide pin as a way to initiate conversations on harmful words and behaviours that contribute to gender-based violence.

These pins demonstrate a commitment to honour, respect, and protect women and girls and were made available as part of the national **Moose Hide Campaign**.

Why a moose hide pin? We wished to promote the Moose Hide Campaign in 2023 in acknowledgment of the disproportionate gender-based violence against Indigenous women and girls and Two Spirit persons in our local community. Everyone that wore a pin was urged to tell five other people what it signifies. Sparking these conversations is an important part of addressing these issues.

The flags in Civic Square were lowered on this day to honour all victims of gender-based violence.



**MOOSE HIDE
CAMPAIGN**

**CAMPAGNE
MOOSE HIDE**



SASKATOON FIRE DEPARTMENT



Firefighter Introduction Recruitment Experience (FIRE) Cadet Program

The FIRE Cadets program gives high school students the opportunity to understand the firefighting career through a series of both classroom and hands-on learning. These skills are intended to contribute to one's success in all aspects of life, including future career applications.

Under the guidance of experienced Saskatoon Fire Department (SFD) instructors, the cadets participated in a range of firefighting and emergency services exercises including CPR accreditation, vehicle extrication, operation of hoses and hydrants, use of ladders and aerial apparatus, dark room search and rescue, water rescue and forcible entry. The cadets also participated in community-service related activities including needle and garbage pickup, and fire safety presentations to elementary school students. In total, the class completed more than 60 hours of training and community involvement.

In July, four of the cadets continued their work with SFD as temporary Summer Project Workers. The summer cadets were stationed at Fire Prevention station and were assigned duties such as encampment cleanups, scheduling public events, as well as Emergency Management Organization and maintenance tasks. During their eight weeks, the summer cadets assisted with 120 encampment cleanups and gained experience in a variety of duties across the fire service.

Regional Training Facility - Phase One

Phase One of the Regional Training Facility was completed in the fall of 2023. The new training grounds will provide dedicated space for consistent, controlled, and realistic training 365 days a year. Repetition and practice improve skills and safety for firefighters and ultimately enhances service to citizens.

Phase One of the project included the design of a storm drain system that captures used water and annual precipitation for reuse during fire training evolutions. Approximately 4.1 million litres of water are estimated to be reused for training purposes. Normally, this water would have been purchased through a local utility or trucked to the site from a civic facility, which will save the City money and build in a sustainable water reuse practice to our services.



Extreme Heat Water Distribution

Grant Funding: \$41,776.52

As part of the Saskatoon Extreme Heat Emergency Response Plan, the City of Saskatoon Emergency Management Organization (EMO) partnered with 27 community organizations to aid some of the most vulnerable members of the community. Through funds accessed from a federal grant of **\$41,776.52**, the EMO distributed bottled water on a weekly basis over the course of 13 weeks from June to September 2023.

In addition to bottled water, misting tents were also made available to the community partners. Misting tents were also used at large public events, such as the Fireworks Festival to ensure an option for participants to remain cool. To further increase access to water, EMO also supplied reusable water bottles to partners for redistribution. A pilot project of an outdoor water bottle filling station at the Westside Community Clinic started this year.



Operational Day Staff Model

In fall 2023, Saskatoon Fire Department introduced a Fire Operations Day Shift to relieve overtime pressure and allow for a graduated approach to building up experienced staff levels.

The Day Shift is comprised of six firefighters who are assigned to two different shifts. Each shift works a 40-hour week of 8 a.m. - 6 p.m., rotating Monday to Thursday and Tuesday to Friday.

In addition to regularly scheduled training, examples of additional training or initiatives achieved due to the utilization of Day Staff include CPR Instructor certification, thin ice and diver training, and fire ground survival training. The additional training helps SFD to provide the best service delivery possible in an emergency situation.

Due to implementation of the Day Staff shift, the following achievements were realized from October to December:

- No planned training was affected due to staffing shortages; and
- 1,304 hours (163 equivalent days) were contributed to additional training for staff.

Geographic Information System (GIS) Fire Districts Revamp

The project objective was the revamping of fire district boundaries after the addition of Fire Hall 5 to ensure accurate fire districts to guarantee effective dispatching, accuracy, and compliance with National Fire Protection Association (NFPA) regulations.

Shift Schedule Change

In 2023, the Fire Prevention team adopted a new working schedule to expand its operations and provide an enhanced level of service. Inspectors' shifts changed from Monday to Friday to a four-days-on, four-days-off schedule. This shift adjustment enabled Community Risk Reduction to extend its operations from five to seven days a week. Furthermore, the fleet vehicle count decreased as inspectors working opposite shifts could share a vehicle.



SERVICE IMPROVEMENTS



New Form Available for Public and Internal Employee Recognition

The City's employee recognition program consists of collecting the positive feedback from the public and nominating employee's for "High Fives", wherein employees are recognized for their great work. It's important that we reward the right stuff and maintain a positive and supportive workplace!

In 2023, we enhanced our internal employee recognition system and introduced one easy form to use for any purpose. We also added physical Walls of Appreciation in employee workspaces. Staff are enjoying the positive reinforcements and we plan to continue expanding on these efforts.

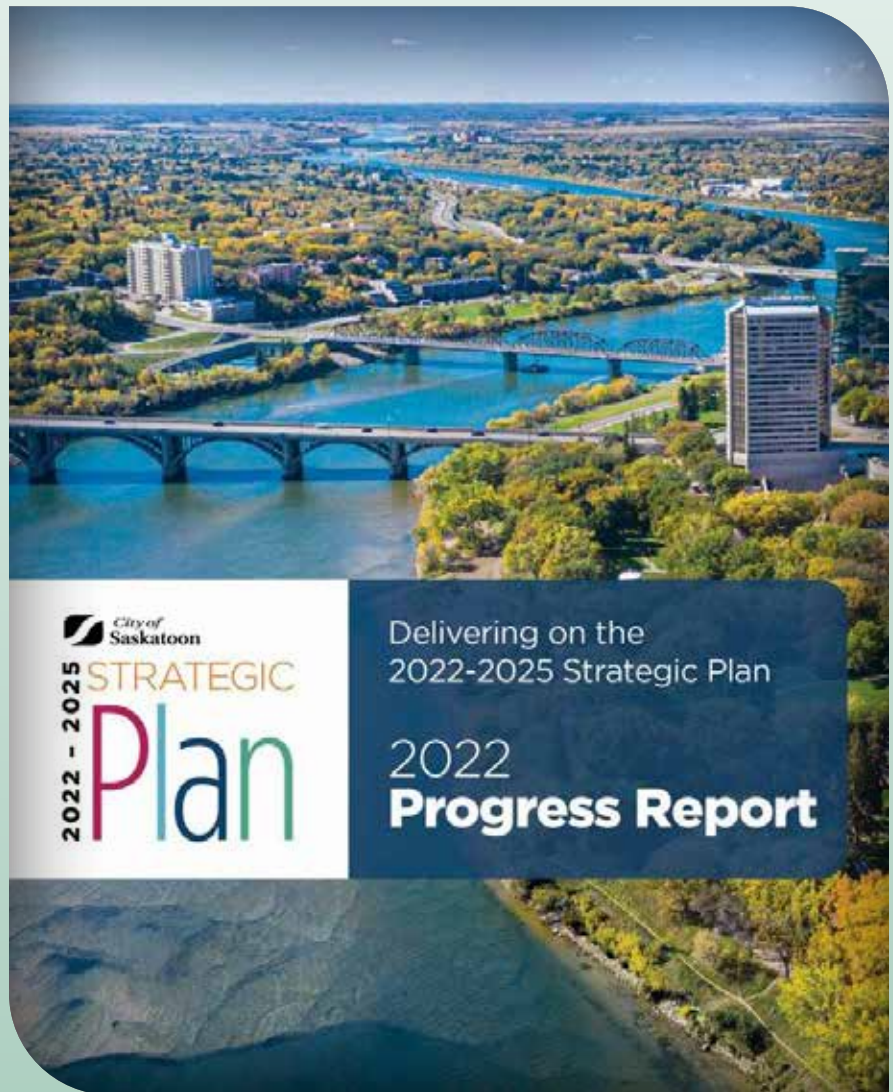
Strategic Plan Progress Reporting

On September 13, 2023, at the City's Governance and Priorities Committee (GPC), City Administration presented the first Strategic Plan Progress Report on the progress in 2022.

Strategic Plan Progress Reporting provides an update to the Administration, Council, and the public on the progress being made towards achieving the vision outlined in the Strategic Plan. It demonstrates where we are making strides and gives a clearer sense of where more time and energy is needed.

As of 2023, Progress Reports will be delivered annually and other updates about our strategic progress will be provided periodically.

The report was accepted by GPC and this document is available at saskatoon.ca/strategicplan.



Corporate Customer Service Training

The City of Saskatoon is always looking at ways to improve its internal and external customer service. In 2023, it continued enhancing the courses that support this objective including:

- **Culture of Service Level I** – A full-day workshop recommended for all City employees.
- **Culture of Service Level II** – This half-day workshop is for Service Ambassadors.
- **Creating an Exceptional Customer Service Team** – This training focuses on creating the culture to improve citizen service.



Shared e-Scooter Pilot Project

The two-year Shared e-Scooter Pilot Project consists of two companies (Bird & Neuron) operating up to 500 e-scooters in Saskatoon. The City of Saskatoon developed the framework and issued permits allowing the two companies to operate during 2023 and 2024. E-scooters provide an alternative transportation option for residents to move around the city with the added benefit of reducing traffic congestion.

In 2023, there were a total of 114,317 e-Scooter rides.



Implementation of the Sodales Incident Reporting and Investigation Model

The implementation of the Sodales Incident Reporting and Investigation module resulted in shutting down multiple different reporting processes across the City and aligning to one system. The use of one system allows the corporation to have one process for reporting, investigation, follow-up, and closing of incidents along with the ability to provide accurate reporting for the entire corporation.

Additionally, a Sodales Disability Management module has been implemented to support the Employee Health Services team manage employee cases due to occupational or non-occupational absence from the workplace.

It allows for improved case management functionalities and secured information access and storage.



SERVICE IMPROVEMENTS

Finance Saves

Savings: \$138,000

Due to process changes brought about in part from the implementation of SAP, the City's Enterprise Resource Planning System, Corporate, Corporate Financial Services was able to reduce 1.0 Full-Time Equivalent (FTE) for data entry related positions and 1.0 FTE for a Secretarial position.

These reductions reduced the need for additional FTE requests through the budget process and allowed analytical work and additional work on government funding tracking and processing to advance. The positions reduced were approximately **\$138,000** which was allocated to support other ongoing work.



Supply Chain Operations Improvements

In 2023, the Inventory and Asset Disposal team in the Supply Chain Management department made significant strides in enhancing its support for the City of Saskatoon operations. Operating efficiently behind the scenes, the department has achieved notable advancements in various areas. Key contributions and advancements of this department include:

1. Management and provision of inventory for various City departments including Facilities, Saskatoon Fire Department, Parks, Saskatoon Transit, Roadways, Fleet and Support, Saskatoon Water, and Water and Waste Operations.
2. Integration and support of SAP supply chain functions across all warehouses as well as expansion of services to include all departments.
3. Implementing environmentally responsible practices through the recycling of scrap metal, used batteries, printing toners, scrap metal, and electronics as part of the City's sustainability efforts.
4. Efficient processing for the disposal of surplus materials, equipment, and assets, ensuring optimal asset utilization and implementing cost recovery strategies to enhance fiscal efficiency.
5. Ensuring the security and preservation of artifacts and antiquities for the Heritage Society as well as storing and maintaining urban design and new building materials.
6. Achievement of cost savings through joint efforts with the Supply Chain Management and Facilities Management departments in the acquisition and storage of commonly utilized supplies, emphasizing the department's commitment to fiscal responsibility and resource optimization.



Remai Modern Receives Clean Air Award

Savings: \$92,500 annually

Remai Modern Building Operators completed a course hosted by the National Air Filtration Association (NAFA), which gains them the title of a National Certified Technician. We currently have two operators on site with this certification and a third working towards completing the certification.

At the beginning of 2023, the operators acknowledged that the current carbon filters were coming to the end of their lifecycle. Over the course of the year, the team worked closely with BGE Indoor Air Quality Solutions. Due to the complexity and the air requirements of the building, BGE aided the team to provide the best products for the occupancy requirement of the building. The goal was removal of contaminants from air that can affect artwork and overall comfort in the building. Through the work completed in 2023, in conjunction with BGE, Remai Modern was nominated for a Clean Air Award from the NAFA.

The purpose of the Clean Air Award is to recognize leadership and excellence in air filtration by selected air filter users and to promote the NAFA and its member companies. The Remai Modern won this award in 2023 for a demonstrated concerted effort to provide a clean indoor environment by using proper air filtration products.

Cost savings measure:

To completely replace the current carbon filters would have cost the City of Saskatoon roughly **\$200,000** every two years. Through the process the operators initiated with BGE and training they acquired on renewing the life of our current filters, they decreased that price to **\$15,000** every two years. These efforts resulted in **\$92,500** in savings annually.



Raising Awareness About the Right to Access Information and the Importance of Transparent Government

The City of Saskatoon as a municipal government strives to operate openly and transparently when providing members of the public with access to records in the possession or control of the City. The right of access to information belongs to everyone and is a key enabler for making it easier to request information and documents held by the City.

To continue to raise awareness about the right of all residents to access information held by public bodies and the benefits of transparent, open and accountable government, the City acknowledged national *Right to Know Week* September 26-October 2.

In our commitment to continuous improvement, ongoing enhancements continued to be made to the City's Access to Information webpage on [saskatoon.ca](https://www.saskatoon.ca).

SERVICE IMPROVEMENTS



Internal First Aid Training

Savings:
\$40,000 over three years

Through cross-divisional collaboration, various departments in the City were able to combine First-Aid and CPR training needs and opportunities. This resulted in the Recreation and Community Development department being able to offer trainings to City staff. By utilizing SAP, signing up for the training was more efficient and easier to track.

Because of the internal training offering, the City was able to avoid approximately **\$40,000** in cost over the next three years.

New Ward Boundaries Established in Saskatoon; Preparing for Saskatoon's Next Civic Election

In 2023, the Municipal Wards Commission established new ward boundaries which will come into effect with the 2024 Civic Election.

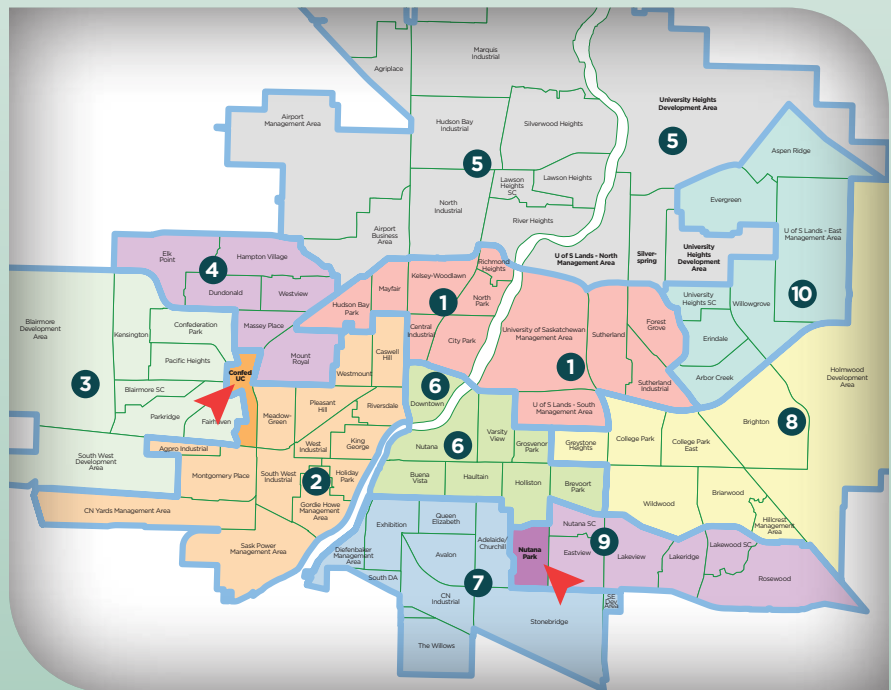
Under *The Cities Act*, each ward must meet legislated population variance requirements. Population statistics showed the populations of Ward 2 were below the variation limit and Ward 7 exceeded the limit.

As such, the Municipal Wards Commission sought input from residents in two phases, presenting three options in the initial phase and two revised options in the second phase. After careful consideration, the Commission made its decision to alter ward boundaries based on feedback received, legislated population requirements, community connections and interactions, and the integrity of neighbourhood boundaries.

The Commission presented its decision to City Council on November 22, 2023. New ward boundaries incorporate the following changes from existing ward boundaries:

- **Confederation Urban Centre, currently Ward 3, moves to join Ward 2**
- **Nutana Park, currently Ward 7, moves to join Ward 9**

The new ward boundaries will take effect with the 2024 municipal and school board elections on November 13, 2024.



Well-Attended Annual Civic Pancake Breakfast Raised Over \$11K for United Way Saskatoon & Area!

Well done, Saskatoon! Flip flip hurray, we're thrilled to share that the weather cooperated, and an excellent crowd came out to attend the 47th Annual Civic Pancake Breakfast on June 15, 2023.

Thanks to your generosity, Saskatoon, we made an even larger donation to United Way Saskatoon & Area in 2023!

Having served up a total of 1,156 hearty pancake and sausage breakfasts and of course, lots of hot coffee, we're very proud to report that the breakfast attendees, volunteers, and valued sponsors of our 47th Annual Pancake Breakfast helped us successfully raise **\$11,118** (including tips) for the **United Way - Saskatoon and Area**, exceeding last year's 2022 donation by \$1,335!

At a time when kindness is needed more than ever, generous breakfast attendees purchased and donated 133 Act of Kindness Breakfasts for the Kindness Board. We are pleased to report that 100 people were able to enjoy a hot breakfast that day!

Way to go Saskatoon! We are sure the momentum for the Kindness Board, sponsored by Saskatoon City Employees Credit Union, will continue to grow year after year!

City of Saskatoon 47th Annual Civic
Pancake Breakfast
All fundraising proceeds to: United Way Saskatoon & Area
Thursday, June 15, 2023
7:30 a.m. - 10:30 a.m. Rain or Shine
Outside Civic Square
beside City Hall, 23rd St. E
\$7 per plate
Includes pancakes w/toppings,
sausages, coffee & juice



SWIMMING SERVICE IMPROVEMENTS

Additional Swimming Lesson Opportunities

In the fall of 2023, the Program Team conducted a review of the swim lesson formats and offerings available at various leisure centres. The objective of the review was to increase the number of swim lesson opportunities in order to meet the growing demand for swim lessons.

As a result, Lakewood Civic Center adapted its swim lesson formats by reducing the number of 10-lesson options and increasing the number of 8-lesson options available. This change led to a 21% increase in registrations due to the increased number of swim lesson offerings. Additionally, Shaw Centre introduced a Sunday morning swim lesson set that was also well-received.

5-Day Lesson Sets

During the Fall 2023 season, Lakewood Civic Centre offered 5-day swim lesson sets. These condensed sets are perfect for those who are short on time and cannot commit to a full lesson set, those who need to brush up on a specific skill or two to complete a level, or those who simply want to feel more comfortable in the water. These swim lessons sets were 88% filled and will be offered again in the spring and summer seasons.

Lawson Civic Centre Summer Swim Lessons

During the summer of 2023, the Lawson Civic Center Program Team piloted a new format for swimming lessons. Instead of previous years' Monday to Friday, two-week sessions, the new format offered one lesson per week for eight weeks or two lessons per week for four weeks. This change also allowed for more registration spots. The new format was well-received by residents of Saskatoon and resulted in a 30% increase in lesson volumes.

Lifeguard Staffing Levels

The City of Saskatoon and counterparts across the nation had to shut down lifeguard certification and recertification classes during the height of the pandemic. Upon reopening, class sizes were reduced as per safety guidelines, leading to fewer certified lifeguards.

Despite a national lifeguard shortage, Recreation and Community Development (RCD) staff have made a concerted effort over the past two years to ensure staffing levels were maintained and continue to provide quality aquatic recreation opportunities for the residents of Saskatoon.

Through creative and on-going recruitment of staff, information sessions, increasing training opportunities and course offerings and the development of a lifeguard bursary program, RCD is running with a full contingent of staff. These staffing levels ensure that patrons of City of Saskatoon facilities receive access to programs, training, and safety supervision from these staff that are trained to the highest level and happy to serve!





ROAD, WATER, AND SEWER IMPROVEMENTS

Did You Know?

Since 2014, when the City began investing millions of dollars more into roads, more than **2,100 lane kilometers** of roadway have been rehabilitated, which is the approximate driving **distance between Saskatoon and Chicago, Illinois.**

Full Slate of 2023 Road and Water Main Construction Projects

Installing new water mains Downtown and extending the lifespan of the Circle Drive North Bridge were just some of the major priorities for the City of Saskatoon during the 2023 construction season. Overall, more than 200 lane kilometers of roadways were improved, including roads repaved following water main replacements in neighbourhoods like Downtown, River Heights, Varsity View and on 33rd Street West.

City Council invested approximately **\$67.19 million** in 2023 for road construction and maintenance including initiatives like pothole patching, line marking and street sweeping. High traffic roads resurfaced included:

- Circle Drive North westbound between Millar Avenue and Alberta Avenue
- Wanuskewin Road from 71st Street to Penner Road
- Idylwyld Drive southbound from 60th Street to 51st Street
- Sections of Preston Avenue between Preston Crossing and College Drive

\$67.19 Million

invested in 2023 to improve Saskatoon's roads, bridges and sidewalks.



206 km
of road construction

Including:

- > Circle Drive North resurfacing
- > Preston Avenue resurfacing
- > Wanuskewin Road North resurfacing
- > Circle Drive North Bridge rehabilitation
- > Water main replacement locations



621 lane-km
of road lines and
1,216 crosswalks
painted



Snow Problem for the City of Saskatoon!

The City of Saskatoon has received several requests in recent years to enhance its School Zone Snow Removal Program.

Four primary factors have contributed to the recent concerns:

1. More snowfall accumulations than in typical winter seasons
2. Increased number of parents driving their children to school
3. Some schools with large and growing student populations sharing the same school zone
4. Narrow streets adjacent to some schools

Engagement sessions for this project involved both internal and external interested parties through in-person and virtual meetings.

Multiple close-out meetings were held with the snow removal contractors at the end of the winter season, where they expressed that they felt that the program was efficient and effective. They also noted that the work notification and communication processes were sufficient, the 72-hour time frame to complete work was reasonable, the yellow 'No Parking' signs worked well when posted a minimum of 24 hours in advance, and that there was high vehicle compliance. In addition, they found traffic and safety concerns were minimal because the work was completed at night when there is less traffic and schools are closed.

As part of the project, all schools were invited to complete a survey and provide feedback on the program. Key concerns raised by respondents were child safety, available parking, traffic congestion, and school prioritization.

To develop program enhancement options, a prioritization method for ranking school zones was developed. Each school zone was

evaluated and ranked based on the following characteristics: school type (elementary or high school), enrollment, number of buses, and street width at the primary drop-off and pick-up locations.

By following the model for continuous improvement, the City was able to improve the efficiency, effectiveness, and safety of the school zone snow removal program. These improvements are all becoming foundational in the further development of the program in the future.



Intersection Improvement

In Summer 2023, improvements were made to Main Street at its intersection with Clarence Avenue. This was done in response to resident concerns about safety at the intersection and short-cutting on Main Street by non-local traffic. Drivers are now required to turn right on Main Street, eliminating the potential for collisions, which were common at the intersection.

Two public engagement events were held prior to the installation to present the recommended improvements to the public and to gather feedback. In March 2023, City Council approved the proposed improvement on Main Street.

This project improved safety for all road users. The existing pedestrian-actuated signal was modified to allow pedestrians to cross both sides of Clarence Avenue and bicycle actuation was included to allow cyclists to safely cross Main Street.

A blue poster titled "School Zone Snow Removal". It features silhouettes of a child and an adult. The poster is divided into sections: "What you can expect:" with two bullet points and icons, "How you can help:" with three bullet points and icons, and "To report a concern:" with contact information. At the bottom, it says "City of Saskatoon" and "SNOW CREWS AT WORK".

School Zone Snow Removal

What you can expect:

- To improve visibility where children are dropped off and picked up, City or contractor crews remove the piles once the average height of snow piles is 90 cm.
- The City measures the height of snow piles in school zones once all priority streets grading is complete.

How you can help:

- For their safety, keep children off the snow piles. The piles are not as sturdy as they can appear.
- Be courteous and do not block traffic by parking beside a snow pile.
- Watch for No Parking signs posted a minimum of 24 hours in advance of snow removal and move your vehicle so the City can access the snow piles.

To report a concern:
Customer Care Centre
☎ 306-975-2478
✉ customercare@saskatoon.ca

City of Saskatoon
For more information visit:
saskatoon.ca/schoolsnowremoval

SNOW CREWS AT WORK

ROAD, WATER, AND SEWER CONSTRUCTION IMPROVEMENTS

Sidewalk Prioritization

The objective of this initiative was to implement a sidewalk prioritization framework authorized by Council. This was done by creating a GIS database to be used to track and prioritize missing sidewalk locations in order to efficiently plan for new sidewalk installations and meet City Council reporting requirements.

The City is now able to manage missing sidewalks by creating a mapping and data modeling process to identify and prioritize locations for future sidewalks.



Major Rehabilitation on Circle Drive North Bridge Finishes Early and Under Budget

The 40-year-old Circle Drive North Bridge underwent a \$10-million rehabilitation between March and October. Both sides have new and improved driving surfaces, and a new interior barrier to ensure it lasts for several more decades.

The project was completed **under budget and approximately one month ahead of schedule**. The savings from this project will be transferred back into the reserve to help fund the next bridge program project. The Circle Drive North Bridge fully re-opened to traffic on October 2, 2023.



Virtual Stock Level Monitoring at City Yards

Savings: \$5,000

As part of a comprehensive video system upgrade at City Yards, it was recognized that installing a camera overlooking the salt and sand sheds would be an invaluable addition, enabling a real-time information feed for teams involved in supplying and using the materials.

Prior to the camera installation, employees had to physically drive to the yards to check stock levels, sometimes during off-hours or weekends. To address this challenge, a camera was strategically placed to provide a clear view of the stockpiles. Corporate Security then integrated a software application to provide employees with real-time information on stock levels, readily available on their desktop and mobile phones.

The camera and software installation enhances productivity, increases safety and security, and saves an estimated **\$5,000** in on-site monitoring costs.

Free Veteran Parking

Commencing in November 2022, administration embarked on a one-year pilot project that evaluated the impacts of a veteran parking program change. The pilot program permitted users of the SGI-issued veteran licence plates to receive free on-street parking in Saskatoon's pay parking zones, within the posted time restrictions.

During the evaluation period throughout 2023, it was found that:

- impacts of a program modification would be minimal;
- the pilot was well received by users; processing time for administration was eliminated; and
- it reduced red tape for Saskatchewan veterans.

Following a recommendation from administration, City Council approved the pilot program to become permanent in November 2023. This applies for on-street pay parking zones only and does not include public or private parking lots. Veterans who qualified under the previous City of Saskatoon Veteran Parking Program still qualify under the new program.



Free Veteran Parking

Between November 1, 2022 and October 31, 2023 parking in Saskatoon's public pay zones will be free of charge for Saskatchewan Veterans with Veteran plates within the posted time restrictions.



saskatoon.ca/veteranparking

Improved Winter Maintenance on Multi-Way Boulevards

Engineering work started in late 2022 to develop a level of service for snow and ice management on multi-way boulevards with adjacent commercial development. This resulted in a new Council-approved service level.

Multi-way boulevards consist of a main road and a separated one-way access lane with angled parking for access to adjacent development and pedestrian facilities.

Having a defined, approved, and funded level of service allows for improved winter maintenance and safety on multi-way boulevards.

For the existing multi-way boulevard on McOrmond Drive and any other similar multi-way boulevards in Saskatoon in the future, the new level of service means better visibility, and easier and safer access for adjacent businesses in the winter months.

INFORMATION TECHNOLOGY IMPROVEMENTS



Right-Sizing Desktop Computer Configuration

Savings: \$5,000

Right-sizing the configuration of computers involved careful analysis of what the user's needed. This process made for better service to users and also resulted in **\$5,000** in savings. This was found by taking advantage and leveraging a newly negotiated price leading to a more cost-effective solution.

Re-evaluated Shaw SIP Bandwidth

Savings: \$48,000

The Shaw SIP (Session Initiated Protocol) contract provides phone service to Saskatoon Police Service (SPS).

The primary objective of re-evaluating the SIP service was to optimize costs without compromising performance. The focus was on achieving a reduction in contract value while ensuring that service quality remained high for SPS.

Optimized Internet Certificates

Savings: \$3,250 per year

An opportunity was identified to consolidate certificate services in order to permanently eliminate the need to renew the saskatoon.ca certificate.



Streamlined Services in Client Support

Savings: \$270,459 per year

The initiative to streamline services and implement process changes in Client Support resulted in operational efficiencies that enabled IT to realign resources effectively while minimizing service impact. As part of this review, it was determined that the continuation of three temporary positions was no longer necessary. Therefore, their terms were not renewed.

This decision reflects the organization's commitment to optimizing resource utilization and ensuring that staffing levels align with operational needs. By reallocating resources in accordance with evolving priorities and streamlining processes, IT can better allocate its workforce to areas where they can make the most significant impact, ultimately enhancing overall efficiency and service delivery.

Evaluated Oracle Licensing Costs

Savings: \$7,000 per year

The implementation of the Geoware server as a standalone server with a separate license for the Oracle database presented an opportunity for optimization. By consolidating this license with the existing corporate Oracle licenses, the organization was able to eliminate the cost of maintaining a separate Oracle license.

Re-architected IT System at Wastewater Treatment Plant

Savings: \$20,000 per year

The redesign of the IT control system infrastructure at the Wastewater Treatment Plant was a strategic initiative aimed at improving efficiency and reducing costs. This comprehensive effort involved analyzing and restructuring both the infrastructure and software licenses. The primary objectives were to optimize performance, decrease expenses, and streamline operations while maintaining or increasing availability.

Through a process of right-sizing, the IT system was adjusted to match the actual needs of the plant, eliminating unnecessary expenses and maximizing resource utilization. Additionally, by taking advantage of corporate discounts on software licenses, the plant was able to further reduce costs while maintaining its software capabilities. Overall, this initiative resulted in a more cost-effective IT system that better aligned with the plant's requirements and objectives.



Staff Reduction Through Reallocation of Work to Other Staff

Savings: \$28,000

The completion of the Saskatoon Water hardware refresh project benefited from the efficient utilization of existing team resources. Initially, a 2-year temporary Programmer Analyst (PA) position was established within the Systems team to support this project. When the individual in this role transitioned to another team, the existing work was able to be seamlessly integrated by existing staff through the reprioritization of work. This not only ensured continuity in project execution but also resulted in significant cost savings equivalent to four months of salary that would have otherwise been allocated to the temporary PA position. By leveraging internal resources and expertise, the project was successfully concluded without the need for additional hiring or external support, demonstrating effective resource management and teamwork within the organization.



Security Awareness and Training

The City's commitment to cybersecurity is a cornerstone in safeguarding the City's IT Infrastructure against cyber threats. IT implemented a robust Security Awareness and Training program that has created a more security aware culture within the City mitigating one of the primary sources of cyber attack.



Cybersecurity Awareness and Training Platform

Savings: \$14,000

The City partnered with a vendor to provide cybersecurity training. However, to ensure optimal cost-effectiveness while maintaining the quality of training, the license model with the vendor was re-evaluated. The re-evaluation of the license model resulted in cost savings for the City while still ensuring access to comprehensive cybersecurity training.

INFORMATION TECHNOLOGY IMPROVEMENTS



Re-evaluated Adobe License

Savings: \$117,000 per year

In response to Adobe's change in licensing model and the subsequent significant increase in the cost of Adobe licenses, an exercise was conducted to optimize licensing to better align with users' needs. This involved reassessing the requirements of each user and determining if their needs could be met with a more cost-effective licensing option.

Endpoint Detection and Response (EDR) Enhancement

Savings: \$38,000

Re-architecting the implementation of EDR enabled the City to achieve greater efficiency, scalability, centralized management, cost savings, and improved security. This strategic move aligns with best practices in cybersecurity infrastructure management and enhances the City's ability to protect against cyber attacks.

Managed Print Support Renewal

Savings: \$75,000 over two years

Upon the expiration of the five year Managed Print contract in March 2023, negotiations for a new contract commenced, leveraging data from the initial Request for Proposal. Specifically, negotiations targeted the cost per page for both monochrome and color copies, aiming to secure more favorable terms than the vendor's initial offer. As a result of these renegotiations, a lower contract value was achieved, benefiting all Cost Centres across the City.



Mobility and Internet Use Optimization

Savings: One-time savings of \$26,000 and an annual savings of \$121,000

The City consumes a large volume of mobile data to run its operations. By fine-tuning and optimizing the usage of mobile data, text, general cellular devices and internet services, the City was able to achieve significant cost savings while still meeting its operational requirements. This initiative demonstrates a proactive approach to managing resources efficiently and maximizing value for the City.

Consolidate Community Services and Information Technology After-Hours Support

Savings: \$34,000 per year

Following a thorough risk assessment of after-hours support calls, business needs, and skillset requirements, a strategic decision was made to streamline operations by consolidating after-hours support services under the IT Systems team, eliminating the need for the second team to be on standby. This decision aimed to optimize resource allocation and enhance service delivery while mitigating potential risks.

Employee Identity Management Improvements

The Azure Provisioning project ensured Active Directory (AD) Accounts for employees were created shortly after they were created in SAP SuccessFactors. This ensures the new employees have a log-in account when they report to work.

Best practice requires that employee access to the network should immediately be removed at the end of the employment. If the network accounts are not removed timely, there are security risks where intruders can hack into the City's network and can cause further damage by installing malicious programs such as viruses, malware attacks and/or steal confidential information. This project ensured AD Accounts were disabled shortly after an employee was terminated in SAP SuccessFactors.



Updated Firewall System

Firewalls protect the City's IT infrastructure against outside cyber attackers by shielding it from malicious or unnecessary network traffic. Firewalls also prevent malicious software from accessing a computer or network via the internet.

This initiative involved upgrading the organization's firewall system to address the age of the current environment and improve on security features. The firewall was at end of life and no longer had the features required to mitigate the modern threat landscape, leading to performance issues and security risks.

By upgrading the firewall, the City enhanced network performance, improved security measures, and future-proofed our infrastructure against potential threats.

Moving from Skype for Business to Microsoft Teams

This project ensured we are staying in scope with Microsoft Upgrade path, providing latest products, and improved internal Voice over Internet Protocol (VoIP) services to the corporation.

Upgrading our VoIP service to Microsoft Teams has resulted in a more seamless integration of our VoIP system with the productivity features of the Teams client. This integration has enabled us to offer more efficient meeting options for our business.

The integration of VoIP services with Microsoft Teams enhances collaboration during meetings by allowing participants to share screens, files, and documents directly from the Teams interface. This facilitates more interactive and productive discussions, leading to better decision-making outcomes.

Overall, the upgrade to Microsoft Teams for VoIP services has not only improved the efficiency of our communication processes but has also enhanced the overall productivity and collaboration capabilities of our organization.



INFORMATION TECHNOLOGY IMPROVEMENTS

Enterprise Connectivity & Device Management

A key consideration for implementing the ERP (Enterprise Resource Planning) system, SAP, was to enhance operational efficiency by empowering staff to self-serve and access critical information autonomously, eliminating the need for supervisor intervention or assistance.

To achieve this objective, the project involved providing various departments with diverse connectivity solutions, such as WiFi access points, new computers, and cell phone connectivity.

These connectivity solutions enabled staff members to seamlessly access the ERP facilitating tasks such as filling out leave reports, submitting vacation requests, downloading paystubs to T4s, and self-serving rather than relying on supervisors to perform these actions on their behalf.

This approach not only streamlined administrative processes but also enhanced employee autonomy and efficiency. Staff members were empowered to manage various tasks independently, thereby reducing dependency on manual processes and enhancing overall productivity.

SQL Server 2008 End of Life

As Microsoft Structured Query Language (SQL) Server 2008 and SQL Server 2008 R2 reached the end of Extended Support, they no longer received regular security updates, leaving systems running on these versions vulnerable to potential security threats. This poses a significant risk to the corporate IT infrastructure, as vulnerabilities in unsupported software can be exploited by cyber attackers to gain unauthorized access, compromise data, or disrupt operations.

The SQL Server 2008 End of Life initiative was centered around addressing the outdated status of SQL Server 2008 and the associated risks to our business applications. The primary goal was to enhance the support and security of our SQL environment, thereby minimizing the threat of service disruptions due to cyber-attacks. To achieve this, the initiative focused on migrating to a newer and more secure SQL environment, strengthening the reliability of our business applications.

Microsoft 365 Training

The purpose of this initiative was to provide training on Microsoft applications used by the employees at the City to enhance employee skill sets and proficiency in their respective roles, fostering continuous improvement and increased effectiveness in job performance.





PROJECT DASHBOARD EAM Time Confirmations

Overall Status



Key Contacts

Name	Project Role
Jenel Michel	Project Manager Jenel.Michel@saskatoon.ca
Chris Duriez	EAM Portfolio Lead Chris.Duriez@saskatoon.ca

Upcoming Activities

Name	Description
Roadways & WWO Discussions	Additional discussions looking into RFS/WWO advanced Time Confirmation solution, Timesheet reconciliation and overall solution/process summary.
SAP Reporting Checkin	Confirming with SAO team any changes to EAM/Time Confirmations will not impact ongoing efforts for SAP Power BI Reporting.
SAP Enterprise Architect Analysis	Discussing the RFS/WWO Time Confirmation Solution, and feasibility of implementing their solution enterprise wide.

Project Timeline



Notable Risks

Risk Name	Impact	Probability
EAM Usage - Knowledge Gaps	High	Medium
Varying Project Objectives & Challenging Scope Definition	High	Medium
Business processes may need to adapt to EAM best practices	Medium	Medium

Past Period

Name	Description
Fusion Project- EAM Discussions	Discussions with stakeholders regarding EAM integration and adoption.
Approach & Scope	Initial project approach and scope definition.
Roadways & WWO	Discussions with Roadways & WWO regarding EAM integration and adoption.
EAM & Finance Alignment	Discussion on finance impact and alignment.



SASKATOON TRANSIT IMPROVEMENTS



Improving Internal Communications at Saskatoon Transit

Saskatoon Transit incorporated digital screens in the downtown Customer Service Centre in 2022 to provide dynamic information to both internal staff and the public. This allowed for quick delivery of current and concise information.



In 2023, digital screens were installed at Access Transit and in the Maintenance and Operations areas to enhance the delivery of Transit-specific and corporate messaging. This has improved the internal communication among staff members, allowing them to stay updated on events, safety topics, and section-specific information.

Digital communication enhancements lead to increased operational efficiency, cost savings in traditional communication methods, and potential environmental benefits through reduced paper usage.

New Warning Alerts for Transit Route Changes

Saskatoon Transit introduced an advance notification alert to inform riders if there was a possibility that frequency may be affected due to bus shortages. These alerts are especially important during the extreme cold.

Saskatoon Transit will issue a service warning the night before on the potentially affected routes so riders can make other arrangements by either using a different route or traveling at a different time. These warning alerts appear on the Transit website, push out in the Transit App for pinned routes, and attach to the affected routes for other trip planning applications. Follow-up service alerts are issued in the morning when any service impacts have been confirmed to update the status of affected routes.

OnDemand Service

OnDemand Transit is a complement to fixed-route service. It is a cost-effective service and can reduce the overall number of buses required when the infrastructure is not fully developed for a fixed-transit service. OnDemand transitioned from a 12-month pilot to fully implemented in developing neighbourhoods Brighton and Rosewood in August 2022. Using Spare Labs technology for OnDemand planning, we collected valuable ridership data that can help determine how and when the area is suitable for fixed-route transit in growing areas.

Saskatoon Transit is exploring other opportunities for OnDemand services within the current transit system. It could be a cost-effective option when an area can no longer support fixed-route transit but still has individuals who rely on the transit system.

In 2023, Saskatoon Transit provided 22,993 OnDemand trips to and from Brighton, Rosewood and North Kensington.





Funding for Access Transit Paratransit Buses

Grant Funding: \$385,000

The Provincial Transit Assistance for People with Disabilities program, along with funds from City Council, provides funding for the replacement of Access Transit buses. Due to the impacts of COVID-19 on transit services, no new buses were ordered in 2020 or 2021. In 2022 and 2023, Access Transit accessed the funding from 2020 and 2021 in addition to the funding from 2022 and 2023 to purchase a total of seven replacement buses leveraging the full **\$385,000** of available grant funding.

Driver Training for Access Transit third-Party Carrier Service

Access Transit is a specialized public transportation service that provides on-demand trips for individuals with temporary or permanent disabilities who cannot take fixed-route transit due to physical or cognitive limitations.

When the demand for service exceeds capacity, which is typically during peak morning or afternoon commute times, Access Transit relies on a third-party carrier. All third-party transportation providers are expected to provide the same level of service as an Access Transit Operator, including door-to-door service, proper securement of any mobility devices and quality customer service. In 2023, Access Transit delivered empathy and sensitivity training and a refresher on wheelchair securement for third-party drivers.

Participants earned a certificate of completion to signify they are committed to providing excellent care and handling of persons with disabilities, meeting the expectations of Saskatoon Access Transit Customer Service skills and proper driver etiquette, including helping individuals who require assistance.

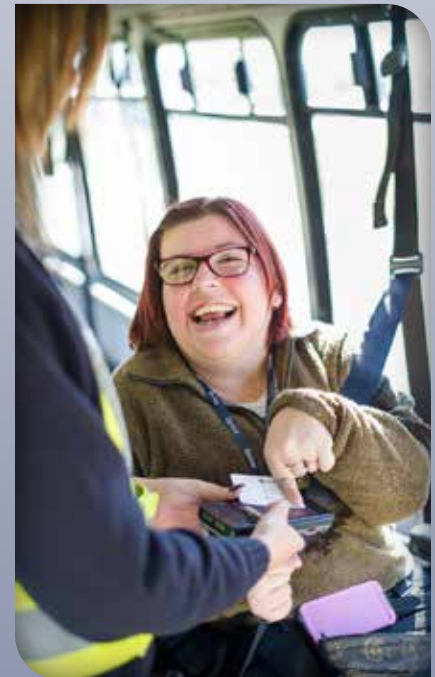
Access Transit: New Client Application Process and Audit

Access Transit improved its intake form for new clients to reflect best practice from across the country, improve accessibility and streamline the application process.

There was a rapid surge in service demand in 2023 from existing customers and new applicants, and Transit also wanted to confirm that existing clients were still eligible before accepting more.

Following stakeholder engagement and comparing how other agencies handle applicants, a new application form and standards were adopted to include a regular review for eligibility.

Access Transit now has a monthly snapshot of active clients and a clear picture of current service level needs.



SASKATOON TRANSIT IMPROVEMENTS



Saskatoon Transit AI Predictive Maintenance

Saskatoon Transit's maintenance team is working with Preteckt to use artificial intelligence (AI) for predictive maintenance to keep ahead of mechanical issues and prevent bus breakdowns.

The technology plugs into the bus and reads the existing sensors to detect issues. It analyzes millions of data points and uses AI to identify issues before they become critical interruptions to service. Transit conducted a four-month pilot test comparing one group using the AI system and a control group, and the AI group saved money on parts and had 50% fewer labour hours. Saskatoon Transit won three awards for this project in 2023: a 2023 Smart 50 Award for global innovation projects from Smart Cities Connect, an Innovation Solutions Award from Metro Magazine and the Canadian Urban Transit Association (CUTA) Corporate Award for Innovation, which is awarded by peers in the transit industry.

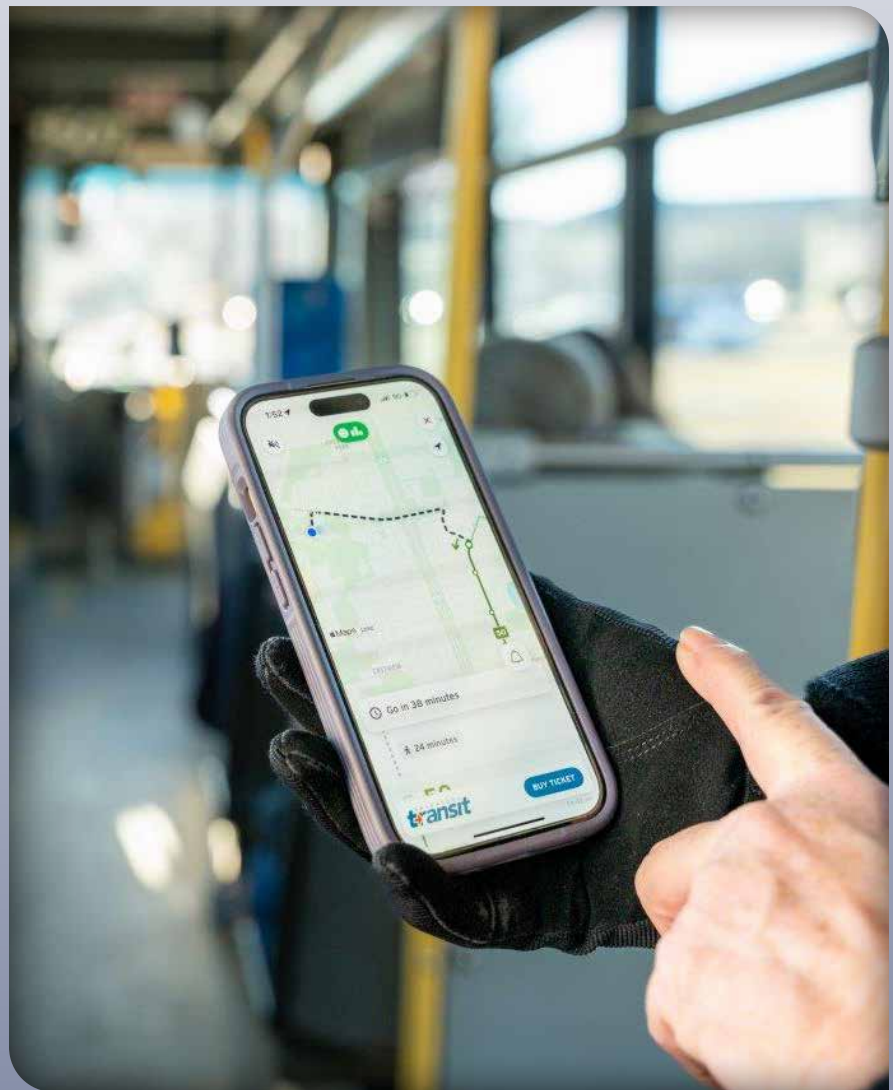


Automated Saskatoon Transit Service Alerts

Saskatoon Transit implemented an automated IT solution to improve communications to residents with real-time updates when there's a change to a route and streamline its process to issue digital service alerts.

The new process is estimated to take half the time. This saves approximately 25 minutes per day during the off-season and 1.25 hours per day during construction season.

This significantly speeds up the communication process and increases consistency and accuracy of the alerts. The language in the notifications was adjusted to provide clear language that articulates the disruption and, when possible, suggests alternative trip options.





Improving Transit Maintenance General Stats with Multiple Continuous Improvement Projects

The Saskatoon Transit Maintenance Section began their continuous improvement (CI) journey in July 2022, and immediately began to identify opportunities for improvement.

Using cutting edge CI tools and methodologies, Transit Maintenance systematically removed non-value-added activities from their processes and systems and streamlined their daily workflow to produce incredible results.

Transit Maintenance is proud to share that they:

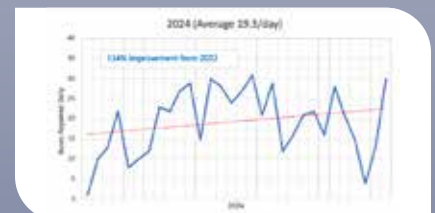
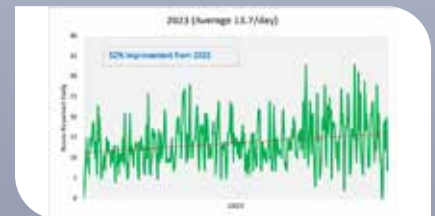
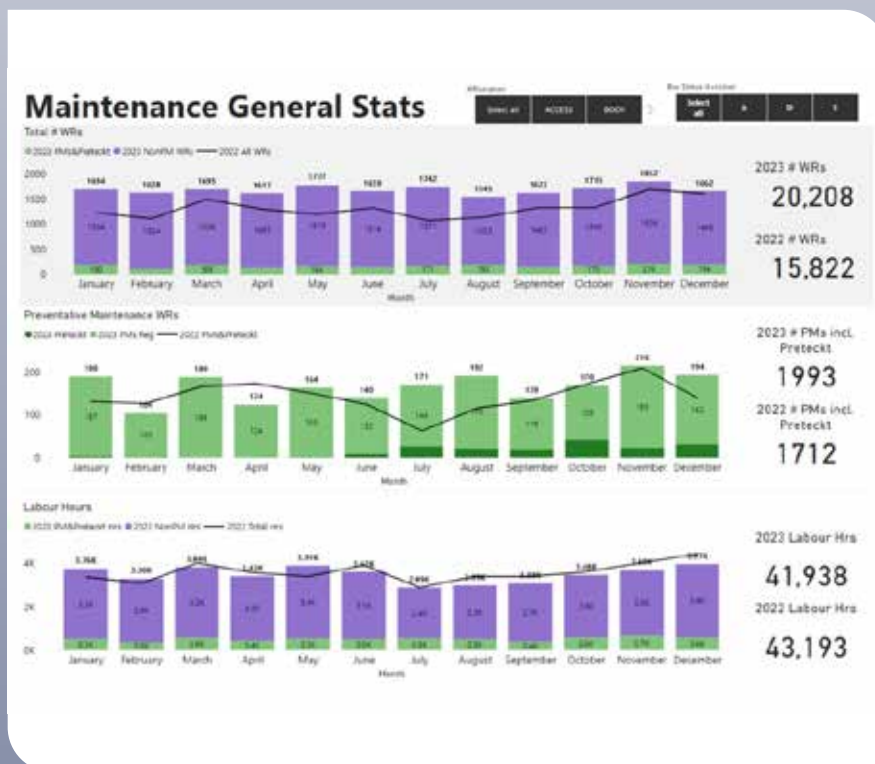
- Completed 28% more work requests (bus repairs) in 2023 when compared to 2022;
- Completed 16% more preventative maintenance activities in 2023, with a 3% reduction in labor hours in 2023 compared to 2022.
- All bus maintenance in 2023 on the conventional bus fleet was completed with 2.9% less labour hours than in 2022.

Tactical Fixed-Route Bus Repair

After completing numerous continuous improvement projects in 2022 and 2023, the Transit Maintenance section has tracked daily bus repair over this time period.

The results show a 52% improvement in the average number of fixed-route buses that were put in “OK for Service” status daily in 2023 vs. 2022.

Even more existing is Transit has seen a 114% improvement in the number of buses fixed per day in January 2024 than in 2022. In 2022 the average was 9.0 buses per day, 2023 the average was 13.7 buses per day, and in January 2024 the average is 19.3 buses per day.



SASKATOON TRANSIT IMPROVEMENTS



Mobile Ticketing

Saskatoon Transit continues to develop digital versions of its fare products in collaboration with Masabi, its mobile ticketing provider. Mobile ticketing options allow riders to pre-purchase, manage and display passes on their smartphones anytime, anywhere, without going to Customer Service or a physical vendor to renew a smart card.

In 2023, Saskatoon Transit introduced mobile tickets for high school passes, and in the fall the post-secondary Semester Pass was launched on the TGo and Transit mobile apps to simplify access for eligible full-time students attending various post-secondary institutions. Post-secondary students can now purchase a Fall, Winter or Summer semester pass in advance of their upcoming semester.

Mobile applications offer several benefits, including cost savings on traditional ticketing infrastructure, reduced environmental impact, and improved efficiency.



Saskatoon Transit – Experience Transit

Experience Transit is a free program offered by Saskatoon Transit designed to teach individuals or groups how to use public transit safely and independently. In 2023, the program launched an online learning tool to help riders learn everything they need to know about riding transit in Saskatoon. A Quick Guide is also available to reference at home or on the go, focusing on planning trips, paying fares, mobile apps, and essential trip information.

The goal is to reduce customer support costs and improve transit efficiency. Well-informed riders can contribute to smoother operations and resource savings.

In 2023:

- Webpage traffic saw a 16% increase in page views compared to 2022.
- Collaborated with 42 organizations for networking on potential training opportunities.
- Provided six group presentations.
- Delivered 15 one-on-one travel training sessions.



SASKATOON
transit

57 Valley Road

PARKS IMPROVEMENTS



Park and Green Enhancement Projects

The Parks Department began several projects in its Park & Green Enhancements Long-Term Plan. The 2023 projects include Parkridge and Balsam Parks and consisted of increased planting and natural amenities, and improvements to existing infrastructure such as irrigation. These types of projects will continue in 2024, and a full list of projects can be found on [saskatoon.ca](https://www.saskatoon.ca).

Civic Greenhouse Service

Parks delivered on its service levels despite restricted use of its greenhouse facility. In 2023, the Civic Greenhouse program provided over 1,000 flowerpots in the business improvement districts and on centre medians throughout the City, as well as over 100 flower beds in parks, and various floral displays in civic buildings.

Woodlawn Next-of-Kin Memorial Avenue Centennial Celebration

On June 18th, 2023, the City of Saskatoon hosted a celebration of the 100th Anniversary of Next-of-Kin Memorial Avenue in Woodlawn Cemetery, the last remaining Road of Remembrance in Canada. Parks cemetery staff contributed greatly to the event, preparing the grounds, assisting in coordinating, and operating the event. The event was attended by the Lieutenant Governor and other dignitaries, members of the Canadian Armed Forces, veterans' organizations, and the heritage community.

The City of Saskatoon, the Decoration Day Service Committee, Saskatoon Heritage Society, Friends of the Forestry Farm House and Parks Canada, were proud recipients of a 2023 Saskatchewan Heritage Award in the category of Physical Heritage Conservation for the Next-of-Kin Memorial Avenue, Woodlawn Cemetery Centennial Project.



Dutch Elm Disease Monitoring and Response Plan

In 2023, the Parks Department detected four positive cases of Dutch Elm Disease, the deadly fungal disease that can affect all elm species in Saskatchewan. This record number of positive cases triggered the department's Dutch Elm Disease Response Plan and resulted in the immediate removal and disposal of all infected trees, as well as adjacent trees that were likely infected. As part of the response plan, two elm wood sweeps were initiated in a radius around the positive trees in Pleasant Hill and Sutherland/Forest Grove neighborhoods. These sweeps resulted in the removal and disposal of 5,300 kg of elm wood from 123 locations. Educational materials were also provided to residents regarding Dutch Elm and its prevention.

Proper Elm Disposal Pilot

In 2023, the City offered free elm wood disposal for the month of October as a pilot program. Storing elm wood can increase the spread of Dutch elm disease, which threatens approximately 25% of trees in Saskatoon.

The pilot was testing the extent that cost at the landfill is a barrier to proper disposal. The one-month pilot resulted in 866 loads brought to the landfill, totaling 430 tonnes of elm wood. This equates to 58% of the elm wood loads and 37% of the tonnes of elm wood brought to the landfill for the entire previous year.

Based on the high level of uptake a program expansion is being planned for 2024.



Engaging Parks Employees

In partnership with the City's Reconciliation, Equity, Diversity & Inclusion (REDI) Department, Parks embarked on a 14-week culture and feedback initiative during its 2023 operating season. The goal of the initiative was to improve engagement and psychological safety in the workplace and celebrate the diversity of the individuals who make up our teams. Each week, staff were provided with a toolbox talk on a topic promoting psychological safety and team building, as well a team activity to take part in. Staff were given opportunity throughout to provide feedback to Parks leadership and video messages were recorded to discuss feedback items and acknowledge issues to be addressed.

In a follow-up survey, a significant percentage of Parks staff indicated they felt the initiative had improved work culture in their area. A cross-functional group of Parks members met at the end of the year to discuss successes and areas of improvement for the program. The Parks team is excited to continue its improved REDI journey in 2024.

WATER SERVICE IMPROVEMENTS



Water Treatment Plant – Commitment to Sustainable Energy

Savings: \$34,000

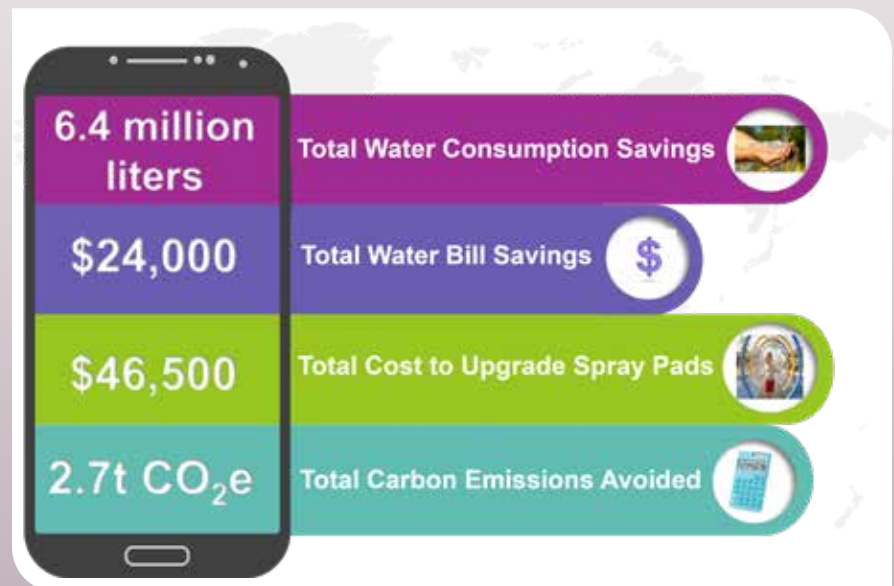
In 2022, the Water Treatment Plant Operations team completed the replacement of pumps within the Raw Water Intake, as well as the Acadia Reservoir. This replacement led to an increase in energy efficiency of the pumps, where approximately **\$34,000** of energy savings was realized in these process areas for the Water Treatment Plant in 2023.

Water Conservation in Spray Pads

Savings: \$24,000

The Facilities Management and Sustainability departments worked together to save approximately **\$24,000** in water costs through a spray pad efficiency pilot project in summer 2023. The pilot used lower-flow nozzles as an inexpensive and easy-to-replace option, reducing the amount of water flow, while maintaining the user experience. They were replaced without disrupting the service hours of spray pad operations.

“The 2023 spray pad pilot surpassed our expectations and its success was driven by collaboration between departments,” says Shane McKechney, Facilities Manager. “With **\$24,000** and 6.4 million liters of water saved in addition to 2.7 tonnes of CO₂ emissions avoided at two spray pads – one on the westside and the other on the east side of Saskatoon – we see a huge benefit to expanding the project to more of our 22 spray pads. We expect to see continued savings in costs, water use, and GHG emissions.” Upgrades will continue in 2024.





Water Conservation in Sports Fields

Savings: \$65,000

Parks and Sustainability partnered to save approximately **\$65,000** in water costs using an evapotranspiration-based (ET-based) irrigation system approach in seven sports fields in 2023, while maintaining **\$98,000** savings from the last year's pilot in 46 parks using the same approach. Sports fields require a higher level of irrigation and maintenance, including an extended irrigation season coupled with deep irrigation, which results in higher water consumption, cost and GHG emissions, when compared with parks in general. The ET-based approach uses software and weather data to reduce the amount of water required to irrigate sports fields while maintaining a high level of turf quality.

“The 2023 water conservation pilot was built on the success of earlier pilot projects from 2021 and 2022, which builds on experience using the ET-based watering approach in general parks. The results in 2023 surpassed expectations, and the success of the project was driven by collaboration between Parks and Sustainability,” says Chris Zerebeski, Parks Superintendent.

With **\$65,000** and **17 million liters of water** saved at seven sports fields, there is a huge benefit to expanding the project to all 40 sports fields. It is expected that savings in costs, water consumption, and associated GHG emissions will continue. Planning efforts are now underway to optimize the entire Parks irrigation network system.



WATER SERVICE IMPROVEMENTS

Drinking Water Advisory Dashboard

The City launched a new online dashboard for drinking water advisories. Residents are now able to check for updates regarding the status of a drinking water advisory by visiting the new dashboard.

The dashboard is linked to the City’s internal system, providing residents more timely updates on their drinking water. Door notices will still be issued to both advise residents of a drinking water advisory (yellow) and when it has been lifted (green). The dashboard was created to provide residents with more timely information and the ability to review when drinking water advisories have been lifted.



Wastewater Treatment Plant – Commitment to Sustainable Energy

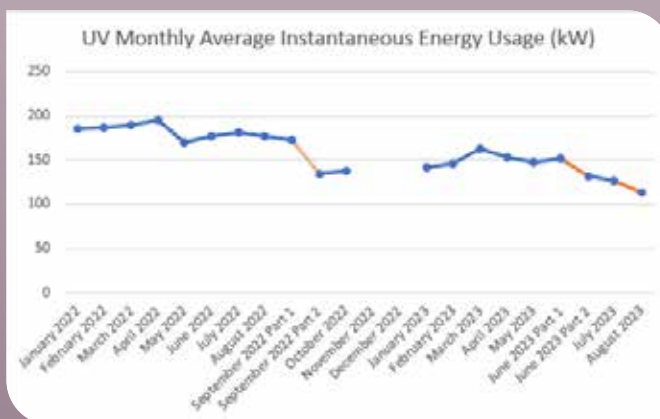
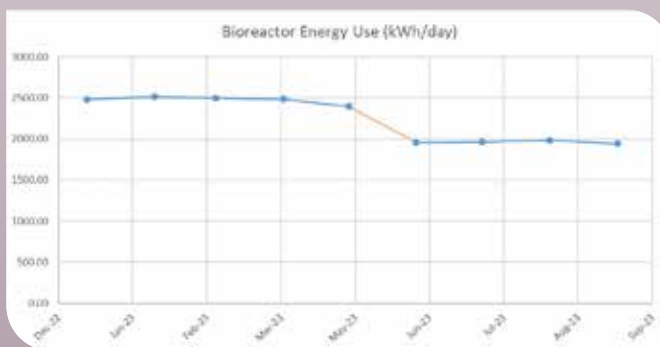
Savings: \$770,000

In 2023, the Saskatoon Wastewater Treatment Plant (WWTP) pledged to “innovatively lead the transition of reclaiming water and resources with sustainable energy”. This work was supported through the hard work and dedication of the staff and because of this focus, significant results in energy efficiency were accomplished.

By harnessing biogas from the Digesters to heat the WWTP facility and its processes, annual natural gas costs were reduced by **\$300,000**. Additionally, through a comprehensive optimization strategy, including modifications to the Bioreactor mixer, UV Disinfection, Dissolved Air Flotation (DAF) Thickener operations, and air blower programming adjustments, an annual savings of **\$470,000** in energy costs (natural gas and electricity combined) were achieved.

This success highlights the WWTP team’s dedication to sustainability and helps to position the City of Saskatoon as a leader in responsible resource management.

The graphs highlight when the changes were initiated as well as the corresponding energy drop.





Yellow Fish Road

In 2023, Meewasin combined the Preventing Irritable Sewer Syndrome and Yellow Fish Road programs to educate over 500 students in 13 different neighborhoods across Saskatoon. This partnership with Meewasin allowed 157 storm drains to be painted with yellow fish, signifying the importance of clean storm drains. The program expansion to include younger students was successful and is planned to continue into 2024.



Flood Mitigation

A new dry storm pond was constructed on the north side of Weaver Park in 2023 to mitigate flooding around the intersections of Cascade Street and Dufferin Avenue and Bute Street and Dufferin Avenue.

The dry storm pond, which is the third under the City of Saskatoon's Flood Control Strategy (FCS), will hold storm water that would have previously pooled in the street and on nearby properties. Although the dry storm pond is operational, the area will remain closed until the fall of 2024, when the landscaping has established.

The first two FCS projects (W.W. Ashely Park and Churchill Park Dry Ponds) continue to provide flood protection for nearby intersections and surrounding areas. The Churchill Park dry pond provided storm water storage and flood protection to nearby properties during the June 2023 rain event.

For more information about the Flood Control Strategy, please visit saskatoon.ca/floodplan.



Water Treatment Plant Upgrades Online

In December 2023, the five-year **\$43 million** upgrade to the City's Water Treatment Plant was put into operation. The major upgrade included the construction of a new Transfer Pumping Building that improves the Plant's capacity and reliability to pump water from the filtration process area to the UV disinfection process area. The project also included the upgrades to various electrical systems throughout the Plant, including the addition of two standby power generators, which will improve the reliability and energy efficiency of the electrical system. The work was able to be successfully completed without disruptions to the supply and quality of the City's drinking water.

SOLID WASTE SERVICE IMPROVEMENTS

Landfill Gas

2023 was a record year for Greenhouse Gas (GHG) reduction at the Saskatoon Waste Management Facility (Landfill). About five million tonnes of municipal waste are now in place at the Saskatoon Landfill. As organic waste decomposes, it produces landfill gas that contains almost equal parts methane and carbon dioxide. If this gas is not collected, it is emitted into the atmosphere and adds to the overall greenhouse gas emissions in our community. Methane gas is about 28 times more harmful to the atmosphere than carbon dioxide.

In 2023, the landfill gas facility collected and destroyed 6,578,000 m³ of landfill gas which resulted in a reduction of GHG emissions of over 60,455 tonnes equivalent to the emissions from the total energy used by 14,000 average Canadian homes over one year.

In addition to the GHG emission reduction, the collection and destruction of landfill gas at the Saskatoon Landfill helps to improve the air quality and reduce odours at the landfill. 59% of the collected landfill gas used to produce electricity at the Saskatoon Light and Power landfill gas generation facility producing enough energy to power 1,200 homes.

Landfill Final Cover and Landfill Gas Expansion Project – City Supplied Soil

Savings: \$1,239,112

Originally a \$8.33 million dollar contract to construct landfill final cover. **\$1.239 million** in savings were found by directing the contractor to use City-owned stockpiles of soil rather than the contractor's original plan to import material from private sources.

Green Cart Program

In May 2023, Saskatoon launched the Green Cart Program for food and yard waste collection to over 70,000 households and successfully diverted more than 17,000 tonnes of organic waste from the landfill by the end of the year. The food and yard waste collected from the program is sent to a third-party organics processing facility to be turned into nutrient rich compost.

By diverting organic waste away from the landfill, there is a reduction in greenhouse gas emissions, a reduction of environmental pollution, and a delay or avoidance of the expense of building an additional landfill. The new program is an increase in service from the past subscription-based program, accepting more materials and switching to year-round collections allowing for the opportunity to achieve more meaningful food and yard waste diversion from the residential sector. With more waste being diverted with green carts, black cart (garbage) collection was changed to bi-weekly year-round, alternating with bi-weekly green cart collections.





Recycling Utility Analysis

Administration committed to a two-year project to implement a fixed rate organics utility in May of 2023 and a variable rate garbage utility with implementation in 2024.

In preparation, a comprehensive review of the existing recycling utility was completed.

This included software enhancements, development of reporting capabilities and eligibility reviews of more than 100,000 properties, resulting in improved accuracy within the utility and alignment with future services.

Assisted Waste Collections

In 2023, Waste Operations launched the **Assisted Waste Collections** program for residents who are physically unable to roll out their waste carts on collection days and do not have someone else living in their home who can do it for them.

The program is open to all eligible curbside residents and includes assistance relocating the black (garbage), blue (recycling) and green (organics) carts to and from the collection location from a predetermined location on the residents' property.

This is a free service for residents living in single family homes with curbside waste collection. This program aims to make waste collection accessible for all residents in Saskatoon and has improved the equitability of our waste collection services. In the first year 28 households enrolled in the program.

Material Diverted in 2023

In 2023, the City of Saskatoon's diversion rate has seen its first substantial increase since the launch of residential recycling a decade ago. This increase is linked to the launch of the green cart program in May and the opening of the Material Recovery Centre in October.

Material Diverted in 2023	Tonnes
Compost Depots	9,752
Green Cart Program *City-wide launch	17,970
Organics Total	27,722
Curbside Residential	7,189
Multi-Unit Residential	1,821
Recycling Depots	1,330
Landfill Recycling	636
Household Glass Program	168
Recycling Total	11,144
Household Hazardous Waste	58
Public Space Recycling	2
Miscellaneous Total	60
Total	39,033

City Program Diversion Rate

Program	2022	2023
Diversion	29,752.60	39,033.04
Buried Waste	91,666.43	117,048.90
City Program Diversion Rate	24.50%	33.35%

Residential Curbside Diversion Rate

	2022	2023
Blue Cart Recycling	7,348.24 tonnes	7,189.04 tonnes
Green Cart Recycling	5,753.00 tonnes	17,969.75 tonnes
Total Diversion - Carts	13,101.24 tonnes	25,158.79 tonnes
Black Cart Garbage	44,700.00 tonnes	34,475.00 tonnes
Curbside Collections Diversion Rate	22.67%	42.19%

SOLID WASTE SERVICE IMPROVEMENTS



Black Cart Asset Management Work Savings

Savings: \$540,000

In preparation for the implementation of the garbage utility and cart size requests, the City undertook a review of black cart data. Lists of eligible and active residential properties without black cart information were checked to ensure the existing data was accurate. Field staff verified the presence of more than 4,726 black carts at eligible properties. The higher accuracy of black cart data resulted in a benefit to the garbage utility of approximately **\$45,000** per month which is equivalent to **\$540,000** annually.

New Education Campaign on Cart Conduct

The City is dedicated to enhancing its service delivery and has introduced a new process for dealing with carts that are left out. The process involves sending block-wide education letters to areas where many carts were left outside their scheduled collection window. Many residents have responded positively to this approach and have ensured that their carts are returned to their private property within the allotted time. They have also encouraged their neighbours to do the same, leading by example. The education letters are followed up with a re-inspection of the identified locations. Warning letters are issued to any properties that continue to leave carts out. This helps maintain an educational spirit rather than enforcement on residents immediately. This process has helped to improve the efficiency of the City's Environmental Protection Officers. It allows them to respond to more notifications in a shorter period and provide support in other work areas. The benefits of this initiative have been substantial.



Material Recovery Centre

The opening of the Material Recovery Centre (MRC), formerly the Recovery Park Landfill Expansion, marked a major achievement for the City of Saskatoon as we work towards our 70% waste diversion goal.

The MRC, located on Valley Road at the entrance to the Saskatoon Regional Waste Management Facility is open to the public and offers residents free drop-off for many recyclable items as well as a new access point for scaled waste. Residents can divert more waste than ever with free disposal of recycling, small appliances, batteries, oil and anti-freeze, electronics, metals, rimless tires, bicycles and appliances, with a \$20 fee for appliances with refrigerant. The MRC also offers reduced disposal rates for concrete and brick to encourage diversion. Administration is working on securing more vendor partners and incorporating new materials for diversion. The MRC will also be the permanent home for household hazardous waste beginning in 2024.



Business Recycling and Organics

In October 2023, Saskatoon became the first large city in the province to require organics diversion at businesses and organizations. The requirement applies to businesses that produce organic material as part of their operations such as restaurants and grocery stores. A support program was launched to accompany the new bylaw requirement, with staff in Sustainability and Water & Waste Operations providing education and working with businesses to identify and overcome barriers. Combined with the launch of the residential Green Cart program, Saskatoon saw a significant improvement in how organic waste was managed in 2023.



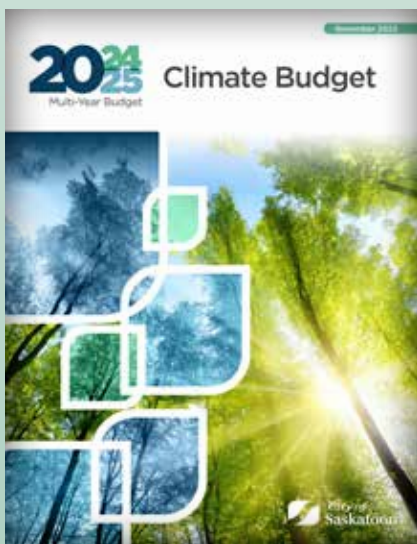
Household Glass Recycling – Our Best Year Yet!

The City of Saskatoon has been partnering with Sarcen since January 2019 to provide residents an option to recycle household glass at depot locations throughout the city. In 2023, Sarcen recycled 167.84 metric tonnes of clear and colored glass, the highest yearly volume received to date. Since the inception of the program, over 690 metric tonnes of household glass have been diverted from the landfill.

CLIMATE AND ENVIRONMENTAL IMPROVEMENTS

2024-2025 Climate Budget

A Climate Budget is a governance framework that many municipalities are using to focus and progress climate action. The integration of the Climate Budget into the Multi-year Business Plan and Budget requires departments to report the greenhouse gas (GHG) implications of their capital project submissions alongside their finances. This helps the City meet its climate commitments. **Saskatoon's first Climate Budget** highlights recent progress on climate action, summarizes funded and unfunded projects to reduce GHG emissions, and identifies the resulting gap between those measures and the community's GHG target for the 2024-2025 budget cycle. The funded projects identified through the 2024-2025 Climate Budget are estimated to reduce GHGs by 1,300 tonnes CO₂e annually once fully implemented.



Environmental Cash Grant

The City's Environmental Grant program continued in 2023 to support nonprofits in the city. Funding was awarded to 15 organizations that helped initiatives related to active transportation, green infrastructure, waste diversion, renewable energy, and water quality. Some of the projects included were Bethlehem High School purchasing a garden tower machine to grow food for their cooking class, and Saskatoon Makerspace's "Repair Café" project focused on pairing community members with product repair specialists to learn to repair assorted items, giving them a second life and diverting them from the landfill. A total of **\$59,000** was awarded in 2023.



Student Action for a Sustainable Future (SASF)

Sustainability and Saskatchewan Environmental Society continued to provide education to high school and elementary schools thanks to the City of Saskatoon and Nutrien. The SASF program builds the capacity of teachers to teach and act on climate change and sustainability practices. Teachers are introduced to the City's Strategic Plan, Low Emissions Community Plan, and to community organizations that are working towards a sustainable future. The program included 22 teachers and over 550 students from the Greater Saskatoon Catholic Schools and Saskatoon Public Schools.

Electric Vehicle Charging Stations

The initiative involves investigating alternatives for our corporate fleet to reduce fuel consumption and greenhouse gas emissions. We're implementing a pilot program that includes using electric vehicles (EVs) and installing smart charging stations.

By implementing this pilot program, we aim to gather valuable insights into the feasibility and effectiveness of integrating electric vehicles into our corporate fleet. The data collected will inform future decisions regarding fleet management strategies, with the ultimate goal of reducing our environmental footprint while maintaining operational efficiency and cost-effectiveness.

Two publicly-accessible charging stations were also installed at Lakewood and Lawson Civic Centres to improve understanding around offering a public charging network.



2023 GOVERNMENT FUNDING



In 2023, the City of Saskatoon received approval on approximately **\$116.50 million** in funds for the following programs:

- More than **\$94.77 million** from the Government of Canada and Government of Saskatchewan under the Investing in Canada Infrastructure Program, providing funding for all types of Saskatchewan infrastructure projects including the following City of Saskatoon projects:
 - **\$24.00 million** Bus Rapid Transit System - Fleet
 - **\$19.07 million** Bus Rapid Transit System - Green Line
 - **\$3.67 million** Bus Rapid Transit System - Intelligent Transportation System
 - **\$18.33 million** Bus Rapid Transit System - Support Transportation Network Improvements
 - **\$29.70 million** New East Side Leisure Centre
- **\$20.00 million** from the Government of Canada under the Natural Infrastructure Fund;
- **\$1.61 million** from the Government of Canada under the Active Transportation Fund for the Dudley Street Walking and Cycling Improvements Project;
- **\$85,500** from the Government of Canada and the Federation of Canadians Municipalities under the Green Municipal Fund for the Community Electric Vehicle Adoption Strategy Project; and
- Up to **\$30,000** from Eco-West Canada's Electric Vehicle Charger Program (partially funded through Natural Resources Canada Zero Emission Vehicle Infrastructure Program) at Saskatoon Light and Power.



SASKATOON LAND

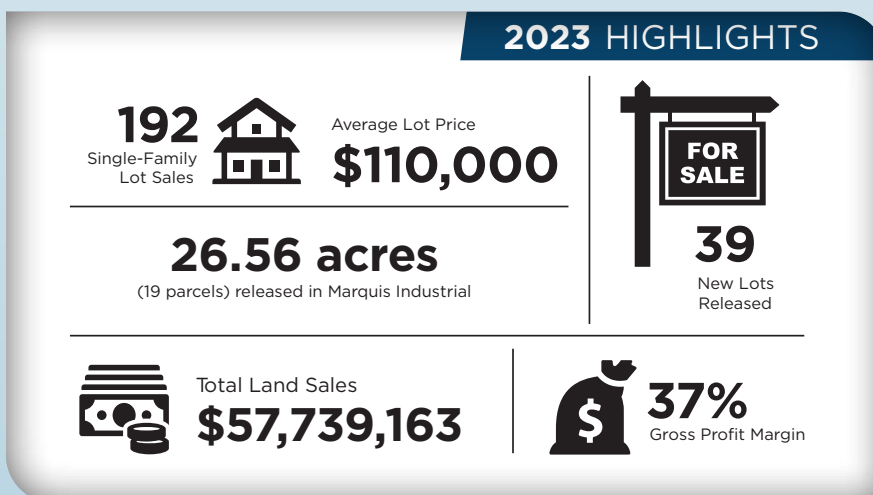


2023 Sales Highlights:

- **\$58 million** in total sales revenues generated
- **192 single-family lots** sold for a total of **\$21 million**
- 4 multi-unit parcels totaling **7.81 acres** sold for a total of **\$6.8 million**
- 27 industrial parcels totaling **39.17 acres** sold for a total of **\$23.3 million**
- 1 commercial parcel totaling **4.42 acres** sold for **\$5.7 million**
- **\$3.3 million** in total annual revenue realized from managing over **90 leases** of land and buildings
- **7,000 acres** of future development land managed/maintained

Since 2007, Saskatoon Land has generated **\$143.5 million** in net proceeds from the sale of property in Hampton Village, Willowgrove, Evergreen, Aspen Ridge and Rosewood.

Saskatoon Land is one of the largest self-financed municipal land development programs in Canada. Self-financed simply means the cost of all business operations is covered by revenue generated by land sales and not through property taxes. This revenue is also used to fund capital projects such as roads, affordable housing and leisure amenities. Many of these projects would otherwise need to be funded through the property tax or borrowing. In 2023, Saskatoon Land continued to deliver financial returns to the City for allocation to civic projects and programs.



Thank You!

Every year, City staff take on the task of documenting achievements in service improvements, finding savings, and being more sustainable. This is not an easy task, as there are many activities happening at the City all throughout the year. This year, City staff pulled together over 130 stories to share with City Council and the public.

Thank you to everyone who submitted stories and developed, edited, and shared in the creation of the **2023 SSS Report**.

The SSS Report Project Team:

Sponsor: Celene Anger

Project Manager: Mary Ingram

Project Team Members: Colleen Cameron, Sue Martin, and Chad Hein