2024 Progress Report

Delivering on the 2022-2025 Strategic Plan

City of
Saskatoon

Land Acknowledgment

We acknowledge that our community is located on Treaty 6 Territory and the Traditional Homeland of the Métis. Indigenous people including Cree, Dakota and Saulteaux have called the area now referred to as Saskatoon home for thousands of years. Today, Saskatoon is home to Indigenous people 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.

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Message from the Mayor

As we reflect on the progress made in our Strategic Plan in 2024, I am filled with a deep sense of pride and confidence in the path we are charting together. This report highlights the collective efforts and achievements of our city, and I am excited to share with you the tangible steps we have taken toward realizing our shared vision for Saskatoon.

In a time of change—whether through a new mayor, evolving council, or a constantly shifting world—we remain steadfast in our commitment to the goals we set forth in our strategic plan. Saskatoon has always been a city that adapts and grows, and our continued progress stands as a testament to the resilience, determination and collaborative spirit of our community.

At the heart of this journey is our guiding principle of miyo-pimatisiwin, or "good life for all." This vision is not just a goal but a commitment we make to every resident of Saskatoon. It is a vision where everyone has the opportunity to thrive in a city that is safe, welcoming, and inclusive—where every voice is heard and every person belongs.

As we move forward, the values of Reconciliation, belonging and inclusivity will continue to shape the work we do. We are dedicated to creating a community where everyone can find their place, contribute, and feel valued. It is through this commitment to inclusivity that we will ensure Saskatoon remains a place where all residents—regardless of background, culture, or circumstance—can belong.

Together, we are building a future that reflects our shared values, strengthens our connections, and makes Saskatoon a city that we can all be proud of. I look forward to continuing this journey with you, as we work toward a brighter future for all.

Thank you for your continued dedication to our home.

Cynthia Block

Mayor

Message from the Executive Leadership Team

On behalf of the Executive Leadership Team, I am pleased to present you with the City of Saskatoon's 2024 Strategic Plan Progress Report.

This report highlights our progress towards achieving the strategic priorities as outlined in the 2022-2025 Strategic Plan. You can find the Strategic Plan and previous progress reports at saskatoon.ca/StrategicPlan.

Like any other business or organization, we operate in a highly dynamic environment with new challenges and opportunities at every turn. These progress reports are a valuable tool to help us to stay on track and understand where to adjust and adapt as needed.

As we approach the final year of this plan, I can see the many positive impacts of our efforts for the Saskatoon community and residents reflected in this report. I extend my heartfelt thanks to all City employees for your hard work and dedication. Each of you has played a crucial role in advancing our strategic goals and vision.

Looking ahead, we have already begun work on our new 2026-2029 strategic plan. We will soon embark on a process to gather input from the residents of Saskatoon, City Council and City employees to help shape the future of our City.

With our strategic plan to guide us, I am confident the City is on a good path towards our vision of making Saskatoon a great place to live, work, learn and play for all.

Jeff Jorgenson
City Manager
On behalf of the Leadership Team

Introduction to the 2024 Progress Report

Introduction

Monitoring Performance and Progress

Welcome to the 2024 Strategic Plan Progress Report. This document builds on the foundation established in the 2022 Progress Report, continuing the City of Saskatoon's commitment to transparency and accountability.

Progress is tracked against the Key Performance Indicators (KPIs) identified for the Strategic Goals and Pillars in 2022. The data presented here has been updated to reflect the 2024 results.

Where applicable, new KPIs have been highlighted, accompanied by an explanation on why they have been included.

The development of this report is a collaborative effort between City Administration and community partners who work together on various priorities in the Strategic Plan. We are grateful for their continued support and contributions.
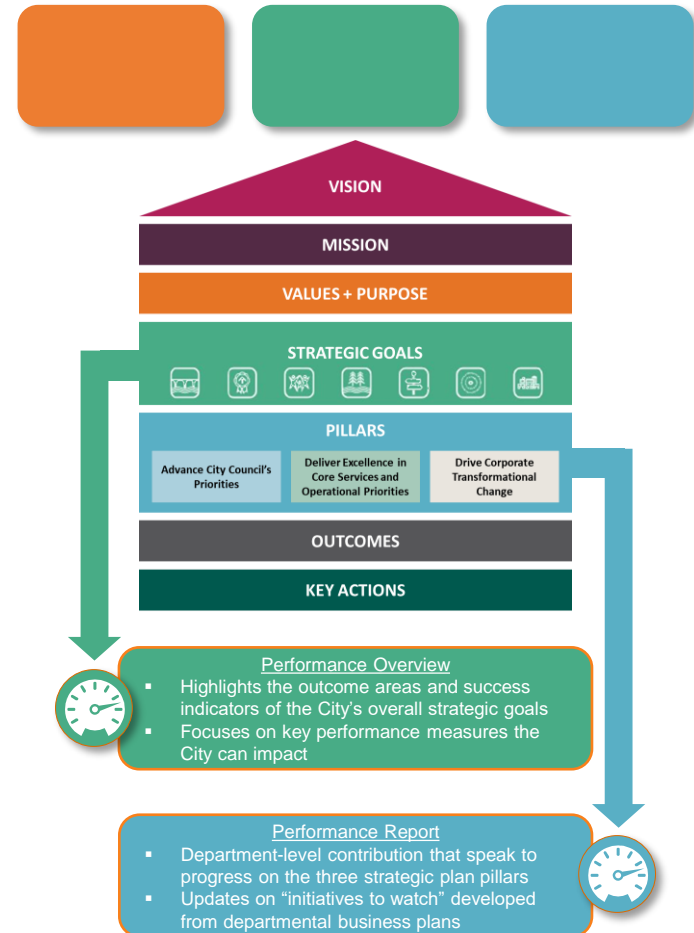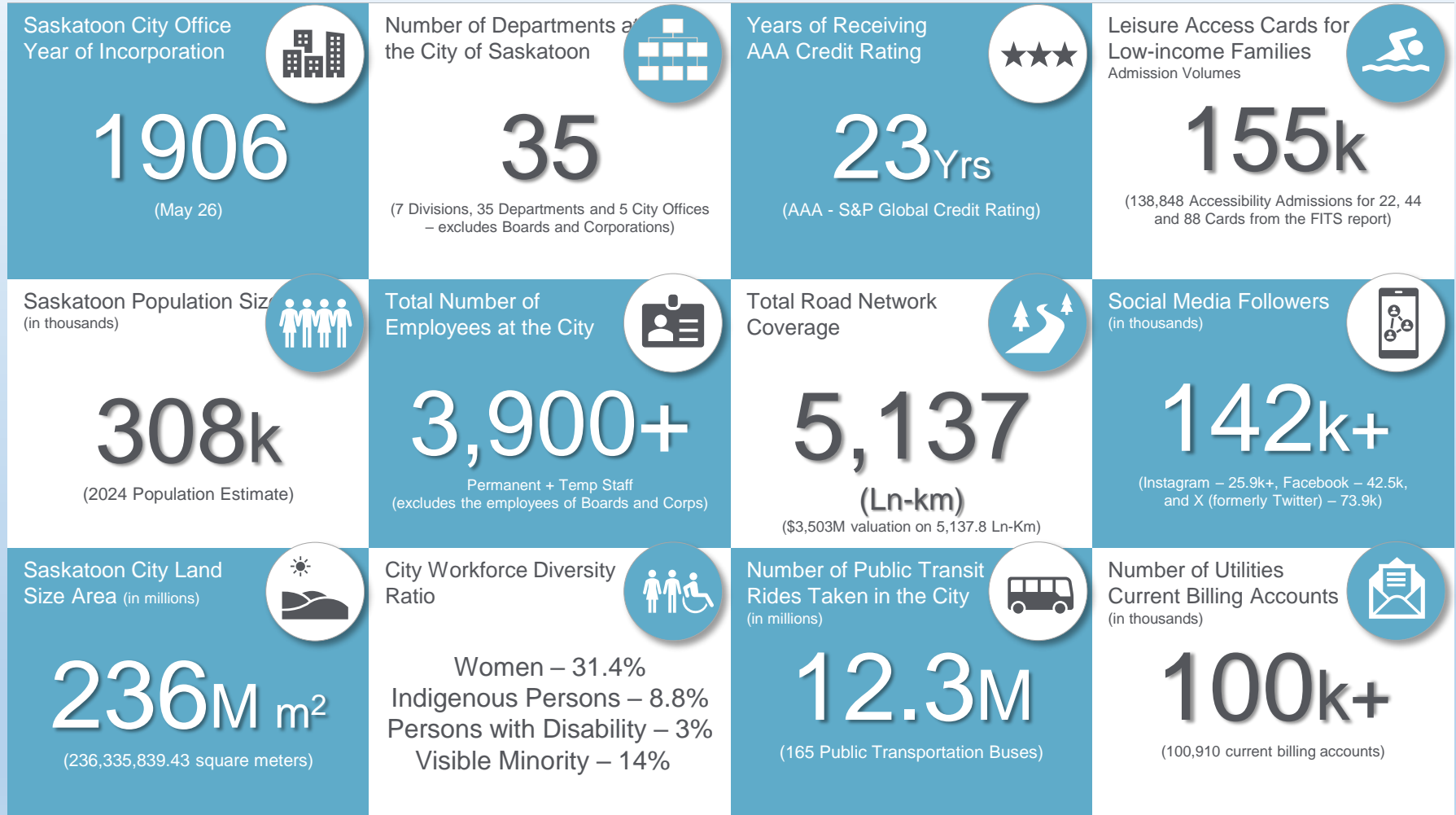
Introduction

The 2024 Progress Report

This report comprises two main sections:

1. **Performance Overview:** This section highlights key performance indicators (KPIs) or measures that track progress against the City's overall strategic goals.

2. **Performance Report:** This section provides updates on the work being done by the City's departments to advance the outcomes and key actions within the three strategic plan pillars. It also identifies important metrics that departments are tracking to assess the City's progress on the Strategic Plan. Finally, it includes status reports on the 'initiatives to watch' identified through departmental business planning.

2024 – The City of Saskatoon at a glance

Saskatoon City Office Year of Incorporation

1906

(May 26)

Number of Departments at the City of Saskatoon

35

(7 Divisions, 35 Departments and 5 City Offices – excludes Boards and Corporations)

Years of Receiving AAA Credit Rating

23 Yrs

(AAA - S&P Global Credit Rating)

Leisure Access Cards for Low-income Families
Admission Volumes

155k

(138,848 Accessibility Admissions for 22, 44 and 88 Cards from the FITS report)

Saskatoon Population Size (in thousands)

308k

(2024 Population Estimate)

Total Number of Employees at the City

3,900+

Permanent + Temp Staff
(excludes the employees of Boards and Corps)

Total Road Network Coverage

5,137

(Ln-km)

($3,503M valuation on 5,137.8 Ln-Km)

Social Media Followers (in thousands)

142k+

(Instagram – 25.9k+, Facebook – 42.5k, and X (formerly Twitter) – 73.9k)

Saskatoon City Land Size Area (in millions)

236M m²

(236,335,839.43 square meters)

City Workforce Diversity Ratio

Women – 31.4%
Indigenous Persons – 8.8%
Persons with Disability – 3%
Visible Minority – 14%

Number of Public Transit Rides Taken in the City (in millions)

12.3M

(165 Public Transportation Buses)

Number of Utilities Current Billing Accounts (in thousands)

100k+

(100,910 current billing accounts)

Performance Overview
Progress on the Strategic Goals

Performance Overview

The Performance Overview measures progress made on outcomes of the City's Strategic Goals.

The outcomes for each of the Strategic Goals were outlined in previous strategic planning work done by the City, including the Saskatoon Speaks community vision document (2011) and the 2018-2021 Strategic Plan.

Culture of Continuous Improvement

Quality of Life

Sustainable Growth

Moving Around

Economic Diversity & Prosperity

Asset & Financial Sustainability

Environmental Leadership

Performance Overview

How to interpret the data:

- **Performance Metrics:** Performance is reported using one of the following:

    - A percentage score (e.g., satisfaction rate, waste diversion rate)

    - An achievement rate (%) — calculated as actual performance divided by the target

    - Comparative data across selected cities.

- **KPIs:** KPIs in this report are selected existing measures that help assess progress toward strategic goals. They do not represent all outcomes or areas of City operations.

- **Graph Elements:**

    - Red Line: Target level set by the City

    - Blue Line: Actual trend over time

    - Bars: Annual results

Trend Arrows: Arrows indicate changes in trends compared to the previous period.

- (↑) Upward Arrow: Significant improvement (change greater than +5 percentage points)

- (←→) Side Arrow: No significant change (change within ±5 percentage points)

- (↓) Downward Arrow: Significant decline (change greater than –5 percentage points)

Colour Indicators (RAG Status):

- Green: High performance — achievement rate above 75% of the target

- Amber: Moderate performance — achievement rate between 50% and 75% of the target

- Red: Low performance — achievement rate below 50% of the target

Important Notes:

- *For rate-based measures (e.g., satisfaction rates or waste diversion rates), changes are expressed in percentage points, not percent changes.*
- *Some targets were updated in 2024 to reflect changes in City strategies and policies. Where this occurs, it is noted in the accompanying text.*

Accessibility Considerations: To make this report more accessible to individuals who may have a colour vision deficiency, we have used variants of Red, Amber, and Green that are easier to distinguish.

Strategic Goals

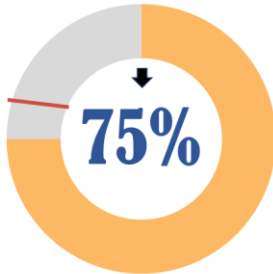| Strategic Goal 1: Culture of Continuous Improvement	Saskatoon is the best managed City. **Desired Outcome** ▪ Provides high quality services that meets the needs and expectations of the public. ▪ Services are focused on continuous improvement, innovation and creativity. ▪ Has a representative workforce that is engaged, productive, healthy and safe.
Success Measures: How well we are doing	**Analysis:** What this means
Civic Satisfaction with City's Quality of Services (%) Target: N/A (Actual 2023: 81%) Actual: 75% - Online Panel Survey only **75%**	This metric captures the collective sentiment on how well the City's services, such as waste management, transportation, and public safety, meet residents' needs. Overall satisfaction declined by 6.0 percentage points compared to last year, aligning with national trends. Despite this decline, many core services continue to receive strong public support, particularly Fire Services, Parks Maintenance, and Waste Management Programs. In contrast, residents expressed a desire for improvements in Affordable Housing, Road Maintenance, Snow and Ice Management, and Police Services. Respondents also indicated a preference for scaling back services in areas such as community grants, planning and growth initiatives, and recreational programming.
City Workforce Diversity (%) SHRC Target: W-47%, D-22.2%, In-14%, VM-16.8% Actual: W-31.5%, D-2.8%, In-8.7%, VM-15% 	A diverse workforce brings a broader range of perspectives, fuels creativity, and enhances productivity. While the diversity of City staff has remained relatively unchanged from the previous year, there is still an opportunity for progress. The data relies on voluntary self-declaration, which may lead to underreporting, as not all individuals choose to disclose their identities. As a result, the dataset may not fully reflect the organization's demographic makeup. The City remains committed to advancing Equity, Diversity, and Inclusion (EDI) through initiatives such as developing a Digital Equity Framework, implementing an Accessibility Action Plan, addressing systemic barriers, and promoting educational opportunities that foster a more inclusive workplace. These efforts aim to create a workplace where all employees feel a genuine sense of belonging. (Note: SHRC stands for 'Saskatchewan Human Rights Commission')
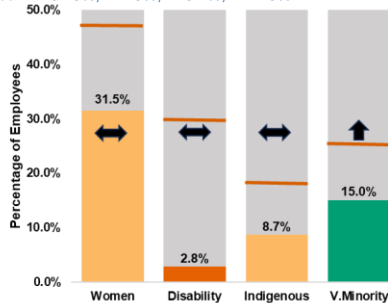
Strategic Goals

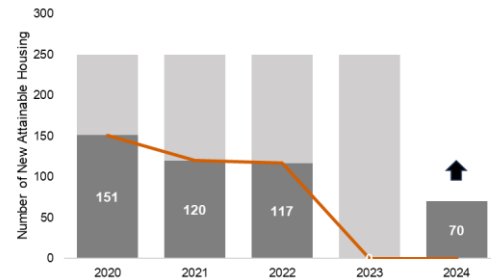| Strategic Goal 2: Quality of Life	Saskatoon is a warm and welcoming place for all. **Desired Outcome** ▪ Provides access to a range of affordable housing options, employment opportunities, recreational facilities, etc. ▪ Ensures citizens feel safe and have a sense of belonging with diverse traditions, religions and languages respected and celebrated.
Success Measures: **How well we are doing**	**Analysis:** **What this means**
New Attainable Housing Units Target: Not set Actual: 70 	New attainable housing is critical to mitigating the housing affordability challenges faced by individuals or households. The City of Saskatoon began developing a new housing strategy in 2023. In 2024, the City approved 70 affordable housing units through the Government of Canada Housing Accelerator Fund (HAF) and other incentives. Although no annual goal was set for the affordable housing program in 2024, there has been considerable progress. The City aims to add 660 new affordable units by December 21, 2026, through the HAF initiative. Sustained federal and provincial funding will be needed to meet the ongoing challenges around housing affordability. The City remains committed to improving housing accessibility in Saskatoon and will continue to collaborate closely with government and community partners to achieve this important objective.
Fire Response Time within 380 seconds (NFPA 1710) (%) Target: 90% Actual: 73.91% 	Effective emergency response is critical to public safety and quality of life. The fire response time rate reflects how often the Saskatoon Fire Department (SFD) meets its target for responding to fire incidents — a key factor in minimizing property damage and ensuring timely rescue operations. In 2024, the SFD's ability to meet its response time target dropped by 4.3 percentage points, declining from 73.9% in 2023 to 69.6%. This represents a notable year-over-year decline and continues a downward trend since 2020. Contributing factors include growing traffic congestion and the City's expanding footprint, both of which increase travel times. To address this, the SFD is using GIS data to monitor response times by neighbourhood and identify service gaps. Analysis shows a need for additional fire stations on both the west and east sides of Saskatoon. Two new stations are expected to be operational on the west side by late 2026 or early 2027. Planning is also underway for new facilities on the east side, with the SFD working closely with Saskatoon Land to determine optimal locations.
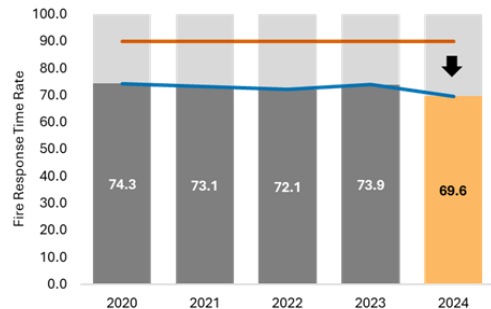
Strategic Goals

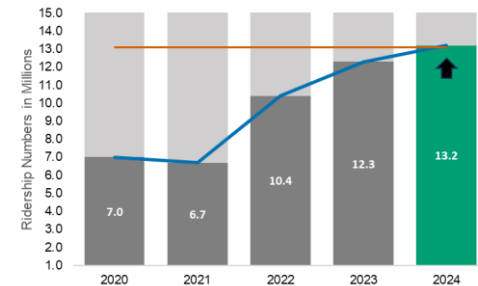| Strategic Goal 3: Moving Around	Saskatoon is a city on the move. **Desired Outcome** ▪ Provides an integrated transit system with good network for transport ease. ▪ Provides a comprehensive network of active transportation facilities and infrastructure. ▪ Ensures traffic flow ease and safety with optimal parking availability.
Success Measures: How well we are doing	**Analysis:** What this means
Transit Ridership (million) Target: 13.1M Actual: 13.2M 	Transit ridership measures the total number of annual trips taken on Saskatoon Transit. It serves as a key indicator of how transit use is evolving, essential for planning service improvements and meeting resident needs. In 2024, ridership reached 13.2 million trips, a 7.3% increase from the previous year and slightly above the target of 13.1 million. This growth likely reflects both population increases and recent service enhancements, including improved route design and reliability. To support continued ridership growth, the City is focused on maintaining strong digital engagement through real-time apps and service alerts. It is also making targeted investments to expand service capacity and improve operational efficiency. Rider feedback remains central to shaping future service adjustments and ensuring transit remains a viable, attractive option for more residents.
Transit Service within 450 m of Development (Service Coverage) (%) Target: 100% Actual: 92% 	Transit service coverage refers to the percentage of new developments located within 450 metres — roughly a five-minute walk — of a transit stop. This measure helps assess how easily residents can access transit and informs planning for a more connected transportation network. In 2024, service coverage remained high at 92%, representing a modest increase of 1.1 percentage points over the previous year. This improvement is largely attributed to the expansion of the On-Demand Transit service to Aspen Ridge. To support continued growth, Saskatoon Transit will require incremental increases to service hours as new neighbourhoods develop. These investments align with the City's Transit Service Standards. In addition, ensuring the road network and supporting infrastructure keep pace with community growth will be essential for maintaining and expanding access to transit.
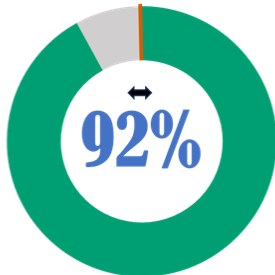
Strategic Goals

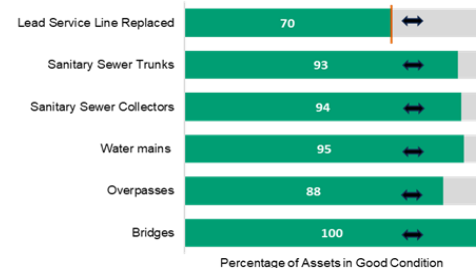| **Strategic Goal 4:** Asset and Financial Sustainability	Saskatoon invests in what matters. **Desired Outcome** ▪ Ensures its financial and physical resources address the needs of residents. ▪ Ensures its critical assets, such as, vehicles, parks, buildings, roads and bridges, are well-managed and well maintained. ▪ Ensures transparent and accountable procurement and resource allocation management.
Success Measures: How well we are doing	**Analysis:** What this means

| Assets in Good Condition (%)
Target: LSLR 70%, SST 100%, SSC 100%, WM 95%, Ov 100%, Br 100%
Actual: LSLR 70%, SST 93%, SSC 94%, WM 95%, Ov 88%, Br 100%

Lead Service Line Replaced — 70
Sanitary Sewer Trunks — 93
Sanitary Sewer Collectors — 94
Water mains — 95
Overpasses — 88
Bridges — 100
Percentage of Assets in Good Condition | Understanding the condition of City assets is critical to achieving environmental, social, and financial sustainability. Regular assessments support effective resource allocation, risk management, long-term planning, and regulatory compliance, ensuring public funds are used optimally to enhance community well-being.

There have been no changes since the 2023 Asset Management Plans, which are reviewed biennially. Updated plans are scheduled for release in Q2/Q3 of 2025.

Asset inspections continue on schedule to monitor condition and inform updates to Asset Management Plans, which identify the funding required to maintain targeted service levels.

In addition, funding adjustments in the 2024/2025 City budget have extended the timeline for Lead Service Line replacements. Full replacement is now targeted by the end of 2028, rather than 2026 as originally planned. |
| Debt as Percentage of Operating Revenue (%)
2023 Stat Data: Performance across Cities
2024 – Data not yet available
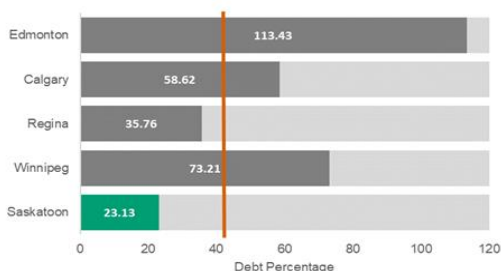
Edmonton — 113.43
Calgary — 58.62
Regina — 35.76
Winnipeg — 73.21
Saskatoon — 23.13
0 20 40 60 80 100 120
Debt Percentage | Debt as a percentage of operating revenue measures the City's total outstanding debt relative to its regular revenue streams, such as property taxes and user fees. It provides a key indicator of financial sustainability and fiscal capacity.

In 2023, Saskatoon's debt-to-revenue ratio improved to 23.13%, down from 27.8% in 2022. This improvement reflects continued payments on existing debt and underscores the City's prudent approach to fiscal management.

The chart compares Saskatoon's 2023 debt profile to those of other major Prairie municipalities, highlighting Saskatoon's relatively strong position. Data for 2024 will be available in mid-2025.

Looking ahead, the City remains committed to strengthening financial sustainability by diversifying revenue streams beyond property taxes, including greater use of user fees, grants, and partnerships. |

Strategic Goals

| Strategic Goal 5: Environmental Leadership	Saskatoon grows in harmony with nature. **Desired Outcome** ▪ Seeks to ensure the community thrives in harmony with its ecological environment. ▪ Strives to ensure the community reduces waste and conserves its natural resources. ▪ Promotes clean air and water, energy efficiency and consumption of water.
Success Measures: How well we are doing	**Analysis:** What this means

| Reduction in Corporate GHG Emissions (%)
 Target (New): Net Zero by 2050
 Actual 2023: 7% \| Compared to 2014 baseline
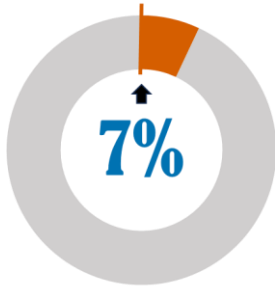
 7% | Reducing corporate greenhouse gas (GHG) emissions is a key part of the City's efforts to lower its carbon footprint, improve air quality, and mitigate the impacts of climate change on ecosystems, biodiversity, and public health. Regular monitoring of corporate emissions ensures accountability toward achieving these strategic goals.

 The City conducts corporate and community GHG emissions inventories every two years. As of 2023, corporate emissions were 7% lower compared to the 2014 baseline, a four-percentage point improvement over 2021 levels. This progress reflects the impact of targeted GHG reduction initiatives.

 To continue advancing GHG mitigation at the corporate level, the City is implementing actions from the Low Emissions Community Plan. The 2024/2025 Climate Budget is Saskatoon's first effort in this area and also identifies key initiatives now underway to support the City's long-term goal of achieving net-zero emissions by 2050. |
| Waste Handled by the City that is Diverted (%)
 Target: 70%
 Actual: 34%
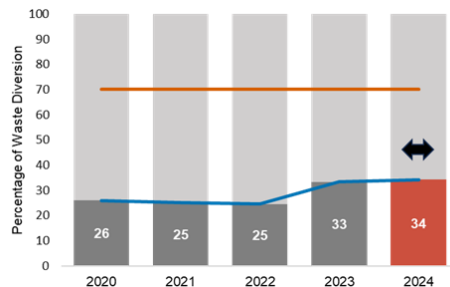
 Percentage of Waste Diversion
 2020: 26 2021: 25 2022: 25 2023: 33 2024: 34 | The City's waste diversion rate remained relatively stable over the past year, reaching 34% in 2024. Seasonal factors, such as the improper disposal of yard waste during peak periods, and fluctuations in private sector landfill use, continue to affect overall performance. When excluding private sector landfill contributions, the City's 2024 curbside collection diversion rate was 42.2%, while the multi-unit residential diversion rate was 14.0%.

 To improve waste diversion, the City is advancing initiatives under the Solid Waste Reduction and Diversion Plan, including a multi-unit organics program, public space and event diversion efforts, improved waste sorting education, and local recycling market promotion through the Material Recovery Centre.

 Key performance indicators (KPIs) for the Solid Waste Reduction and Diversion Plan will be updated in 2025, with a full plan refresh scheduled for 2026 to align with the updated Climate Action Plan. |

Strategic Goals

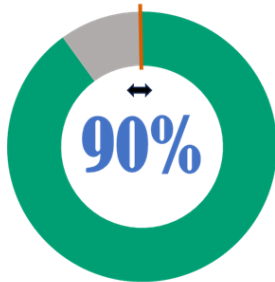|	
Strategic Goal 6: Economic Diversity and Prosperity	Saskatoon thrives thanks to a diverse local economy. **Desired Outcome** ▪ Promotes a business-friendly environment and a diversified regional economy that continues to grow. ▪ Creates an active and attractive downtown for all residents and visitors. ▪ Is globally recognized as a smart city.
Success Measures: How well we are doing	**Analysis:** What this means
Turnaround Time met on Business License Issuance (%) Target: 100% Actual: 90% **90%**	The turnaround time for issuing business licences reflects the City's efficiency in processing applications. Maintaining quick service levels supports a business-friendly environment that fosters economic growth and prosperity. In 2024, the City met its business licence turnaround time target 90% of the time, consistent with 2023 performance. Processing times were influenced by increased volumes of new business licence applications. To further improve efficiency, the City is enhancing its application review processes through the adoption of new technological workflow solutions.
Annual Land Sale ($ million) Target: $63M (5 year rolling average) Actual: $104.05M 	Annual land sales provide a key indicator of Saskatoon's economic activity. Revenue generated from land development projects helps fund capital initiatives that enhance quality of life for residents. In 2024, land sales totaled $104.05 million, significantly exceeding the target of $62.38 million. This represents an 80.2% increase — or an additional $46.3 million — compared to 2023, driven largely by high demand for multi-residential land parcels. Looking ahead to 2025, total land sales are expected to remain above the five-year average. However, annual sales may continue to fluctuate due to broader external market conditions. *Note: To establish a more accurate and stable foundation for setting and evaluating annual land sales targets, we have adopted a 5-year rolling average. This method helps to mitigate short-term fluctuations and emphasizes long-term trends. The rolling average for the target values is determined by averaging the target values from the past five years..*
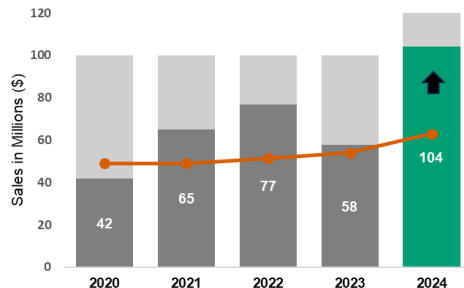
Strategic Goals

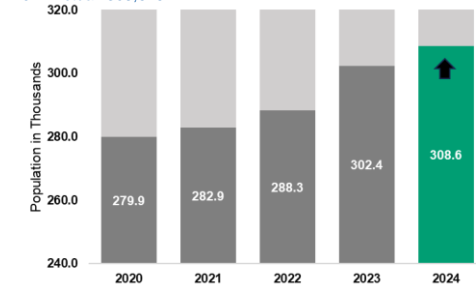| **Strategic Goal 7:** Sustainable Growth	Saskatoon is known for smart, sustainable growth **Desired Outcome** ▪ Seeks to promote growth that is environmentally and economically sustainable and contributes to a high quality of life ▪ Creates a City Centre that is a vibrant hub for culture, commerce, and civic life ▪ Promotes sustainable development supported by regional planning best practices
Success Measures: How well we are doing	**Analysis:** What this means
City Population (thousand) 2024 Actual: 308,626 320.0 300.0 — 279.9 282.9 288.3 302.4 308.6 Population in Thousands 280.0 — 279.9 282.9 288.3 260.0 240.0 2020 2021 2022 2023 2024 NB: The Graph shown here presents the City's population growth levels and not as a KPI over the period. In 2019 there was a change to the way population was computed, hence the observed decline.	Population growth data supports informed decision-making by helping the City allocate resources effectively for programs, services, and infrastructure that meet the needs of a growing and diverse community. In 2024, Saskatoon's population reached 308,626, an increase of 4.9% over the previous year. This growth was driven largely by international immigration, including both permanent and temporary residents. Looking ahead, recent federal immigration policy changes are expected to moderate growth rates in 2025, bringing population increases closer to historical trends.
Residential Infill Development (%) Target: 25% (five-year rolling average) Actual: 13.85 % 25 20 Residential Infill Devt. Percentage 15 10 5 0 7.40 16.80 14.90 11.70 13.85 2020 2021 2022 2023 2024	The residential infill development rate measures the proportion of new dwelling units constructed within existing neighbourhoods relative to total new housing units citywide. A strong infill rate supports more efficient land use, infrastructure investment, and sustainable growth. In 2024, the City's residential infill rate increased by 2.15 percentage points compared to 2023 but remained below the long-term target. Although more infill projects were completed, the overall share of new development occurring within established neighbourhoods still falls short of growth goals. Looking ahead, the City is focusing on three priority areas to support future infill growth: Strategic infill areas (targeting a 25% increase in development), Neighbourhood infill (targeting a 10% increase), Corridor growth areas (targeting a 15% increase). Larger-scale infill projects, particularly in corridor growth areas, are expected to significantly contribute to achieving the City's future infill targets.
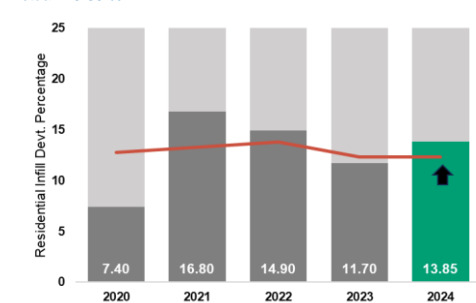
Performance Report
Update on Strategic Pillars

Performance Report

The Performance Report provides more information on the work done within the three Pillars defined in the Strategic Plan. Each Pillar outlines priorities (or priority areas) with outcomes and key actions.

The most appropriate Key Performance Indicators (KPIs) were selected to assess the progress made on the outcomes of the priorities and identify those areas where the City can continue to improve services.

The 2024 results were measured against the set targets, and arrows were used to denote a change in trend as compared to a previous period.
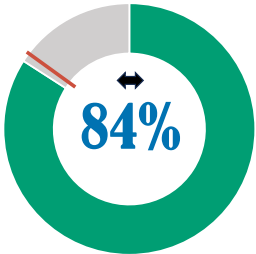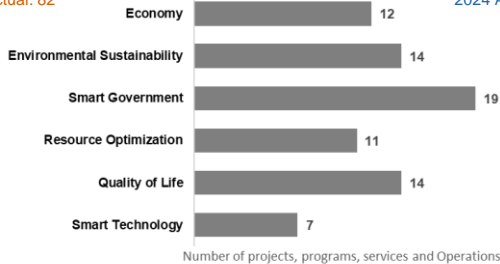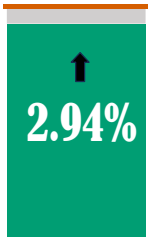
The red, amber or green (RAG) status colours are used to indicate how well the City has achieved a set target, while the arrows indicate the change from the previous year.

VISION

MISSION

VALUES + PURPOSE

STRATEGIC GOALS

PILLARS

| Advance City Council's Priorities | Deliver Excellence in Core Services and Operational Priorities | Drive Corporate Transformational Change |

OUTCOMES

KEY ACTIONS

ADVANCE CITY COUNCIL'S PRIORITIES*	DELIVER EXCELLENCE IN CORE SERVICES AND OPERATIONAL PRIORITIES**	DRIVE CORPORATE TRANSFORMATIONAL CHANGE**
Reconciliation, Equity, Diversity and Inclusion	Civic Assets	Customer-Centric Service Delivery
Economic Development	Equitable and Accessible Services	Efficiency and Effectiveness
Community Safety and Well-Being	Procurement and Project Management	People and Culture
Engagement on Infill and Growth	Quality of Life and Public Safety	
Recreation, Culture and Leisure		
Regional Planning		
Downtown Development		
Environmental Sustainability		
Transportation		
Smart City		

SASKATOON

Performance Report

Advance City Council's Priorities	2024 Highlights

Transit On-Time Performance (%)
Target: 85%
Actual: 84%

84%

In 2024, Saskatoon Transit achieved an 84% on-time performance rate, slightly below the 85% target. This 3.7 percentage point decline is primarily due to major summer road construction, service expansions, route changes, and increased ridership leading to fuller buses and boarding delays. The City is actively monitoring route performance and adjusting schedules to improve reliability.

# of Projects, Programs, Services and Operations under the Smart City Portfolio
2023 Actual: 82
2024 Actual: 77

	Number of projects, programs, services and Operations
Economy	12
Environmental Sustainability	14
Smart Government	19
Resource Optimization	11
Quality of Life	14
Smart Technology	7

The Smart City portfolio evolves with projects starting, ending, and transitioning into services, causing initiative counts to vary. This metric provides a 'point-in-time' snapshot of the City's business-technology portfolio. As the Smart City portfolio matures, additional KPIs will be introduced for a more comprehensive assessment.

Investment Returns (%)
Target: 3.15%
Actual: 2.94%

2.94%

Investment returns were better than 2023 by 0.07 percentage points, due to the increased market interest rates. To further enhance the potential rate of returns, the City has approved changes to its investment policies to allow for a wider range of investment opportunities.

Admissions Rate at City Cultural and Recreational Facilities per 1000 Population
Target: 6400 visits
Actual: 5704 visits

5704

Visits increased by 155 admissions per 1,000 population, a rise of 10.8%. This is attributed to population growth and higher usage of civic facilities as programs recover to pre-pandemic levels. The City aims to enhance customer experience through the ongoing renovation of the Harry Bailey Aquatic Centre and by offering quality, affordable programming that meets residents' expectations.

2024 Highlights

7.3%
The **increase** in transit ridership

- - - - - - - - - - - - - - - - - - - -

Residential Infill Development held relatively **steady** at about
13.9%
This was an increase of 1.8 percentage point, but fell short of the target

- - - - - - - - - - - - - - - - - - - -

The total number of visits to recreational facilities
1.76 million

- - - - - - - - - - - - - - - - - - - -

Over three in five residents
62%
indicated that they thought a family member or colleague would feel safe living in Saskatoon. Performance decreased by 10 percentage points

NB: Please note that the provided KPIs and the analysis do not address all the outcomes under this Pillar, but are the existing measures that help determine progress within the Pillar.
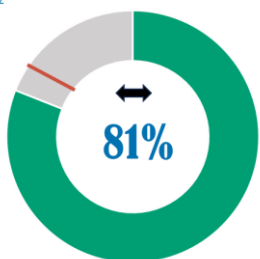
Performance Report

Deliver Excellence in Core Services and Operational Priorities

Snow Grading of Streets Completed within Service Levels – Priority 1,2,3 (2024 Jan-March, and Nov-Dec) (%)
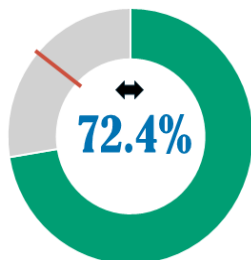Target: 100%   Actual: 84%

81%

In the 2023/24 winter season, 81% of Priority 1, 2, and 3 streets were within target timelines, compared to 84% the previous year - a 3 percentage point decline. This decrease reflects the back-to-back occurrence and severity of snow events, which placed pressure on available resources. To improve, the City is reviewing the Priority Street Network to optimize routes and response strategies for the 2024/25 season.

% On-Time Performance vs Demand for Access Transit Services
Target: 99%   Actual: 97.1%

In In 2024, Access Transit achieved a 97.1% on-time performance rate, despite a 2.3% increase in demand from 2023. Sustained was due to limited paratransit options, lack of affordable transportation, an aging population, and more patients with specialized needs. Access Transit will continue to monitor ridership trends to ensure quality service as demand changes.

Roadways in Good Condition (Aggregate Score) (%)
Target: 80%   Actual: 72.4%

72.4%

There have been no changes since the 2023 Asset Management Plan, which is updated biennially. The next updates are scheduled for the second or third quarter of 2025. Citywide pavement condition assessments are conducted every four to five years to determine funding needs for targeted service levels. This helps inform the asset management plan and multi-year budget needs.

Kilometer of Park Pathways per 1,000 Residents
Target: N/A   Actual: 202.4
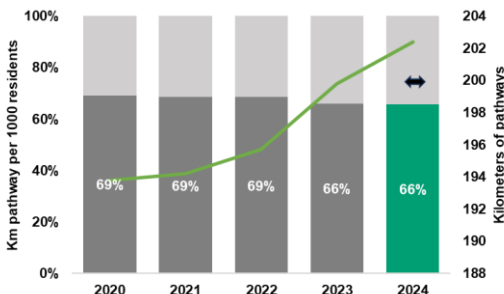
This performance indicator highlights the City's efforts to enhance public spaces and provide accessible green areas for recreation and outdoor activities. The City has increased the number of pathways through neighbourhood development and park upgrades. The growth and improvements in Aspen Ridge, Rosewood, and Brighton contributed to a 1.3% expansion in 2024.

2024 Highlights

Indigenous Procurement Spend **dropped** to

0.8%

and to ensure it is on track to meet the 5% target by 2026, the City will connect with the local Indigenous business community to identify new suppliers and collaborate with departments within the City to implement these procurement goals.

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3 in 4

Residents are satisfied with the City's Quality of Services. This is a 7.4 percentage point **decrease** from 2023

70%

Respondents that believe the City of Saskatoon provides meaningful opportunities to participate in engagement activities

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35%

rise in Priority 1 property maintenance concerns, taking 119 days to address complaints for SFD, due to encampments in 2024.City to consider a 24-hour response and consider hiring temporary inspectors for peak complaint months in 2025.
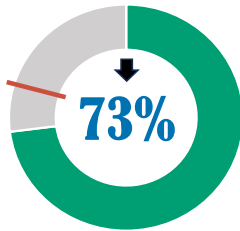
NB: Please note that the provided KPIs and the analysis do not address all the outcomes under this Pillar, but are the existing measures that help determine progress within the Pillar.

23

Performance Report

Drive Corporate Transformation Change

People satisfied with the quality of City communications (%)
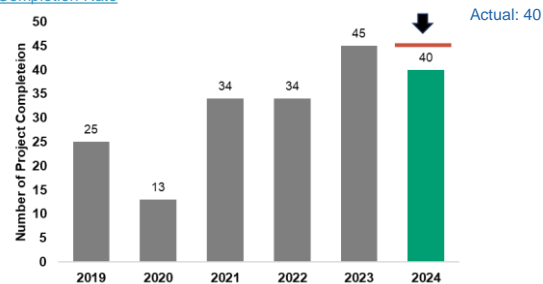Target: N/A (77% - 2023 Actuals)   Actual: 73% (online)

73%

There has been a 4.0 percentage point decrease in resident satisfaction with the quality of the City's communication from the previous year. Currently, nearly 3 in 4 residents are satisfied with the quality of communication.

IT Project Completion Rate
Target: 45   Actual: 40

In 2024, 40 IT projects were completed, compared to 45 projects in 2023 — a reduction of approximately 11% due to a shift toward more complex and larger-scale projects, which require longer timelines to complete. As the project portfolio evolves, the City is continuing to enhance project management practices and prioritize resourcing strategies to support the successful delivery of critical technology initiatives.

Lost Time Injury Rate
Target: 2.04 (Saskatchewan Industry)   Actual: 4.18
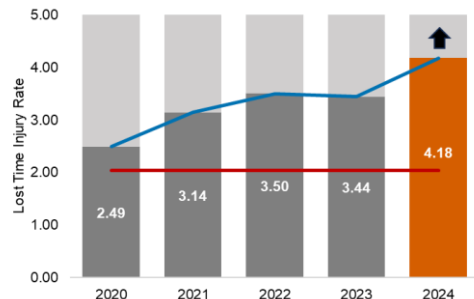
In 2024, there were more lost time injuries reported compared to 2023. This increase may be attributed to improved awareness of incident reporting among a larger workforce, which includes full-time, temporary, and seasonal employees. To enhance safety performance, the City will continue to integrate safety into all areas of its operations.

Increase in Social Media Engagement
2023 Actual: I-23.7k, X-67.4k, F-39k   2024 Actual: I-25.9k, X-73.9k, F-42.5k
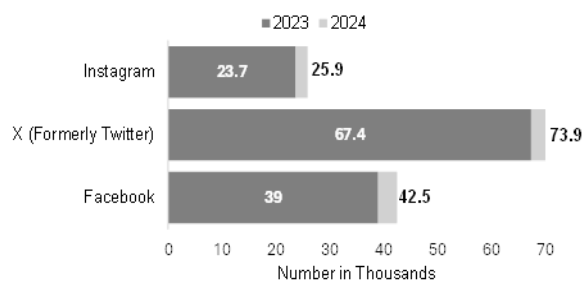
Since 2023, the City of Saskatoon's social media following has grown by 27.9%. However, residents prefer not to contact the City via text messaging (18%) or social media (7%). When compared to 2023, social media as a method of contact with the City decreased by 13 percentage points. However, Facebook is still one of the preferred methods to receive information about City programs and services (27%).

2024 Highlights

Residents who feel the City makes customer service a priority

44%

This is a significant decline, with a 15 percentage point **drop** compared to 2023

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3 in 4

Residents are satisfied with the quality of communication from the City

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Lost Time Injuries per 100 workers **increased** to

4.14

The City aims to further decrease this number through increased incident investigations and corrective actions

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12,200

The total **increase** in the City's social media following across the three major platforms – Instagram, X and Facebook

NB: Please note that the provided KPIs and the analysis do not address all the outcomes under this Pillar, but are the existing measures that help determine progress within the Pillar.

2024 – Investing in Saskatoon's Assets

$58.08 million
invested in 2024
to improve Saskatoon's roads, bridges and sidewalks Excluding the operational costs for roadways, water and sewer and potholes

6,603 m
of water main replaced or rehabilitated
Also, 8,386 m of sanitary and storm sewer replaced/rehabilitated/inspected and 574 water and sewer service connections replaced

13 kms
sidewalk improved
Replaced about 4 km of curb and 7 km of sidewalk, plus an additional 1.8 km of sidewalk treatments

156 lane km
of road construction
were completed in 2024. There was also ~6 lane km of 2023 carryover patching locations which were completed in 2024.

345
service connections installed
281 Lead and 64 Sanitary connections were replaced.

Performance Report
Updates on Strategic Priorities

Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Reconciliation, Equity, Diversity and Inclusion	▪ The City's workforce is reflective of the population of Saskatoon. ▪ The City is successful at identifying and eradicating systemic and institutionalized racism and discrimination. ▪ There is increased community awareness and understanding of systemic racism and a commitment to redress past harms. ▪ City Council, Administration, and community decision-making bodies are reflective of the Saskatoon community. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	City Workforce Diversity Score SHRC Target: W-47%, D-22.2%, In-14%, VM-16.8% Actual: W-31.5%, D-2.8%, In-8.7%, VM-15%

2024 Highlights of Achievements

- In December 2024, the City hired Canada's first Auntie Advocate in the Office of Matriarchs, a unique municipal position focused on developing strategies to make the city safer and more equitable for Indigenous women, girls, and two-spirit people (IWG2S).
- Hosted the City's first Community Feast & Round Dance on March 28, 2024, to respond to the TRC Calls to Action and foster Indigenous and non-Indigenous relationships.
- Hosted two urban reserve signing ceremonies and organized a networking breakfast with First Nations that have urban reserves, followed by the Treaty 6 & Métis Flags Installation ceremony in Council Chambers.
- Held the first Indigenous Initiatives Department Tobacco Teachings & Protocol session to educate staff on engaging with Indigenous Knowledge Keepers and Elders.
- Engaged with internal and external City stakeholders to explore and develop a new Civics Naming Policy and Place Identity Framework.
- Developed a mandatory Indigenous Awareness Course, "In the Spirit of Truth and Reconciliation", for all employees.
- Worked with the Universities of Manitoba and Saskatchewan to develop an innovative approach to identifying and removing systemic barriers.

Key Work Planned for 2025

- Initiate the replacement of the Cultural Diversity and Race Relations Policy. Build an implementation plan which will include community consultations.
- Establish an honorarium standard for City engagements with the community.
- Conduct a community-wide accessibility barrier survey and plan.
- Report on removing language bias from job descriptions.
- Develop Indigenous Public Engagement procedures, emphasizing an Indigenous First approach.
- Operationalize the Office of Matriarchs. The Auntie Advocate will build a team and provide education, awareness, and strategic advisory services within the City and to City Council.
- Host the City's Second Feast & Round Dance as part of a four-year commitment responding to the Truth and Reconciliation Commission Calls to Action.
- Continue to work with partners and Knowledge Keepers on creating urban cultural spaces.
- Partner with community organizations to host a full day of events for Red Dress Day on May 5, including a Walk for missing and murdered Indigenous women, girls, and two-spirit people, as well as prevention-focused sessions.
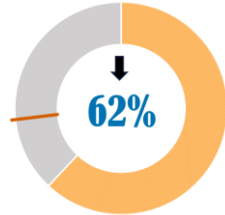
Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Economic Development	- Saskatoon is a business-friendly city that supports a positive investment and regulatory climate. - Saskatoon is widely recognized for its vibrant, inclusive economy. - Saskatoon has a growing global reputation as a leading innovation hub for the technology, food, fuel, and fertilizer industries. NB: The graph shown here presents the City's performance in comparison to other cities and not as a KPI. The red line here shows the group average.	Property Tax per Capita ($) Edmonton 1770 Calgary 1470 Regina 1146 Saskatoon 1005 Winnipeg 884 0 500 1000 1500 2000 Prperty Tax per Capita ($)

2024 Highlights of Achievements

- Developed an Indigenous Land Developer's Resource, providing a guide to land development in Saskatoon.
- Worked with Muskeg Lake Cree Nation leadership and staff to create a promo video to capture the story of the first commercial urban reserve in Saskatoon.
- The Saskatoon Regional Economic Development Authority (SREDA) executed various economic development initiatives to progress the City of Saskatoon's Strategic Plan. Some of these include
    - Promoted and administered the City of Saskatoon's Business Development Incentive, supporting the creation of 205 new jobs and $45.6M in investment.
    - Supported 1,771 Saskatchewan entrepreneurs through the entrepreneurship program, SK Startup Institute, resulting in the establishment of 104 new businesses.
    - Awarded $30K in cash prizes to local Indigenous entrepreneurs through SOAR Indigenous Entrepreneurship Competition.

Key Work Planned for 2025

- Support new urban reserve creation in 2025.
- SREDA will continue to advance the City of Saskatoon's economic development priority with several initiatives planned for 2025. Examples include:
    - Assessing Saskatoon's competitiveness in attracting and growing local businesses by considering input from business owners, business costs and ease of operation, incentives, and regulatory services relative to other regions, and providing recommendations to the City and relevant stakeholders.
    - Generating leads through Industry Councils and hosting qualified prospects interested in expanding to Saskatoon.
    - Participating in outbound missions to attract investments and promote the Saskatoon Region.
    - Supporting more Indigenous entrepreneurs through SOAR and collaborative with Indigenous organizations and communities.
    - Producing and sharing economic insights to support informed decision-making and engagement events to encourage collaboration in driving economic growth.
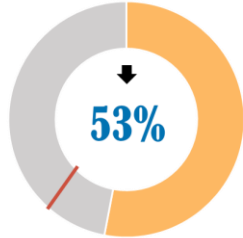
Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Community Safety and Well-Being (CSWB)	- The City's work to improve community safety and well-being is driven by community need and aligned with partner efforts. - Community well-being is improved in an equitable way. - The importance of housing stability is reflected in the City's approach to community safety and well-being. - The community has a high level of confidence in the City's ability to coordinate an effective response to emergency situations. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	People who reported that a friend or colleague would feel safe living in Saskatoon (%) – Online Panel only Target: N/A (2021 Actual: 73%) Actual: 62% 62%

2024 Highlights of Achievements

- Implemented transformative changes to the Official Community Plan and Zoning Bylaw, including:
    - Removing barriers to Accessory Dwelling Units.
    - Enabling four-storey multiple unit dwellings near transit.
    - Allowing four-unit dwellings citywide.
    - Eliminating minimum parking requirements.
- Approved the first tranche of incentives for affordable housing projects.
- Hired a temporary Communications Consultant to support the Community Safety and Well-Being (CSWB) initiatives across the organization.
- Secured funding from Public Safety Canada through the Building Safer Communities Fund (BSCF) to launch the Saskatoon Well-being Employment Enterprise Project (SWEEP) in collaboration with Quint Development Corporation.
- Began co-leading the Saskatoon Homelessness Action Plan (SHAP) with Métis Nation, Saskatoon Tribal Council, and Saskatoon Homelessness Initiatives Partnership (SHIP).

Key Work Planned for 2025

- Initiate internal CSWB Strategic Plan Steering Committee.
- Target engagement with external stakeholders.
- Begin development of CSWB Strategic Plan for the City of Saskatoon.
- Review infill zoning regulations and process with to reduce barriers and streamline housing development.
- Support and incentivize affordable housing development on City-owned land.
- Advance readiness on a social procurement policy for the City.
- Collaborate with internal stakeholders on improved processes for graffiti, waste and litter clean-ups.
- Host a community data forum to converge initiatives and identify next steps including funding opportunities.
- Finalize the Saskatoon Homelessness Action Plan and prepare next steps.

Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Engagement on Infill and Growth	▪ Developers, residents, City Administration, and City Council collaborate to identify new engagement approaches to address inherent neighbourhood tensions and provide an improved experience. ▪ Increased public and stakeholder awareness through enhanced access to information leads to greater understanding of the potential for change in Saskatoon neighbourhoods. ▪ Residents engaged in infill and growth discussions reflect the diversity of Saskatoon's population. This diversity of voices contributes to more meaningful and more balanced public engagement, building lasting support from a broad range of residents. ▪ Working in partnership with the development industry creates positive construction experiences for neighbours and the community.	People who feel the City does enough to get public input on decisions it makes (%) – Online Panel only Target: N/A (2023 - 62%) Actual: 53% **53%** NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.

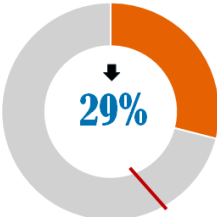| 2024 Highlights of Achievements	Key Work Planned for 2025
▪ Completed third-party website usability study and an inventory of all relevant web pages. ▪ Began a review of public notice requirements, engagement and policy. ▪ Identified types of engagement and tools currently used by the City of Saskatoon under the public notice policy and completed a municipal scan to identify potential opportunities. ▪ Held the first Research Junction workshop, hosted by the University of Saskatchewan, to promote inter-institutional collaboration for innovation and research.	▪ Complete a webpage audit including a ROT (redundant, outdated, trivial) content analysis. ▪ Identify quick wins including language improvements, menu reorganization and general website clean up. ▪ Investigate online digital tools to enhance corporate-wide experience with the City's Engage webpages. ▪ Using research from 2025, determine the appropriate level and audience for engagements, create an action plan to enhance the current engagement process and develop an implementation plan.

Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Recreation, Culture and Leisure	▪ Recreation, parks, sport, cultural facilities, and programs are accessible inclusive, and meet changing community needs. ▪ Reduced reliance on property tax by increasing alternative revenue sources to support recreation and cultural facilities and programs. ▪ Community organizations that provide accessible, inclusive sport, culture, and recreation opportunities feel supported. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	Admissions Rate at City Cultural and Recreational Facilities per 1000 population Target: 6400 visits Actual: 5704 visits

2024 Highlights of Achievements

▪ Initiated construction on the Harry Bailey Aquatic Centre Renovation Project.
▪ Completed the replacement of the dock in Victoria Park with an environmentally friendly, wheelchair-accessible dock for non-motorized watercraft and paddleboards.
▪ Began investigating the creation of private shower spaces at Shaw Centre and additional privacy measures for shower spaces in the men's change room at Saskatoon Field House.
▪ Started a signage inventory and audit of current signage in Leisure Centres to identify necessary updates.
▪ Received Canada's Accredited Zoos and Aquariums (CAZA) Accreditation for another five years and partnered with the province to create a new zebra habitat, transferring ownership of zebras to the City.

Key Work Planned for 2025

▪ Complete the construction of a universal changeroom and washroom space at the Saskatoon Field House, and make substantial progress on the Harry Bailey Aquatic Centre Renovation Project.
▪ Maintain CAZA accreditation, which will support the long-term sustainability and operations of the zoo. Also, pursue World Association of Zoos and Aquariums (WAZA) accreditation to obtain additional certification and access to valuable educational resources.
▪ Complete and report on the River Access Study, the construction of a water fountain in Victoria Park, and the lighting project for the Silverwood Industrial ball diamonds.
▪ Complete the Public Engagement Process for the East Side Leisure Centre and continue to plan for its design and development.
▪ Continue work on long-term funding mechanisms for acquiring land for future school sites, including discussions with the province regarding existing regulations and standards related to school land size and timing of development.

Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Regional Planning	▪ Regional partnerships fuel equitable growth in the region. ▪ Increased regional development and cost effective, long-term urban growth is realized through joint land use planning.	N/A NB: An appropriate KPI for this priority area is yet to be identified or developed.

2024 Highlights of Achievements	Key Work Planned for 2025
▪ Completed the Saskatoon North Partnership for Growth (P4G) Market Study to provide updated employment projections and validate baseline demographic and market information used in previous P4G regional planning work. ▪ Successfully completed P4G Phase 3 Drainage Study. ▪ Finalized the P4G Strategic Plan.	▪ Complete the initial phase of the regional cost recovery and service plan. ▪ Complete an investment readiness strategy to support regional economic development, site selection, and investment inquiries. ▪ Develop standard operating procedures for P4G planning district processes.

Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Downtown Development	▪ Saskatoon has a vibrant Downtown where culture and commerce thrive. ▪ Livability has improved in the Downtown area. ▪ Downtown offers safe, active, and reliable transportation options. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	People who feel the City is making downtown an appealing place to live (%) – Online Panel only Target: N/A (Actual 2023: 45%) Actual: 29% 29%

2024 Highlights of Achievements	Key Work Planned for 2025
▪ Hosted the unveiling event for the Downtown Event and Entertainment District (DEED) conceptual design. ▪ Expanded the scope of the Downtown Zoning Review and kicked off public and stakeholder engagement. ▪ City Council authorized Administration to proceed with the execution of the DEED Funding Strategy on August 28, 2024. ▪ Secured approval of the City Centre and District Plan as the guiding framework for Downtown planning.	▪ Make updates to Downtown zoning districts (B6 and MX2) and related regulations to facilitate development in line with the City Centre and District Plan while reducing barriers to medium and high-density development. ▪ Engage further with partners and conduct future reporting to approve specific assumptions on rates, timing, and projections supporting the DEED funding strategy. ▪ Work to secure firm commitments from other levels of government to support the DEED funding strategy. ▪ Establish an implementation program for the City Centre and District Plan. ▪ Initiate a conceptual and functional design for the development of the 23rd Street Greenway and 3rd Avenue, incorporating the Connecting Downtown initiative.

Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Environmental Sustainability	▪ A corporate culture that embeds sustainability in all decisions. ▪ Greenhouse gases are reduced in a way that maximizes co-benefits and doesn't leave anyone behind. ▪ Solid waste diversion is maximized, and landfill operations are optimized. ▪ The green network is integrated, managed, and enhanced to protect land, air, and water resources. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	Reduction in Community GHG Emissions (from 2014) (%) Target: Net Zero by 2050 Actual: 12% (2023)

2024 Highlights of Achievements	Key Work Planned for 2025
▪ Secured approval for an internal loan of $25M to expand the Home Energy Loan Program to include single-family, multi-unit, and commercial properties. ▪ Currently undertaking over 20 City projects supported by the Government of Canada's Natural Infrastructure Fund (NIF). ▪ Advanced several green network projects, including natural area management plans for Richard St. Barbe Baker Afforestation Area and the Small Swale. ▪ Completed the first phase of the Leading Green project focused on waste diversion and verified 100% corporate compliance with recycling and organics diversion regulations. ▪ Transitioned the curbside residential garbage service to a utility and launched a waste subsidy program. ▪ Published the 2023 Climate Action Progress Report and Climate Dashboard in December 2024. ▪ Completed a multi-unit organics pilot project and a multi-unit garbage service review. ▪ Supported work on the development of a National Urban Park.	▪ Complete the design of the Community Energy Loan Program for launch in 2026. ▪ Complete the 20+ City projects that are being supported by the Government of Canada's NIF and successfully receive the $20M in funding. ▪ Deliver a Green Network awareness campaign. ▪ Implement the Material Recovery Centre initiatives for 2025. ▪ Publish the Climate Action Plan with a refreshed Low Emissions Community Plan as well as a combined community and corporate climate adaptation strategy. ▪ Complete a Zero Emissions Vehicle Roadmap with a transition plan to electrify the City's light-duty vehicles and a list of opportunities to advance community electric vehicle adoption. ▪ Launch pilot program for public space and event waste diversion that will lead to a longer-term approach to diversion of recycling and organics. ▪ Develop a Natural Areas Policy Framework, Natural Area Screening Procedure and Environmental Reserve Guidelines.

Advance City Council's Priorities

Priority	Outcomes	Key Indicator
Transportation	▪ An improved transportation and active transportation network that is comprehensive, equitable, and integrated to promote all modes of travel in a safe and efficient manner. ▪ Improved reliability and efficiency are making Saskatoon's public transit system a viable travel mode. ▪ Saskatoon's transit system is safe, equitable, and modern with ridership growing beyond pre-COVID numbers. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	Transit On-Time Performance (%) Target: 85.0% Actual: 84.1% *(Bar chart — Performance Rate)* 2020: 84.2 2021: 84.4 2022: 81.9 2023: 83.8 2024: 84.1

2024 Highlights of Achievements

▪ City Council approved the new Link brand name and identity for Saskatoon's Bus Rapid Transit (BRT).
▪ Completed civil work for eight stations across three BRT lines.
▪ Received 10 new buses in 2024; two battery electric buses (BEB) and eight diesel buses, and continued work on the fleet electrification implementation plan through the Canadian Urban Transit Research & Innovation Consortium (CUTRIC). Also placed orders for an additional 20 buses for 2025.
▪ Developed conceptual plans and budget estimates and designed an initial public engagement plan for BRT.
▪ Fully implemented a comprehensive Frontline Employee Safety Plan.

Key Work Planned for 2025

▪ Report to City Council on budgetary impacts of the network redesign and preliminary public engagement.
▪ Update Transit service standards to align with the network redesign and BRT.
▪ Refine the Frontline Safety Plan and coordinate with internal and external stakeholders to improve relationships and program effectiveness.
▪ Continue implementing the Transit Workplace Culture Transformation Strategy.
▪ Update the Transit Fleet Renewal Strategy and proceed with tendering and purchasing the appropriate number and types of buses.
▪ Continue construction of the civil infrastructure to support the BRT system.
▪ Develop and implement a Transit-wide recruitment strategy, new operator training program, and booking and scheduling training program.

Advance City Council's Priorities

Priority	Outcomes	Number of Projects
Smart City	- Enhanced interaction between the City, residents, and businesses through diverse and integrated digital channels. - Improved decision making in operations and service delivery through the application of City data. - Increased industry partnerships and strategic investments are addressing opportunities and challenges around digital infrastructure, connectivity, and technology. NB: Please note that the information provided here only represents a point-in-time view of the number of active initiatives under the Smart City portfolio. An appropriate KPI is yet to be determined.	# of Projects, Programs, Services and Operations under the Smart City Portfolio 2022 Actual: 82 2023 Actual: 77 ■2023 ■2024 **82** **77** Economy (3) 12 Environmental Sustainability (6) 14 Smart Government (13) 19 Resource Optimization (16) 11 Quality of Life (21) 14 Smart Technology (23) 7

2024 Highlights of Achievements

- Hired a Smart City Program Manager to lead the development of the Smart City Strategy and Portfolio.
- Established a Smart City working group to develop the City's innovation capability.
- Commenced the Corporate Data Catalogue project, a key component of the City's Open Data initiative.
- Secured Administration leadership approval for the Corporate Data Management Strategy, which connects the Data Management and Data Governance roadmap and objectives.
- Began work on a Smart City Strategy, which will align all these data strategies.
- Initiated the development of a Digital Equity framework to support future digital initiatives, both internal and external to the corporation.

Key Work Planned for 2025

- Complete Phase 1 of the Corporate Data Catalogue Initiative
- Launch an 'Innovation Sandbox' model to accelerate the testing and adoption of technology solutions.
- Introduce the Artificial Intelligence (AI) Strategy.
- Roll-out Saskatoon's Smart City Strategy.

Deliver Excellence in Core Services and Operational Priorities

Priority	Outcomes	Key Indicator
Civic Assets	▪ Saskatoon's built and natural assets are managed in a manner that maximizes benefits, manages risk to an acceptable level, and provides established levels of service throughout the full lifecycle. ▪ Civic assets are energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change. ▪ City staff have access to safe, adequate facilities and equipment necessary to deliver established levels of service. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	Roadways and Sidewalks in Satisfactory and Good Condition (%) Target: 80.0% for Roadways, 85.0% for Sidewalks Actual: PS – 85.5%, NS – 84.8, Ex – 72.2%, AR – 74.8, CR – 72.4% and LR 70.2% Primary Sidewalks 85.5 ↔ Neighbourhood Sidewalks 84.8 ↔ Expressways 72.2 ↔ Arterial Roadways 74.8 ↔ Collector Roadways 72.4 ↔ Local Roadways 70.2 ↓ Percentage of Assets in Good Condition

2024 Highlights of Achievements

- Developed a new Asset Management Council Reporting Framework to assist various business areas in presenting information to City Council about different City assets. This will support data-driven decisions on civic assets and related services.
- Introduced new tools and created new templates to advance best practices around asset management at the City.
- Enhanced data integrity and alignment across the City's Enterprise Asset Management System (SAP-EAM), Geographic Information System (GIS), condition software, and building management systems.

Key Work Planned for 2025

- Obtain Administration leadership approval of the Corporate Asset Management Council Reporting Framework and begin its implementation with the first identified group of assets.
- Propagate the use of the new asset management tools and templates across various asset groups at the City.
- Deliver asset management training and share key learnings with, and between, various business groups managing assets at the City.
- Continue to work on the full integration between the GIS and SAP-EAM to strengthen the City's asset data capabilities.
- Finalize the Corporate Asset Management Data Roadmap in collaboration with the various City asset groups.
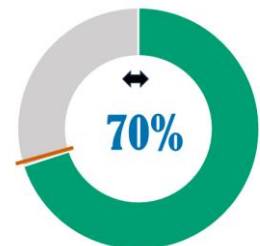
Deliver Excellence in Core Services and Operational Priorities

Priority	Outcomes	Key Indicator
Equitable and Accessible Services	▪ Enhanced equity and accessibility of services meeting the needs of a diverse public. ▪ Service delivery is improved across the organization. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	% On-Time Performance vs Demand for Access Transit Services Target: 99% Actual: 97.1%

2024 Highlights of Achievements	Key Work Planned for 2025
▪ Initiated the upgrade and rebranding of the Citizen Online Panel subscribers' software. ▪ Enhanced the City's website accessibility features with increased font control for people with visual acuity needs and enabled the option to use 103 language translations. ▪ Started developing a Digital Equity Framework to guide future digital initiatives. ▪ Launched an Accessibility Plan project to consult residents and employees on daily accessibility barriers.	▪ Explore hybrid (virtual and in-person) solutions for public engagement events while developing a business case for the 2026-2027 budget if variable options emerge. ▪ Proceed with the enhancement of the Citizen Online Panel while transitioning to updated software. The revamped panel will feature promotional activities aimed at attracting new subscribers. ▪ Conduct a city-wide consultation of people with disabilities and older adults to explore the accessibility barriers they experience on a daily basis. Results will be used to develop an Accessibility Plan, as required by the Accessible Saskatchewan Act. ▪ Develop a one-City Accessibility framework and plan to ensure compliance with the Accessible Saskatchewan Act. ▪ Improve accessibility for online engagement surveys to increase participation.

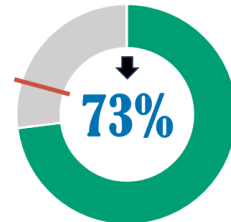# Deliver Excellence in Core Services and Operational Priorities

Priority	Outcomes	Key Indicator
Procurement and Project Management	- Automated procurement process built on best practices. - A corporate strategic sourcing process providing a holistic approach to sustainable procurement and achieving new supply chain value. - Increased procurement from Indigenous suppliers and diverse groups that are historically underrepresented and have experienced discrimination or barriers to equitable opportunity. - Increased project success from applying consistent project management best practices across the organization. NB: Please note that the is a continuous initiative by the City and is currently reported only at the corporate level, which contributes to the low percentage of spending. A detailed explanation of this Key Performance Indicator (KPI) will be included in the SCM Annual Report for 2024.	Indigenous Procurement Spend (%) Target: 3.0% (1% projected to increase year-over-year to 5.0% by 2026) 2023 Actual: 0.8% *Procurement Spend Percentage* 2022: 1 2023: 1.5 2024: 0.8 2025: 4 2026: 5

2024 Highlights of Achievements	Key Work Planned for 2025
- Completed an audit on the practice of Project Management at the City and presented to City Council's Standing Policy Committee on Finance. - Implemented continuous improvement initiatives in operational areas, such as the Fleet Warehouse, and enhanced procurement processes. - Centralized and standardized key procurement tasks to enhance consistency and mitigate risks. - Advanced strategic procurement efforts to secure optimal value through new corporate and indigenous contracts.	- Review Project Management Office models and various project management tools. - Develop a standardized project filing system. - Implement updated Supply Chain Management (SCM) processes related to the SAP upgrade. - Set and achieve internal procurement service targets.

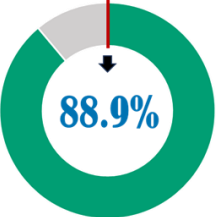# Deliver Excellence in Core Services and Operational Priorities

Priority	Outcomes	Key Indicator
Quality of Life and Public Safety	- Community safety and well-being are enhanced by the City's approach to property maintenance and overall bylaw compliance. - Saskatoon's emergency response model is based on industry standards and continually improved through operational readiness evaluation. - Municipal programs, infrastructure and essential services meet established levels of service and support a high-quality of life. - Welcoming and inclusive public infrastructure, spaces and natural assets that bring people together. NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	People who feel Saskatoon is an inclusive and welcoming city (%) – Online Panel only Target: N/A (2023 Actual: 71%) Actual: 70% 70%

2024 Highlights of Achievements

- Improved the City's website and ePermitting system by including new functionalities to better serve the public.
- Introduced the Fire Community Support Program in July 2024 to support Saskatoon Transit and three Business Improvement Districts.
- Hired two new employees in the Community Risk Reduction division to support shelters and help clear the backlog of property maintenance concerns.
- Held crisis and communication orientation and incident system command training (ICS100) for Communications and Public Engagement staff
- Identified Stations No. 10 and 11 as immediate priorities to support improved response times. Acquired land for Station No. 11.
- Established the role of Assistant Deputy Chief of Emergency Communications to oversee daily communication operations and modernize emergency communications.

Key Work Planned for 2025

- Continue to improve the ePermitting system with added functionalities that enhance the customer experience.
- Keep developing the Fire Community Support Program, review *The Fire and Protective Services Bylaw*, and explore a new bylaw to address vacant properties.
- Find a location for Station 10 in Northwest Saskatoon to improve fire services coverage for Dundonald, Elk Point, and Kensington.
- Prepare to upgrade the Saskatoon Fire Department's dispatch and call-taking systems to comply with Canadian requirements for the Next Generation 9-1-1 (NG 9-1-1) service.

Drive Corporate Transformational Change

Priority	Outcomes	Key Indicator
Customer-Centric Service Delivery	▪ A customer-centric service culture that enables the City to reliably meet established levels of services and consistently achieve high customer satisfaction across the organization. ▪ The City is a leader in providing an equitable and quality customer experience for all residents. ▪ Residents can access City information and customer service quickly and easily in a manner that suits their needs NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.	People satisfied with the quality of City Communications (%) – Online Panel only Target: N/A (77% - 2023 Actuals) Actual: 73% **73%**

2024 Highlights of Achievements	Key Work Planned for 2025
▪ Completed initial work on balancing open, transparent dialogue with a respectful and trusted space on third-party social channels ▪ Launched a new central online space and process for the City Council to access relevant communications assets. ▪ Made significant progress in the development of a new Customer Relationship Management System (CRM) that will help improve the experience of customers seeking information and services from the City. ▪ Improved the process for the continual auditing of Saskatoon.ca and initiated an audit of its pages. ▪ Developed a Customer Service Policy, Customer Conduct Standard and related procedures, which were all approved by the Administration's leadership.	▪ Finalize project requirements for the development of a pilot City Newsfeed to be launched in mid-2025. ▪ Update and consolidate City branding guidelines and quality control standards. ▪ Implement and launch the first phases of the CRM System. ▪ Continue the auditing of Saskatoon.ca pages. ▪ Launch the Customer Service Policy, Customer Conduct Standard and related procedures. ▪ Build a business case and process for gathering public input across multiple channels to make improvements to customer experience. ▪ Build a business case for the creation of a Customer Experience Strategy.

Drive Corporate Transformational Change

Priority	Outcomes	Key Indicator
Efficiency and Effectiveness	▪ The City has a strong corporate sense of direction that aligns with the Strategic Plan and Official Community Plan. ▪ Our ability to proactively respond to opportunities and challenges, while managing risk and organizational change, is enhanced. ▪ Increased operational efficiency and effectiveness has resulted in greater savings and organizational success. ▪ There is increased use and integration of appropriate technology throughout the organization. ▪ Improved quality, management and use of data has enhanced informed decision making in operations and service delivery.	IT Project Completion Rate (%) Target: 45 Actual: 40 **88.9%** NB: Please note that the former KPI, the IT CIO score, has been replaced by the IT completion rate. No new IT CIO survey was conducted in 2024, as the KPI is currently under review. .

2024 Highlights of Achievements	Key Work Planned for 2025
▪ Obtained a 'AAA' Stable Credit Rating for the 23rd consecutive year. ▪ Recognized with the Canadian Award for Financial Reporting for a 16th year. ▪ Developed a data management strategy and roadmap that includes key initiatives such as data governance, a data catalogue, and a data warehouse. ▪ Initiated the data catalogue project to ensure better understanding and visibility of data. ▪ Provided Power BI training to corporate report developers.	▪ Launch online learning modules "Introduction to Risk Management" and "Incorporating Risk Into Decision Making" as part of the Supervisor 101 Program. ▪ Include the "Fraud Awareness" learning module in the onboarding criteria for all new employees. ▪ Continue providing training and awareness opportunities to employees on fraud risks and improve the City's Fraud Risk Management Program. ▪ Pursue key objectives and deliverables in the Data Management Strategy, including data catalog, data warehouse, data modeling, and open data. ▪ Complete the data catalog and develop a report log to track all report requests and progress.

Drive Corporate Transformational Change

Priority	Outcomes	Key Indicator
People and Culture	▪ The City is an inclusive, respectful and collaborative workplace that fosters safety and high-performance. ▪ Engaged, dedicated leaders empower their teams and work together to strengthen our culture of excellence. ▪ A motivated workforce that feels valued and supported to perform at their best. ▪ Human Resources is widely regarded as a trusted strategic partner within the Administration, helping us achieve our goals.	Lost Time Injury Rate Target: 2.04 Actual: 4.18 *Bar chart showing Lost Time Injury Rate:* 2020: 2.49 2021: 3.14 2022: 3.50 2023: 3.44 2024: 4.18 (red target line at 2.00) NB: Please note that the KPI here does not address all the outcomes within the priority but is one of the measures that helps determine progress.

2024 Highlights of Achievements	Key Work Planned for 2025
▪ Conducted an employee survey to identify potential improvements to internal communication channels. ▪ Completed a content audit for the organization's intranet and initiated a process to keep information relevant and accessible to staff. ▪ Updated the exit interview tools and program, which will be piloted in 2025. ▪ Improved the Supervisor 101 Program* with additional courses and continued offering the Situational Leadership program to employees. ▪ Hosted the annual Elevate Leadership Conference for all people leaders and a "leader as coach" program for senior leaders. ▪ Enhanced tools and education for managers to provide effective employee performance feedback. ▪ Made improvements to standardize the candidate experience during the recruitment process. ▪ Created joint Equity, Diversity, and Inclusion (EDI) working groups for all City unions, comprising union and management representatives. ▪ Enhanced the employee self-declaration process to offer more flexibility and identification options.	▪ Review and enhance internal communication channels. ▪ Continue work and corrective actions to reduce lost time injury rates. ▪ Support workforce and succession planning initiatives across the organization. ▪ Keep hosting the annual Elevate Leadership Conference. ▪ Implement a pilot for exit interviews. ▪ Enhance the Supervisor 101 program. ▪ Provide training on Traumatic Events Systems and Trauma-informed Leadership for all levels of people leaders. ▪ Continue to support the joint union and management EDI working groups. ▪ Improve the visibility of the City's EDI metrics and reporting. *Supervisor 101 is a leadership program on the foundational and practical knowledge needed by people leaders at the City of Saskatoon.*

Initiatives to Watch
2024 Updates

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Community Safety and Well-Being (CSWB) Framework (Priority: Community Safety and Wellbeing)	Develop a community-wide safety and well-being strategy that defines and evolves the City's role in addressing social challenges, emphasizing crime reduction, neighbourhood safety and homelessness.	• Hired a Social Development Manager and continued connecting social issues with appropriate City levers. • Formed an internal CSWB Strategic Plan Steering Committee, began developing the CSWB Strategic Plan for the City of Saskatoon, and planned key work for 2025. • Initiated targeted engagement with external stakeholders.	🟢
Development Levy Review (Priority: Engagement on Infill and Growth)	Prepare and implement a formal administrative framework for the City of Saskatoon's development cost charges, including development levies and service agreement fees.	• Progressed to the stakeholder engagement phase, with a four-part policy design workshop involving representatives from the administration and Saskatoon's development industry, expected to conclude in the spring of 2025. • The workshop will clarify program goals and success metrics; improve communication, engagement and reporting practices; and establish a regular and consistent policy review process, among other topics to be addressed.	🟢
Material Recovery Centre (Priority: Environmental Sustainability)	Construct waste diversion facilities at the Landfill that enable the collection of divertible waste before it is sent to the landfill. They will also allow for future expansion of divertible waste options.	• Activated Household Hazardous Waste (HHW) operations one day per week. • Continued work on the elm disposal pilot program.	🟢

Note: As with previous updates throughout this report, red, amber and green (RAG) colours are used to denote status. The green signal indicates that the project is on track, the amber signal indicates caution due to potential project risks, while the red signal indicates that the project is off-track, or at risk of being unsuccessful. A 'no-colour' status signifies that the project is on-hold or yet to begin.

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Downtown Event & Entertainment District (Priority: Downtown Development)	Plan for the development of a Downtown Event and Entertainment District comprising a new event centre and convention centre.	- Completed the conceptual design. - Obtained City Council approval of the District Plan. - Obtained approval of the preliminary funding strategy. Next steps will be to engage other levels of government and put together a funding plan. - Advanced negotiations with private operating partner.	🟢
Green Teams 2.0 Implementation (Priority: Environmental Sustainability)	Foster a culture of workplace sustainability, assess the existing sustainability practices within our workplaces, and identify areas for improvement.	- Senior leadership approved the pilot program concept, and a staff survey was completed. - Prioritized pilot initiatives were identified and started for roll-out in 2025. - Verified a 100% corporate compliance with waste diversion regulations and identified next steps for improvements.	🟢
Home Energy Loan Program (Priority: Environmental Sustainability)	Develop, launch, and operate a Property Assessed Clean Energy (PACE) financing program for Saskatoon.	304 applicants were approved for the Home Energy Loan Program (HELP), with 144 projects completed (including 10 deep energy retrofits); a reduction of over 320 tonnes of CO2e. - Continued providing energy efficiency education tools and services, such as the solar map, home energy map, Real Estate agent training program, Reno Resources webpage, and Canadian Home Builders Association net-zero program. - Discontinued the Energy Coaching service due to low uptake.	🟢

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Pathways for an Integrated Green Network (Priority: Environmental Sustainability)	Implement the Green Infrastructure Strategy in Saskatoon, creating a sustainable habitat for people and nature by strengthening partnerships, incorporating Traditional knowledge, and increasing eco-literacy in the community.	▪ Received federal funding from the Natural Infrastructure Fund grant for several projects. ▪ Initiated several initiatives supporting the Green Pathways implementation plan, e.g., projects relating to natural areas, food forests, and park improvements ▪ Delivered the Explore Saskatoon Parks campaign ▪ Began developing Key Performance Indicators for Saskatoon's Green Network. ▪ Presented the 2023 Climate Action Progress Report to City Council, which included progress in this area.	🟢 (green)
Waste Utility (Priority: Environmental Sustainability)	Transition of a mill-rate funded waste model to a utility model, where options exist to reduce costs for those that produce less garbage.	▪ Implemented the curbside variable garbage utility, with 75,500 eligible units being billed through the waste utility and 19,270 smaller black carts deployed. ▪ Initiated the multi-unit organics utility pilot and began planning for the multi-unit garbage utility. ▪ Secured City Council approval for the construction of an organics processing facility.	🟢 (green)
Water Conservation Program (Priority: Environmental Sustainability)	Implement a comprehensive set of actions to reduce peak summer water usage, alleviate strain on infrastructure, and achieve various community goals such as water conservation, emission reduction, affordability, and cost management.	▪ Received internal green loan funding in 2024 for the Spray Pad Upgrade project that will reduce water consumption at these sites. ▪ Be Water Wise campaign including 5 months of utility bill inserts ▪ No progress in 2024 on implementing any irrigation upgrades beyond the Evapotranspiration-based (ET)-Irrigation pilots, which optimize park irrigation systems. ET-based watering can save water while maintaining turf quality	🟠 (amber)

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Saskatoon Bus Rapid Transit Implementation (Priority: Transportation)	Introduce a new form of transit service in Saskatoon that connects residents efficiently and directly to their desired destinations by implementing a high-frequency, direct service along major corridors, as outlined in the Transit Plan.	▪ Launched the new brand "Link". ▪ Received funding for the remaining two BRT Lines. ▪ Conducted road safety audits of the functional designs for dedicated transit lanes on College Dr. and 1st Avenue. ▪ Commenced detailed design and completed construction of the platforms for the first eight BRT stations.	🟢
Cybersecurity Continuous Improvements (Priority: Smart City)	Continually improve the cybersecurity policy, procedures, guidelines, and standards to help protect the City against cyber attacks.	▪ Continued to enhance the City's Cybersecurity training program, roadmap and incident response capabilities. ▪ Continued to strengthen security and privacy. ▪ Reinforced the Cybersecurity team.	🟢
Improve Corporate Data Analytics and Reporting (Priority: Smart City)	Provide corporate reporting and business intelligence tools for all enterprise systems to develop ad-hoc and standard reports.	▪ Recruited a Data Architect who has started building a data architecture roadmap for the City. ▪ Received approval for the data management strategy and began the implementation of key actions. ▪ Developed and received approval for the Artificial Intelligence (AI) Strategy and associated standards. ▪ Implemented a corporate report intake process for the City to manage data requests, facilitate data-driven insights and standardize analytics and reporting practices.	🟢

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Implementation of an Election Management System (Priority: Equitable and Accessible Services)	Implement Election Management System (EMS) for the City of Saskatoon to enhance the management of municipal elections, particularly in the areas of voter's list management and mail-in balloting.	▪ Modernized the election process with a new Election Management System (EMS). ▪ Implemented and continuously improved the election modernization strategy with a focus on high performance. ▪ Entered into an information-sharing agreement with the province and implemented the new EMS and voters list.	🟢 (green)
Corporate Accommodations Program Implementation (Priority: Civic Assets)	Develop a comprehensive capital development plan encompassing a strategic vision outlining the current status of all civic services and service levels and future state requirements for all civic departments.	▪ Completed a Workspace Audit for City Hall, Civic Square East, and leisure centers to identify current space usage and opportunities for planning and growth. ▪ Reorganized the Corporate Accommodations reporting and budget management structure. ▪ Identified a new approach to the planning and accommodations of civic facilities to focus on essential services, workspaces, and operations.	🟢 (green)
Cornerstone Project (Priority: Quality of Life and Public Safety)	Transform the business to become a national leader in delivering building and development permits.	▪ Launched new functionalities for the Cornerstone e-Permitting System: development applications, encroachment, addressing, and property information disclosure workflows. ▪ Made progress on business licensing workflows, with additional work to be completed in 2025.	🟠 (amber)

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Project Management Standards (Priority: Procurement and Project Management)	Advance project management best practices across the organization through the standardization of processes, procedures, tools, and staff training, in alignment with the new corporate project management standards.	▪ Presented project management audit results to City Council's Standing Policy Committee on Finance in May 2024. ▪ Developed a project charter to respond to the audit findings. This work will be implemented in 2025-2026. ▪ Initiated a Project Management needs assessment to evaluate and decide on the appropriate project management tools for the corporation.	🟢
Customer Relationship Management System (Priority: Customer Centric Service Delivery)	Implement a new Customer Relationship Management (CRM) system to enhance interactions between the public and the City, streamline processes, centralize the knowledge base and customer data, and improve the overall customer experience.	▪ Completed the system design and setup. ▪ Configured the system with 50+ business processes ahead of go-live in 2025. ▪ Integrated the CRM System with other key customer service-related systems within the City to enhance work management across departments. ▪ Completed almost all user acceptance tests in preparation for the launch in 2025.	🟢
Corporate Quality Management System (Priority: Efficiency & Effectiveness)	Develop and implement a fully mature quality management system for the City. Achieving quality is about meeting requirements or hitting the right target. Quality Management is a way to coordinate work to consistently achieve those requirements, targets or objectives.	▪ Developed a Quality Management Administrative Policy to drive excellence and continuous improvement in the delivery of public service. ▪ Secured Administration leadership approval of the QM policy, document framework, as well as related standards and procedures. ▪ Provided formal training and various learning tools to support employees in their QM journey. ▪ Created a Policy Analyst role to help manage the policy tools and document framework. ▪ Implemented technology tools to support the QM process.	🟢

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Develop and Implement Data Governance Strategy (Priority: Efficiency & Effectiveness)	Establish a data governance strategy that ensures the reliability and integrity of data in order to make effective use of modern analytical/ business intelligence tools.	- Made significant strides with the data governance program in 2024. The data strategy was approved, and the City began implementing key actions. - Recruited a Data Architect who has started developing the architectural standards. - Instituted and documented data governance and clear accountabilities for data management. - Developed training courses on data governance and the ethical use of Artificial Intelligence (AI) tools. - Started to devise an automated system to track all data-related issues, including linked to AI, to develop appropriate controls and risk management measures. - Initiated the development of a common intake process to assess data projects at the City. - Initiated the data catalog project to ensure better understanding and visibility of data.	🟢 (green)
Implementation of the Fraud Risk Management Program (Priority: Efficiency & Effectiveness)	Update the organization's fraud risk assessment and expand its coverage to all areas of the organization by standardizing procedures, controls, tools, and templates related to fraud prevention.	- Phase 1 (revenue, inventory and reporting & compliance business cycles) has been completed, and Phase 2 almost complete (payroll/human resources, procurement & expenses and confidential information business cycles). - Participated in the annual National Fraud Prevention Month in March and International Fraud Awareness Week in mid-November. - Launched an online "Fraud Awareness" learning module.	🟢 (green)
Fusion Sustainment (Priority: Efficiency & Effectiveness)	Provide continuous support for digital business transformation across the organization, facilitate sustainment activities, manage ongoing enterprise resource planning (i.e., SAP system) projects, and drive future enhancements.	This project has been completed. No further updates required.	🟢 (green)

Initiatives to Watch

Initiatives	Description	2024 Updates	Status
Leadership Development (Priority: People & Culture)	Offer learning opportunities that will equip leaders with practical managerial knowledge, tools, and self-reflective abilities to effectively lead others, drive team performance, and align with organizational goals and core values	▪ Enhanced the Supervisor 101 Program with additional courses and continued offering the Situational Leadership program. ▪ Hosted the annual Elevate Leadership Conference. ▪ Offered the "HR Connect" Webinar Series on various leadership topics and a "leader as coach" program for senior leaders.	
REDI – Reconciliation, Equity, Diversity and Inclusion (Priority: Reconciliation, Equity, Diversity and Inclusion)	Drive meaningful organizational and policy changes within the City through a comprehensive review of hiring practices, programs, and policies to foster an inclusive and equitable environment.	▪ Developed a mandatory Indigenous Awareness course. ▪ Developed a Civic Naming Policy and Place Identity Framework. ▪ Revised and improved the Parks Culture Program. ▪ Designed a Reconciliation and Human Rights practice theory approach to identify and address systemic barriers in the corporation.	

Conclusion
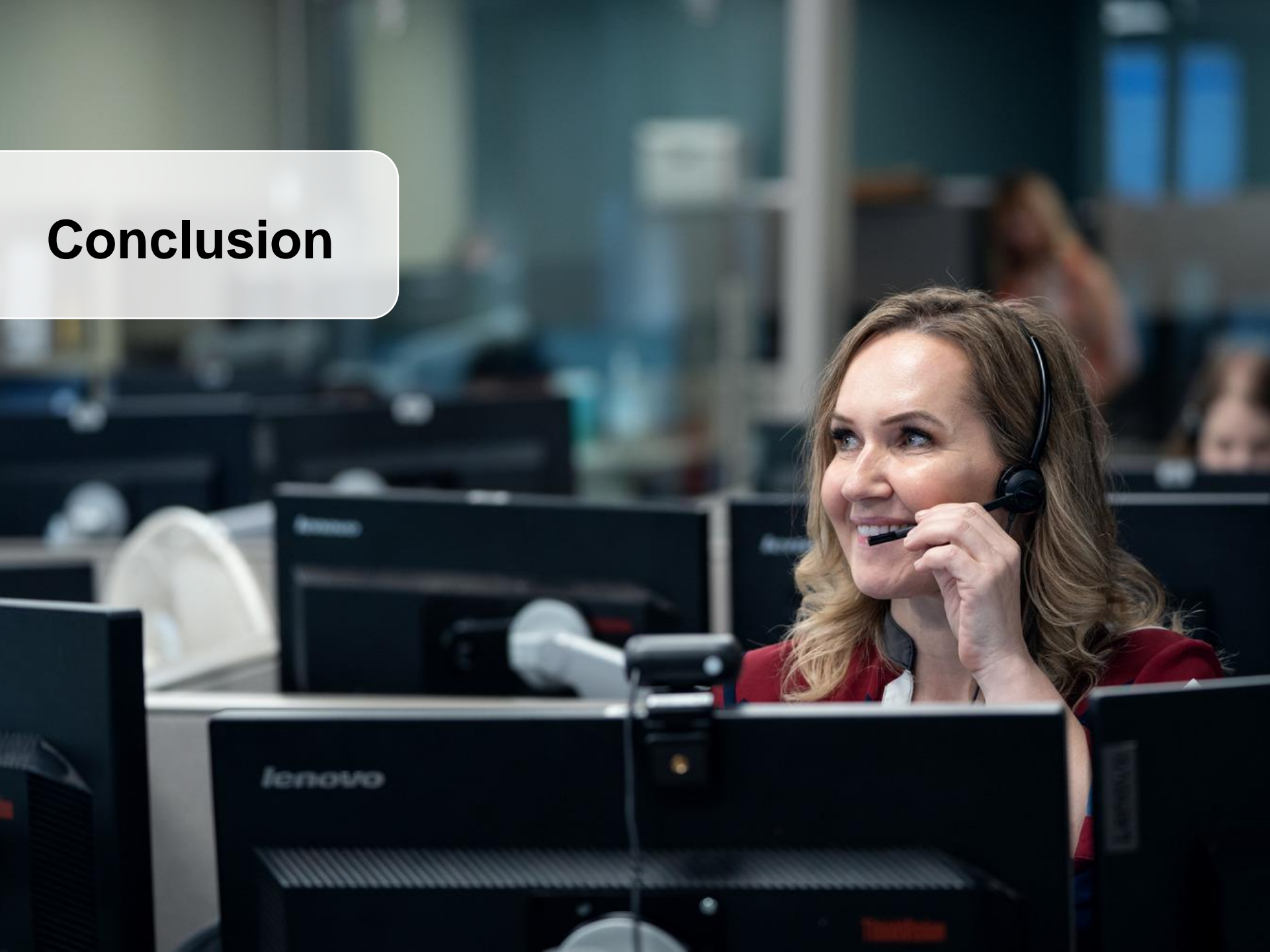
Conclusion

This document marks the third in a series of reports issued on the progress made in implementing the City of Saskatoon's 2022-2025 Strategic Plan.

The City made significant strides in 2024. There was important work done in several areas. For example, Saskatoon secured federal government funding to fast-track its affordable housing needs; the Downtown Event and Entertainment District project achieved several key milestones; Saskatoon's Bus Rapid Transit got a new identity ("Link") and eight system platforms were constructed, with many more planned for 2025; numerous natural infrastructure projects were started and Saskatoon launched two new battery electric buses – the first of such in Saskatchewan.

The City also took an innovative step in hiring Canada's first "Auntie Advocate" in the Office of Matriarchs as part of critical work needed to create a safe and more equitable City for Indigenous women, girls, and two-spirit people (IWG2S). Furthermore, as part of ongoing efforts to be a high-performance organization, significant advancements were made towards implementing new corporate systems like the Customer Relationship Management System, which will launch in 2025 and will help improve customer experience. With the growing importance of data in today's world, a lot of effort was also invested in building a strong foundation in data governance and management to improve the use of data in driving performance and strengthening decision making at the City.

This report also sheds light on certain areas where more effort is required to meet our targets. For example, the Citizen Satisfaction and Performance Survey results showed a decline in the feeling of safety in the community while the most important issues facing the City of Saskatoon includes homelessness and crime. There is also room for improvement in driving up Indigenous procurement spend, strengthening the workplace safety culture and building a more diverse workplace that is reflective of the population of Saskatoon.

The City will continue to work with its various partners to address these and other major challenges facing the community as we enter the last year of the current strategy and begin to develop the 2026 – 2029 Strategic Plan.

Appendices

Appendices

#	Item	Document Link/Page
1.	Glossary	Page 57
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3.	List and Definitions of KPIs	Page 62
4.	Corrigenda	Page 71
5.	City of Saskatoon 2022 – 2025 Strategic Plan	Strategic Plan 2022-2025
6.	City of Saskatoon 2018 – 2021 Strategic Plan	Strategic Plan 2018-2021
7.	Community Vision – Saskatoon Speaks 2011	Saskatoon Speaks 2011
8.	2022 Strategic Plan Progress Report	2022 Progress Report
9.	2023 Strategic Plan Progress Report	2023 Progress Report

Glossary

Glossary (1/2)

Corporate Asset Management (CAM): The City's integrated approach to effectively plan for and manage existing and new assets to maximize benefits, reduce risks and provide the agreed-upon levels of service to the community in a sustainable manner.

Consolidated Business Plan: An internal document that summarizes the various City departmental business plans. It highlights a few of the many exciting initiatives at the City that have wide-reaching impacts on the organization or the community, and that generally require broad organizational support to be successful. It also presents some of the common risks and issues identified by the departments. It is a tool that supports the execution of the Strategic Plan.

Departmental Business Plan: Every department produces a business plan outlining the work they will do to maintain and improve their core services, as well as support the implementation of the City's Strategic Plan. The business plan identifies the initiatives the department will focus on within a period and how resources, like the budget and staff capacity, will be managed.

Fusion: This is a workplace transformation project that will see City of Saskatoon employees adopt industry recommended practices and implement one master database for information. Through this project, the City will be fusing almost 300 systems in areas such as Finance, Human Resources, Supply Chain Management and Asset Management into a single master database using SAP. Fusion will provide a unified approach to managing our resources and lead to important operational benefits and savings across the organization.

Key Actions: An essential step or activity that the City will take to achieve the outcomes identified under a priority area in the Strategic Plan.

Key Performance Indicator: These are the performance measures that the City chooses to watch to get an indication of how well it is performing against its Strategic Plan.

Outcome: Within the 2022-2025 Strategic Plan Outcomes describe the intended end goal within each of the priorities.

Glossary (2/2)

Pillars: Three key components of the Strategic Plan that highlight the work the City needs to do to achieve the Strategic Goals:
1. Advance City Council's Priorities
2. Deliver Excellence in Core Services and Operational Priorities
3. Drive Corporate Transformational Change

Progress Report: A document that provides an update on the progress the City is making in implementing its Strategic Plan.

Saskatoon Speaks: "Saskatoon Speaks" was a community engagement initiative completed by the City in 2010. This initiative aimed to ensure that the voices and perspectives of residents were considered in the City's long-term vision and plan for growth.

SREDA: Stands for the 'Saskatoon Regional Economic Development Authority'. The agency promotes economic growth and development in the Saskatoon region. SREDA helps entrepreneurs start and expand businesses, supports Indigenous economic reconciliation, assists in attracting new businesses to Saskatoon, encourages the growth of local businesses, coordinates collaborative development across the Saskatoon Region and provides insight into the local economy.

Strategic Goals: The major objectives that the City aims to achieve over a period of time.

Strategic Plan: A guiding document that sets the direction and priorities for the City, generally over a four-year timeframe. The Strategic Plan does not cover all the important work we do as a City. Instead, it focuses on the changes and improvements that we plan to make over a period of time to ensure that Saskatoon remains one of the best cities to live, work, learn and play.

Strategic Portfolio: The Strategic Portfolio is a small number of initiatives selected by the senior leadership under the 'Drive Corporate Transformational Change' pillar to advance the City's workplace transformation efforts. These initiatives require organization-wide collaboration.

Abbreviations

Abbreviations

AI - Artificial Intelligence

AM - Asset Management

AMP - Asset Management Plan

BEB - Battery Electric Bus

BRT - Bus Rapid Transit

BSCF - Building Safer Communities Fund

CAM - Corporate Asset Management

CAZA - Canada's Accredited Zoos and Aquariums

CRM - Customer Relationship Management

CSE - Civic Square East

CSWB - Community Safety and Well-Being

CUTRIC - Canadian Urban Transit Research & Innovation Consortium

DEED - Downtown Event and Entertainment District

DEIAC - Diversity, Equity and Inclusion Advisory Committee

EAM - Enterprise Asset Management

EDI – Equity, Diversity and Inclusion

EMS - Election Management System

ERP - Enterprise Resource Planning

FTE - Full Time Employee

FITS - Financial Information Tracking System

GHG - Greenhouse Gas

GIS - Geographic Information System

HAF - Housing Accelerator Fund

HELP - Home Energy Loan Program

HHW - Household Hazardous Waste

ITSM – Information Technology Service Management

IWG2S – Indigenous Women & Girls and Two Spirit People

KPI - Key Performance Indicator

LMS - Learning Management System

N/A – Not Applicable/Available NB – nota bene (Latin for 'note well')

NIF – Natural Infrastructure Fund

OHS – Organizational Health and Safety

P4G - Partnership for Growth

PACE - Property Assessed Clean Energy

RAG – Red, Amber, Green

REDI - Reconciliation, Equity, Diversity, and Inclusion

RFSQ – Request for Supplier Qualification

ROT Analysis— Redundant, Outdated, Trivial

SAF - Service Agreement Fee

SCM - Supply Chain Management

SFD - Saskatoon Fire Department

SHAP - Saskatoon Homelessness Action Plan

SHIP - Saskatoon Homelessness Initiatives Partnership

SHRC - Saskatchewan Human Rights Commission

SREDA - Saskatoon Regional Economic Development Authority

SWEEP - Saskatoon Well-being Employment Enterprise Project

TRC - Truth and Reconciliation Commission

WAZA - World Association of Zoos and Aquariums

List and Definitions of KPIs

List and Definitions of KPIs (1/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Culture of Continuous Improvement	1	Civic Satisfaction with the City's Quality of Services	The feedback gathered from the public in Saskatoon on their level of satisfaction with civic services, governance, community engagement, and quality of life provided by the City.	The responses help the City to identify gaps and improve the services provided for the benefit of the public.	13	Civic Satisfaction & Performance Survey - 2024
	2	City Workforce Diversity	The level of representation of different demographic groups within the City's workforce.	A more diverse workforce is often associated with various benefits, including improved decision-making, enhanced creativity, higher productivity and a broader range of perspectives.	13	2023 City of Saskatoon - Annual Report
Goal - Quality of life	3	New Attainable Housing Units	A change in the supply of residential properties or housing units available at affordable prices or rental rates for individuals or families with moderate/low incomes. These units aim to address the housing affordability challenges faced by many individuals or households who may struggle to afford market-rate housing options.	Monitoring the growth rate of new attainable housing is essential to addressing housing affordability and accessibility challenges in a specific location. It reflects the City's commitment to meeting the diverse housing needs of residents and promotes an inclusive and sustainable community.	14	Saskatoon Strategic Trends 2024
	4	Fire Response Time within 380 seconds (NFPA 1710)	The frequency with which the target is met for the time it takes the Saskatoon Fire Department to respond to a fire incident from the moment the emergency call is received. It includes the time it takes for the fire department personnel and equipment to reach the location of the fire, assess the situation, and initiate firefighting and rescue operations.	It helps the City to safeguard the lives, property, and the overall well-being of the public. It reflects a commitment to providing efficient emergency services and maintaining a safe community.	14, 23	Saskatoon Fire Department 2023 - Year in Review
Goal - Moving Around	5	Transit Ridership	The total number of riders using Saskatoon Transit services in a given year. It shows growth or decline in public transit use and popularity.	It provides essential data for budgeting and evaluating the impact of transit policies on community well-being.	15	2023 City of Saskatoon - Annual Report
	6	Transit Service within 450 m of Development (Service Coverage)	The percentage of transit stops within a maximum walking distance of 450 meters (or a 5-minute walk).	The City can ensure that public transportation is accessible to as many people as possible. This is in line with the City's goals for sustainable growth and equal access to transit options for all residents.	15	Saskatoon Transit Service Standards

List and Definitions of KPIs (2/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Asset and Financial Sustainability	7.a	Lead Water Service Lines Replaced	The proportion of lead-containing service lines replaced with safer, non-lead alternatives in the water distribution system.	Service lines are pipes that connect water mains to individual properties or buildings. Historically, lead was commonly used in plumbing and water distribution systems, and could leach into drinking water, posing health risks, particularly to young children and pregnant women. Replacing the lead pipes eliminates lead exposure in the water supply and ensures the safety of residents and compliance with regulations.	16	Corporate Asset Management
	7.b	Trunk Sewer Mains (Sanitary Sewer Trunks)	The proportion of trunk sewer mains assessed in good to very good condition within a specific sewer network or system.	Trunk sewer mains are large pipelines that carry wastewater from smaller sewer lines to treatment facilities or disposal points. Monitoring their condition is crucial to ensure the efficient and reliable functioning of the sewer system.	16	Corporate Asset Management
	7.c	Collector Sewer Mains (Sanitary Sewer Collectors)	The proportion of collector sewer mains assessed to be in good to very good condition within a specific sewer network or system.	Collector sewer mains are pipelines that collect wastewater from smaller lateral sewers and transport it to trunk sewer lines or treatment facilities. Monitoring their condition is essential to ensure the proper functioning and reliability of the sewer system.	16	Corporate Asset Management
	7.d	Distribution Water Mains (Water Mains)	The overall health and reliability of the water distribution system within the City.	Water mains are crucial infrastructure for delivering clean and safe drinking water to homes, businesses, and public facilities. Their condition helps ensure the city provides clean, safe, and reliable water to its residents, promotes public health, and ensures sustainable water management practices.	16	Corporate Asset Management
	7.e	Overpasses	The proportion of overpasses (bridge structures) in good to very good condition within a specific transportation network or system.	Overpasses allow roads or railways to cross over other roads, railways, water bodies, or obstacles. Monitoring the condition of overpasses is critical for ensuring the safety and functionality of transportation infrastructure.	16	Corporate Asset Management

List and Definitions of KPIs (3/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Asset and Financial Sustainability	7.f	Bridges	The proportion of bridges assessed in good to very good condition within a specific transportation network or system.	Bridges allow roads, railways, or pedestrians to cross over obstacles like rivers, valleys, or other roadways. Monitoring the condition of bridges is crucial for ensuring the safety and functionality of transportation infrastructure.	16	Corporate Asset Management
	8	Debt as Percentage of Operating Revenue	How much debt the City has relative to its revenue from sources such as taxes and fees. This analysis compares the City's debt profile to those of other municipalities.	It helps the City manage debt relative to operating revenue, ensuring that Saskatoon can provide quality services while preparing for future growth and challenges.	16	2023 City of Saskatoon - Annual Report
Goal - Environmental Leadership	9	Reduction in Corporate Greenhouse Gas (GHG) Emissions	The decrease in the amount of greenhouse gases the City produces compared to the 'net zero by 2050' target. A reduction in these emissions indicates the extent to which the City is working to decrease its environmental impact and contribute positively to addressing climate change.	It helps the City plan long-term and short-term sustainability and climate action efforts that enable the City to fulfill its environmental responsibilities towards residents.	17	Alternative Currents: A Renewable and Low-emissions Implementation Plan
	10	Waste Handled by the City that is Diverted	The percentage of waste materials handled by the City that is diverted from disposal in landfills and redirected towards more sustainable waste management practices, such as recycling, composting, or waste-to-energy programs.	Instead of sending all waste materials to landfills, which can be environmentally harmful and contribute to greenhouse gas emissions, waste diversion aims to reduce the amount of waste in landfills and prioritize more eco-friendly and resource-efficient waste disposal methods. It allows the City to assess the effectiveness of its waste management strategies, identify areas for improvement, and work towards more sustainable and environmentally responsible practices.	17	Waste Diversion - City of Saskatoon
Goal - Economic Diversity and Prosperity	11	Turnaround Time Met on Business License Issuance	The frequency with which the target turnaround time is met on business license issuance, i.e., the period from the time an application is submitted to the time the City processes and issues a business license.	It helps the City improve its efficiency and effectiveness in completing the business licensing process. Quick turnaround service levels promote a business-friendly environment favourable to economic growth and prosperity.	18	Business License Online
	12	Annual Land Sale	The total revenue generated from land-related activities in a given year. It provides insight into the growth or decline of land revenue over time.	Financial returns from land development operations stay in the City. They are generally allocated for various capital projects that would otherwise be funded through the mill rate or borrowing.	18	2023 Saskatoon Land Annual Report

List and Definitions of KPIs (4/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Goal - Sustainable Growth	13	City Population	The change in the population of Saskatoon over a specific period, typically measured annually.	It provides insight into the Saskatoon's population trends and helps plan for future development and resource allocation.	19	2023 City of Saskatoon - Annual Report
	14	Residential Infill Development (5-year trend)	Residential infill development measures the City's success in reducing requirements for new infrastructure and ongoing maintenance costs. Residential infill development refers to building or renovating homes within existing urban areas or neighbourhoods, typically on vacant or underutilized lots to create new dwelling units.	It reflects the City's use of existing infrastructure and services, which can lead to more sustainable and efficient land use. It also helps identify patterns and long-term shifts in the City's development practices and urban planning policies related to infill projects.	19, 22	2023 City of Saskatoon - Annual Report
Pillar - Advance City Council's Priorities	15	Transit On-Time Performance	The rate at which buses arrive, pass or leave a predetermined bus stop along their route within a specific time frame. The Saskatoon Transit standard specifies that key timing points depart from 0 minutes before to 3 minutes after the scheduled departure time on 85% of trips, and no vehicles will leave a time point early. Arrival times at key timing points are from 5 minutes early to 1 minute late on 90% of trips.	The City can understand areas that need improvement, providing valuable data for informed planning and resource allocation. This ensures that investments are directed towards enhancing the services of Saskatoon Transit.	22	Saskatoon Transit Service Standards
	16	Investment Returns	How successful the municipality is at achieving its predetermined investment return targets.	This metric helps monitor the City's financial performance and investment decisions.	22	2023 City of Saskatoon - Annual Report
	17	Admissions Rate at City Cultural and Recreational Facilities per 1,000 Population	The total utilization as measured by admissions at city owned and operated cultural and recreational facilities relative to the population size. This metric provides insight into the number of visits to the city's cultural and recreational facilities per 1,000 residents.	This information helps the City enhance community well-being and livability, making it a more attractive and desirable place to live, work, study, play and visit. It reflects the popularity and accessibility of these facilities to the community.	22	2023 Annual Report - Community Service Division
	18	People who report that a friend or colleague would feel safe living in Saskatoon	The percentage of individuals who believe that someone they know, such as a friend or colleague, would feel safe if they lived in Saskatoon.	It helps the City understand how residents perceive safety, which is important in shaping plans and determining investments for a safer, more attractive and thriving community.	22	2023 City of Saskatoon - Annual Report

List and Definitions of KPIs (5/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Pillar - Deliver Excellence in Core Services and Operational Priorities	19	Indigenous Procurement Spend	How much of the City's total procurement budget was spent on contracts awarded to Indigenous businesses within the community or businesses predominantly having Indigenous employees.	The City can help improve economic equity through procurement. This KPI tracks the City's support for Indigenous businesses or entrepreneurs and reflects the City's dedication to Reconciliation through ongoing collaboration with Indigenous communities.	23, 39	Indigenous Procurement Protocol
	20	Snow Grading of Streets Completed within Service Level (Priority 1,2,3 – 2022/23 winter season)	The percentage of times the service level deadline was met on Priority 1, 2 and 3 streets after a snow event of more than 5 cm.	Saskatoon experiences an average of 5 to 6 snow events (minimum snowfall of 5 cm), along with various other weather events, every winter. Based on priority levels, the City and contractor crews work together to clear the snow from the roads. These levels are categorized as Priority 1 (roads are cleared within 12 hours of the end of snowfall), Priority 2 (roads are cleared within 36 hours), and Priority 3 (roads are cleared within 72 hours).	23	Winter Road Maintenance
	21	People who believe the City provides meaningful opportunities to participate in engagement activities	The percentage of people who believe the City provides meaningful opportunities to participate in engagement activities (Engagement Plan/Execution), e.g., the City offers various ways for residents and stakeholders to actively participate.	It helps to ensure that the public's voice is heard and considered, ultimately leading to more informed and responsive decision-making.	23	Civic Satisfaction & Performance Survey - 2024
	22	Kilometers of park pathways per 1,000 residents	The extent to which the City has successfully provided park pathways relative to its population size. It measures the length of park pathways (in kilometers) available for every 1,000 residents in Saskatoon. Supervisory staff inspects park pathways annually or when the public reports poor conditions. Repair and maintenance of these pathways are prioritized and funded through operating budgets.	It indicates where the City can provide better access to recreational spaces and opportunities for outdoor activities. This aligns with the City's efforts to enhance public spaces and give residents accessible green areas.	23	2023 City of Saskatoon - Annual Report

List and Definitions of KPIs (6/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Pillar - Drive Corporate Transformational Change	23	People satisfied with the quality of City communications	The level of satisfaction among respondents as it relates to how well the City communicates with residents.	It helps the City identify strengths and areas for improvement in its communication strategies, ensuring that the information reaches the community effectively and that residents feel well-informed and engaged.	24	Civic Satisfaction & Performance Survey - 2024
	24	Residents who feel the City makes customer service a priority	How residents feel about the quality of customer service the City provides.	It provides valuable feedback to the City regarding the effectiveness of its customer service delivery and helps identify areas for improvement.	24	Civic Satisfaction & Performance Survey - 2024
	25	IT Project Completion Rate	The percentage of Information Technology (IT) projects that were successfully delivered and closed compared to the target number of IT projects to be undertaken during a given period.	This metric provides insight into the efficiency of IT's project management practices and helps with decisions on how to effectively managing resource allocation to enhance project success rates in the future.	24	N/A
	26	Lost Time Injury Rate	A lost time injury is any work-related injury or illness that leaves an employee unable to perform their regular duties, thereby requiring them to take time away from work. This indicator measures the number of lost-time injury claims per 100 full-time equivalent workers.	It provides insight into the safety performance in the workplace and helps the City to prioritize workplace safety, by taking proactive measures to reduce injuries and creating a safer and more productive work environment for its employees.	24	Report - Frequency of Lost Time Injury Rate
	27	IT Satisfaction Score (CIO)	The level of satisfaction of City employees with the services and support provided by the Information Technology (IT) department.	It helps the IT department to create plans that meet the organization's technology needs, thus enabling the work that City employees do to serve the public.	24	N/A
	28	Increase in Social Media Engagement	An indication of the City's social media reach, which consists of the change in the number of followers or subscribers on platforms such as Facebook, X (formerly known as Twitter) , and Instagram over a specific period (aggregate score).	The City can use this information to enhance its online presence, community engagement, communication, and transparency. It is an essential tool for maintaining interaction with residents who use these platforms to communicate.	24	N/A

List and Definitions of KPIs (7/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Priority - Economic Development	29	Property Tax per Capita	Compares the average property tax per resident collected by different municipalities.	This comparison helps in evaluating the fairness and competitiveness of the City's property tax regime.	28	[2023 City of Saskatoon - Annual Report](#)
Priority - Engagement on Infill and Growth	30	People who feel the City does enough to get public input on decisions it makes	A gauge of the public's opinion about the City's efforts to involve the public in its decision-making.	This information can help strengthen the City's decision-making process by improving transparency, inclusivity, and public engagement.	30	[Civic Satisfaction & Performance Survey - 2024](#)
Priority - Downtown Development	31	People who feel the City is on the right path to making downtown an appealing place to live	A gauge of the public's opinion about the City's efforts to enhance the appeal of living in the downtown area.	This KPI can help inform decisions regarding the City's urban development and revitalization initiatives in the downtown area.	33	[Civic Satisfaction & Performance Survey - 2024](#)
Priority - Environmental Sustainability	32	Reduction in Community Greenhouse Gas (GHG) Emissions	The progress made to reduce emissions from the 2014 baseline with a focus on achieving net zero emissions by 2050. It is the net difference or variation in the amount of greenhouse gas emissions produced by the community over a specified time.	The metric helps in developing long and short-term sustainability and climate actions that advance the City's environmental commitments.	34	[Saskatoon.ca - Community GHG emission](#)
Priority - Smart City	33	Number of Projects, Programs, Services and Operations under the Smart City Portfolio	A point-in-time view of the number of active initiatives under the Smart City portfolio. A Smart City here refers to an urban area that uses information and communication technology (ICT) and data-driven solutions to enhance sustainability, efficiency, and overall livability.	This number is a foundational indicator of ongoing initiatives that can catalyze Saskatoon's Smart City Program. The positive impacts and successes of many of these initiatives are important to developing the business case needed to further coordinate, build and expand the Smart City Program.	36	N/A

List and Definitions of KPIs (8/8)

Section	S. No	Metric Name	Definition - What does the metric mean?	Why is it important to the City?	Page No	Reference
Priority - Civic Assets	34	Roadways and Sidewalks in Satisfactory and Good Condition	The overall condition and safety of these critical transportation structures within Saskatoon.	These ratings are essential to assessing the quality of the infrastructure and its ability to support safe and efficient transportation for residents.	37	Corporate Asset Management
	34.a	Primary Sidewalks	The primary sidewalk network consists of curb and sidewalks alongside roads classified as collector, arterial, and expressway roads.	It helps the City enhance urban mobility and safety, boost economic activity by facilitating access to businesses, and connect various areas for improved accessibility.	37	Corporate Asset Management
	34.b	Neighbourhood Sidewalks	The neighbourhood sidewalk network is comprised of curb and sidewalks alongside local roads that, for the most part, serve residents, or businesses within residential, commercial, and industrial neighbourhoods.	This information supports work done to foster a healthier lifestyle through the development of walkable neighbourhoods. This contributes to a neighbourhood's attractiveness and property value.	37	Corporate Asset Management
	34.c	Expressways	Expressways carry very large volumes of high-speed traffic and serve as primary trucking routes through the city.	The metric supports the City's efforts to enable rapid long-distance travel, improve commutes, and provide vital movement during emergencies.	37	Corporate Asset Management
	34.d	Arterial Roadways	Arterial roadways carry large volumes of traffic between neighbourhoods and throughout different parts of the city.	It supports work done to manage urban traffic flow, provide essential access to economic zones, and offer alternate routes to alleviate expressway congestion.	37	Corporate Asset Management
	34.e	Collector Roadways	Collector roadways connect local roadways to arterial roadways, helping connect neighbourhoods to other areas of the city.	This metric helps optimize traffic distribution by preventing main road congestion, enhancing neighbourhood interconnectivity, and supporting public transit accessibility.	37	Corporate Asset Management
	34.f	Local Roadways	In most areas of the city, local roadways are the primary roadway connections serving properties.	It helps improve access to residential areas and local businesses, ensures a peaceful community environment, and prioritizes accessibility over speed for local traffic.	37	Corporate Asset Management
Priority - Equitable and Accessible Service	35	On-Time Performance vs Demand for Access Transit Services	An indicator of how frequently Access Transit buses are arriving on time to provide service to the people who need to use them.	This data helps the City to sustain transportation efficiency by ensuring that the services run punctually and optimize routes and schedules to match the demand.	38	Civic Satisfaction & Performance Survey - 2024
Priority - Quality of Life and Public Safety	36	People who feel Saskatoon is an inclusive and welcoming City	An indicator of the public perception and sentiment regarding the inclusive and welcoming nature of Saskatoon.	This information can help improve Saskatoon's efforts to promote inclusivity, diversity, and a sense of belonging among its residents and visitors.	40	Civic Satisfaction & Performance Survey - 2024

Corrigenda

Corrigenda

A few errors were identified in the 2023 Strategic Plan Progress Report. Corrections to those errors are provided below:

Page No.	Section	Original Report 2023 SPPR	Correction – 2023 SPPR
15	Transportation – Strategic Goals	Transit ridership represents the total number of passengers	Transit ridership refers to the total number of rides
29	Key Highlights - CSWB	2023 Key Achievement • Initiated planning for the Community Safety and Well-Being (CSWB) work using grant funding from the Building Safer Communities Fund (BSCF). Key Work Planned for 2024 • Continue implementing the CSWB work plan under BSCF. • Hire a temporary Communications Consultant to support CSWB initiatives (Note: This role is not funded by BSCF but has contributed to CSWB-related work).	2023 Key Achievement • Launched the planning phase for the CSWB Strategic Plan. Key Work Planned for 2024 • Continue implementing the Community Safety and Well-Being Strategic Plan. • Supported a Research Junction project evaluating the social return on investment (SROI) of Build Up, a social enterprise within Quint Development Corporation. • Develop a social enterprise initiative for approval by Public Safety Canada, utilizing BSCF funding. • Engage with and support CSWB initiatives through active participation in social planning tables.
22 & 31	Performance Report – Advance Pillar & Recreation, Culture and Leisure	Admission Rate (Actuals) – 5853 visits	Admission Rate (Actuals): 5149 visits
22 & 35	Advance City Council's Priorities: Transportation	Transit Ontime Performance (%) Target:85% Actual:83.8%	Transit Ontime Performance (%) Target:85% Actual: 86.53%
28	Advance City Council's Priorities : Economic Development	Property Tax per Capita 2023: Edmonton :1759 Calgary :1535 Regina :1146 Winnipeg :1127 Saskatoon :1016	Property Tax per Capita 2023: Edmonton :1684 Calgary :1452 Regina :1133 Winnipeg :875 Saskatoon :980

Thank You!

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