

DRAFT



STRATEGIC
2026 - 2029
Plan

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

Housing and Homelessness

This priority area lays out Saskatoon's path to address housing and homelessness by making sure everyone has a safe place to be, a safe place to sleep, essential services are accessible to all, alongside stabilization of the housing market, including affordable housing with wrap-around supports. The actions are anchored in reconciliation, collaboration, and shared investment.

This strategic plan 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), 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.



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Outcomes	Key Performance Indicators	Key Actions
Everyone has a safe place to sleep every night, and essential services are accessible for all.	<ul style="list-style-type: none"> Total Public Washrooms Available Point-in-Time Homelessness Count Per Capita Number of Encampments 24/7/365 Drop-in Centre with Automatic Winter Plan 	SHORT TERM (0-12 months) <ul style="list-style-type: none"> Complete a Navigational Hub feasibility study and implement next steps Develop Public Washroom and Drinking Water Access Strategy Implement an integrated Community Safety and Well-being Strategy to address systemic barriers and promote long-term stability Identify shelter and drop-in centre locations in partnership with the Province
Pursue Navigation Hub through partnerships	<ul style="list-style-type: none"> Total Partnerships Value of Money Raised 	MEDIUM TERM (18-36 months) <ul style="list-style-type: none"> Work with all orders of government, private sector, and residents to create strategy Pursue funding Seek local champions to lead public-facing campaign
Saskatoon has a range of housing options that meet the needs of the community.	<ul style="list-style-type: none"> Affordable Housing Units Built Annually City-Owned Land Released Annually for Affordable Housing 	LONG TERM (3-4 years) <ul style="list-style-type: none"> Advance the Affordable Housing Strategy and housing developments through Housing Accelerator Fund Enhance data collection and analysis Develop a Land Disposition and Acquisition Strategy to support affordable housing for the long-term Strengthen housing solutions through partnerships with housing providers Pursue collaborative funding for sustainable housing projects through forming partnerships with the public and private sector

Community Safety and Well-being

In a 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 ensure that every resident feels 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.



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Outcomes	Key Performance Indicators	Key Actions
Community safety and well-being is improved by continuing to strengthen partnerships with community organizations, businesses, and other levels of government.	<ul style="list-style-type: none"> • City-wide Property and Violent Crime Rates • Community Safety Communications Count • Promotions on Successful Outcomes Count • Neighbourhood Safety Plans Created 	<ul style="list-style-type: none"> • Continue to develop and implement the Community Safety and Well-being Strategy • Advocate for partnership opportunities with province and federal government • Continued communication and partnership with Business Improvement Districts, Community Associations and Community Organizations to develop safety plans • Information sharing amongst key groups within the community to help build data-driven decision-making • Increase public lighting in high traffic areas and other environmental safety solutions
The City provides services that help increase safety, security, and supports in Saskatoon.	<ul style="list-style-type: none"> • Fire Response Time Rate • Fire Community Safety Officer Transit Rides • Youth Program Usage 	<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 • Support the formation of neighbourhood watch and patrols with Saskatoon Police Service through the City's website • 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 • Grow capacity for transit safety
Saskatoon is building a resilient, scalable emergency response system through strategic partnerships that safeguard residents and sustain essential services during major events.	<ul style="list-style-type: none"> • Respond and Restore Business Time • Public Communication During Events Average • Emergency Management and Business Continuity Plan Exercise Participation Total 	<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 • Ensure there are safe spaces for youth, including programs and recreational centres

Core Services

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 shape a sustainable, future-ready Saskatoon.



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Outcomes	Key Performance Indicators	Key Actions
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.	<ul style="list-style-type: none"> • Asset Condition Rating • Asset Reliability Rate • Asset Lifecycle Funding Ratio 	<ul style="list-style-type: none"> • Continue to progress work on the construction of the Waterworks Program, including the new water treatment plant • Reduce the funding gaps of critical assets • Develop State of Reports and Levels of Service for critical asset areas
Public feedback is incorporated to help improve services.	<ul style="list-style-type: none"> • Engagement Follow-Up Rate 	<ul style="list-style-type: none"> • Public engagement opportunities on public services with findings being used to help inform decisions
Services are delivered efficiently and use available taxpayer funds responsibly.	<ul style="list-style-type: none"> • Annual Service Improvements Reported • Value of Cost Savings Reported • Budget Variance Rate 	<ul style="list-style-type: none"> • Complete and report back on the priority-based budgeting pilot • Continue to use and improve the continuous improvement program

Culture, Parks and Recreation

City Council recognizes that parks, recreation, and cultural amenities are essential pieces of civic infrastructure that contribute to healthy, active lifestyles, foster strong community connections, and celebrate the natural abundance Saskatoon offers throughout all four seasons.

As our city grows, it is vital to ensure a rich variety of inclusive, accessible, and culturally meaningful recreation opportunities are provided. By investing in well-maintained parks, naturalized areas, accessible sport and leisure facilities, and dynamic programming, we create spaces where residents and visitors alike can connect with nature, each other, and the vibrant cultures that shape Saskatoon.

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

By working together with community organizations to explore innovative partnerships and funding models, we can expand opportunities for people of all ages, with a focus on youth and seniors, to actively participate in culture, parks and recreation programming to build skills, socialize, connect to nature and the city and pursue active, healthy, educational activities year-round.

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



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Outcomes	Key Performance Indicators	Key Actions
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.	<ul style="list-style-type: none"> Seasonal Program Participation Rate Leisure Access Program Utilization Diversity Rate for Special Events and Space Rentals 	<ul style="list-style-type: none"> Incorporate accessibility accessible designs and inclusive programming to recreation facilities, parks and open spaces. Create options to expand food forest, 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. Develop strategies to address and reduce these barriers
Enhance support for existing and new recreation facilities and programs through partnership opportunities.	<ul style="list-style-type: none"> Non-Property Tax Revenue for Recreation Rate Partners and Funding Support for Recreation Total 	<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
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.	<ul style="list-style-type: none"> Value of Community Grants to Equity-Based Service Groups Total Participants and Programs Offered by Community Groups Value and Rate 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 donations in kind via facility rentals to promote usage by priority groups
Expand recreational programs for youth and seniors and review civic employment opportunities to better support youth facing employment barriers.	<ul style="list-style-type: none"> Youth Participation Count Total Senior Programs Offered Total 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 youth and demographics that face barriers to employment Create and implement youth employment strategies which see youth employed by seasonal operations with the potential to lead to regular employment, part-time or full-time employment with the City. Coordinate with high school, post-secondary, community-based organizations with employment programs

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 seeks to make Downtown more active and appealing by boosting equity, economic growth, and overall quality of life for everyone in Saskatoon.



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Outcomes	Key Performance Indicators	Key Actions
Downtown is a safe and welcoming space for everyone.	<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 SFD, SPS and City to address areas of concern and proactively adjust service levels
Residents and visitors are drawn to the inclusive, accessible spaces that support a vibrant cultural and event-rich downtown.	<ul style="list-style-type: none"> Downtown Special Events Count Downtown Events Hosted by Civic Organizations 	<ul style="list-style-type: none"> Secure funding and commence the design phase for the Downtown Event and Entertainment District Project Continue to expand extent of cultural programming offerings at Downtown civic venues Continue to develop and implement key aspects of the City Centre and District Plan
A strong downtown contributes to a thriving community where businesses grow, and residents feel at home.	<ul style="list-style-type: none"> Commercial rents and absorptions Residential housing starts and completions Rental vacancy rate 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 Support the Downtown Business Improvement District to enhance public spaces, foster economic growth, and create a lively downtown community Continue corridor enhancements efforts

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), business entities, postsecondary 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 the potential for more employment opportunities, investments in social and physical infrastructure, corporate profitability and an improving standard of living.



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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"> • Business Incentives 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 • Continue to build a budget process that is open and transparent • Ensure City infrastructure is maintained and available to support economic development • Continue to provide the business incentives program • Continue to maintain one of the lowest property tax rates amongst major cities in Western Canada
<p>Enable business success through efficient and responsible government with simplified services and clear processes.</p>	<ul style="list-style-type: none"> • Average Land Development Application Processing Time • Average Business, building, and development permit/license processing time • Annual Service Improvements Reported 	<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 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"> • Property Tax Comparison • 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-deserving organizations through education and improvements to the City's procurement process

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 collaborate with the community to improve environmental outcomes, further recognizing that the burdens of environmental degradation have not been borne equally; Indigenous communities, people of color, and those historically marginalized have long been on the front lines—often with few resources, yet deep wisdom. These environmental sustainability actions are founded upon improved equity, and reconciliation is not symbolic, but structural and essential to the path forward.

We will involve the community and foster environmental leadership that inspires action, harnesses enthusiasm and facilitates equitable access.



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Outcomes	Key Performance Indicators	Key Actions
A corporate culture with environmental sustainability resourced, supported, and embedded into all decisions.	<ul style="list-style-type: none"> • Project Triple Bottom Line Utilization Rate • Initiatives Triple Bottom Line Utilization 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 the priority-based budget processes
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.	<ul style="list-style-type: none"> • GHG Emissions Levels in Community and Organization 	<ul style="list-style-type: none"> • Implement actions in the Climate Action Plan 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
Solid waste is reduced and diverted to conserve resources, avoid greenhouse gas emissions, optimize landfill operations, and create local reuse and recycling opportunities that benefit the community.	<ul style="list-style-type: none"> • Waste Diversion Rate • Material Landfilled • Landfill Gas Capture 	<ul style="list-style-type: none"> • Implement actions in the Solid Waste Reduction and Diversion Plan within proposed timeframes to achieve 70% diversion from the Saskatoon Landfill • Continue to expand landfill gas capture and destruction and optimize use of renewable energy from this source
Natural ecosystems and the green network are managed, restored, and integrated, while land, air and water resources are protected.	<ul style="list-style-type: none"> • Tree Inventory • Park Area and Naturalized Parks Program Area • Natural Areas Conserved or Managed 	<ul style="list-style-type: none"> • Implement actions in the Green Infrastructure Strategy and Implementation Plan within proposed timelines • Provide places for indigenous land uses, cultural activities, food production or harvesting, and community stewardship • Develop proactive policies, strategies, and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced

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 2SLGBTQI+, 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 (Reconciliation, Equity, Diversity, and Inclusion) priority, the City is embedding an anti-oppressive, equity-driven approach into its structures and services to ensure 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.



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Outcomes	Key Performance Indicators	Key Actions
The City embraces Reconciliation as a foundational principle to foster meaningful relationships between Indigenous and non-Indigenous Peoples to fulfill Treaty obligations, implement the Truth and Reconciliation Commission's Calls to Action, Calls for Justice of the National Inquiry into MMIWG2S, and 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 departments. • Establish a working group with Urban Reserves and Nations to identify procurement opportunities, vendor capacity, and build a pipeline aimed at exceeding the 5% Indigenous procurement target. Secure office space warehousing space to contribute to procurement 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.
The City is successful at identifying and removing systemic barriers, oppression, racism and discrimination.	<ul style="list-style-type: none"> • City Governance Revision Rate • Indigenous Awareness and EDI Training Rate • Total Annual Engagements with Equity-Deserving Groups 	<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 and consultation processes ensure that diverse and marginalized voices are heard and included
The City's workforce, including leadership, reflects the diversity of Saskatoon's population.	<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 supporting new technologies, with consideration for long-term sustainability.



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Outcomes	Key Performance Indicators	Key Actions
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.	<ul style="list-style-type: none"> • Modal Spilt • Transportation Asset Condition Rating • New and Infill Transportation Infrastructure Built and Installed 	<ul style="list-style-type: none"> • Implement the Transportation Master Plan to support the Growth 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
Continue to maintain the transportation network through the approved levels of service, prioritizing mobility and accessibility.	<ul style="list-style-type: none"> • Snow Clearing Service Rate • Safety Upgrades Completed Annually 	<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
Enhanced reliability and efficiency on Saskatoon's public transit system.	<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
Access to a safe, inclusive and modern transit system that entices ridership growth.	<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

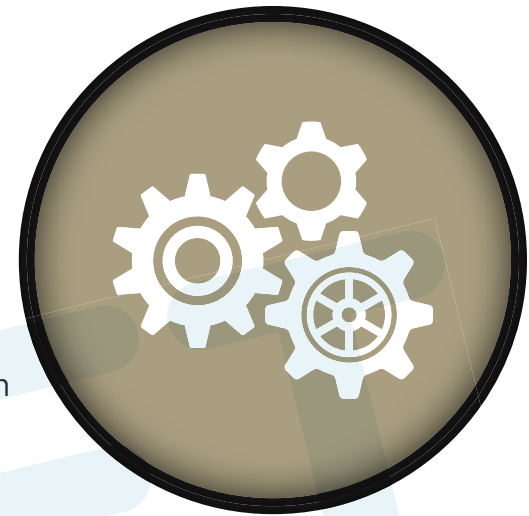
Urban and Regional Growth

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.



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Outcomes	Key Performance Indicators	Key Actions
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.	<ul style="list-style-type: none"> • Greenfield vs. Infill Growth Rate • Affordable Housing Units in Infill Areas 	<ul style="list-style-type: none"> • Continue to advance Housing Accelerator Fund projects • Continue to develop and implement Corridor Plans • Provide support for University of Saskatchewan infill development
Saskatoon's long-term growth needs are protected, and <i>the region's</i> long-term growth aspirations are supported through joint land use planning, collaborative infrastructure projects, and the development of intermunicipal agreements.	<ul style="list-style-type: none"> • Development Applications Approved Annually 	<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
A vibrant, well-planned, and competitive region, strengthened by strategic investments and deep partnerships with neighbouring municipalities and Indigenous communities, drives equitable and sustainable growth.	<ul style="list-style-type: none"> • Value of Development in the Region • Municipal Service Agreements Signed Annually 	<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 advancing in the region • Support urban reserve creation

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



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Civic assets are strategically managed across their lifecycle to maximize long-term value, reliability, and sustainability for the community.	<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
The City's resilience and adaptability is enhanced through the implementation of strategic processes.	<ul style="list-style-type: none"> • Department Documentation Rate • Annual Service Improvements Reported • Project Reporting Rate 	<ul style="list-style-type: none"> • Utilize and evolve project management and change management, with risk management embedded in the work • 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
Procurement is enhanced through consistent, transparent, and efficient processes.	<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
The City's business needs are continually met and anticipated through the strategic and innovative application of current and future technology.	<ul style="list-style-type: none"> • Plans for Technology Count • Business Processes Upgraded 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 wellbeing 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



City Council and Administration will continue to review and revise this draft document to ensure the finalized 2026-2029 Strategic Plan meets the needs of the community it serves and the City of Saskatoon, as your municipal government. Some adjustments may occur.

Outcomes	Key Performance Indicators	Key Actions
The City fosters a respectful and collaborative workplace that prioritizes employee safety and wellbeing and builds an inclusive culture where everyone can thrive.	<ul style="list-style-type: none"> • Time Loss Injury Rate • Respectful Workplace Training Completion 	<ul style="list-style-type: none"> • Continue to develop programs to enhance employee safety and well-being and • Continue to enhance programs that cultivate a respectful workplace
Empower employees to be highly adaptable and serve as leaders in their roles to continue to build a culture of excellence.	<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
Employees are valued and supported, leading to an engaged and motivated workforce that can perform at their best.	<ul style="list-style-type: none"> • Performance Evaluations Rate • Department Employee Engagement Plans Developed 	<ul style="list-style-type: none"> • Enhance the Learning Management System • Continue to develop and implement department-specific Employee Engagement Plans • Participate in a policy and procedure review process for Human Resources
Employees are encouraged to be creative and find innovative ways to improve the services we deliver every day.	<ul style="list-style-type: none"> • Annual Service Improvements Report 	<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 the answers and information when they need. This commitment builds public trust and encourages greater community involvement.

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



Build a High-Performing Organization



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Outcomes	Key Performance Indicators	Key Actions
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.	<ul style="list-style-type: none"> • Service Saskatoon Service Level Achievement Rate • In-Person Customer Satisfaction at City Hall Kiosk • Likelihood to Recommend Saskatoon as a Place to Live 	<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
Customer interactions are seamless and integrated, consistently using data and insights to improve service quality, optimize operations, and provide greater public value.	<ul style="list-style-type: none"> • Comparison of Customer Service Contact Options • Application Downloads 	<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
Services are delivered equitably and effectively so that all of Saskatoon's diverse communities can easily find and access the information and services they need through welcoming and inclusive channels.	<ul style="list-style-type: none"> • Website Accessibility Score • Language Availability • One Call Resolution Rate 	<ul style="list-style-type: none"> • Build a centralized knowledge base for all City information to be accessible to help with data-driven decision-making • Continue to enhance public points of contact (in-person, phone, email) to be inclusive for all

Glossary

Business Continuity: The City's capacity to maintain the delivery of service at acceptable predefined 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: A 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 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.

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