



STRATEGIC
2026 - 2029
Plan

**A City That Works
*For Everyone***

Land Acknowledgement

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 descent 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

On behalf of City Council, I'm proud to present our **2026–2029 Strategic Plan**, a community-informed roadmap for building a stronger, more inclusive city.

Saskatoon is at a pivotal moment. As we grow, we face complex realities — from homelessness and housing affordability to community safety and the need for strong, sustainable infrastructure. But these challenges are also opportunities to act boldly, collaborate meaningfully and lead with purpose.

This plan is grounded in the values we share as a community — fairness, inclusion, fiscal responsibility and respect for one another. These principles guide Council's priorities and our work with City Administration, Indigenous partners, local businesses and community organizations.

Together, we are committed to building a city that is safe, affordable and welcoming — a Saskatoon that works for everyone.

We are not just planning for the next four years — we are investing in a future where everyone belongs, everyone matters and everyone can thrive.

Thank you for being part of this journey.



Cynthia Block
Mayor



Message from the City Manager

On behalf of the Administration, I am proud to present the **2026-2029 Strategic Plan** for the City of Saskatoon. This plan serves as our roadmap for the next four years - it will guide our efforts to enhance the lives of everyone who lives, works, learns and plays in our city.

Saskatoon is an exceptional place, known for its high quality of life, beautiful green spaces, robust economy and vibrant communities. The efficient and effective delivery of key civic services, programs and projects greatly contributes to our reputation as a city you want to call home. The Council priorities within our new Strategic Plan will help support the continuation of the delivery of key civic services that enable people in Saskatoon to enjoy life here.

The theme for our **2026-2029 Strategic Plan, A City That Works For Everyone**, reflects our collective commitment to build a city where every resident feels welcome, supported and empowered.

We heard from residents and our business community loud and clear. Housing and homelessness are critical and growing issues in Saskatoon, reflecting broader challenges faced across other urban centers. Community safety and well-being is top of mind for many and will be a dedicated priority area of focus for this Council.



Jeff Jorgenson
City Manager

Addressing complex, multi-faceted issues such as these will require collaboration with Indigenous governments and organizations, residents, the private sector and all levels of government. Our collective goal is to build a city where everyone has a safe and secure place to call home.

Importantly, this plan also aligns with the Official Community Plan and Multi-Year Business Plan and Budget, to form a unified framework that balances our long-term vision with short-term action and fiscal responsibility. We have a bold vision to embrace Saskatoon's rapid growth and continue our work to enhance the quality of life for all Saskatoon residents, improve our efficiency and build a high-performing organization.

I'm inspired every day by the dedicated team of civic employees I have the privilege to work alongside as we tackle the challenges and opportunities before us. Working together, we are committed to building a city that meets today's needs while preparing for tomorrow's possibilities — creating a brighter future for all.

Introduction

The **2026-2029 Strategic Plan** is more than our guiding document, it is our call to action.

This strategic plan sets City Council’s direction and priorities of focus. It will also drive the key initiatives and actions City Administration will undertake over the next four years to achieve our shared goals.

Through this plan, we reaffirm our commitment to advancing the priorities of City Council and residents, while also continuing on our commitment to build a high-performance organization.

The **2026-2029 Strategic Plan** guides City programs and the delivery of civic services so they remain responsive to our community’s evolving needs, while maintaining fiscal responsibility.

City Council and the Administration are dedicated to improving the lives of all who live, work, learn and play in Saskatoon.

Through this plan’s call to action, we are committed to building **a city that works for everyone.**



A City That Works *For Everyone*

A City That Works *For Everyone* is our shared vision for Saskatoon's future and our **2026-2029 Strategic Plan** theme. It reflects our collective commitment to building a city where every resident feels welcome, supported and empowered.

For council members, it's a call to lead with transparency, collaboration and innovation.

For residents, it's a promise that city services, infrastructure and opportunities will be designed with inclusivity and fairness at the core.

Together, we will shape a Saskatoon that meets the needs of today while preparing for the possibilities of tomorrow.



How the Strategic Plan is Developed

In 2024 and 2025, Council and Administration began the important work of developing its **2026-2029 Strategic Plan**.

Saskatoon residents, the business community and other groups were asked to share their input and feedback through various public engagement opportunities throughout the Strategic Plan development process.

Broad community input was sought on the priorities, outcomes, key performance indicators and key actions detailed within the draft **2026-2029 Strategic Plan**.

Internal engagement was undertaken within the City's service areas, employee feedback was incorporated and City Council added their perspectives to result in capturing the communities' voice in the development of the plan.

Within the Strategic Plan, our vision sets the direction for our organization, our mission describes the purpose of the work we do and our values frame the guiding principles we apply to our work.

The **2026-2029 Strategic Plan** works alongside the City's Official Community Plan and Multi-Year Business Plan and Budget process to form a unified strategic framework for setting priorities and achieving the City of Saskatoon's goals.

- The Official Community Plan outlines the long-term vision for Saskatoon.
- The Strategic Plan defines City Council and Administration's priorities for four years that will move us toward our long-term vision.
- The Multi-Year Business Plan and budget provides a two-year, resourced financial action plan to advance those priorities and goals.



LEVEL OF

Communities' Voice

INPUT

CITY COUNCIL

GUIDING PRINCIPLES

Residents

Perspectives

Outcomes

Our Mission

Our Purpose

PUBLIC

Engagement

IDEAS

PRIORITIES

Key Performance Indicators

Internal Engagement

Feedback

Business Community

Key Actions

Our Vision

City's Service Areas

Employee Feedback

Our Values

PLAN

Your Saskatoon City Council

Saskatoon's City Council (Council) is the City's central decision-making body. It is composed of one mayor and ten councillors each representing a ward. City Council is elected for a term of four years.

The Province of Saskatchewan, through legislation, sets out the powers of municipal governments. City Council's main powers are set out in *The Cities Act*.

City Council is responsible for setting policies and programs, approving the allocation of financial and human resources through the budget process and bylaws. City Council sets the levels of service to be provided to residents when it comes to civic service delivery.

Council also sets the City's strategic direction through the overarching Corporate Strategic Plan, which is updated every four years.

City Council provides direction to the City Manager, who leads the City's Administration. The City Manager, City Clerk and City Internal Auditor are City Council's direct employees.



CYNTHIA BLOCK
Mayor



KATHRYN MACDONALD
Ward 1 Councillor



JASMIN PARKER
Ward 6 Councillor



SENOS TIMON
Ward 2 Councillor



HOLLY KELLEHER
Ward 7 Councillor



ROBERT PEARCE
Ward 3 Councillor



SCOTT FORD
Ward 8 Councillor



TROY DAVIES
Ward 4 Councillor



BEV DUBOIS
Ward 9 Councillor



RANDY DONAUER
Ward 5 Councillor



ZACH JEFFRIES
Ward 10 Councillor

Your City Administration

The City Manager’s role is to carry out the policies and direction set by City Council and to oversee City Administration as they perform the delivery of civic services throughout day-to-day operations at the City.

City Administration serves the public by implementing Council’s vision and directives. Administration is organized into seven divisions, which collaborate to manage projects and initiatives across the City’s 13 business lines.

The City Administration is dedicated to serving the community by thoughtfully balancing public expectations with fiscal responsibility.

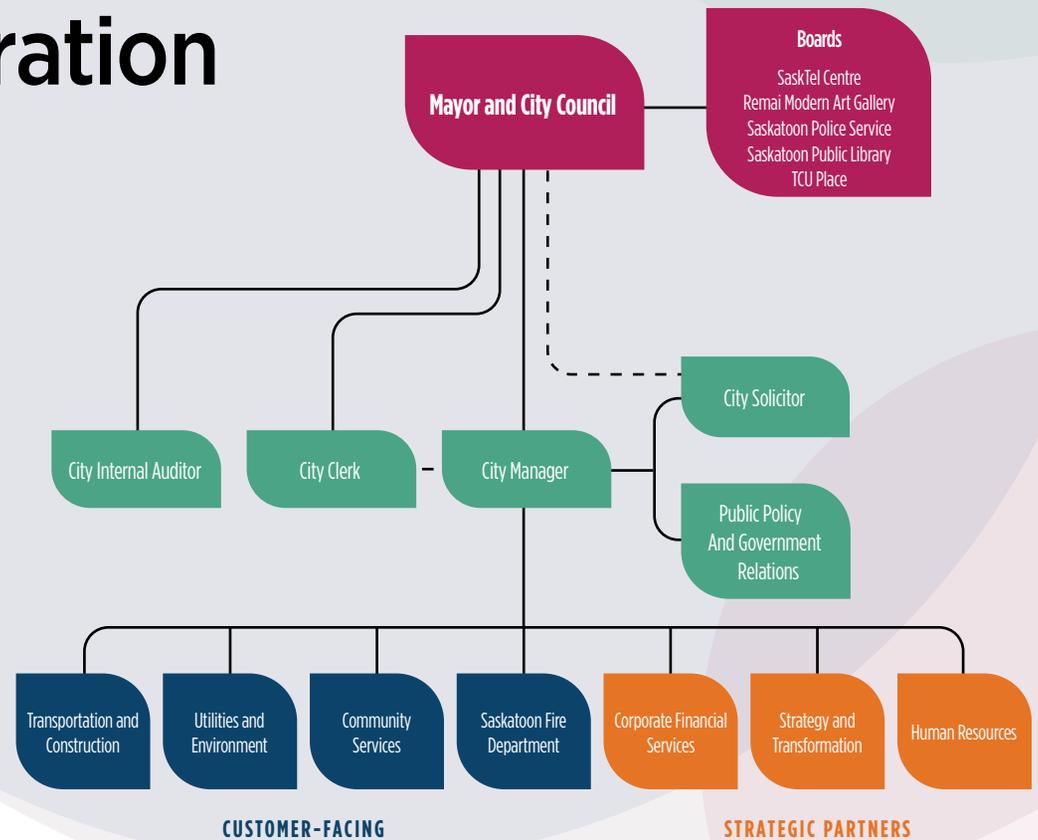
As stewards of the Corporate Strategic Plan, they lead with purpose—guiding its implementation to maintain civic service delivery through operations that remain efficient and effective.

By providing Council with clear, informed recommendations, the City Administration supports sound governance and decision-making.

City Administration is committed to service excellence, fulfilling the Strategic Plan’s goals and bringing its vision to life for the benefit of all Saskatoon residents.

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

2025 Executive Leadership Team



From Vision to Results: Defining our Planning Framework & Process

The **2026-2029 Strategic Plan** is the major output of the strategic planning process and is our direction-setting document. It outlines the work the Administration will do to achieve our collective goals over the next four years.

Our **Vision, Mission, Values** and **Purpose** all continue from our previous strategic plans; they showcase the City's commitment to delivering on these core aspects of our mandate.

Two Strategic Goals represent the City of Saskatoon's primary areas of focus; these goals, drawn on contributions from the public, City Council and City employees, will drive our progress:



Advance City Council Priorities



Build a High-Performing Organization

Our work often connects these goals, highlighting the interdisciplinary approach the City takes every day to advance our vision. This means that certain thematic messages are repeated throughout the Plan.

Originally introduced in the **2022-2025 Strategic Plan**, our framework has since been refined to simplify the planning process and enhance our transparency.

As we execute and monitor our Strategic Plan, the improvements made to the Plan make it easier to understand and report out on the outcomes we aim to achieve. We will track progress through our;

- **Priorities**, the areas of focus that guide and move us forward over the next four years.
- **Outcomes**, the real results the public and employees would like to see achieved.
- **Key Performance Indicators (KPIs)**, the measures that show through data that we are moving the dial in the right direction towards achieving the outcomes.
- **Key Actions**, that define the programs, projects and initiatives that will contribute to achieving the outcomes.

The **2026-2029 Strategic Plan** is a living document, designed to evolve as needed. Our progress will be reviewed and reported annually to ensure transparency and accountability.

Our Vision

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



Our Mission

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



Our Values

PEOPLE MATTER

We work together as one team, seek input when it matters, support each other to grow and be our best selves and foster a culture where we use our voices to drive change.

RESPECT ONE ANOTHER

We value the diversity each of us brings, celebrate our successes – big or small and take the time to listen, understand and appreciate each other.

ACT AND COMMUNICATE WITH INTEGRITY

We are honest and take ownership of our actions, transparent in our decision-making and question actions inconsistent with our values.

SAFETY IN ALL WE DO

We never compromise on the safety, health and well-being of ourselves and those around us. We put safety at the forefront of all decisions and take responsibility to act on unsafe or unhealthy behaviours.

TRUST MAKES US STRONGER

We depend on each other and know we will do what we say. We assume the best of others and support, inspire and empower each other every day.

COURAGE TO MOVE FORWARD

We lead and embrace change, think outside the box and ask the tough questions.

Our Purpose

Our Purpose describes the reasons we come to work every day.

- **We are making** Saskatoon a great place to live, work, learn and play every day.
- **We are creating** a welcoming workplace where each of us are encouraged to realize our full potential.
- **We are building** a sustainable future upon our predecessors' legacy and history of success.
- **We are exceptional** in delivering public services.
- **We are innovative** and unleash creative solutions and investments that contribute to a great city.
- **We adopt and support** behaviours that reduce the environmental footprint of the city.



Achieving our Vision for Saskatoon

Our **2026-2029 Strategic Plan** details our approach to achieving our vision for Saskatoon.

The Strategic Plan provides the criteria to guide our decision-making processes as we plan for a bright future. The Plan will guide our strategies and actions and the allocation of limited financial and staff resources to support, deliver and advance City Council Priorities.

City Council Priorities set our foundation for building a sustainable, strong and progressive city. The Priorities identify the ongoing work Council plans to accomplish during its term in office.

By focusing urgently on these areas, we are working toward a city that is safer, more inclusive and welcoming for all.

Working to advance City Council's Priorities is one of the ways the Administration continues to meet the needs of Saskatoon residents now and in the future.



**Advance City
Council Priorities**



Advance City Council Priorities

To address immediate and longer-term community needs in Saskatoon, City Council has identified the following key priority areas of focus over the next four years:



**Reconciliation, Equity, Diversity and Inclusion*

Our Commitment to Improving Quality of Life for All



Support for a city where everyone belongs.

Saskatoon continues to experience rapid growth, with more and more people choosing to call our city home.

In looking to the future, City Council has set a bold and compassionate course for 2026–2029. At the heart of this Strategic Plan lies a clear and urgent commitment: to build a city where every resident feels safe, supported and at home.

Over this term, City Council will prioritize these two deeply interconnected priorities to set the foundation on which to build a thriving, inclusive Saskatoon that provides a good quality of life for all.

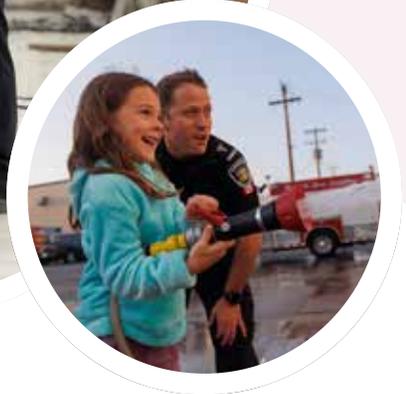
City Council will work closely with residents, community leaders and service providers to co-create solid solutions that will truly support the diversity of our community.

In working together, the goal is to shape a city where no one is left behind. A city where safety and shelter are not privileges, but rights. A city that leads with heart—and acts with purpose.

We are committed to building **a city that works for everyone.**

***“We must become a city that leads
with heart - and acts with purpose.”***

~ Mayor Cynthia Block



Housing and Homelessness

This priority area lays out City Council’s path to addressing housing and homelessness by its:

- ✓ commitment to create safe places to belong and a safe place to sleep
- ✓ work to make essential services accessible to all
- ✓ focus on stabilizing the housing market including expanding affordable housing with wrap-around supports

Council’s actions will be grounded in reconciliation, collaboration and shared investment.

This priority aligns fully with the Saskatoon Homelessness Action Plan (SHAP), a community-led framework developed collaboratively by the Saskatoon Tribal Council, Métis Nation–Saskatchewan, Saskatoon Housing Initiatives Partnership (SHIP) and the City of Saskatoon.

The City’s homelessness response focuses on leading and co-leading specific SHAP actions within its jurisdiction, while supporting the broader collaborative implementation.

This includes immediate shelter, drop-in and basic service initiatives, medium-term development of a coordinated navigation hub and long-term efforts to expand affordable housing and community wellbeing.

The City commits to working in partnership with Indigenous governments and organizations, to build a whole-community approach that brings in community based organizations, residents, the private sector and all orders of government to achieve shared goals grounded in reconciliation, cultural safety and community ownership.

Addressing homelessness and housing insecurity is about restoring dignity, stability and creating opportunities for individuals and families across our community.

Together, our goal is to build a future where everyone in Saskatoon has a safe and secure place to call home.



Outcomes	Key Performance Indicators	Key Actions
<p>Everyone has a safe place to sleep every night and essential services are accessible for all.</p>	<ul style="list-style-type: none"> • Total City-Owned Public Washrooms Available • Total Point-in-time (PIT) Homeless Population and Per Capita Rate • Annual Encampment Count 	<p>SHORT-TERM (0-12 months)</p> <ul style="list-style-type: none"> • Complete a Navigation Hub feasibility study and implement next steps • Develop Public Washroom and Drinking Water Access Strategy • Identify shelter and drop-in centre locations in partnership with the Province
<p>Pursue Navigation Hub through partnerships.</p>	<ul style="list-style-type: none"> • Navigation Hub Project Completion Rate 	<p>MEDIUM-TERM (18-36 months)</p> <ul style="list-style-type: none"> • Continue to seek opportunities, including funding, to work with all orders of government, private sector and residents when advancing this priority
<p>Saskatoon has a range of housing options that meet the needs of the community.</p>	<ul style="list-style-type: none"> • Affordable Housing Units Built Annually • City-Owned Land Released Annually for Affordable Housing 	<p>LONG-TERM (3-4 years)</p> <ul style="list-style-type: none"> • Advance the Affordable Housing Strategy • Develop a Land Disposition and Acquisition Strategy to support affordable housing for the long-term • Pursue collaborative funding for sustainable housing projects through forming partnerships with the public and private sector

Community Safety and Well-being

In Saskatoon's rapidly evolving urban landscape, the City of Saskatoon is committed to fostering a safer community for residents, businesses and visitors, through strategic collaboration, innovation and proactive service delivery.

This priority area outlines a vision to enhance community safety and well-being by strengthening partnerships with local organizations and all levels of government to help every resident feel secure and supported.

How will we get there?

By investing in infrastructure, expanding accessible services and preparing for climate-related and emergency events, Saskatoon is responding to today's challenges and also building the foundation for a thriving, positive future for all.

Through data-driven decision-making, partnerships and a shared commitment for progress, we are shaping a city where safety, dignity and opportunity are within reach for all.



Outcomes	Key Performance Indicators	Key Actions
<p>Community safety and well-being is improved by continuing to strengthen partnerships with community organizations, businesses and other levels of government.</p>	<ul style="list-style-type: none"> • City-wide Property and Violent Crime Rates • Funding Allocated to Equity-Deserving Community Organizations 	<ul style="list-style-type: none"> • Continue to develop and implement an integrated Community Safety and Well-being Strategy to address systemic barriers and promote long-term stability • Continued communication and partnership with Business Improvement Districts, Community Associations, Community Organizations, equity-deserving groups and volunteers to address root causes of inhibitors to improve quality of life • Information sharing amongst key groups within the community to help build data-driven decision-making
<p>The City provides services that help increase safety, security and supports in Saskatoon.</p>	<ul style="list-style-type: none"> • Saskatoon Fire Department Response Time Rate • Fire Community Support Transit Safety Response Coverage • Total Budget for Targeted Youth Services • Number of City Programs for Youth 	<ul style="list-style-type: none"> • Explore a public-facing dashboard on the City website • Continue enforcement of property maintenance and other bylaws, enhancing where required and appropriate • Increase community safety through expanded services and programs that focus on proactive actions • Continue to meet the growing and changing needs of the city by assessing and developing Fire Halls and an emergency operations centre • Ensure there are safe spaces for youth, including programs and recreational centres • Continue to focus on enhancing transit safety
<p>Saskatoon is building a resilient, scalable emergency response system through strategic partnerships that safeguard residents and sustain essential services during major events.</p>	<ul style="list-style-type: none"> • Critical Services with Defined Recovery Time Objectives Rate • Average Public Alerts Communication Time • Emergency Management and Business Continuity Plan Exercises Conducted 	<ul style="list-style-type: none"> • Complete update of the Municipal Emergency Management Plan • Review capacity and operational response ability of interoperability resources currently in place • Implement a Corporate Business/Service Continuity Program for the City of Saskatoon • A one-City approach to development of recovery time objectives for Critical City Services • Work with business leadership groups to develop business continuity resources

Core Services

The City of Saskatoon is building a resilient and responsive city by managing its infrastructure to deliver reliable services, reduce risk and meet the evolving needs of residents. Through strategic investments and robust asset management, we aim to maintain high service standards.

Public input is central to our planning. By incorporating community feedback into decisions, we ensure services reflect what matters most to residents.

We are committed to efficiency and accountability.

We maximize value for every taxpayer dollar while enhancing service delivery.

Together, these efforts will help shape a sustainable, future-ready Saskatoon.



Outcomes	Key Performance Indicators	Key Actions
<p>The City of Saskatoon’s built and natural assets are managed in a manner that maximizes benefits, manages risk to an acceptable level and provide established levels of service to meet the growing and changing needs of the public.</p>	<ul style="list-style-type: none"> • Asset Condition Rating • Asset Reliability Rate • Asset Lifecycle Funding Ratio 	<ul style="list-style-type: none"> • Deliver the Waterworks Program, including the construction of a second water treatment plant (WTP) and upgrades at the existing WTP • Reduce the funding gaps of critical assets • Develop State of Reports and Levels of Service for critical asset areas
<p>Public feedback is incorporated to help improve services.</p>	<ul style="list-style-type: none"> • Engagement Follow-Up Rate 	<ul style="list-style-type: none"> • Findings from public engagement methods related to public services are utilized to guide decision-making
<p>Services are delivered efficiently and use available taxpayer funds responsibly.</p>	<ul style="list-style-type: none"> • Annual Service Improvements Reported • Annual Value of Cost Savings Reported • Budget Variance Rate 	<ul style="list-style-type: none"> • Complete and report back on the priority-based budgeting pilot • Develop the innovation and continuous improvement program

Culture, Parks and Recreation

City Council recognizes parks, recreation and cultural amenities as vital civic infrastructure that supports healthy, active lifestyles, builds strong community connections and celebrates the natural abundance Saskatoon offers year-round.

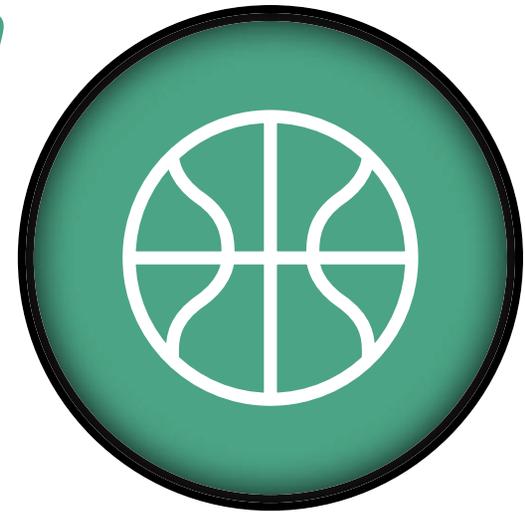
As our city grows, it's essential to provide a diverse range of inclusive, accessible and culturally meaningful recreation opportunities.

By investing in well-maintained parks, naturalized areas, accessible sport and leisure facilities and dynamic programming, we create spaces where residents and visitors can connect with nature, each other and the vibrant cultures that shape Saskatoon.

Collaborating with community organizations to explore innovative partnerships and funding models will expand opportunities for people of all ages—especially youth and seniors—to engage in culture, parks and recreation programs that build skills, foster social connections and support active, healthy, educational experiences throughout the year.

Our commitment includes strengthening partnerships with local Indigenous communities to honour and celebrate Indigenous histories and traditions through public art, cultural spaces, interpretive displays and culturally relevant programs aligned with the Truth and Reconciliation Calls to Action.

Through thoughtful investment and collaboration, Saskatoon's parks, recreation and cultural programs will continue to grow as inclusive, inspiring spaces that enhance well-being, celebrate diversity, honour Indigenous history and ensure natural and cultural abundance is accessible to all.



Outcomes	Key Performance Indicators	Key Actions
<p>Recreation facilities, parks and programs are accessible, inclusive, available year-round and reflect diverse cultural perspectives, including the histories and traditions of local Indigenous communities.</p>	<ul style="list-style-type: none"> • Seasonal Program Participation and Rental Utilization • Leisure Access Program Utilization • Diversity Rate of Special Events and Space Rentals 	<ul style="list-style-type: none"> • Incorporate accessible designs and inclusive programming into recreation facilities, parks and open spaces, while creating options to expand food forests, outdoor learning spaces and other dynamic programming pilots • Engage with the community to help develop plans for existing and new civic facilities to include designated spaces for Indigenous cultural use, gathering, interpretive displays and design elements • Complete a user review, identify gaps in current programming and adapt parks and recreational programming to current community needs and demographics, working in partnership with community-based organizations where applicable • Research barriers to space allocation and participation in programming and develop strategies to address and reduce them
<p>Enhance support for existing and new recreation facilities and programs through partnership opportunities.</p>	<ul style="list-style-type: none"> • Non-Property Tax Revenue Generated by Recreation Activities • Partners and Funding Support for Recreation Amenities 	<ul style="list-style-type: none"> • Review sponsorship, naming rights and advertising revenue opportunities in new and existing recreation facilities, including leisure centers, arena spaces, parks and open spaces • Support partnerships with community groups and organizations in the delivery of programs and development and enhancement of recreation facilities and park spaces to meet community needs and support the leveraging of civic funds
<p>Provide funding to eligible community groups, with a focus on distributing it equitably to support inclusive cultural and recreational opportunities with particular support for Indigenous organizations and cultural programming that aligns with Truth and Reconciliation Commission's Calls to Action.</p>	<ul style="list-style-type: none"> • Value of Community Grants to Equity-Based Service Groups • Participants and Programs Offered by Community Groups • Value and Quantity of Community Grants to Indigenous Organizations and Projects 	<ul style="list-style-type: none"> • Conduct a review of funding provided to community-based organizations with a focus on equity and need • Provide grant funding to community groups and organizations to host events that support community well-being, accessibility and inclusivity • Explore donation opportunities to cover facility rentals to promote usage by groups experiencing barriers to access
<p>Expand recreational programs for youth and seniors and review civic employment opportunities to better support youth facing employment barriers.</p>	<ul style="list-style-type: none"> • Youth Participation Count • Total Senior Programs Offered • Youth Hired 	<ul style="list-style-type: none"> • Engage with youth and seniors through targeted advisory groups to support the review and development of programs, encourage participation and identify barriers to access • Partner with Indigenous youth groups to co-design traditional sport and recreation programs. Include traditional Indigenous games and land-based activities in seasonal youth offerings • Establish targeted recruitment goals for new hires, focusing on demographics and youth who face barriers to employment • Create and implement youth employment strategies that engage youth in seasonal operations with potential pathways to employment with the City, coordinated in partnership with high schools, post-secondary institutions and community-based organizations

Downtown

Our Downtown is proudly urban yet has a prairie heart, offering room to breathe, space to grow and a sense of belonging for everyone.

In partnership with residents, businesses, institutions and organizations, the City is fast-tracking its efforts to create a dynamic, inclusive, safe and welcoming place in the *ohtannah*, the heart of Treaty 6 Territory and the Traditional Homeland of the Métis. This important effort aims to increase the number of homes, jobs, activities and experiences Downtown while making transportation easier.

A lively Downtown where everyone feels safe, welcome and where vibrant public spaces highlight culture and community is essential for all.

Through investing in fair revitalization that incorporates diverse voices and needs, the City's goal is to make Downtown more active and appealing by boosting equity, economic growth and overall quality of life for everyone in Saskatoon.



Outcomes	Key Performance Indicators	Key Actions
<p>Downtown is a safe and welcoming space for everyone.</p>	<ul style="list-style-type: none"> • Central Business District Property and Violent Crime Rates 	<ul style="list-style-type: none"> • Continue to advance coordinated Downtown community safety efforts between Saskatoon Fire Department, Saskatoon Police Service and the City to address areas of concern and proactively adjust service levels
<p>Residents and visitors are drawn to the inclusive, accessible spaces that support a vibrant cultural and event-rich Downtown.</p>	<ul style="list-style-type: none"> • Downtown Special Events Count 	<ul style="list-style-type: none"> • Secure funding and commence the design phase for the Downtown Event and Entertainment District Project • Continue to develop and implement key aspects of the City Centre and District Plan
<p>A strong Downtown contributes to a thriving community where businesses grow and residents feel at home.</p>	<ul style="list-style-type: none"> • Number and Value of Commercial and Residential Building Permits in Downtown 	<ul style="list-style-type: none"> • Continue to explore the development of park and outdoor spaces Downtown • Continue to advance projects that upgrade and replace public infrastructure in the Downtown

Economic Development

Supporting economic development and business-friendly strategies that will position Saskatoon for success in a rapidly changing global economy is a priority for this Council.

As the largest city in a resource-based province, Saskatoon is vulnerable to fluctuations in commodity prices, which can impact business investments in our city. Building on the city's diverse economy is key to long-term economic success and to ensuring resiliency in times of economic shock.

To enhance this position, City Council will work with the Saskatoon Regional Economic Development Authority (SREDA), businesses including associations, post-secondary institutions, Indigenous organizations and all orders of government to support investments and sustain a climate that generates enduring economic benefits.

In this context, economic benefits include retaining, growing and attracting jobs, investment and business.



Outcomes	Key Performance Indicators	Key Actions
<p>As the economic engine of Saskatchewan, Saskatoon is an attractive place for investment and new business opportunities that will enable a thriving, resilient and diverse economy.</p>	<ul style="list-style-type: none"> • Property Tax Comparison • Business Development Incentive Program Utilization • New Businesses Annual Count • Industrial, Commercial and Residential Land Readiness in Saskatoon 	<ul style="list-style-type: none"> • Continue the Industrial Land Lease program and ensure industrial land availability • Ensure City infrastructure is maintained and available to support economic development • Work with SREDA to research and report back on potential improvements to existing business incentive programs, as well as new tools to support business growth and attraction • Continue to maintain one of the lowest property tax rates amongst major cities in Western Canada • Continue to provide the Business Development Incentive Program and work with SREDA for any opportunities for improvement
<p>Enable business success through efficient and responsible government with simplified services and clear processes.</p>	<ul style="list-style-type: none"> • Building and Development Permit/License Processing Time 	<ul style="list-style-type: none"> • Utilize the Business-Friendly Initiatives Ad Hoc Committee to raise issues to be reviewed by the City of Saskatoon • Continue to build a budget process that is open and transparent • Continue to work with stakeholders to deliver a sustainable and transparent levy system
<p>Existing and local businesses are supported, successful and viewed as vital contributors to Saskatoon's economy.</p>	<ul style="list-style-type: none"> • Indigenous Procurement Rate • Total Licensed Businesses 	<ul style="list-style-type: none"> • Complete research and report back on potential for a small business incentive program • Continue to seek out opportunities to support Indigenous and equity-seeking organizations through education and improvements to the City's procurement process, including working with partners who can help advance this work, such as SREDA

Environment

The City of Saskatoon recognizes that we are in a climate emergency; it is an era marked by increasing temperatures, extreme weather, ecological degradation, increasing costs and rising social divides.

A priority for this Council is to take meaningful steps to help transform Saskatoon as a high per capita emitter of greenhouse gases to a thriving and resilient city, which models innovation in energy conservation, renewables, waste diversion, environmental protection, nature-based solutions and green infrastructure.

Ensuring that natural ecosystems and the green network are managed, restored and integrated – to protect land, air and water resources; enhance biodiversity; provide places in the community for traditional land uses, food production and recreation; support physical and mental health; build resilience to the impacts of climate change; and sequester carbon – is integral to this work.

City Council will work with the community to improve environmental outcomes, recognizing that the impacts of environmental degradation have not been shared equally. Indigenous communities, people of color and historically marginalized groups have long been on the front lines—often with limited resources but deep wisdom. Our sustainability efforts are grounded in equity. Reconciliation is not symbolic; it is structural and essential to progress.

We will engage the community and support environmental leadership that drives action, sparks enthusiasm and ensures equitable access.



Outcomes	Key Performance Indicators	Key Actions
<p>A corporate culture with environmental sustainability resourced, supported and embedded into all decisions.</p>	<ul style="list-style-type: none"> • Project Triple Bottom Line (TBL) Utilization Rate • Initiatives TBL Count 	<ul style="list-style-type: none"> • Integrate and implement the TBL Framework and Toolbox through the Corporate Environmental Leadership Pilot and potential future Program • Embed the TBL Framework and Toolbox into project management practices through the Project Management Community of Practice • Continue to build and utilize the Climate Budget within the Multi-Year Business Plan and Budget and integrate TBL into future priority-based budget processes
<p>Greenhouse gases are reduced and actions to manage the impacts of the climate crisis have been implemented in a way that maximizes co-benefits for all.</p>	<ul style="list-style-type: none"> • GHG Emissions Levels 	<ul style="list-style-type: none"> • Implement actions in the Climate Action Strategy within proposed timeframes • Develop initiatives to equitably improve energy conservation, climate resilience and efficiency in buildings, transportation and land use planning • Develop initiatives to equitably increase the use of renewable energy or low emissions energy and promote opportunities for property owners to generate their own electricity from renewable sources • Implement equitable, innovative and efficient water conservation practices and programs for indoor and outdoor use
<p>Solid waste is reduced and diverted to conserve resources, minimize greenhouse gas emissions, optimize landfill operations and create local reuse and recycling opportunities that benefit the community.</p>	<ul style="list-style-type: none"> • Waste Diversion Rate • Material Landfilled in Tonnes • Landfill Gas Capture 	<ul style="list-style-type: none"> • Implement actions in the Solid Waste Reduction and Diversion Plan within proposed timeframes to help achieve 70% diversion from the Saskatoon Landfill • Continue to expand landfill gas capture and destruction and optimize use of renewable energy from this source
<p>Natural ecosystems and the green network are managed, restored and integrated, while land, air and water resources are protected.</p>	<ul style="list-style-type: none"> • Trees on City Property • Area of Parks, Including Naturalized Parks • Area of Natural Areas Conserved and/or Managed 	<ul style="list-style-type: none"> • Implement actions in the Green Infrastructure Strategy and Implementation Plan within proposed timelines • Provide places for community stewardship, cultural activities, Indigenous land uses and food production or harvesting • Develop proactive policies, strategies and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced • Work with Meewasin Valley Authority on natural area management, restoration, access and conservation

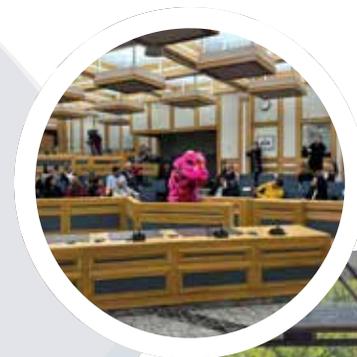
Reconciliation, Equity, Diversity and Inclusion (REDI)

The City of Saskatoon acknowledges the ongoing impacts of systemic oppression, racism and discrimination on equity-deserving communities, including 2SLGBTQQIA+, BIPOC, people with disabilities and others historically excluded from full civic participation. City Council is committed to leading a city-wide transformation to eliminate systemic barriers, advance equity and strengthen social cohesion across our community.

In alignment with the City's commitment to Equity, Diversity and Inclusion (EDI), the City recognizes Reconciliation as a foundational and distinct priority, grounded in a rights-based, treaty-affirming relationship and is committed to meaningful action guided by the Truth and Reconciliation Commission's Calls to Action, the National Inquiry into Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ People, Calls for Justice and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

The City will continue the vital work underway in partnership with First Nations and Métis peoples to advance inherent and Treaty rights, build shared understanding, implement economic reconciliation strategies and create spaces, places and programming that honours Indigenous cultures and worldview and create more equitable systems.

Through the REDI priority, the City is embedding an anti-oppressive, equity-driven approach into its structures and services to help provide equitable access to opportunity and influence for all, particularly those historically excluded. Recognizing Reconciliation as foundational, this work centers Indigenous voices and lived and living experiences, reforms institutional practices and strengthens partnerships with Indigenous governments and organizations. It challenges the status quo by striving to rebalance power and build inclusive, equitable systems where diversity is celebrated and Reconciliation is upheld as a shared responsibility.



Outcomes	Key Performance Indicators	Key Actions
<p>The City embraces Reconciliation as a foundational principle to foster meaningful relationships between Indigenous and non-Indigenous Peoples to fulfill:</p> <ul style="list-style-type: none"> ✓ Treaty obligations ✓ Implement the Truth and Reconciliation Commission's Calls to Action ✓ Calls for Justice of the National Inquiry into MMIWG2S ✓ The principles of UNDRIP 	<ul style="list-style-type: none"> • Indigenous Employment Rate Across Departments • Projects Completed to Advance Economic Reconciliation • Indigenous Procurement Rate • Reconciliation Events Hosted and Supported Annually 	<ul style="list-style-type: none"> • Integrate Reconciliation into core functions across the organization • Continue to partner with First Nation and Indigenous Communities towards achieving our Indigenous Spend Target • Continue to work with partners to address safety issues and support community-based solutions, including implementing Phase 2 of the Coming Home Report – develop a Women's Centre and working to address domestic violence with Saskatoon Police Service and partners • Advance opportunities to showcase Indigenous history, culture in placemaking, naming, events and thread narrative into public spaces
<p>The City is successful at identifying and removing systemic barriers, oppression, racism and discrimination.</p>	<ul style="list-style-type: none"> • City Governance Revision Rate • Indigenous Awareness Training Rate • Participation Rate of Equity-Deserving Groups in Engagement 	<ul style="list-style-type: none"> • Embed EDI and Reconciliation principles into City policies, practices and services • Cultivate an inclusive organizational culture through strategies • Leverage technology to enhance digital equity and inclusive service delivery • Provide opportunities for employees to build cultural awareness through teachings, trainings and events • City engagement processes ensure that diverse and marginalized voices are heard and included
<p>The City's workforce, including leadership, reflects the diversity of Saskatoon's population.</p>	<ul style="list-style-type: none"> • Workforce Representation Rates • Management and Leadership Representation Rate 	<ul style="list-style-type: none"> • Continue to use the self-declaration program to help develop plans and programs to address barriers • Deliver training to employees throughout the corporation to help build skills in hiring and managing a diverse workforce • Implement targeted outreach, inclusive recruitment and retention and appointment practices to increase the representation of equity-deserving groups across all City bodies. • Assessment of Inclusivity in City Governance

Transportation

How residents move around the city will continue to be a focus as Saskatoon grows and modernizes transportation infrastructure and services.

Council is implementing transportation and mobility plans that will service our city for the next several decades. This includes a focus on increasing sustainable transportation like walking, cycling and public transit to help reduce the impacts of climate change and improve health outcomes.

Creating a safe, equitable, efficient, modern and integrated transportation system requires investment in transportation infrastructure, active transportation, transit and new technologies. This investment must also be guided by considerations for long-term sustainability.



Outcomes	Key Performance Indicators	Key Actions
<p>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.</p>	<ul style="list-style-type: none"> • Modal Split • Transportation Asset Condition Rating • New and Infill Transportation Infrastructure 	<ul style="list-style-type: none"> • Implement the Transportation Master Plan to support the Official Community Plan • Advance and update the Active Transportation Plan • Develop functional and conceptual plans to have transportation projects ready for timely delivery • Undertake procurement and construction of Link in accordance with the Council approved concept plan • Continue annual preservation of transportation assets. Report on the condition of transportation assets bi-annually
<p>Continue to maintain the transportation network through the approved levels of service, prioritizing mobility and accessibility.</p>	<ul style="list-style-type: none"> • Snow Clearing Service Rate 	<ul style="list-style-type: none"> • Regular reporting on maintenance activities, including snow removal, sweeping and others • Continue to upgrade intersections with safety enhancements • Continue to monitor and improve the operational programs for the transportation network • Perform a review of the priority street network
<p>Enhanced reliability and efficiency on Saskatoon’s public transit system.</p>	<ul style="list-style-type: none"> • Fixed Route On-Time Performance • Service Hours Per Capita • Access Transit Denial Rate 	<ul style="list-style-type: none"> • Redesign the transit network as a part of the Link project • Continue to improve transit services through continuous improvement efforts • Develop and implement the Transit Fleet Renewal Strategy • Implement new and proven technology to improve efficiency and reliability of the transit system
<p>Access to a safe, inclusive and modern transit system that entices ridership growth.</p>	<ul style="list-style-type: none"> • Ridership Per Capita • Transit Service Standards Rate • Negative Interactions Per Million Rides 	<ul style="list-style-type: none"> • Complete a fare review • Enhance station platform security as part of the Link project • Integrate a culture of service through the Service Ambassador training program

Urban and Regional Growth

City Council is prioritizing a vision for long-term, inclusive urban and regional growth.

By balancing infill and greenfield development, investing in strategic infrastructure and deepening partnerships with First Nations, Métis and neighbouring municipalities, the City is positioning itself—and the wider region—for a resilient and vibrant future.

Ensuring that a long-term plan is in place creates certainty for the future growth of Saskatoon and the high quality of life in the region.

Regional partnerships, infrastructure investments and intermunicipal planning—such as the P4G District Plan and First Nations collaborations—are creating a well-planned, economically resilient and inclusive region.



Outcomes	Key Performance Indicators	Key Actions
<p>Saskatoon’s long-term growth needs are met with a balance of both greenfield and infill development, with a focus on strategic and corridor infill areas.</p>	<ul style="list-style-type: none"> • Greenfield vs. Infill Growth Rate • Affordable Housing Units in Saskatoon 	<ul style="list-style-type: none"> • Continue to advance Housing Accelerator Fund projects • Continue to develop and implement Corridor Plans • Provide support for infill development
<p>Saskatoon’s long-term growth needs are protected and the region’s long-term growth aspirations are supported through joint land use planning, collaborative infrastructure projects and the development of intermunicipal agreements.</p>	<ul style="list-style-type: none"> • Development Applications Approved Annually in the Plan for Growth Planning District 	<ul style="list-style-type: none"> • Continue to pursue inter-municipal agreements with Plan for Growth partners • Identify and confirm future growth areas in the region
<p>A vibrant, well-planned and competitive region, strengthened by strategic investments and deep partnerships with neighbouring municipalities and Indigenous communities, to drive equitable and sustainable growth.</p>	<ul style="list-style-type: none"> • Municipal Service Agreements Signed Annually • Value of Development in the Region 	<ul style="list-style-type: none"> • Continue to pursue opportunities for strategic infrastructure projects for regional infrastructure • Partner with Indigenous communities to find opportunities for advancement in the region • Support urban reserve creation

BUILD A HIGH-PERFORMING ORGANIZATION

Building a high-performing organization is not just a strategic goal—it is our transformative journey to:

- Cultivate a culture of accountability, collaboration and continuous improvement.
- Empower our people with the tools, skills and mindset to innovate and adapt.
- Align our structures, systems and services to deliver exceptional value to our community efficiently, equitably and sustainably.

This organization-wide goal is grounded in our shared purpose: to build a city that works for everyone—our community and our internal Administration.

By investing in internal capacity, embracing data-driven decision-making and fostering a workplace where talent thrives, we will unlock new levels of performance and public trust.

Together we will build an organization that not only meets today's challenges but eagerly anticipates tomorrow's opportunities with courage and clarity.



Build a High-Performing Organization



Excel in Strategy and Operations

The City is committed to building a high-performing organization by investing in the systems, tools and practices that drive operational excellence.

Through a focus on strategic planning, asset management, procurement and information technology, we aim to strengthen our internal capacity to deliver consistent, high-quality services to the community. These efforts are grounded in evidence-based decision-making, risk and quality management and continuous improvement.

As Saskatoon grows, we will continue to modernize our operations, align resources with community priorities and ensure that civic services are delivered efficiently transparently and with a focus on long-term growth.



**Build a
High-Performing
Organization**



Outcomes	Key Performance Indicators	Key Actions
<p>Civic assets are strategically managed across their lifecycle to maximize long-term value, reliability and sustainability for the community.</p>	<ul style="list-style-type: none"> • Asset Lifecycle Funding Ratio • Department Adoption of Asset Management Plans for Core Assets 	<ul style="list-style-type: none"> • Adopt, maintain and fund asset management plans and tools for key civic assets to support established levels of service • Continue to develop and implement the Corporate Asset Management program • Identify City assets and their appropriate condition rating
<p>The City's resilience and adaptability is enhanced through the implementation of strategic processes.</p>	<ul style="list-style-type: none"> • Corporate Documentation Rate • Annual Service Improvements Reported • Project Reporting Rate 	<ul style="list-style-type: none"> • Grow the maturity of consistent project management best practices within the organization • Continue to build out the quality management system, with a focus on the culture of continuous improvement • Deliver the strategic planning process, including annual updates
<p>Procurement is enhanced through consistent, transparent and efficient processes.</p>	<ul style="list-style-type: none"> • Spend on Contract Rate • Invoice Before Purchase Order Rate • Inventory Turnover Rate 	<ul style="list-style-type: none"> • Update the existing Procurement Policy • Work with internal and external rightsholders and interested parties to streamline processes and/or enhance communication and understanding on the City's procurement processes • Continue to grow the City's use of strategic corporate contracts • Work with the City Auditor as part of the Procurement Audit and implement the resulting recommendations • Update construction contract templates • Streamline procurement systems and processes to reduce time and effort and improve overall efficiency
<p>The City's business needs are continually met and anticipated through the strategic and innovative application of current and future technology.</p>	<ul style="list-style-type: none"> • Technology Roadmap Count 	<ul style="list-style-type: none"> • Build and implement the use of innovative technologies to create efficiencies in the delivery of services to the public • Document and define future technology needs in a long-term roadmap

Empower People and Ideas

At the City, we truly value each other and are committed to creating a safe, respectful and inclusive workplace where everyone can excel.

Our dedication to making a positive difference both at work and in our community is grounded in our strong adherence to our Corporate Values.

We aim to foster a respectful and collaborative atmosphere that embraces diversity, prioritizes the safety and well-being of our employees and cultivates an inclusive culture where everyone feels they belong.

By encouraging our City teams to be adaptable and to lead with excellence, we promote a spirit of continuous growth. We deeply value and support our workforce, which results in high engagement and motivation, helping everyone perform at their very best.

We nurture creativity and innovation, so that we can continually improve the services we provide every day.



**Build a
High-Performing
Organization**



Outcomes	Key Performance Indicators	Key Actions
<p>The City fosters a respectful and collaborative workplace that prioritizes employee safety and well-being and an inclusive culture where everyone can thrive.</p>	<ul style="list-style-type: none"> • Time Loss Injury Rate • Respectful Workplace Complaints 	<ul style="list-style-type: none"> • Continue to develop programs to enhance employee safety and well-being • Continue to enhance programs that cultivate a respectful workplace
<p>Empower employees to be highly adaptable and serve as leaders in their roles to continue to build a culture of excellence.</p>	<ul style="list-style-type: none"> • Leadership Training Completed Annually 	<ul style="list-style-type: none"> • Enhance leadership development programs • Continue to support employees through training opportunities
<p>Employees are valued and supported, leading to an engaged and motivated workforce that can perform at their best.</p>	<ul style="list-style-type: none"> • Performance Evaluations Rate • Department Employee Engagement Plans Developed 	<ul style="list-style-type: none"> • Continue to develop and implement department-specific Employee Engagement Plans • Participate in a policy and procedure review process for Human Resources
<p>Employees are encouraged to be creative and find innovative ways to improve the services we deliver every day.</p>	<ul style="list-style-type: none"> • Annual Service Improvements Reported 	<ul style="list-style-type: none"> • Continue to develop and report on continuous improvement efforts across the City

Enhance the Customer Experience

The City of Saskatoon is committed to serving residents and businesses, they are the core of our operations. Recognizing the diverse and evolving needs of the community, the City aims to consistently provide exceptional, accessible and equitable services.

The City's main goal within this priority is to make sure the public can easily and quickly find answers and information when they need to. This commitment builds public trust and encourages greater community involvement with municipal government.

By emphasizing a culture of excellence and leveraging technology, the City continues to make informed decisions that enhance the public's experience with its services, ultimately making Saskatoon a better place to live and do business.



**Build a
High-Performing
Organization**



Outcomes	Key Performance Indicators	Key Actions
<p>The City of Saskatoon aims to consistently provide excellent, fair and accessible service to all residents and businesses, focusing on their needs through transparent, responsive procedures and easy-to-use tools.</p>	<ul style="list-style-type: none"> • Service Saskatoon Service Level Achievement Rate • City Hall Kiosk Customer Satisfaction 	<ul style="list-style-type: none"> • Implement a City-wide Customer Experience (CX) Strategy to standardize and improve interactions across all service channels • Continue to utilize the Customer Service training courses and customer-focused material to help build up employees to better serve the public • Continue to enhance public points of contact to be inclusive for all
<p>Customer interactions are seamless and integrated, consistently using data and insights to improve service quality, optimize operations and provide greater public value.</p>	<ul style="list-style-type: none"> • Customer Interaction Volume by Channel 	<ul style="list-style-type: none"> • Develop and implement digital solutions to optimize service delivery and ensure smooth customer experiences • Encourage a culture of digital innovation and efficiency by leveraging existing technologies and strategically adopting new technologies • Build a centralized knowledge base for all City information to be accessible to help with data-driven decision-making

Glossary

Business Continuity: The City's capacity to maintain the delivery of service at acceptable pre-defined levels following a disruptive incident or event.

Core Services: Essential municipal functions that ensure reliable infrastructure, responsive service delivery and efficient use of taxpayer funds to meet the evolving needs of residents and visitors.

Corridor Plans: Strategic plans that guide the development and transformation of key transportation and commercial corridors within the city.

Digital Equity: Ensuring all residents have fair and inclusive access to digital tools, internet connectivity and the skills needed to participate fully in a digital society.

Equitable Transit System: A public transit system designed to be accessible, affordable and inclusive by identifying and removing systemic barriers.

Greenfield: A vacant property that has never been developed and has no actual or perceived contamination, typically located outside urban centres and without municipal services.

High-Performance Organization: An organization that consistently achieves outstanding results by fostering innovation, accountability and continuous improvement.

Housing Accelerator Fund (HAF): A federal funding initiative aimed at helping municipalities increase the supply of housing through faster planning and development processes.

Infill Development: The construction of new housing, including garden and garage suites, within established neighbourhoods that make use of vacant or underused land.

Link: The City of Saskatoon's major public transit initiative designed to improve mobility and connectivity across Saskatoon.

Navigation Hub: A centralized location where individuals can access coordinated support services including housing, health and social assistance.

One-City: A unified approach where City Council and Administration work collaboratively to serve the community and deliver high-quality public services.

Procurement: The process of sourcing and purchasing goods and services from an external source such as a third-party vendor or supplier.

Public: A broad term that includes all residents, businesses and visitors to the city.

Resident: Anyone that lives or works or holds a business in Saskatoon.

Respectful Workplace: A workplace that is free from harassment, discrimination and disruptive workplace conflicts. A workplace where all individuals are treated with respect and courtesy.

Saskatoon North Partnership for Growth (P4G): A collaborative group that includes political and administrative representation from partnering municipalities, including the City of Saskatoon, Rural Municipality of Corman Park, City of Martensville, Town of Osler and City of Warman, with the Saskatoon Regional Economic Development Authority (SREDA) in an advisory role.

Triple Bottom Line (TBL) Policy and Tool: A decision-making framework that integrates environmental integrity, social equity, economic prosperity and good governance to create sustainable and balanced outcomes.

Urban Reserve: Land owned by a First Nation that is located within or near a city and is used for residential, commercial or community purposes.



City of
Saskatoon