



2022 - 2025 STRATEGIC
Plan

2025
Progress Report



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Land Acknowledgment

The City of Saskatoon is situated on Treaty 6 Territory and the Homeland of the Métis.

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

Indigenous people including Cree, Dakota and Saulteaux have called the area now referred to as Saskatoon home for thousands of years. Today, Saskatoon is home to Indigenous people from a diversity of cultures and language groups.

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

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



Messages From Mayor



Cynthia Block

MAYOR'S MESSAGE

Saskatoon is a city defined by momentum, opportunity, and a deep sense of shared responsibility. As we mark the completion of our 2022–2025 Strategic Plan, it's important to recognize the collective effort that has guided our city through a period of rapid growth, while keeping our focus on what matters most: a high quality of life for all.

That progress is rooted in the people of this city. The input, ideas, and lived experiences of residents, businesses, and community partners have been foundational, helping to shape priorities, inform decisions, and ensure we are building a city that reflects the needs and aspirations of our community, now and into the future.

Throughout this period of growth, Council and Administration have worked together to align that vision with thoughtful planning and long-term direction. The Strategic Plan has provided a clear framework for action and accountability, supporting measurable progress in housing

stability, community safety, environmental sustainability, and the infrastructure and services needed to support a growing city.

A key strength of this work has been its emphasis on inclusion, partnership, and reconciliation; advancing meaningful relationships and fostering a community where everyone feels seen, respected, and included.

We have also strengthened Saskatoon's economic momentum by supporting business growth, encouraging innovation, and improving how we welcome and support new investment in our city.

At the same time, we have taken important steps to better understand and respond to housing needs, while working alongside community partners to address homelessness with compassion, coordination, and shared responsibility.

The completion of this Strategic Plan is not an endpoint, but a strong foundation. Together, we are building a Saskatoon that is inclusive, resilient, and ready for the opportunities ahead.

Thank you to everyone who has contributed to this progress and continues to help shape the future of our city.

Message From City Manager



Jeff Jorgenson

CITY MANAGER'S MESSAGE

This report marks the end of the 2022-2025 strategic cycle - the culmination of four years of dedication and collaboration across our organization and community. Together, we have navigated challenges, seized opportunities and delivered meaningful results for the City of Saskatoon.

As we look back, we celebrate steady progress in critical areas like housing, environmental sustainability, economic growth and the modernization of our infrastructure and technology. At the same time, we recognize where there is more work to do and remain committed to continuous improvement.

As Saskatoon continues to grow, it is clear that increasing demands and pressures require ongoing investment in the City's workforce, internal systems and essential infrastructure. Addressing these needs is fundamental for maintaining high-quality services and supporting the well-being of both residents and employees.

Throughout this period, Saskatoon has demonstrated a strong financial position and disciplined management practices. This prudent approach to fiscal stewardship has enabled the City to maximize resources, deliver key services and remain resilient in the face of economic uncertainty.

Insights and data gathered from the 2022–2025 cycle are being used to inform the newly adopted 2026–2029 Strategic Plan. These learnings will drive future service improvements, ensuring that the City continues to evolve and meet the changing needs of the community with evidence-based strategies.

Thank you to City staff, City Council, partners, and all residents for your ongoing commitment to making Saskatoon an even stronger, more inclusive and resilient community. We look forward to building on this momentum as we move into the next strategic cycle.

Jeff Jorgenson
City Manager

On behalf of the Leadership Team

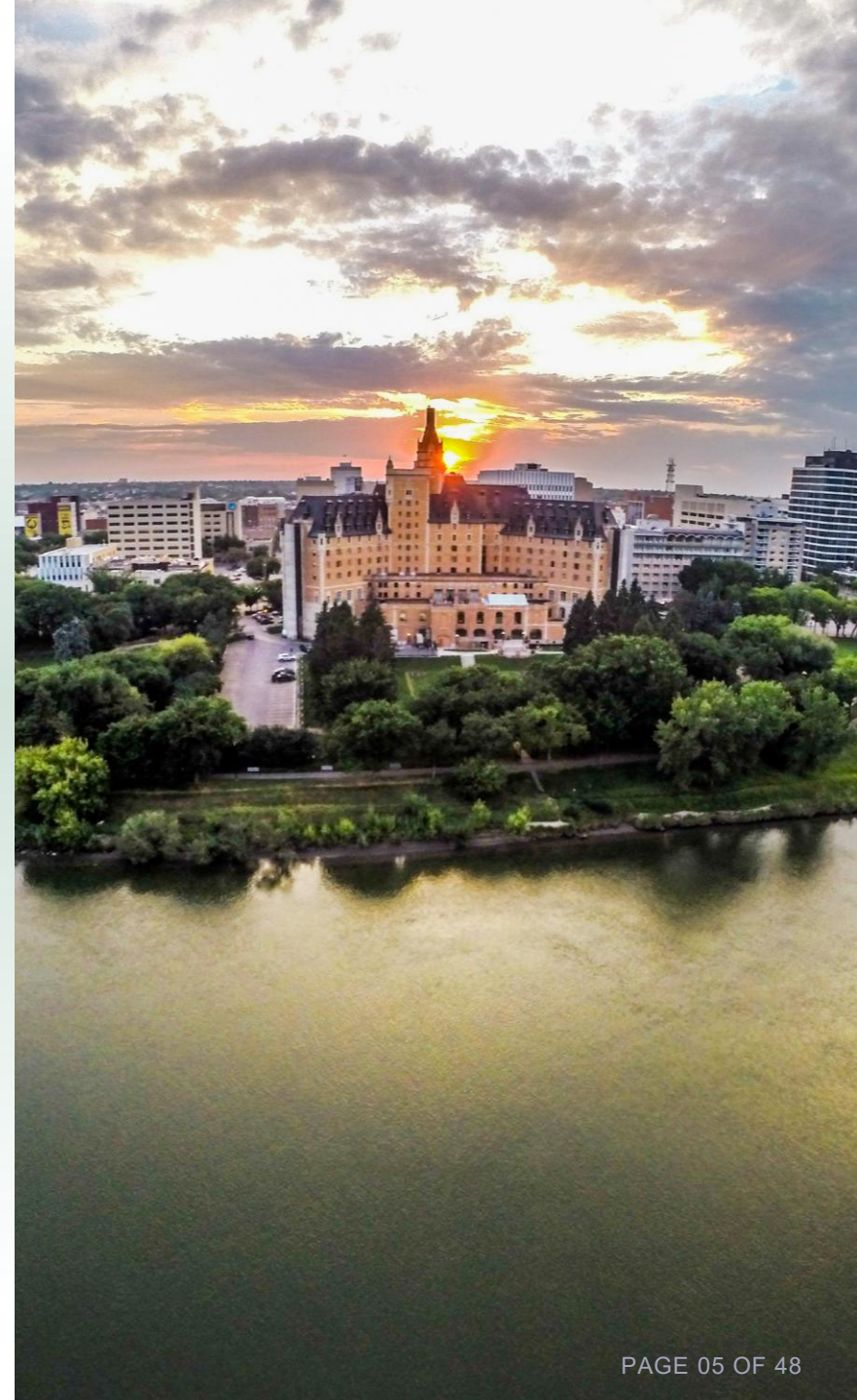
Executive Summary

The 2025 Strategic Plan Progress Report shows how the City of Saskatoon is working to deliver services, invest in community priorities, and prepare for future growth. Overall, the City made steady progress in 2025, with strong results in housing, environmental action, economic competitiveness, and major infrastructure and technology foundations.

Several areas saw positive momentum. The City delivered more attainable housing than in previous years, waste diversion reached record levels, and environmental initiatives continued to reduce greenhouse gas emissions. Saskatoon also remained one of the most affordable prairie cities, helping support residents and local businesses. Investments in transit, asset management, digital services, and data systems strengthened the City's ability to deliver services over the long term.

At the same time, some challenges remain. Response times for emergency services, transit performance, and resident perceptions of inclusion and City communications did not meet targets. Workforce diversity continues to improve, but gaps remain for persons with disabilities and Indigenous Peoples. Of 25 active initiatives, 7 have been completed and 17 are on track, a combined delivery rate of 96%.

Overall, 2025 reflects a year of progress and transition, balancing today's service needs while building the foundations required for a growing, inclusive, and resilient Saskatoon.



City's Strategic Journey 2022 - 2025



This timeline highlights key milestones in the City's Strategic journey from 2022 to 2025. It provides a high-level view of progress on council-approved priorities and on implementing major strategic initiatives over the reporting period.

Introduction to the (SPPR) Report

The 2025 Strategic Plan Progress Report (SPPR) marks the end of the 2022-2025 strategic cycle. It acts as a final summary of the City's performance during this time period.

This report consolidates achievements, trends, and institutional insights that will underpin our future planning and decision-making. Where applicable, new KPIs have been highlighted, accompanied by an explanation of why they have been included. The development of this report is a collaborative effort between City Administration and community partners who work together on various priorities in the Strategic Plan.



Performance Overview

Highlights key performance indicators (KPIs) that track progress against overall strategic goals.



Performance Report

Updates on departmental work advancing 17 Priorities and 'initiatives to watch'.



Collaborative Impact

"We are grateful for the continued support and contributions of our community partners who help us realize Saskatoon's long-term vision."



Strategic Framework: How We Measure Success

Our performance overview shows how the City is progressing toward the outcomes of its Strategic Goals, rooted in the **Saskatoon Speaks** (add link) **community vision** (add link). Together, these outcomes provide a foundation for understanding how City priorities have translated into results over time.



Goal Oriented

Priorities are translated into measurable results over time, providing a foundation for understanding impact.



Focused KPIs

We use a selected set of indicators that highlight progress and trends without overwhelming with data.



Informed Decisions

Performance data provides a consistent way to track key outcomes and support transparent governance.



Note: These measures do not capture every aspect of City operations, but provide a consistent baseline

How to Read the Results

PERFORMANCE METRICS

✓ Percentage Score (e.g., Satisfaction)

✓ Achievement Rate (Actual vs Target)

✓ Comparative Data (Cross-city Analysis)

TREND ARROWS

↑
IMPROVEMENT
> +5pp

↔
NO CHANGE
±5pp

↓
DECLINE
> -5pp

INITIATIVES TO WATCH

✓ ON TRACK

! CAUTION

✗ OFF TRACK

○ ON HOLD

RAG (Red-Amber-Green) STATUS - ACHIEVEMENT

✓ High Performance > 75% Target

— Moderate 50% – 75%

✗ Low Performance < 50% Target

GRAPH LEGEND

----- Target Line

———— Trend Line

■ ■ ■ ■ Bars — Annual results (2022-2025)



ACCESSIBILITY NOTE: Rate-based measures express changes in **percentage points (pp)**, not percent changes. RAG variants have been selected to be accessible to individuals with color vision deficiency.

Saskatoon at a Glance

A strategic overview of 2025 Vital Signs reflecting growth trajectory, fiscal health, and service delivery performance.

i STRATEGIC CONTEXT

Saskatoon continues to demonstrate resilience and growth. The 2025 metrics highlight a community balancing rapid expansion with a commitment to fiscal excellence and equitable service access.

TOP PERFORMANCE AREA

Fiscal Sustainability

24 consecutive years of AAA S&P rating, ensuring long-term stability.

GROWTH DRIVER

Digital Reach & Service

Over 148,000 citizens engaged via digital platforms for municipal services.

2025 VITAL SIGNS

COMMUNITY

316,342



Projected population estimate for the 2025 census period.

INFRASTRUCTURE

5,137



Total Lane-Kilometers maintained city-wide.

SERVICE

104K+



Active Utility Billing Accounts managed for city residents.

EQUITY

145,743



Leisure Access admissions provided for low-income residents.

WORKFORCE

3,528



Permanent & Temporary Staff

Total workforce excluding Boards and Commissions, dedicated to municipal excellence.

Strategic Goals and Priority Areas



ASSET &
FINANCIAL
SUSTAINABILITY

**Investing in
what matters**



ENVIRONMENTAL
LEADERSHIP

**Growing in harmony
with nature**



SUSTAINABLE
GROWTH

**Ensuring smart &
sustainable growth**



CULTURE OF
CONTINUOUS
IMPROVEMENT

**The best-managed
city in Canada**



MOVING
AROUND

**A city on
the move**



ECONOMIC
DIVERSITY &
PROSPERITY

**A thriving, diverse
local economy**



QUALITY
OF LIFE

**A warm,
welcoming place**

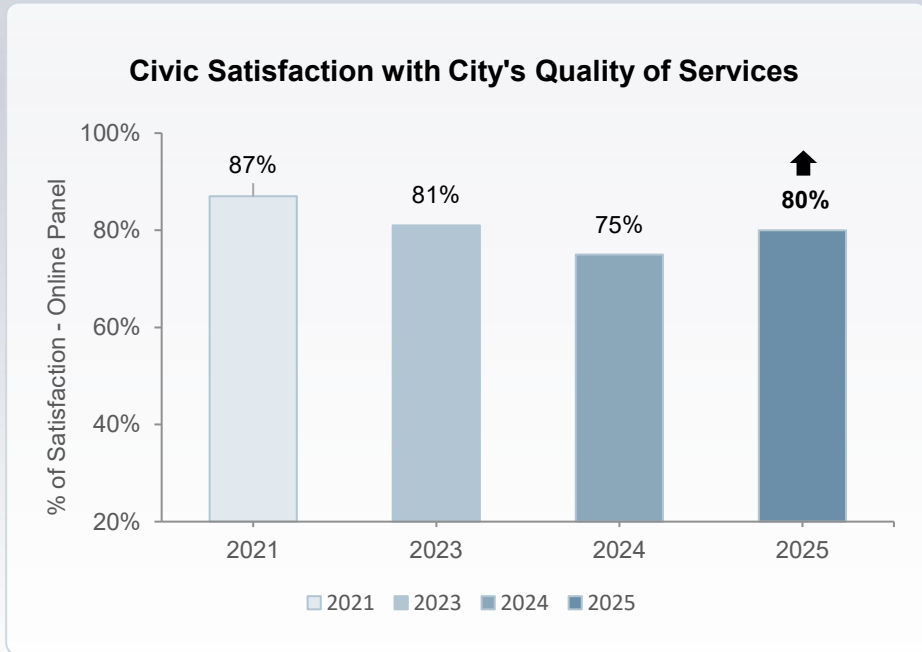
Our Strategic Goals are based on areas that the community and City Council identified in order to realize our vision and accomplish our mission.

Culture of Continuous Improvement

The City of Saskatoon fosters a culture of innovation and efficiency to remain a best-managed municipality. It prioritizes high-quality service delivery and a representative workforce to meet evolving public expectations.

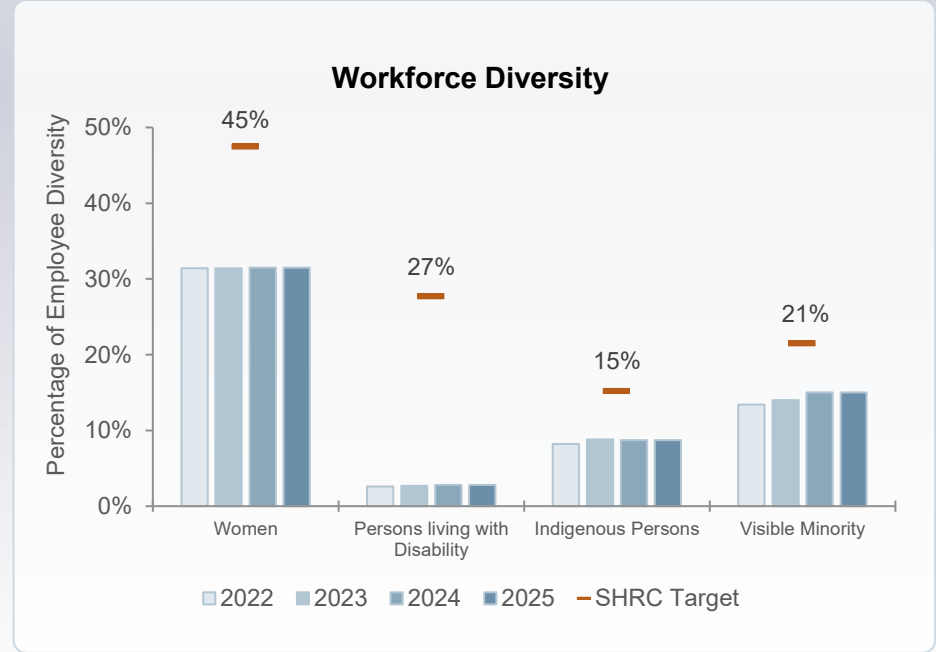
Civic Satisfaction & Service Quality

Resident satisfaction is a vital pulse-check on our performance. After a peak in 2021, satisfaction declined to 75% in 2024 as municipal services faced significant external pressures. However, 2025 saw a rebound to 80%, a 5-percentage point improvement indicating that recent strategic investments are delivering results.



Building a Representative Workforce

To serve Saskatoon effectively, our workforce must reflect our community. We continue to see growth in Indigenous Peoples and visible minorities. While women's representation remains stable, inclusion for persons with disabilities remains a primary target for upcoming recruitment.



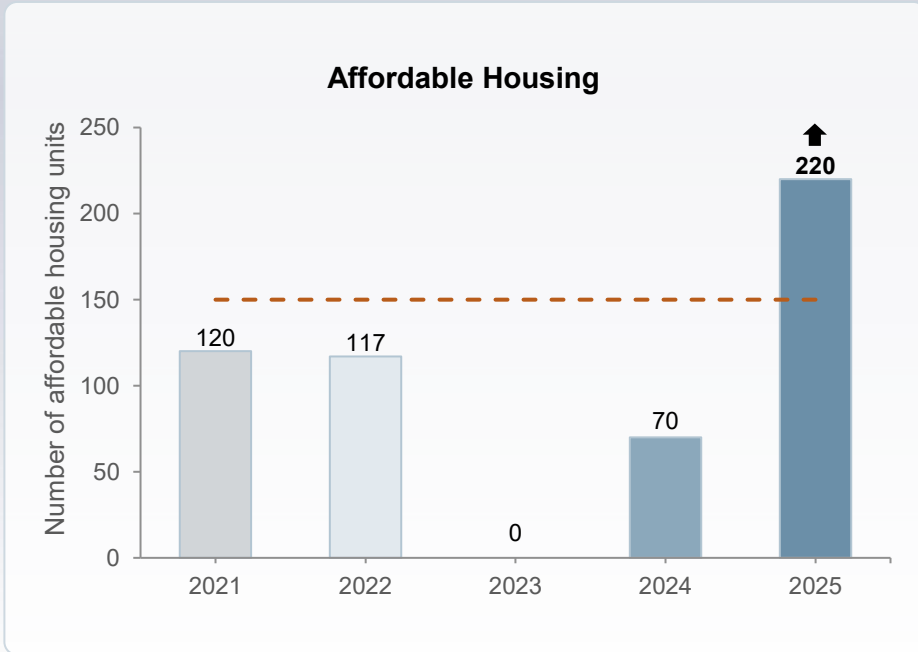
Quality of Life

The City of Saskatoon creates a warm and welcoming environment where all residents feel safe and included. It ensures access to affordable housing, diverse employment, and inclusive recreational facilities for all.

New Affordable Housing Units



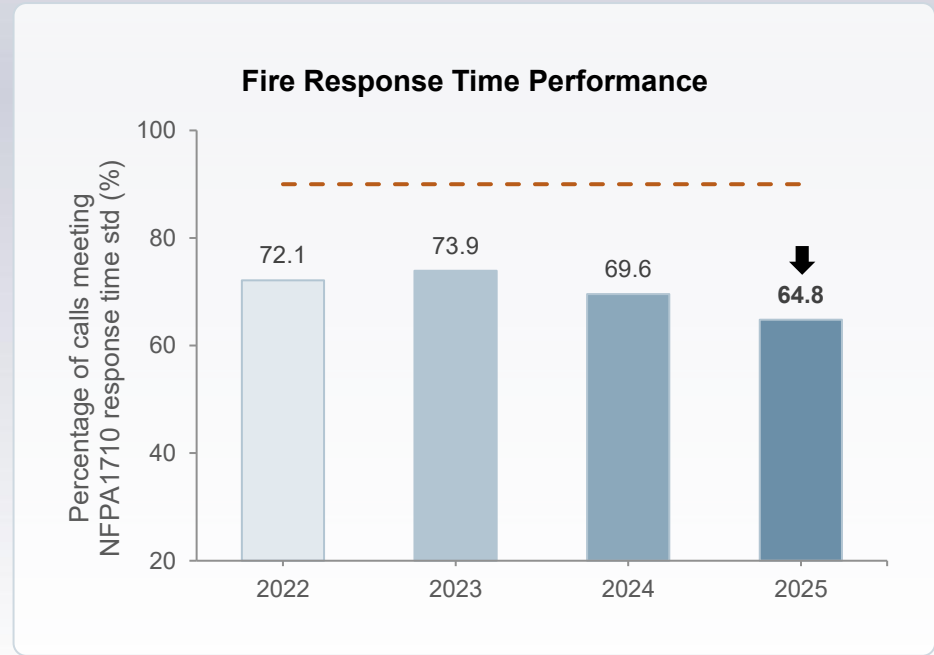
After a period of constrained funding, falling to zero units delivered in 2023, housing development has seen a significant resurgence. Supported by strategic housing incentives supported by the Government of Canada, the City delivered 220 units in 2025, a sharp increase from 70 in 2024. This exceeds the historical target of 150 units, reflecting strengthened collaboration with local partners.



Fire Response Time within 380 seconds (NFPA1710)



In 2025, 64.8% of fire calls met the NFPA 1710 response standard, a 4.8 percentage point decline from 2024. This shift stems from increased call complexity and longer travel times due to urban expansion. To restore performance, the City is currently investing in new fire stations, additional staffing, and upgraded dispatch systems to ensure timely emergency support for our growing population.



Moving Around

The City of Saskatoon enhances urban connectivity through integrated transit and robust active transportation networks. It optimizes traffic flow and infrastructure safety to ensure seamless movement across the urban landscape.

Transit Ridership



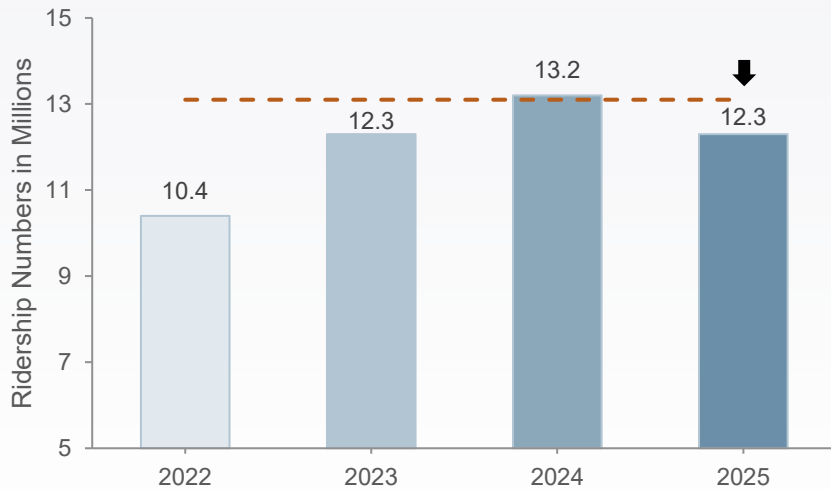
Annual ridership has dropped 6.8% from last year, nearing 2023 levels. This decline is due to changing travel patterns, safety, fare evasion issues, a reduced population of temporary foreign workers and students linked to federal immigration policy changes. Despite this, many routes remain strong, often exceeding capacity during peak hours servicing the university and high schools. To regain momentum, the City is focusing on four priorities: enhancing service reliability, improving the customer experience, modernizing technology, and strengthening safety initiatives to rebuild rider confidence.

Transit Service Coverage within 450m

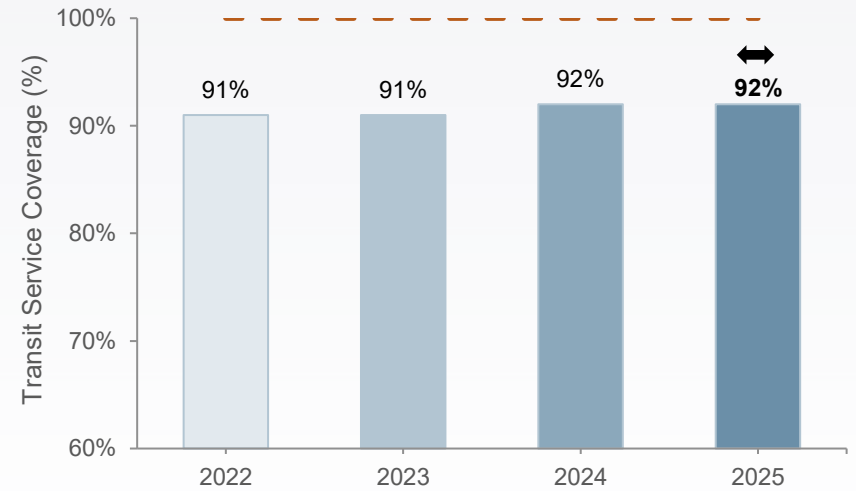


Transit coverage remained unchanged from 2024 to 2025. While the network is stable, expanding service to new developments requires incremental budgeting for additional service hours. Aligning with Transit Service Standards as neighborhoods grow will depend on infrastructure that supports expansion and a road network designed for transit accessibility. Continued investment is essential to ensure our transit system remains a viable, competitive choice for all residents.

Transit Ridership (in Millions)

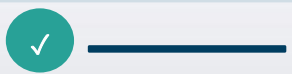


Transit Service within 450 m of development



Asset and Financial Sustainability

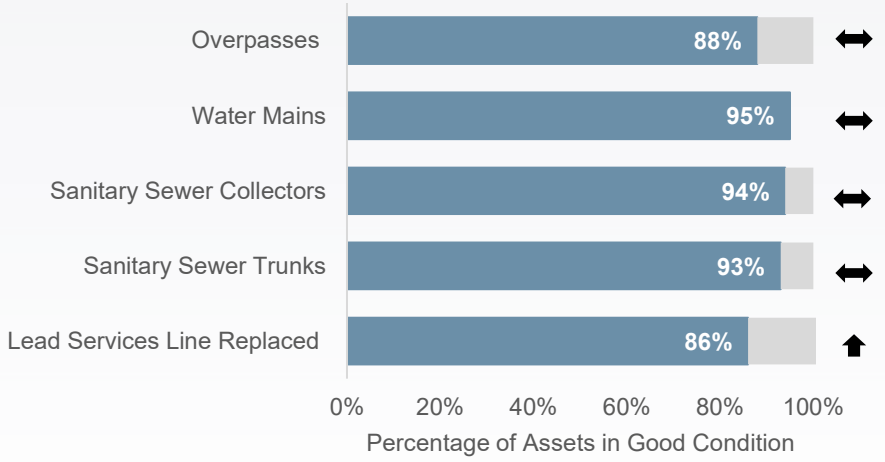
The City of Saskatoon ensures long-term stability through transparent procurement and responsible resource allocation. It diligently maintains critical physical assets, including roads, parks, and bridges, to serve the community's needs.



Asset in Good Condition

Watermain condition has remained steady since 2023, with break data tracked by location and used to inform system condition assessments and the Asset Management Plan. Overpass condition is also unchanged, reflecting deferred rehabilitation while funding prioritized the Broadway Bridge. The Lead Service Line Replacement Program continues to progress and remains on track for completion by the end of 2028.

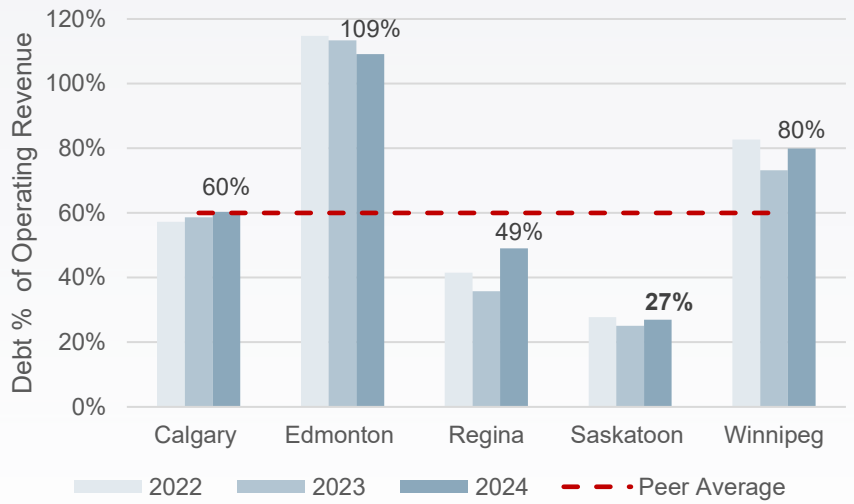
Asset in Good Condition - 2025



Debt as a Percentage of Operating Revenue

Debt as a percentage of operating revenue increased in 2024 due to \$48.4 million in new borrowing for capital priorities. The increase reflects financing for infrastructure needs and remains within limits. Updated 2025 results will be available mid-2026 to reassess trends.

Debt as a Percentage of Operating Revenue



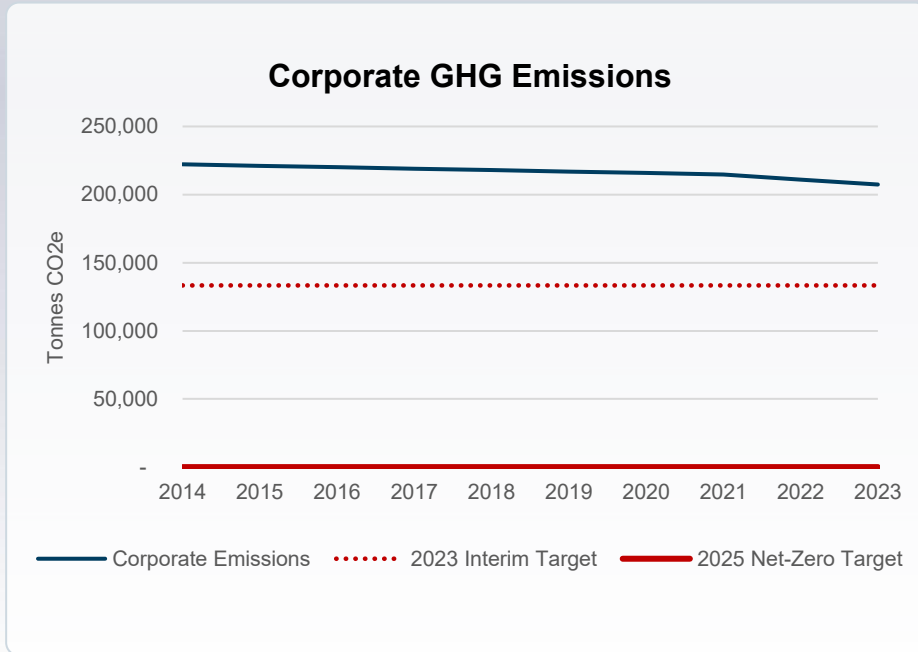
Environmental Leadership

The City of Saskatoon leads efforts to conserve natural resources and reduce waste. By prioritizing clean air and water efficiency, it ensures the community thrives in harmony with its ecological environment.

Reduction in Corporate GHG Emissions



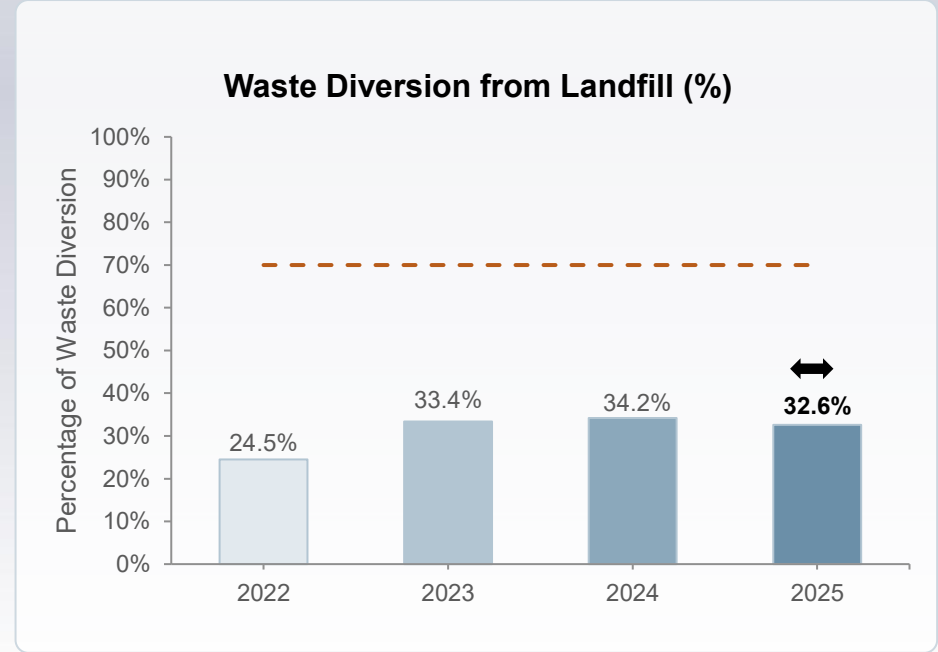
Corporate GHG emissions have declined compared to the 2014 baseline, reflecting the implementation of actions under the Low Emissions Community Plan and related strategies. Progress over the past four years demonstrates the effectiveness of these initiatives; however, achieving the net-zero by 2050 target will require accelerated action. Continued progress is being guided by the Low Emissions Community Plan, with refinements through a Climate Action Plan strategy update and emissions reporting expected in 2026.



Waste Diversion from Landfill



The City increased waste diversion between 2022 and 2024 by 10 percentage points by introducing curbside green carts and variable waste pricing. In 2025, diversion leveled off at 32.6% due to an increase in landfilling by commercial customers. With curbside diversion services now well established, the City is focusing on expanding organics to multi-unit residents and accepting more types of materials for diversion at the Material Recovery Centre.



Economic Diversity and Prosperity

The City of Saskatoon drives regional growth by fostering a business-friendly environment and a diversified local economy. It leverages smart-city innovation to maintain a global reputation for commerce and culture.

Turnaround time met on business license issuance

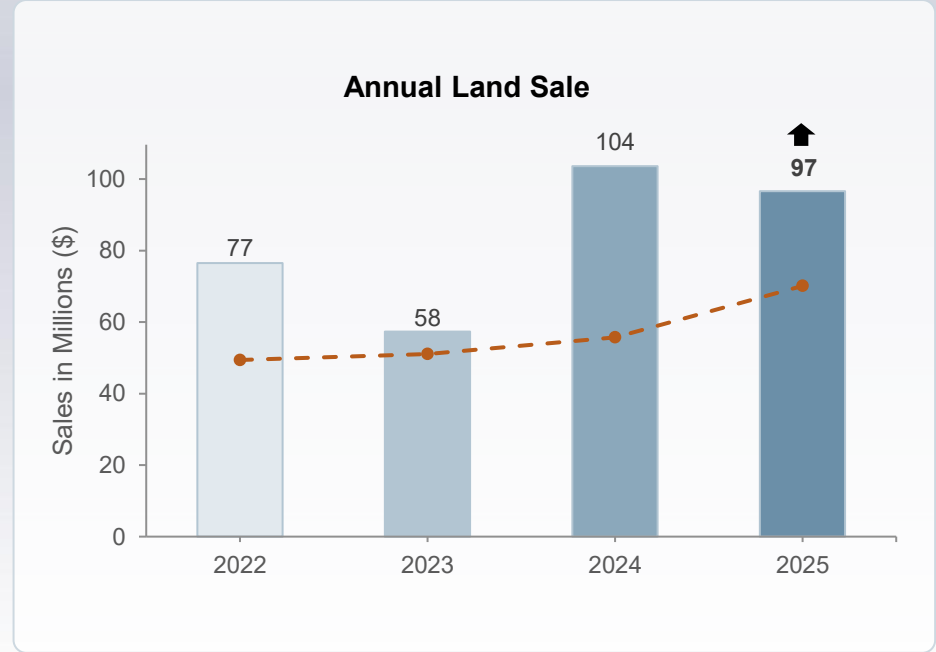
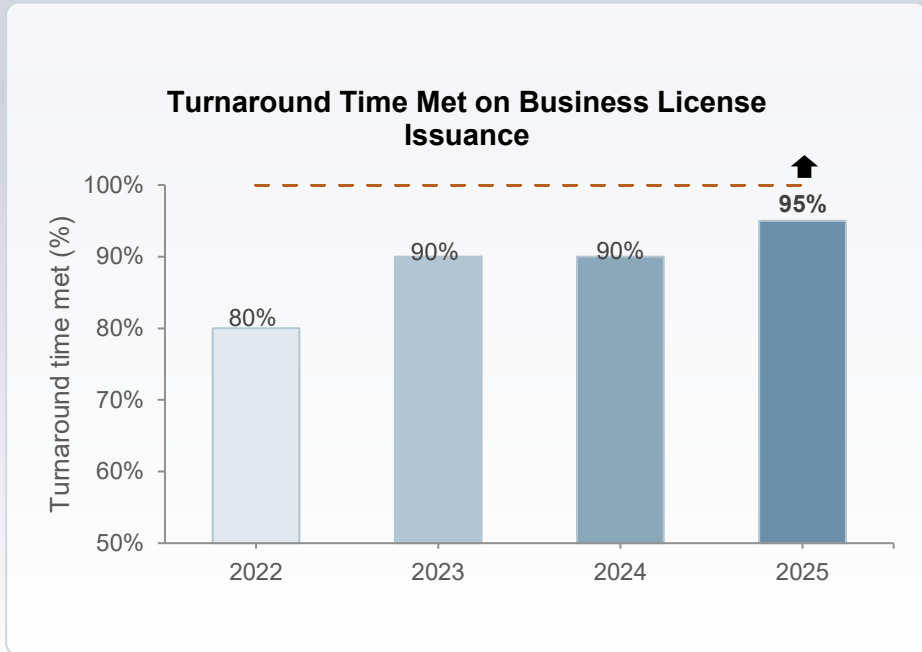


Turnaround time for business license issuance has improved over the past four years, with a 5-percentage-point change last year. Key factors include enhanced staff training and customer education, which boosted application quality. Future progress is expected from the e-Permitting system and an integrated reporting system that will enhance service delivery and performance monitoring.

Annual Land Sale



Annual land sales remain a strong indicator of Saskatoon's economic activity. In 2025, land sales reached \$96.9 million, exceeding the \$94.45 million target despite a year-over-year decline. The adoption of a five-year rolling average for targets provides a more stable framework that emphasizes long-term economic trends and supports sustained investment in capital initiatives that enhance quality of life.

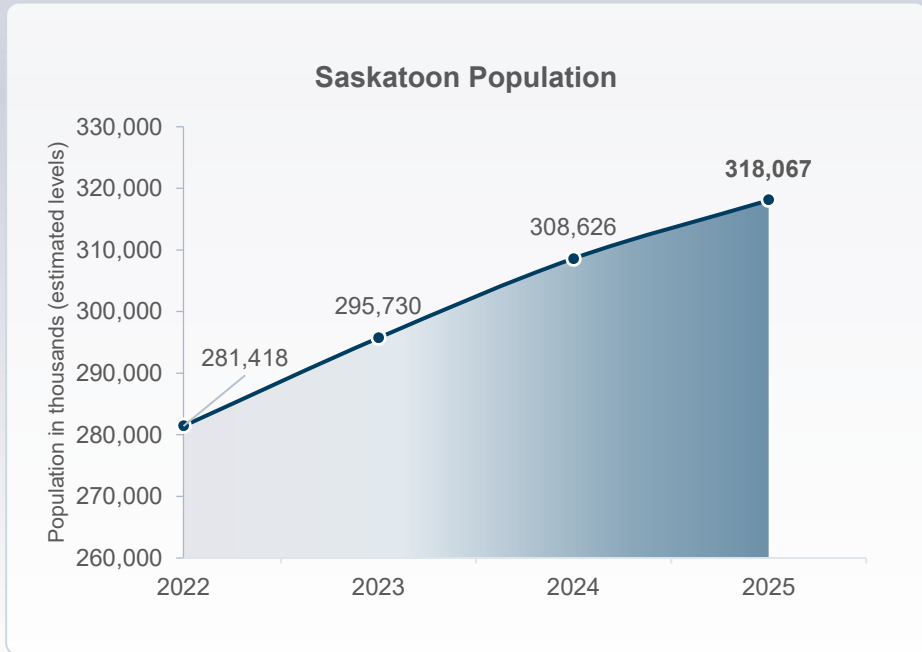


Sustainable Growth

The City of Saskatoon implements smart growth strategies through regional planning and sustainable development. It revitalizes the City Centre as a vibrant hub while balancing economic expansion with environmental health.

Saskatoon Population

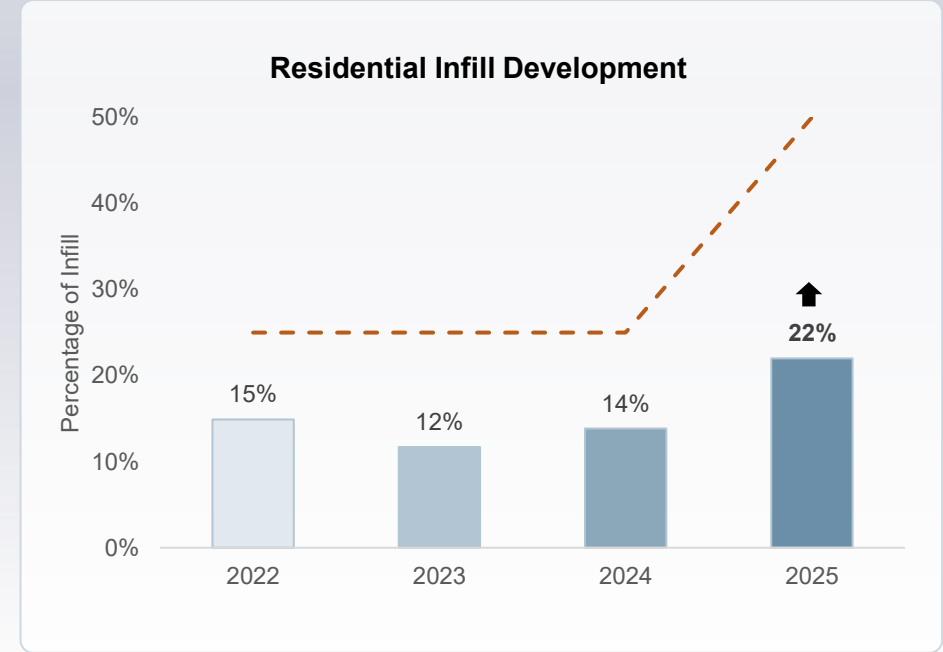
Since 2022, Saskatoon's population has grown by an estimated 35,000 residents, placing substantial pressure on housing markets and local services. While demand was initially absorbed by existing capacity, the pace of population growth between 2022 and 2025 has strained rental and ownership supply, reduced affordability, and created supply challenges, emphasizing the critical need to align housing delivery and service planning with these shifting demographic realities.



Residential Infill Development



Residential infill development reached 22% in 2025, representing an 8-percentage-point increase from 2024. This improvement signals progress toward more compact, efficient development patterns that better leverage existing infrastructure and established neighbourhoods. Together, rising population growth and increased infill activity indicate momentum toward sustainable urban growth that balances expansion with long-term financial, environmental, and community outcomes for Saskatoon



Pillars

The pillars identify the key areas of work needed to achieve the City’s Strategic Goals and are shaped by input from residents, City Council, and City employees. This section highlights progress across the City’s Priority Areas, showing how focused initiatives and investments are delivering practical improvements, responding to community needs, and translating strategic direction into measurable outcomes that support a more inclusive, efficient, and resilient Saskatoon.



* Priorities listed by Ward number
 ** Priorities listed alphabetically

2025 KEY HIGHLIGHTS

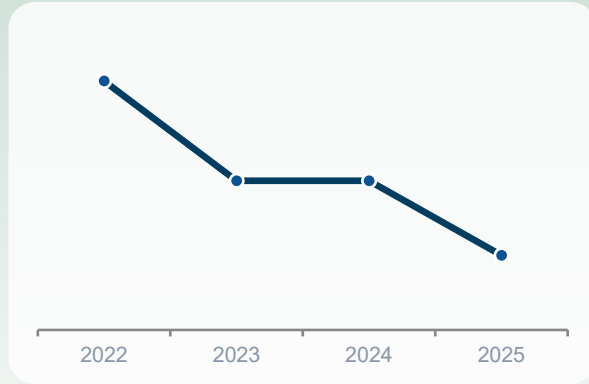
Operational Excellence & Strategic Growth Report

SERVICE EFFICIENCY

Property Maintenance
Priority 1 Responses

-1.5 DAYS

IMPROVEMENT



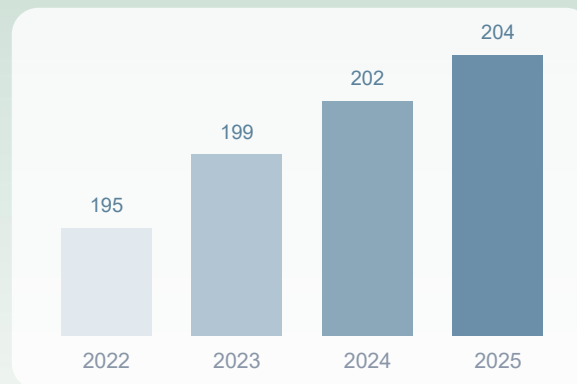
Response efficiency for Saskatoon Fire Safety concerns has been optimized through streamlined digital routing.

INFRASTRUCTURE EXPANSION

Park Pathway
Connectivity Index

204.1 KM / 1K

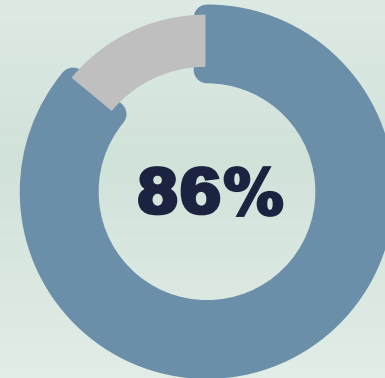
RESIDENTS



Growth continues despite rapid population increases, maintaining high accessibility for all residents.

WINTER OPERATIONS

Snow Grading
Service Level Efficiency



TARGET MET
Priority 1, 2, 3 Routes
(Jan–Mar & Nov–Dec)

FISCAL PERFORMANCE

3.08

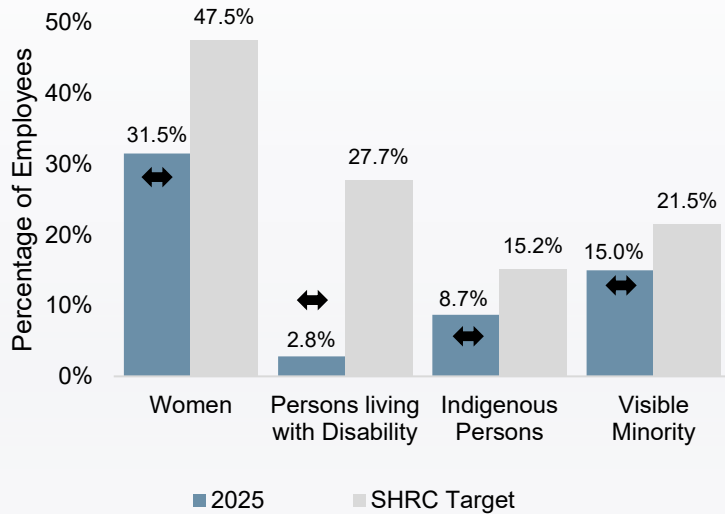
ANNUALIZED ROI %

Strategy Pivot: Diversifying toward high-yield alternatives to mitigate interest rate volatility.

Reconciliation, Equity, Diversity and Inclusion

The City of Saskatoon works toward building a workforce that reflects the community while identifying ways to address systemic barriers. It seeks to increase public awareness and remains committed to redressing past harms through inclusive and respectful decision-making processes.

WORKFORCE DIVERSITY - 2025



Analysis

The 2025 Staff Diversity Snapshot compares workforce representation with Saskatchewan Human Rights Commission targets, highlighting progress and persistent gaps. While overall diversity has improved, persons with disabilities and Indigenous Peoples remain underrepresented. These findings reinforce the need for intentional actions, including inclusive hiring, accessible workplaces, culturally grounded supports, and targeted workforce development. Workforce data is essential for tracking how cultural change, governance, and policy commitments translate into outcomes over time.

2025 KEY ACHIEVEMENTS

Advanced reconciliation and inclusion through community-led, culturally grounded initiatives.

Co-hosted Indigenous Peoples Day and Rock Your Roots events, engaging volunteers, students, and community members.

Strengthened ceremonial leadership through the Auntie Advocate role, supporting boards, schools, community engagement, and police.

Held the City's second Community Feast and Round Dance, advancing Truth and Reconciliation Commission commitments.

Convened an Elders Gathering to support progress on the Urban Cultural Spaces project; foundation set for 2026 launch.

Co-hosted Saskatchewan's largest Red Dress Day and enhanced Indigenous cultural visibility at City Hall.

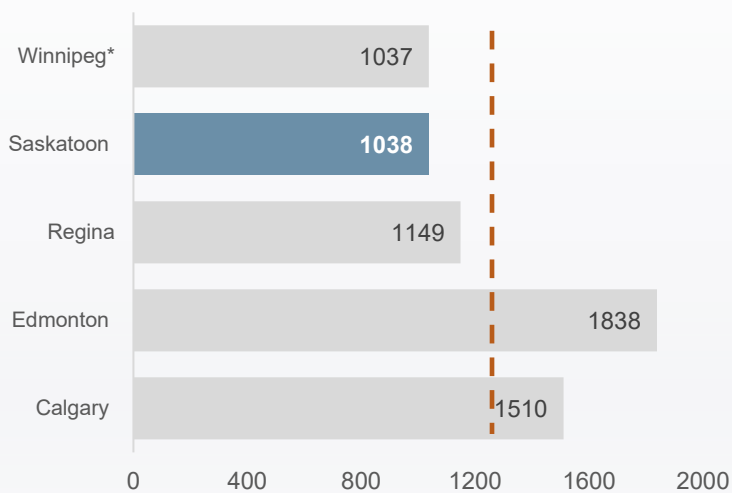
LOOKING AHEAD

- 01 Develop a Truth and Reconciliation Action Plan.
- 02 Implement a comprehensive Reconciliation training plan.
- 03 Establish the Women's Coming Home Centre and office space.
- 04 Develop and implement a Smudging Policy.
- 05 Host the City's third Community Feast and Round Dance and continue Red Dress Day partnerships.

PRIORITY 02 Economic Development

The City aims to maintain a business-friendly environment that supports a positive investment and regulatory climate. It strives to enhance its global reputation as a leading innovation hub for technology and resources, driving a vibrant and inclusive regional economy.

PROPERTY TAX PER CAPITA - 2025



* Winnipeg's property tax revenue includes its Street Renewal Frontage Levy.

i Analysis

Progress under this priority reflects a combination of regulatory collaboration, Indigenous partnership, and competitive cost positioning. In 2025, Saskatoon's property tax per capita was \$1,038, second lowest among prairie cities reinforcing the City's affordability and competitiveness for residents and businesses while supporting continued investment in services and infrastructure.

🕒 2025 KEY ACHIEVEMENTS

Hosted signing ceremonies for new urban reserves, the 12th for Saskatoon, advancing economic reconciliation.

Completed Municipal Servicing and Compatibility Agreements, providing long-term investment certainty for Indigenous and non-Indigenous partners.

Established a Business Advisory Committee with industry partners to improve permitting, procurement, and shared solutions.

Completed and published the Indigenous Land Developer's Resource to support Indigenous participation in land development.

Promoted Indigenous urban reserve development through education and outreach, supporting a more inclusive local economy.

Maintained moderate property tax per capita, supporting affordability while enabling continued investment in services.

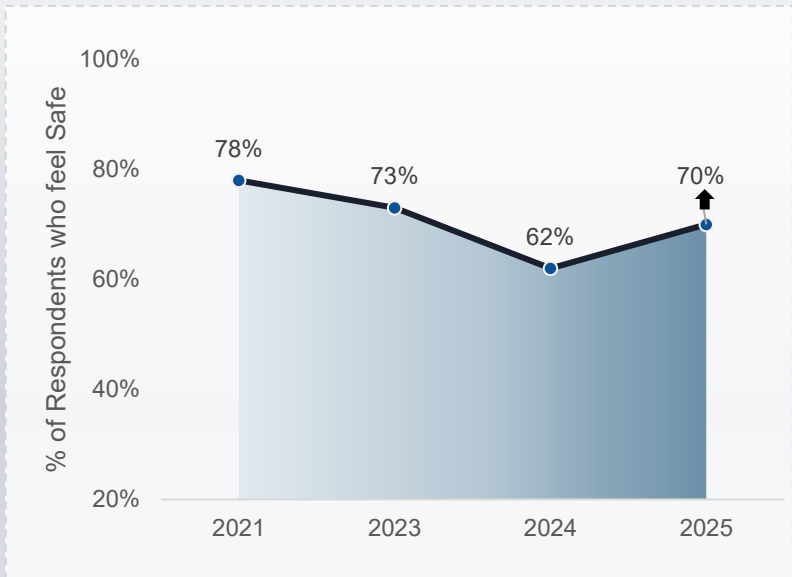
➔ LOOKING AHEAD

- 01** Expand outreach and distribution of the Indigenous Land Developer's Resource across Saskatchewan.
- 02** Continue development of a business concierge service with SREDA to streamline new business growth and expansion.
- 03** Advance Saskatoon's position as a welcoming, innovative, and investment-ready city by deepening partnerships with Indigenous communities and industry leaders.

Community Safety and Wellbeing

The City coordinates with partners to align safety efforts with community needs. It focuses on equitable well-being and housing stability, striving to build public confidence through effective emergency responses and collaborative approaches to safety and resident support.

PUBLIC SAFETY PERCEPTION



Analysis

Public Safety Perception improved significantly in 2025, increasing by 8 percentage points from 2024 to 70%, as measured through the City’s resident perception survey. This improvement suggests growing public confidence in community safety conditions and service responses. Changes in perception may reflect a combination of local conditions, broader social trends, and coordinated actions by the City and its partners.

2025 KEY ACHIEVEMENTS

Continued the Infill Review with community experts and consultants to further streamline infill development requirements.

Finalized the Affordable Housing Strategy and Comprehensive Housing Needs Assessment, aligning housing actions with community needs.

Strengthened collaboration on the Saskatoon Homelessness Action Plan, including identification of City-led implementation actions.

Delivered training with Buy Social Canada to advance social procurement and support equitable economic participation across City departments.

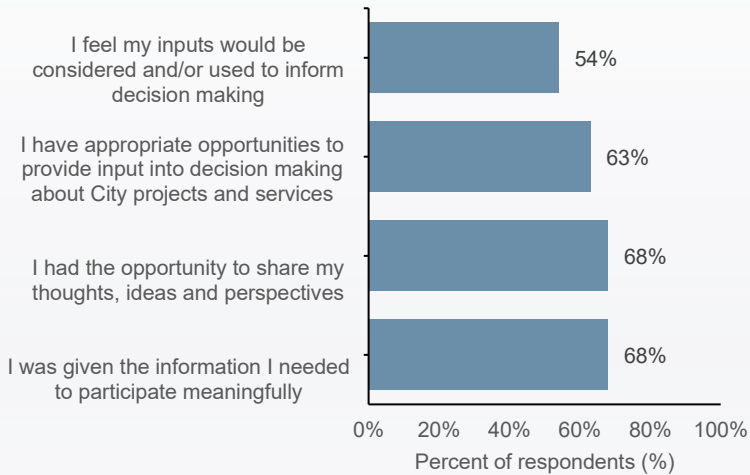
LOOKING AHEAD

- 01** Implement zoning bylaw amendments for infill development based on findings from the Infill Review.
- 02** Deepen collaboration with the Government of Saskatchewan to advance homelessness service planning in Saskatoon.
- 03** Develop an Evaluation and Monitoring Plan to support the Community Safety and Well Being (CSWB) Framework
- 04** Conduct targeted external engagement to inform and strengthen the CSWB Framework.
- 05** Advance development of the Community Navigation Hub concept, with further reporting to City Council.

Engagement on Infill and Growth

The City facilitates collaboration between developers and residents to improve the engagement experience. It seeks to provide transparent information and include diverse voices to support balanced neighborhood growth while building lasting support through more meaningful and inclusive public discussions.

PERCEPTION OF PUBLIC ENGAGEMENT ACTIVITIES



Analysis

In 2025, the City updated its Public Engagement KPI to reflect participant experiences, not simply requests for input. The revised measure assesses access to information, opportunities to share perspectives, influence on decisions, and confidence input will be considered. As these concepts are new, pre-2025 results are not comparable. The 2025 results establish a baseline, showing sharing and input opportunities, while influence and confidence signal areas to strengthen trust and transparency.

2025 KEY ACHIEVEMENTS

Completed the Planning & Development website usability study to improve clarity and accessibility of information.

Finalized the Statutory Public Notice review and updated the Public Notice Policy to remove print publication requirements.

Modernized the Public Notice webpage to improve access and consistency.

Issued a Request for Proposals for a new public engagement platform, with anticipated award in early 2026.

Published updated Concept Plan Guidelines, providing a clearer and more consistent approval framework.

Continued work on amendments to the Riel Sector Plan to reflect current planning context.

LOOKING AHEAD

01 Pilot a new public engagement platform to replace the current “Engage” page.

02 Complete and seek approval of the updated Riel Sector Plan.

03 Complete the Blairmore Sector Implementation Plan.

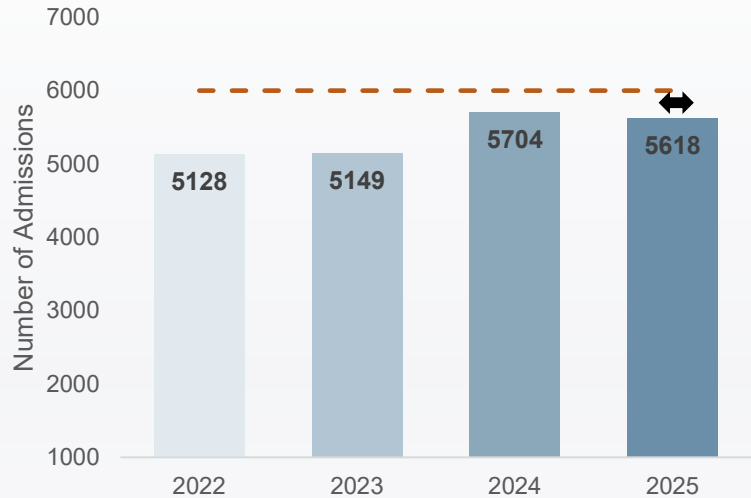
04 Finalize an updated planning levy policy and procedure to support growth-related infrastructure needs.

Recreation, Culture and Leisure

The City manages accessible parks and programs that adapt to evolving community needs. It works to support community organizations and explores alternative revenue sources to maintain sustainable cultural and recreational facilities while reducing long-term reliance on property tax funding.

PER CAPITA CITY FACILITY ADMISSION

(excludes Remai Modern, TCU or SaskTel Centre)



Analysis

Admissions at City-owned and operated cultural and recreational facilities per 1,000 population have increased steadily, rising from 5,128 in 2022 to approximately 5,600 in 2025. This trend indicates growing community participation and continued post-pandemic recovery. The increase reflects investments in facility renewal, expanded programming, and improved accessibility. While admissions remain below long-term targets, the consistent upward trajectory demonstrates increasing utilization as facilities are renewed, partnerships expand, and revenue diversification initiatives support long-term sustainability over time.

2025 KEY ACHIEVEMENTS

Continued construction of the Harry Bailey Aquatic Centre Renovation Project.

Completed functional design and public consultation for the East Side Leisure Centre.

Executed a lease agreement with the University of Saskatchewan for clinical space at the Saskatoon Field House.

Began construction on a universal changeroom at the Saskatoon Field House, improving accessibility and inclusion.

Advanced youth participation initiatives and recreation professional recruitment.

Supported Northern Evacuation efforts by operating the Cosmo Civic Centre as an evacuation support site and delivering programming.

LOOKING AHEAD

- 01 Complete construction and reopen Harry Bailey Aquatic Centre and universal changeroom at Saskatoon Field House.
- 02 Procure a design-builder for the East Side Leisure Centre.
- 03 Secure Naming Rights for Shaw Centre and the East Side Leisure Centre.
- 04 Support the University of Saskatchewan in completing leasehold improvements and opening clinical space at the Field House.
- 05 Continue collaboration with the University of Regina Social Work Program to host practicum students at leisure centres.
- 06 Continue supporting transit pass sales at the Cosmo Civic Centre.

PRIORITY 06 Regional Planning

The City pursues regional partnerships to support joint land-use planning and equitable growth. These collaborations aim to achieve cost-effective, long-term urban development through shared municipal goals, fueled by regional cooperation that benefits both the City and its neighbors.

MATURITY INDEX

Progress in 2025 reflects foundational work to support shared planning and investment readiness

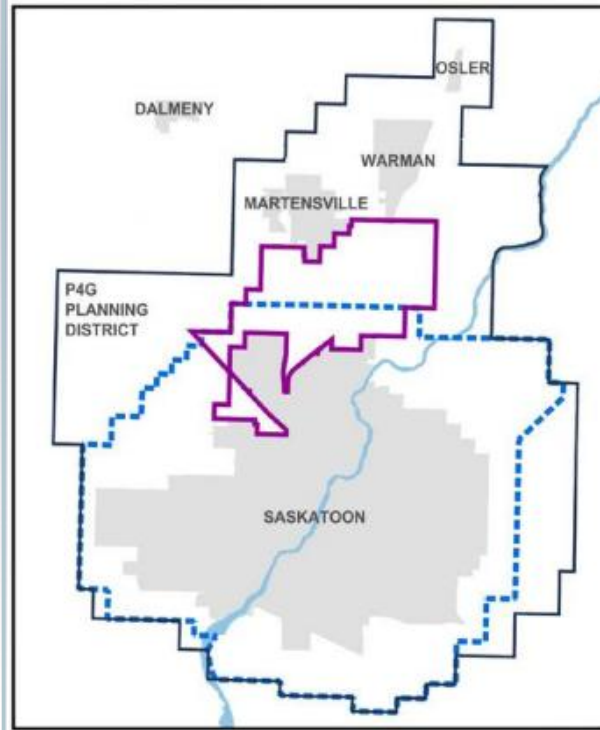
- STEP 1: ALIGNMENT**
Coordinating land use planning across municipal boundaries
- STEP 2: FOUNDATIONAL**
Establishing governance and cost recovery mechanism (Current Phase)
- STEP 3: IMPLEMENTATION**
Transitioning to construction and coordinated servicing delivery
- STEP 4: MEASUREMENT**
Tracking shared investment value and infrastructure efficiency

Analysis

While a formal KPI is not yet established, 2025 progress reflects foundational work supporting shared planning, investment readiness, and coordinated servicing. These efforts align planning, servicing, and investment with regional partners, reducing infrastructure duplication and improving efficiency. Early governance processes, cost-recovery approaches, and shared planning tools are being developed. As these mature, the City will be better positioned to measure outcomes, demonstrate value, and advance sustainable, financially responsible regional growth.

2025 KEY ACHIEVEMENTS

Completed a draft Saskatoon North Partnership for Growth (P4G) Investment Readiness Strategy for a portion of the North Concept Plan area, aligned with development of a regional servicing hub north of Saskatoon.



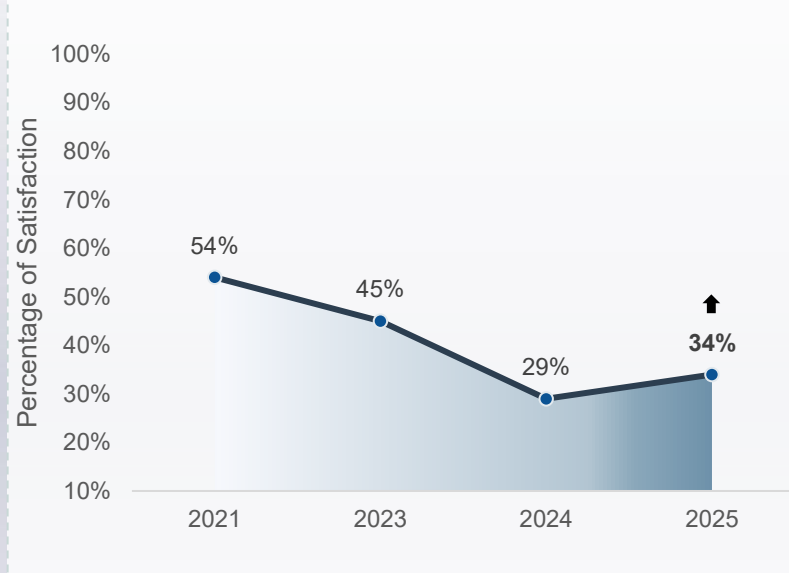
LOOKING AHEAD

- 01** Develop and approve standard operating procedures for P4G planning district processes.
- 02** Complete the initial phase of a regional cost recovery project to support equitable infrastructure investment.
- 03** Begin construction of the regional servicing hub, advancing coordinated regional growth and servicing efficiency.

Downtown Development

The City works to enhance the Downtown area as a vibrant center for culture and commerce. Efforts focus on improving livability and providing safe, reliable, and active transportation options to ensure the heart of the city remains welcoming.

RESIDENT PERCEPTION OF DOWNTOWN LIVABILITY (Online Panel)



i Analysis

In 2025, the percentage of residents who feel the City is making Downtown an appealing place to live rose to 34%, a 5-percentage-point increase from 2024. This rise indicates a potential turning point, breaking a multi-year decline in public sentiment and emphasizing the complexities of Downtown revitalization within broader economic, social, and urban challenges. It suggests early signs of positive momentum, driven by planning efforts, investment priorities, and transportation-focused public realm initiatives.

🕒 2025 KEY ACHIEVEMENTS

Continued intergovernmental consultation to explore funding opportunities supporting Downtown initiatives.

Received Council approval in principle for a prioritized implementation list for the City Centre and District Plan, using existing funding with future reassessment.

Initiated procurement for conceptual and functional design of the 23rd Street Greenway, advancing active transportation and public realm improvements.

Completed the Downtown Zoning Review for the Business (B6) and Mixed-use (MX2) zones, modernizing land-use regulations.

Advanced work on a Direct Control District (DCD) framework for the DEED area to support tailored development outcomes.

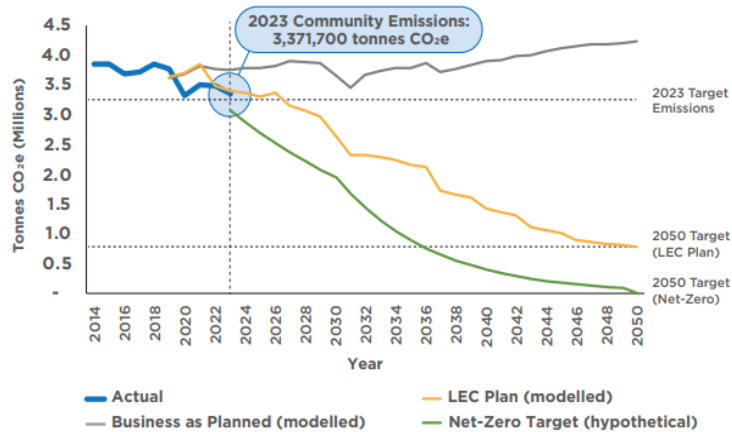
➔ LOOKING AHEAD

- 01** Continue ongoing consultation with other orders of government to secure funding for Downtown revitalization initiatives.
- 02** Create and implement a new Direct Control District to regulate land use and built form in the DEED area.
- 03** Award the 23rd Street Greenway contract and complete its conceptual and functional design, supporting safer, more active transportation options downtown.

Environmental Sustainability

The City strives to embed sustainability into corporate decision-making and reduce greenhouse gas emissions. It focuses on maximizing waste diversion and managing and integrated green network to protect essential land, air, water, and biodiversity assets for the entire community's future.

COMMUNITY GHG EMISSIONS REDUCTION



Analysis

Community GHG emissions reached 3.37 million tonnes CO₂e in 2023, reflecting progress from actions under the Low Emissions Community Plan. While positive trends are evident, accelerated action is required to achieve net-zero by 2050. Continued investments in natural infrastructure, green network expansion, and waste diversion are delivering environmental and community co-benefits. Upcoming updates to climate plans, emissions inventories, and solid waste strategies will further strengthen sustainability outcomes and long-term resilience.

2025 KEY ACHIEVEMENTS

Delivered the 2026–2027 Climate Budget, embedding climate considerations in decisions and incorporating the Green Network to highlight nature-based climate solutions.

Achieved substantial completion on Natural Infrastructure Fund projects, including food forests, irrigation, naturalization, and other park enhancements.

The "Nourish Community" project received a Certificate of Merit from the 2025 Premier's Awards of Excellence in Design.

Delivered a Green Network awareness campaign and piloted waste-reduction initiatives at events and public spaces.

Advanced planning for a National Urban Park.

Published the first State of the Green Network Report and advanced natural capital valuation work.

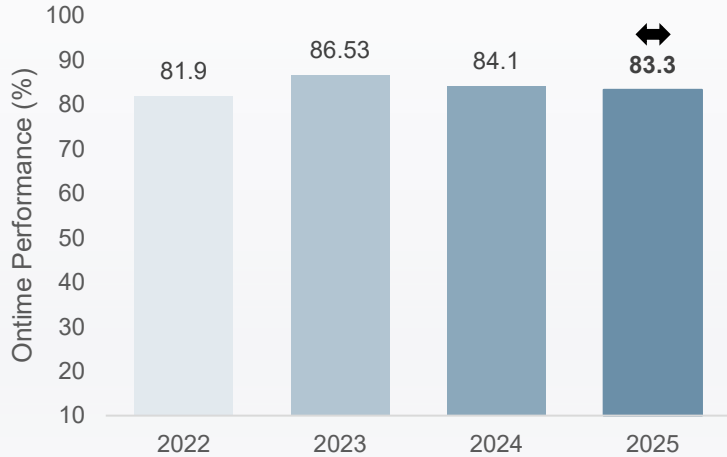
LOOKING AHEAD

- 01 Advance natural areas initiatives, including policy development, environmental reserve guidelines, and natural capital asset valuation work.
- 02 Deliver annual Green Network awareness campaigns highlighting on-the-ground improvements.
- 03 Advance Material Recovery Center priorities, including Council decisions, public engagement on construction waste, and expanded material diversion opportunities.
- 04 Implement multi-unit organics service, as outlined in the November 2025 Environment, Utilities & Corporate Services (EU&CS) reporting.
- 05 Update the Solid Waste Reduction and Diversion Plan, including refreshed KPIs and actions to guide future waste reduction and diversion actions.

PRIORITY 09 Transportation

The City works to deliver a comprehensive transportation network that promotes safe and efficient travel across all modes. It aims to improve transit reliability and modernize infrastructure to support growing ridership and equitable access for all Saskatoon residents.

TRANSIT ON-TIME PERFORMANCE



Analysis

In 2025, on-time performance declined slightly by 0.8 percentage points to 83.3%, reflecting a system undergoing significant transformation through major capital construction, network redesign, and service enhancements. While below long-term targets, these changes are foundational to improving reliability, capacity, and ridership growth beyond pre-COVID levels. Continued investments in Link, fleet renewal, safety initiatives, and service improvements are strengthening Saskatoon Transit as a viable, modern, and equitable travel option.

2025 KEY ACHIEVEMENTS

Completed civil construction at 41 Link stations and installed new traffic signals at intersections.

Conducted public engagement for corridor improvements and completed a transit service standards survey.

Presented a transit safety and incident report to City Council with options to enhance security.

Received the 2025 CUTA Corporate Leadership Award for transit safety and security excellence.

Added 25 new buses to the fleet, including conventional, articulated, and paratransit vehicles.

Enhanced service frequency, reliability, and connectivity, including expanded service to Brighton and the University.

LOOKING AHEAD

01 Continue construction of Link station platforms and install new shelters and fiber-optic systems.

02 Commence construction of College Drive corridor improvements supporting the Link project.

03 Continue installing new traffic signals supporting Link operations.

04 Refine budgetary and operational impacts of the transit network redesign and report service standard changes to City Council.

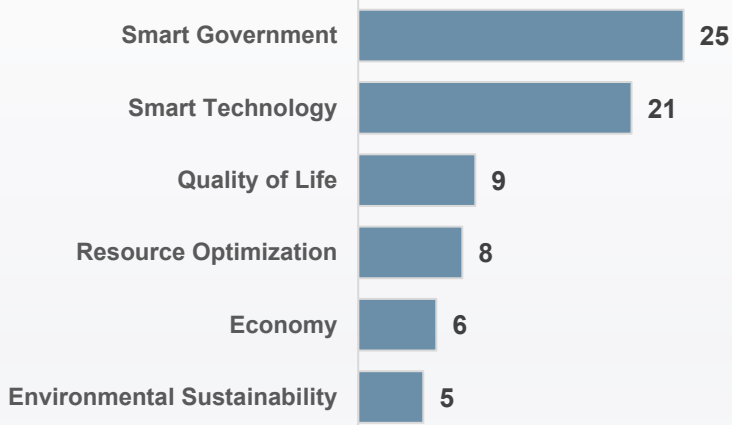
05 Engage the public on the draft transit network redesign.

06 Coordinate rollout of dedicated transit police officers and formalize the Transit Safety Plan.

Smart City

The City explores digital channels and data applications to enhance interaction with residents and businesses. It seeks strategic industry partnerships to address challenges in connectivity and technology, aiming to improve the delivery and efficiency of essential municipal services.

DISTRIBUTION OF SMART CITY PROJECTS, PROGRAMS (2025)



Number of projects, programs, services and operations

Analysis

In 2025, projects spanned Smart Government, Smart Technology, Quality of Life, Resource Optimization, Economic Development, and Environmental Sustainability. The concentration of initiatives in Smart Government and Smart Technology highlights a strong focus on service delivery, efficiency, and digital foundations. Advancements in data governance, IoT infrastructure, artificial intelligence, and digital equity reflect a maturing Smart City program that supports responsive services, stronger partnerships, and equitable access to digital tools across City operations.

2025 KEY ACHIEVEMENTS

Completed Phase 1 of the Corporate Data Catalogue and prepared it for publication, strengthening data transparency and access.

Established the Innovation & Continuous Improvement team within the Business Transformation department.

Initiated a LoRaWAN and IoT management dashboard to centralize field-device data collection and management.

Advanced AI initiatives, including Copilot adoption, AI governance processes, and employee training.

Completed a Research Junction project with the University of Saskatchewan to inform development of Saskatoon's Digital Equity Strategy.

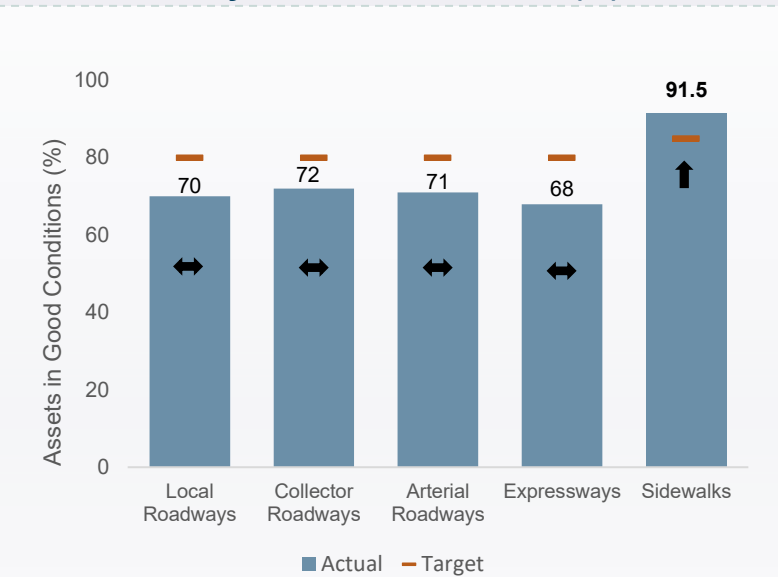
LOOKING AHEAD

- 01** Conduct community engagement with the University of Saskatchewan to inform Digital Equity programming.
- 02** Publish the City's AI Register, outlining artificial intelligence solutions in use across the organization.
- 03** Compile Business Architectures to support continuous improvement, innovation, and technology planning.
- 04** Commence work on a parking sensor project to measure real-time parking demand and explore additional smart-technology use cases

PRIORITY 11 Civic Assets

The City manages built and natural assets with a focus on lifecycle maintenance and risk management. It strives to ensure facilities are energy-efficient and resilient, providing the equipment and infrastructure necessary to meet established levels of public service.

Roadways and Sidewalks in Satisfactory and Good Condition (%)



Analysis

In 2025, asset conditions remained stable with modest improvements, most notably a 6.6-percentage-point increase in sidewalks in satisfactory or good condition, reflecting targeted investments. Roadways also showed slight gains across classifications. Significant progress in asset management maturity through standardized planning, improved data integration, and clearer reporting has strengthened the City's ability to assess condition, risk, and funding needs. Together, these efforts support long-term resilience, climate preparedness, and sustainable service delivery.

2025 KEY ACHIEVEMENTS

Established the Corporate Asset Management State of Reporting Framework, enabling consistent reporting to Council across ten asset categories.

Standardized Asset Management Plans (AMPs) and completed first-generation AMPs for three core infrastructure asset categories.

Streamlined asset governance by integrating the EAM team into GIS operations.

Advanced integrated asset data across GIS, SAP/EAM, and CRM systems to support service delivery and performance management.

LOOKING AHEAD

01 Introduce corporate asset management Levels of Service and Risk standards through structured workshops.

01 Obtain leadership approval and begin implementing the Asset Management Readiness and Maturity Assessment.

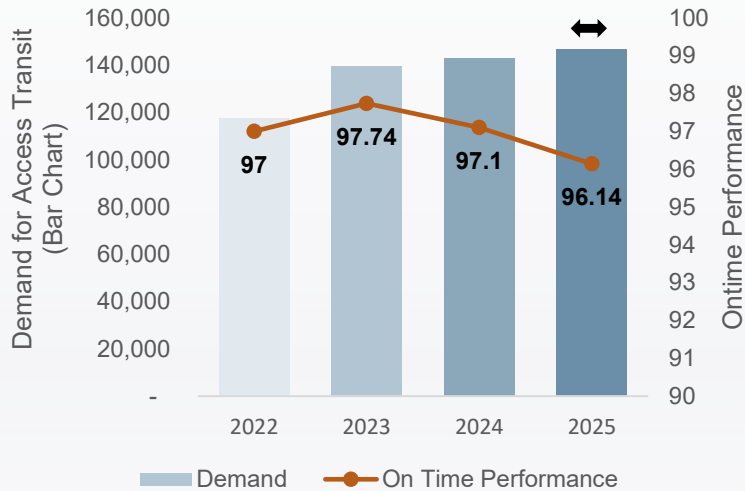
01 Continue deploying the AMP template across additional asset categories using consistent planning processes.

01 Implement GIS-SAP-CRM integration to strengthen data-driven asset management, targeting completion in 2027.

Equitable and Accessible Services

The City works to enhance the accessibility of its services to meet the needs of a diverse public. It continuously reviews organizational processes to improve service delivery and ensure municipal programs remain fair and accessible to all residents.

ON-TIME PERFORMANCE RATIO FOR ACCESS TRANSIT SERVICES



i Analysis

In 2025, Access Transit demand increased by 3% to 146,806 trips. While on-time performance remained high, the On-Time Performance Index declined by 0.96 percentage points compared to 2024, bringing it to 96.14%, highlighting the challenge of sustaining reliability as demand grows. This trend signals emerging capacity pressures and underscores the importance of continued strategic investment to maintain equitable and dependable service. These insights inform planning and investment decisions, supporting the City's One-City REDI approach to delivering accessible transportation for a growing and diverse community.

🕒 2025 KEY ACHIEVEMENTS

Rebranded the Citizen Online Panel as the Community Advisory Panel and updated post-event engagement assessment tools.

Hired an Indigenous Public Engagement Consultant to support inclusive and culturally responsive engagement.

Delivered an accessible community consultation on accessibility barriers, receiving over 500 responses and informing the City's first Multi-Year Accessibility Plan.

Developed a One-City approach and action plan to advance the REDI Priority Area across all departments.

Approved the City's first Place Identity Framework, improving civic naming practices to be more inclusive.

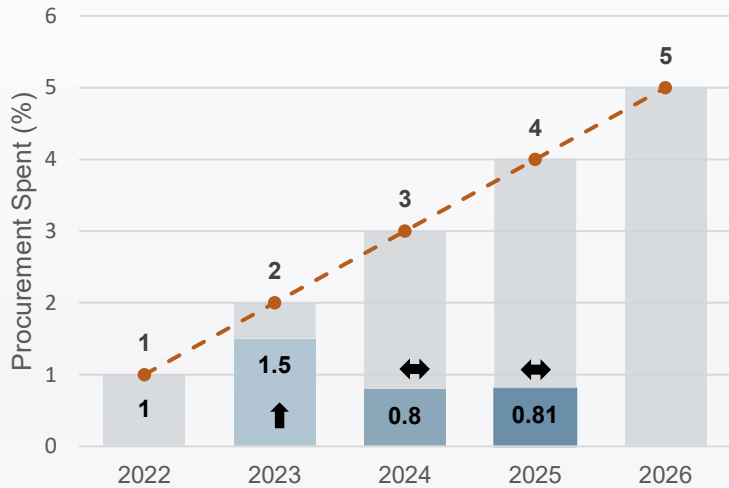
➔ LOOKING AHEAD

- 01** Implement the One-City REDI approach, increasing departmental participation in advancing equity and accessibility goals.
- 02** Conduct an assessment of inclusive governance to identify and reduce systemic barriers.
- 03** Develop a living Accessibility Strategy aligned with resident needs and upcoming provincial standards and regulations.
- 04** Create community-driven guidelines to support full implementation of the Place Identity Framework.
- 05** Access Transit will explore software options to improve the customer trip booking experience and increase capacity for additional trips.

PRIORITY 13 Procurement and Project Management

The City implements sustainable procurement processes and project management best practices. It seeks to increase opportunities for Indigenous and underrepresented suppliers while striving for consistent organizational success and achieving new value throughout the municipal supply chain and operations.

INDIGENOUS PROCUREMENT SPEND (%)



Analysis

Indigenous procurement spend has declined over four years, with recent performance stabilizing. Contributing factors include market capacity constraints, strong private-sector demand, the absence of a dedicated Indigenous Procurement Manager, and a one-time equipment purchase in 2023. Despite these challenges, the City continues applying its Indigenous Procurement Strategy. Strengthened governance, standardized documentation, and centralized oversight are improving consistency, accountability, and delivery outcomes.

2025 KEY ACHIEVEMENTS

Established a corporate project filing standard and tiering structure in June 2025.

Created a Corporate Project Management Office (PMO) to oversee compliance for all Tier 1 (Strategic) and Tier 2 (Complex) projects.

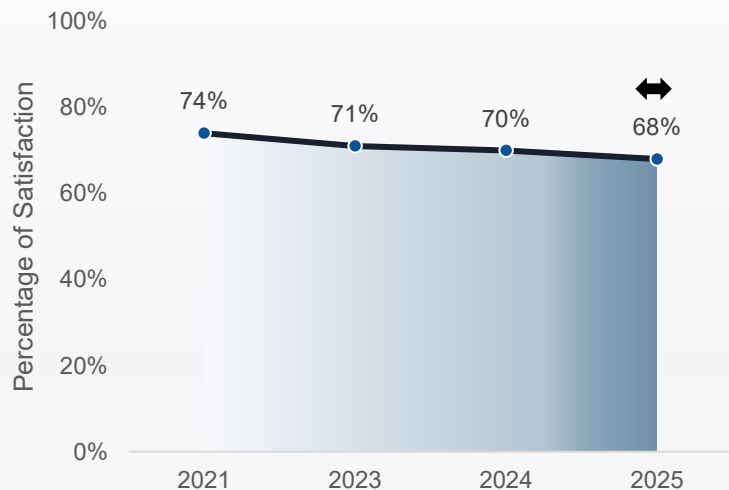
LOOKING AHEAD

- 01 Maintain compliance with corporate project management standards and reporting for all Tier 1 and Tier 2 projects.
- 02 Centralize project records with the Corporate PMO to strengthen oversight, consistency, and project success.

Quality of Life and Public Safety

The City supports community well-being through proactive property maintenance and reliable emergency response models. It maintains public spaces and essential services intended to bring the community together safely while meeting established standards that support a high quality of life.

INCLUSIVE AND WELCOMING CITY-RESIDENT PERCEPTION (%)



Analysis

In 2025, the share of residents who feel Saskatoon is an inclusive and welcoming city declined by 2 percentage points from 2024 to 68%. Although most residents continue to hold positive perceptions, the decline highlights the need for sustained efforts to strengthen inclusion, respond to community concerns, and improve everyday experiences. Shifts in perception may reflect broader social trends, local conditions, and evolving expectations of public services and shared spaces.

2025 KEY ACHIEVEMENTS

Improved building inspection processes, streamlining submissions, reviews, and closures to accelerate building permit completion.

Enabled online sign permit submission and review, improving customer experience and application status tracking.

Implemented Development Appeals and internal Planning workflows, improving efficiency and transparency.

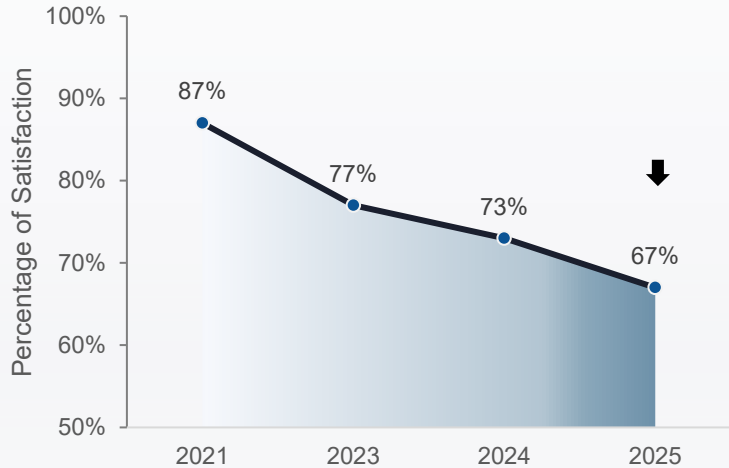
LOOKING AHEAD

- 01 Integrate Driveway Crossing Permit payment and issuance into building permit applications.
- 02 Expand preliminary development permits to include coordinated departmental reviews before formal application.
- 03 Improve business processes to support commercial and home-based license submissions through e-Permitting.
- 04 Implement streamlined reporting for planning, licensing, and permitting data to improve analytics for stakeholders.

Customer-Centric Service Delivery

The City works to foster a service culture that achieves consistent customer satisfaction. It aims to provide residents with quick, easy access to information through equitable and high-quality service channels that suit the diverse needs of the Saskatoon public.

PEOPLE SATISFIED WITH QUALITY OF CITY COMMUNICATION (%)



i Analysis

In 2025, 67% of residents reported satisfaction with the quality of City communications, a result that is consistent with prior years and remains within the survey’s margin of error. Satisfaction levels have generally hovered around 70%, indicating a stable overall perception rather than a statistically meaningful decline. Year-to-year fluctuations are expected in survey results and do not signal unusual change. Continued focus on clarity, consistency, and accessibility across communication channels supports maintaining confidence and responsiveness as resident expectations evolve.

🕒 2025 KEY ACHIEVEMENTS

Completed the first phase of the City Newsfeed project, with public launch planned for 2026.

Advanced work to update and simplify City branding guidelines to improve consistency and quality.

Expanded the City’s customer relationship system, supporting more services and improving internal coordination.

Launched a new corporate knowledge base to make information easier for staff to find and share.

Introduced more than 30 online forms, making it easier for residents to access City services.

Established a Website Governance Committee to improve oversight, clarity, and accountability for Saskatoon.ca.

➔ LOOKING AHEAD

01 Finalize Phase One CRM sign-off and develop a roadmap for future CRM phases.

01 Expand CRM use across the organization through continued department engagement..

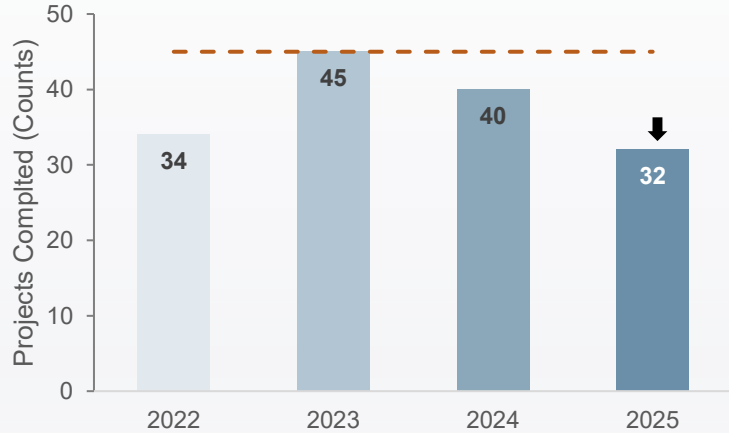
01 Improve digital solutions through ongoing enhancements, maintenance, and efficiency improvements.

01 Strengthen website governance and establish a clear City-wide approach to Customer Experience, including education and roles.

PRIORITY 16 Efficiency and Effectiveness

The City aligns its corporate direction with the Strategic Plan to proactively respond to opportunities and challenges. It strives for operational efficiency through improved data management and the integration of technology to enhance informed decision-making across all municipal operations.

IT PROJECT COMPLETION



Note: Annual totals vary by project size and complexity

Analysis

In 2025, 32 IT projects were completed, a 20% decrease from 2024. While lower year over year, the four-year trend shows growing delivery capability. The decline reflects increased project complexity and more multi-year initiatives delivering transformational outcomes. Progress in risk management, financial stewardship, and enterprise data maturity is strengthening organizational resilience. Continued investment in data governance, reporting infrastructure, and emerging technologies is improving efficiency, effectiveness, and performance.

2025 KEY ACHIEVEMENTS

Strengthened risk management and fraud awareness through training, onboarding requirements, and a Risk-Based Management assessment.

Advanced enterprise data and reporting by implementing the data warehouse, data catalogue, stewards, and governance.

Maintained strong financial stewardship, achieving a AAA Stable Credit Rating for the 24th consecutive year.

Received the Canadian Award for Financial Reporting for the 17th time, demonstrating transparency and accountability.

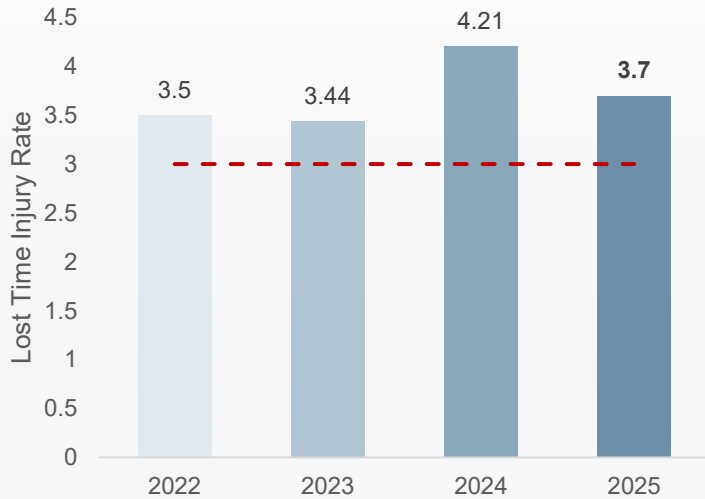
LOOKING AHEAD

- 01 Implement recommendations from the Risk Management Program Audit Report.
- 02 Integrate Microsoft Fabric with enterprise databases, including SAP, to strengthen data integration and analytics.
- 03 Plan an Open Data initiative to identify datasets suitable for public release.
- 04 Launch and operationalize the Data Catalogue, including approved procedures and the Corporate Reporting Framework.
- 05 Advance AI governance with risk controls, model evaluation guidance, documentation standards, and decision-making integration.

PRIORITY 17 People and Culture

The City seeks to maintain a respectful and collaborative workplace that supports safety and high performance. It works to empower leaders and teams, fostering an inclusive culture where the workforce feels valued, supported, and motivated to perform their best.

LOST TIME INJURY RATE



Note: WCB updated 2024 LTIR from 4.18 to 4.21

Analysis

The Lost Time Injury Rate remained relatively stable in 2022 and 2023 before increasing significantly in 2024. In 2025, the rate improved to 3.7, indicating recovery from the prior year, though performance remains above target. LTIR is measured as the number of accepted workplace injuries resulting in time off work per 100 full-time equivalent (FTE) workers. Continued focus on prevention, leadership accountability, and strengthened incident reporting, tracking, and corrective actions will remain priorities in 2026.

2025 KEY ACHIEVEMENTS

Piloted updated exit interviews and delivered leadership reporting to strengthen workforce insights and succession planning.

Hosted the annual Elevate Leadership Conference, engaging more than 500 people leaders from across the organization.

Advanced leadership development with Supervisor 101 nearly fully launched and Supervisor 201 planning underway organization-wide.

Collaborated with joint union-management EDI working groups to advance organizational equity, diversity, and inclusion priorities.

Implemented updated employee self-declaration survey, expanding identification options and improving EDI data quality visibility organization-wide.

LOOKING AHEAD

01 Update the Situational Leadership and Individual Performance Ownership courses to the newest versions organization-wide rollout.

02 Report out on results of the EDI Working Groups and share findings with leadership.

03 Continue to report and share metrics with the organization to improve knowledge and awareness organization-wide.

INITIATIVE TO WATCH



TOTAL INITIATIVES

25

ON TRACK

COMPLETED

17 + 07

96% Delivery efficiency

CAUTION

01

Cornerstone

i

Summary

In 2025, the City is delivering strong results across its departmental planning initiatives. Of 25 active initiatives, 07 have been completed and 17 are on track, a combined delivery rate of 96%. This reflects sustained momentum in advancing improved services, sustainability, and long-term community growth. One initiative, The Cornerstone Project, is progressing at a measured pace. Timelines have been adjusted to reflect the scale and complexity of implementation, with additional time dedicated to integration, change management, and ensuring sustainable outcomes for the community.

Initiatives to Watch

This section highlights initiatives being watched in 2025 as identified during departmental business planning.

INITIATIVE	DESCRIPTION	2025 UPDATES	STATUS
<p>Community Safety & Well-Being (CSWB) Framework (Priority: Community Safety and Wellbeing)</p>	<p>Develop a community-wide safety and well-being strategy defining the City's role in addressing social challenges with emphasis on crime reduction, neighbourhood safety, and homelessness.</p>	<ul style="list-style-type: none"> Advanced CSWB Framework with secured provincial funding for external community consultation. Obtained Research Junction Seed Grant to support a Monitoring and Evaluation Plan. Continued foundational work on the City's role in safety, crime reduction, and homelessness. 	<p>On Track</p>
<p>Development Levy Review (Priority: Engagement on Infill and Growth)</p>	<p>Prepare and implement a formal administrative framework for development cost charges, including development levies and service agreement fees.</p>	<ul style="list-style-type: none"> Delivered five collaborative workshops with internal and external stakeholders. Refined program goals and explored alternatives to the current levy and servicing models. Prepared decision and policy approval reports for PDCS consideration in early 2026. 	<p>On Track</p>
<p>Downtown Event & Entertainment District (Priority: Downtown Development)</p>	<p>Plan for the development of a Downtown Event & Entertainment District, centred on a new arena and convention centre.</p>	<ul style="list-style-type: none"> Presented private partner agreement framework to Council; decision deferred to Q1 2026. Continued intergovernmental funding discussions. Completed Downtown Zoning Review (B6, MX2) and initiated a DEED-specific DCD. 	<p>On Track</p>
<p>Material Recovery Centre (Priority: Environmental Sustainability)</p>	<p>Construct waste diversion facilities at the Landfill enabling collection of divertible waste and allowing future expansion of divertible waste options.</p>	<ul style="list-style-type: none"> Completed construction and transitioned to a continuous improvement phase. Developed feasibility and funding plans for Household Hazardous Waste, mattress recycling, and construction demolition diversion. Completed market and policy assessments to support future material bans. 	<p>Completed</p>
<p>Green Teams 2.0 Implementation (Priority: Environmental Sustainability)</p>	<p>Foster a culture of workplace sustainability, assessing existing sustainability practices and identifying areas for improvement.</p>	<ul style="list-style-type: none"> Delivered a staff waste diversion course organization-wide. Rolled out organics diversion at select facilities for staff lunches. Finalized the 2026-27 workplan and drafted a climate education course for 2026. 	<p>On Track</p>

Initiatives to Watch

This section highlights initiatives being watched in 2025 as identified during departmental business planning.

INITIATIVE	DESCRIPTION	2025 UPDATES	STATUS
Home Energy Loan Program (Priority: Environmental Sustainability)	Develop, launch, and operate a Property Assessed Clean Energy (PACE) financing program for Saskatoon.	<ul style="list-style-type: none"> Secured \$8.4 million in internal loan funding to recapitalize and successfully scale program operations. Obtained City Council endorsement for the official 2025 program re-launch. Established a three-year extension, ensuring the program remains active through at least 2028. 	<div style="border: 1px solid #00a651; border-radius: 10px; padding: 5px; text-align: center; color: #00a651;">On Track</div>
Pathways for an Integrated Green Network (Priority: Environmental Sustainability)	Implement the Green Infrastructure Strategy in Saskatoon, creating a sustainable habitat for people and nature by strengthening partnerships, incorporating traditional knowledge, and increasing community eco-literacy.	<ul style="list-style-type: none"> Achieved substantial completion on multiple Natural Infrastructure Fund projects. Delivered a Green Network public awareness campaign and first State of the Green Network Report. Advanced ecosystem valuation (Natural Capital Asset Valuation – Phase 2), wetland standards, and wetlands policy implementation. 	<div style="border: 1px solid #00a651; border-radius: 10px; padding: 5px; text-align: center; color: #00a651;">On Track</div>
Waste Utility (Priority: Environmental Sustainability)	Transition from a mill-rate funded waste model to a utility model, providing options to reduce costs for those who produce less garbage.	<ul style="list-style-type: none"> Initiative completed following successful transition from mill-rate funding to a waste utility model, including finalized organics utility design. 	<div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; text-align: center; color: #0056b3;">Completed</div>
Water Conservation Program (Priority: Environmental Sustainability)	Implement actions to reduce summer water usage, alleviating infrastructure strain while achieving conservation, emission reduction, affordability, and effective cost management.	<ul style="list-style-type: none"> Initiated Spray Pad Upgrade Project and piloted non-potable water for tree watering. Delivered broad Be Water Wise 2025 campaign across multiple media platforms. Initiated water loss audit and grant applications; irrigation upgrades deferred to 2026. 	<div style="border: 1px solid #00a651; border-radius: 10px; padding: 5px; text-align: center; color: #00a651;">On Track</div>
Saskatoon Transit BRT Implementation (Priority: Transportation)	Introduce high-frequency, direct transit service along major corridors as outlined in the Transit Plan to connect Saskatoon residents more efficiently.	<ul style="list-style-type: none"> Completed civil construction at 41 stations and installed signals at 10 intersections. Delivered public engagement for College Drive and 1st Avenue corridors. Initiated procurement for BRT station shelters. 	<div style="border: 1px solid #00a651; border-radius: 10px; padding: 5px; text-align: center; color: #00a651;">On Track</div>

Initiatives to Watch

This section highlights initiatives being watched in 2025 as identified during departmental business planning.

INITIATIVE	DESCRIPTION	2025 UPDATES	STATUS
Cybersecurity Continuous Improvements (Priority: Smart City)	Continually improve the cybersecurity policy, procedures, guidelines, and standards to help protect the City against cyber attacks.	<ul style="list-style-type: none"> Implemented 24/7 cybersecurity threat monitoring. Launched Vulnerability Management and began Web Application Firewall deployment. Strengthened identity, privacy and conducted annual security assessments. 	<div style="border: 1px solid #28a745; border-radius: 10px; padding: 5px; text-align: center; color: #28a745;">On Track</div>
Improve Corporate Data Analytics & Reporting (Priority: Smart City)	Provide corporate reporting and business intelligence tools for all enterprise systems to develop ad-hoc and standard reports.	<ul style="list-style-type: none"> Deployed Microsoft Fabric to modernize analytics and integration. Expanded Copilot and AI awareness across departments. Developed Corporate Reporting Framework for approval in 2026. 	<div style="border: 1px solid #28a745; border-radius: 10px; padding: 5px; text-align: center; color: #28a745;">On Track</div>
Civic Operations Long Term (COLT) Project (Priority: Civic Asset)	Relocate current operations out the City Yards and allow for redevelopment of North Downtown by creating new satellite operations facilities in the North, Southeast, and Southwest areas of the City.	<ul style="list-style-type: none"> Initiative completed and operationalized; COLT is active under a revised, phased approach. Advanced targeted relocations, leverage interim facilities, and retain City Yards for specialized functions while decommissioning end-of-life assets to reduce risk, supports growth, and improves efficiency 	<div style="border: 1px solid #17a2b8; border-radius: 10px; padding: 5px; text-align: center; color: #17a2b8;">Completed</div>
Corporate Accommodations Program (Priority: Civic Asset)	Develop a comprehensive capital development plan that encompasses a strategic vision outlining the current status of all civic services and service levels and future state requirements for all civic departments.	<ul style="list-style-type: none"> The Initiative is completed and operationalized within the Facilities Management Department. Delivered Council and ALT reporting supporting accommodation planning, governance, and capital decision-making. Supported smart investment decisions, growth planning and efficient use of City assets 	<div style="border: 1px solid #17a2b8; border-radius: 10px; padding: 5px; text-align: center; color: #17a2b8;">Completed</div>
Cornerstone Project (Priority: Quality of Life and Public Safety)	Improve business transformation to become a national leader in the delivery of building and development permits.	<ul style="list-style-type: none"> Advanced business licence workflows; data migration extended timeline. Implemented Development Appeals and Planning workflows. Completed development for Homeowner Plumbing Permit launch (Jan 2026). 	<div style="border: 1px solid #ffc107; border-radius: 10px; padding: 5px; text-align: center; color: #ffc107;">Caution</div>

(Note: The Cornerstone Project remains active, with timelines adjusted to reflect the scale and complexity of implementation. Additional time is being used to ensure integration, change management, and achieve sustainable outcomes.)

Initiatives to Watch

This section highlights initiatives being watched in 2025 as identified during departmental business planning.

INITIATIVE	DESCRIPTION	2025 UPDATES	STATUS
<p>Implementation of Election Management System (Priority: Equitable and Accessible Services)</p>	<p>Implement Election Management System (EMS) for the City of Saskatoon to enhance the management of municipal elections, particularly in the areas of voter's list management and mail-in balloting.</p>	<ul style="list-style-type: none"> • Initiative completed in 2024 following successful implementation of the City's Election Management System. • Project journey delivered modernized election administration, performance improvements, and intergovernmental information-sharing agreements. 	<p>Completed</p>
<p>Project Management Standards (Priority: Procurement and Project Management)</p>	<p>Advance project management best practices across the organization through the standardization of processes, procedures, tools, and staff training, in alignment with the new corporate project management standards.</p>	<ul style="list-style-type: none"> • Established corporate project filing and tiering standard. • Launched Corporate PMO to oversee Tier 1 and Tier 2 project compliance. • Strengthened enterprise-wide project governance and consistency. 	<p>On Track</p>
<p>Customer Relationship Management System (Priority: Customer Centric Service Delivery)</p>	<p>Implement a new Customer Relationship Management (CRM) system to enhance customer interactions with the City, streamline processes, centralize knowledge base and customer data, and improve the overall citizen experience.</p>	<ul style="list-style-type: none"> • Launched CRM employee desktop across Customer Care and six departments. • Implemented KM Pro knowledge base and transitioned four departments. • Deployed 30+ public-facing webforms to improve service access. 	<p>On Track</p>
<p>Corporate Quality Management System (Priority: Efficiency & Effectiveness)</p>	<p>Develop and implement a fully mature Corporate Quality Management System (CQMS) for the City of Saskatoon by enhancing the overall quality management practices within the organization.</p>	<ul style="list-style-type: none"> • Launched QM communications and governance tools; centralized policies in DocHub. • Advanced incident management, non-conformance tracking, and process accountability. • Improved accessibility, governance alignment, and policy transparency. 	<p>On Track</p>
<p>Develop & Implement Data Governance Strategy (Priority: Efficiency & Effectiveness)</p>	<p>Establish a data governance strategy that ensures the reliability and integrity of data in order to make effective use of modern analytical/business intelligence tools.</p>	<ul style="list-style-type: none"> • Significant progress across all Data Strategy actions with no overdue items. • Advanced enterprise data architecture, Fabric implementation, and Data Catalog inventory. • Strengthened governance, stewardship, AI readiness, and data issue management. 	<p>On Track</p>

Initiatives to Watch

This section highlights initiatives being watched in 2025 as identified during departmental business planning.

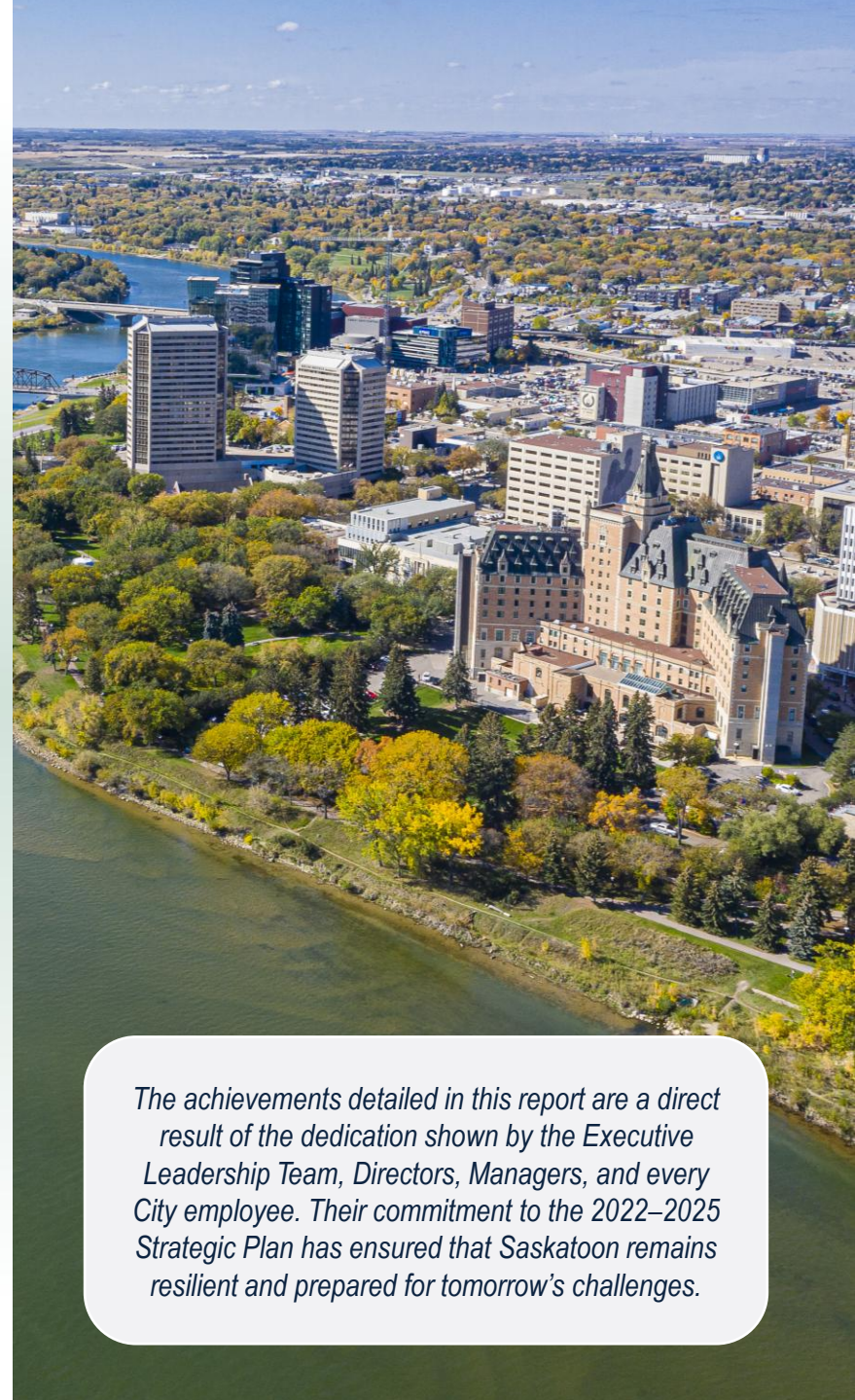
INITIATIVE	DESCRIPTION	2025 UPDATES	STATUS
Fusion Sustainment (Priority: Efficiency & Effectiveness)	Provide continuous support for business digital transformation across the organization, facilitate sustainment activities, manage ongoing ERP projects, and drive future enhancements.	<ul style="list-style-type: none"> • Initiative completed in 2023 following organization-wide implementation of Fusion 2.0 for recruitment, asset, and learning management. • Delivered SAP self-service, resolved gaps, and secured long-term technical support. 	<div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; text-align: center; color: #0070C0;">Completed</div>
Implementation of Fraud Risk Management Program (Priority: Efficiency & Effectiveness)	Update the organization's fraud risk assessment and expand its coverage to all areas of the organization by standardizing procedures, controls, tools, and templates related to fraud prevention.	<ul style="list-style-type: none"> • Completed Phase 1 and 2 risk assessments; further work paused pending GRC system. • Participated in National Fraud Prevention Month and International Fraud Awareness Week. 	<div style="border: 1px solid #00A68A; border-radius: 10px; padding: 5px; text-align: center; color: #00A68A;">On Track</div>
SAP Budgeting / Capital Projects (Priority: Efficiency & Effectiveness)	Develop and implement a user-friendly budgeting module that includes features such as resource budgeting, resolution of tickets, creation of templates and reports aiming to review and improve the current processes for Capital budgets.	<ul style="list-style-type: none"> • Initiative completed in 2023 and 2024 with the delivery of Power BI reporting for capital projects and extended classification for operating expenditures. • Project enhancements were fully implemented and transitioned to stable operational administration. 	<div style="border: 1px solid #0070C0; border-radius: 10px; padding: 5px; text-align: center; color: #0070C0;">Completed</div>
Leadership Development (Priority: People & Culture)	Learn opportunities that will equip leaders with practical managerial knowledge, tools, self-reflective abilities to effectively lead others, drive team performance, and align with organizational goals and core values .	<ul style="list-style-type: none"> • Hosted Elevate Leadership Conference and delivered HR Connect webinars. • Established the Leadership Advisory Committee and advanced the Supervisor 201 planning. • Completed Executive Coaching for the Executive Leadership Team. 	<div style="border: 1px solid #00A68A; border-radius: 10px; padding: 5px; text-align: center; color: #00A68A;">On Track</div>
REDI (Reconciliation, Equity, Diversity, Inclusion) (Priority: Reconciliation, Equity, Diversity and Inclusion)	Drive meaningful organizational and policy change within the City of Saskatoon through a comprehensive review of hiring practices, programs, and policies that foster an inclusive and equitable environment.	<ul style="list-style-type: none"> • Approved the Place Identity Framework and launched the Multi-Year Accessibility Plan. • Expanded work culture support across departments and revised the REDI Stewardship Committee Terms of Reference. • Initiated an Inclusive Governance Review to strengthen diversity and institutional oversight. 	<div style="border: 1px solid #00A68A; border-radius: 10px; padding: 5px; text-align: center; color: #00A68A;">On Track</div>

Looking Ahead

As Saskatoon continues to grow, the City remains focused on delivering reliable services while planning responsibly for the future. The progress made in 2025 demonstrates a commitment to improving quality of life, strengthening sustainability, and supporting a strong local economy.

Looking ahead, the City will continue turning foundational work into measurable improvements for residents, particularly in community safety, customer experience, inclusion, and transportation. Ongoing investments in data, technology, and asset management will support better decision-making and more transparent reporting.

By staying focused on community priorities, working with partners, and listening to residents, the City of Saskatoon will continue building a city that is welcoming, resilient, and prepared for the future.



The achievements detailed in this report are a direct result of the dedication shown by the Executive Leadership Team, Directors, Managers, and every City employee. Their commitment to the 2022–2025 Strategic Plan has ensured that Saskatoon remains resilient and prepared for tomorrow's challenges.

Abbreviation List

- **AAA:** Highest long-term credit rating assigned by S&P Global, indicating strong financial capacity.
- **AI:** Artificial Intelligence.
- **AMP:** Asset Management Plan.
- **BRT:** Bus Rapid Transit.
- **CO₂e:** Carbon dioxide equivalent, a standard unit for measuring greenhouse gas emissions.
- **COLT:** Civic Operations Long Term (Project).
- **CQMS:** Corporate Quality Management System.
- **CRM:** Customer Relationship Management (system).
- **CSWB:** Community Safety and Well-Being.
- **CUTA:** Canadian Urban Transit Association.
- **DCD:** Direct Control District.
- **DEED:** Downtown Event & Entertainment District.
- **EAM:** Enterprise Asset Management.
- **EMS:** Election Management System.
- **ERP:** Enterprise Resource Planning.
- **FTE:** Full-Time Equivalent.
- **GHG:** Greenhouse Gas.
- **GIS:** Geographic Information System.
- **HHW:** Household Hazardous Waste.
- **IoT:** Internet of Things.
- **KPI:** Key Performance Indicator.
- **LECP:** Low Emissions Community Plan.
- **NFPA 1710:** National Fire Protection Association standard for fire department response times.
- **PACE:** Property Assessed Clean Energy.
- **PDCS:** Planning, Development and Community Services.
- **P4G:** Saskatoon North Partnership for Growth
- **PMO:** Project Management Office.
- **RAG:** Red, Amber, Green performance status indicator.
- **REDI:** Reconciliation, Equity, Diversity and Inclusion.
- **ROI:** Return on Investment.
- **SAP:** Systems, Applications, and Products (enterprise software).
- **SHRC:** Saskatchewan Human Rights Commission.
- **SPPR:** Strategic Plan Progress Report.
- **SREDA:** Saskatoon Regional Economic Development Authority.
- **UNDRIP:** United Nations Declaration on the Rights of Indigenous Peoples.

Glossary

- **Accessibility** – The design of services, programs, and environments to ensure all people can participate fully, including persons with disabilities.
- **Affordable / Attainable Housing** – Housing designed to be financially accessible to households with low to moderate incomes.
- **Asset Management** – A systematic approach to maintaining, renewing, and replacing infrastructure to deliver services sustainably over time.
- **Baseline** – The starting point against which future performance or progress is measured.
- **Bus Rapid Transit (BRT)** – A high-frequency transit service operating on dedicated or prioritized corridors to improve speed and reliability.
- **Climate Resilience** – The ability of systems and communities to prepare for, adapt to, and recover from climate-related impacts.
- **Community Safety and Well-Being (CSWB)** – A collaborative approach to improving safety, health, and social outcomes by addressing root causes.
- **Continuous Improvement** – An organizational practice focused on regularly evaluating and improving processes, services, and outcomes.
- **Equity** – Fair access to opportunities, resources, and services, recognizing that different groups may require different supports.
- **Infill Development** – New development within existing built-up areas, making efficient use of existing infrastructure and services.
- **Key Performance Indicator (KPI)** – A measurable value used to track progress toward strategic goals or desired outcomes.
- **Net-Zero Emissions** – Achieving a balance between greenhouse gas emissions produced and emissions removed from the atmosphere.
- **On-Time Performance** – A measure of whether services are delivered within established time standards.
- **Public Engagement** – The process of involving residents and stakeholders in decision-making and planning.
- **RAG Status** – A Red, Amber, Green indicator used to communicate performance or risk levels.
- **Reconciliation** – Actions that advance respectful relationships and address historical and ongoing impacts on Indigenous Peoples.
- **Service Level** – A defined standard describing the quality, quantity, and reliability of a service.
- **Sustainability** – Meeting current needs while protecting environmental, social, and economic systems for future generations.
- **Urban Growth** – The increase in population and development within a city over time.

Thank You!

A heartfelt appreciation to the City employees and community partners who contributed to this report.