



SUSTAINING THE SASKATOON ADVANTAGE

CITY OF SASKATOON 2015 REPORT TO CITIZENS

A Condensed Version of the City's 2015 Annual Report

Message from the City Manager



On behalf of the Administration, I am pleased to submit the City of Saskatoon's 2015 Report to Citizens: *Sustaining the Saskatoon Advantage*. This condensed version of the City's annual report contains information on the City's financial performance in 2015, including the City's Summary Consolidated Statement of Operations, and Summary Statement of Financial Position. The Report to Citizens reflects the City's ongoing commitment to accountability, transparency, credibility, and clarity in financial reporting.

With our goal of being the best-managed city in Canada, the City is committed to high standards of performance and providing the services that matter most to citizens. I am delighted to report that in 2015 we made steady progress on achieving and aligning with our many Strategic Goals and Priorities, moving several key projects and initiatives forward.

To learn more about the City of Saskatoon's many achievements in 2015 and to review what Saskatoon residents received in 2015, I encourage you to look through the Major Projects and Initiatives highlighted in this condensed report, or if you prefer, the full details found within the 2015 Annual Report available on saskatoon.ca. The full annual report aligns with the goals directed by the City's 10-year Strategic Plan, and details progress made on the City's investment activities, projects, and services implemented in the 2015 Corporate Business Plan and Budget.

It's no secret that Saskatoon is blessed with many advantages. From our breathtaking landscape to our strong sense of community; from our prudent financial management and reasonable tax levels; to our continued investments in infrastructure and high quality of life. That's why Saskatoon has been one of the fastest growing cities in Canada over the past decade.

We've welcomed over 40,000 new people from all across the country and the world to our community. We've attracted millions of dollars in new investment to provide opportunities and amenities for all to enjoy. Although we saw an economic slowdown in the second half of 2015 due to falling commodity prices, the City continues to do its part in *Sustaining the Saskatoon Advantage*.

Because of our strong financial planning guiding our decision-making and keeping us fiscally responsible, the City was able to maintain its enviable Standard & Poor's AAA/ Stable credit rating in 2015. The AAA credit rating has continued to provide the City with the necessary financial flexibility to explore innovative and alternative ways to fund, finance, and deliver our important public infrastructure projects.

Our teams remain committed to making the City a better-run organization through continuous improvement and finding efficiencies in municipal government, better performance measurement, and implementation of corporate Risk Based Management.

Saskatoon is indeed a community with many advantages. It remains my honour to serve as City Manager, and along with a professional, dedicated and committed civic administration, assist City Council in implementing the policies, programs, services and initiatives that will *Sustain the Saskatoon Advantage* even in these uncertain economic times.

Murray Totland, P.Eng., MBA

City Manager

2015

A Year Highlighted with Continuous Improvement, Innovative Thinking, Improved Service Levels and Operational Efficiencies

\$183 million identified in savings, additional funding, and revenues help offset the cost of growth and reduce the mill rate.

\$53 million invested to improve road network an increase of over \$3 million from 2014 and \$19 million from 2013.

31.828 tonnes of waste diverted from the Saskatoon Landfill

61 residential neighbourhoods had a curb-to-curb street sweep with about 1,520 tandem dump truck loads of debris removed in just six weeks.

400+ km of gravel back lanes graded and repaired

24 km of gravel back lanes reconstructed

163,000 potholes repaired, using an estimated 2,485 tonnes of asphalt

City environmental programs contributed to sustainable growth with greenhouse gas emissions reduced by the equivalent of removing **19,000 cars off the road**



Undertook major repairs to the University Bridge to improve the mobility of commuters for many more years to come.

Awarded the contract and overseeing the first phase of construction for the North Commuter Parkway and Traffic Bridge Replacement Project.

Built a new Transit Operations and Maintenance building and permanent snow storage facility at the new Civic Operations Centre.

Business Line Overview

Community Support

Provides support and community investment to help build capacity in sport, recreation, culture, heritage, and social organizations, and enhances neighbourhood-based associations and organizations.

Corporate Asset Management

Provides building operation and maintenance services for the City's buildings and structures, and manages its fleet of vehicles and equipment.

Corporate Governance and Finance

Provides administrative, human resources, information technology, and finance supports for all other business lines.

Environmental Health

Preserves and protects the long-term health of our urban environment.

Fire Services

Provides fire prevention, public fire and life safety education, emergency response, and the direction and coordination of the City's emergency planning and preparedness.

Policing

Works in partnership with the community to develop collaborative strategies to reduce crime and victimization. In partnership with City Council and the community, continues enforcement with proactive prevention, education, and early intervention strategies.

Recreation and Culture

Provides opportunities for citizens to participate in, and enjoy, the benefits of sport, recreation, culture, and park activities.

Taxation and General Revenues

The property levy is the amount required from property taxes to balance the operating budget. This levy includes growth in the assessment roll over the previous year plus the requirements to fund the current year's budget. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy. Other corporate revenues, including the Municipal Operating Grant, are applied to the general fund and are included in this business line.

Transportation

Efficiently moves people, services, and goods while minimizing environmental impact and promoting sustainability.

Urban Planning and Development

A proactive approach to addressing future opportunities and pressures on our community that accommodates growth and change (e.g. population, diversity of public services and amenities, broader scope of education, research, business), while balancing long-term economic, environmental, and social needs, and achieving the desired quality of life expressed by our citizens.

Utilities

Provides cost-effective and high-quality electricity (Saskatoon Light & Power), quality drinking water, treatment of waste water, recycling, and storm water management (Water and Sewer).

Land Development

Operates on a level playing field with the private sector, and ensures adequate levels of serviced inventory for both residential and industrial land are maintained to meet demand.



Community Support

Operating Expenditure Budget: \$15.6 million Capital Budget: \$0.4 million

STRATEGIC GOAL



Quality of Life

Major Projects and Initiatives

Aboriginal Engagement and Leadership

- The City helped organize the first *Wicihitowin* ("Working Together") Conference. About 300 participants focused on meaningful and inclusive Aboriginal engagement and human service delivery.
- Our partnership with the Saskatoon Tribal Council, Gabriel Dumont Institute and PotashCorp ensured the delivery of the Atoske Skill Development Program again this year. These summer camps provide opportunities for Aboriginal youth to strengthen their leadership and life skills and explore careers with the City and other organizations.
- The *Voice of Youth Leadership Summit*, hosted in partnership with the Saskatoon Open Door Society, engaged 60 youth from Aboriginal, newcomer and non-Aboriginal communities.
- The City partnered with the Saskatoon Tribal Council and Core Neighbourhood Youth Co-op on the *Wanska* youth leadership initiative, supporting personal and cultural development of young participants based on the Circle of Courage philosophy of belonging, mastery, independence, and generosity.

An Age-Friendly City

- Collaboration continued with the Saskatoon Council on Aging (SCOA) on the *Age-Friendly Saskatoon* initiative. Community-based organizations participated in a spring workshop to review the Age Friendly action plan and identify initiatives to help move recommendations forward.

Corporate Accessibility Plan

- As part of the ongoing Corporate Accessibility Plan, the City continued to install audible/accessible pedestrian signals in priority locations near the airport and in the Evergreen neighbourhood. Locations downtown, on Broadway Avenue and on 22nd Street are scheduled for installation in early 2016.

- The Accessibility page on the *Saskatoon.ca* website was launched early in the year. The design complies with Web Content Accessibility Guidelines 2.0AA Accessibility Standards. saskatoon.ca/moving-around/accessibility

Engaging Youth

- The Cultural Diversity Race Relations office, in partnership with the Core Neighbourhood Youth Co-op, provided opportunities for the "youth voice" to be heard at the *Unified Minds* youth summit.
- The City, Saskatoon Tribal Council, United Way, and Prairieland Park partnered to host *YOUthSPEAKyxe*, an interactive youth forum that engaged young people and adult allies on a variety of topics, from civic engagement to addressing discrimination.

Supporting Newcomers

- Implementation continued on the Immigration Action Plan to ensure City programs and services are changing along with the community. A two-day 'train the trainer' Treaty Awareness program was coordinated and hosted with the Office of the Treaty Commissioner.
- An Anti-Racism Education Implementation Strategy was completed, aiming to increase awareness and recognition of racism in Saskatoon, develop a better understanding of racism, and educate the public on how to combat racism.
- "*I am the Bridge*" public education campaign was launched to encourage residents to talk about racism and ways to eliminate it by sharing videos of their experiences and messages of inclusion. An Understanding Racism brochure was developed as part of the campaign, and Understanding Racism sessions were offered to civic staff.
- *Welcome to Saskatoon* offered support for newcomers through bus tours of our city, recycling workshops and introduction to

summer programming through settlement support workers in local schools.

- The City participated on a provincial coordinating committee for the settlement of Syrian refugees, partnered with the Saskatoon Refugee Coalition to coordinate an education and awareness forum at the Roxy Theatre, launched the Moving Stories event to share stories of Aboriginal, immigrant, and refugee youth in Saskatoon, coordinated a visit to Muskeg Lake Cree Nation for newcomers during Treaty Days, and participated in "A Call for Justice" exhibit at the Diefenbaker Centre that outlined the internment of Japanese Canadians during World War II.

Supporting Community Associations

- Community Development provided training to over 165 Community Association volunteers, including a Volunteer Boot Camp with workshops on online registration, indoor program coordination, special event coordination and more. Over 275 people attended the annual Volunteer Appreciation evening.

Tools to Evaluate the Impact of Community Funding

- As part of the Saskatoon Collaborative Funding Partnership, the City piloted an evaluation and reporting tool to help community organizations better report on their collective impact in the community.

Corporate Asset Management

Operating Expenditure Budget: \$10.1 million **Capital Budget:** \$15.6 million

STRATEGIC GOAL



Asset and Financial Sustainability

Major Projects and Initiatives

Asset Management Plan

- Work began on a Corporate Strategy to develop Asset Management plans for all the City's key assets, including facilities, fleet, bridges, land improvements, and machinery and equipment.

Civic Operations Centre

- Construction began on the permanent snow storage facility at the new Civic Operations Centre (COC), with completion expected in late 2016. Construction also began on the new Transit facility at the COC. This facility will house buses, maintenance and administration offices.

Civic Square East

- Development of Civic Square East (former Canada Post building on Fourth Avenue across from City Hall) continues in an ongoing effort to address the demand for civic office space.
- The overall Corporate Accommodation Vision is in the final stages of development and has a high importance placed on increasing customer service experiences (in collaboration with Service Saskatoon) and enhancing building and occupant security.

Internal Customer Service

- As part of ongoing efforts to reflect the requirements and expectations of internal customers, the City began reviews of

Service Agreements for civic leisure facilities and the Remail Modern Art Gallery of Saskatchewan.

- With an Action Plan for alternate and enhanced service delivery approved, Phase Two of the Fleet Civic Service Review got underway, including a review of the Saskatoon Police Service fleet.

Energy Management Program

- The City continued to demonstrate leadership in cold climate energy efficiency with the successful installation of combined heat and power units at Lakewood Civic Centre and Shaw Centre. The units reduce utility costs and greenhouse gas emissions at two of the City's largest leisure facilities.

Corporate Governance & Finance

Operating Expenditure Budget: \$65.0 million **Capital Budget:** \$1.3 million

STRATEGIC GOAL



Asset and Financial Sustainability



Culture of Continuous Improvement

Major Projects and Initiatives

Continuous Improvement

- Civic Service Reviews were completed for Fleet Services (phase 1), Parks (design, construction, and maintenance), Roadways (design, construction, and maintenance), Special Events, Information Technology, and Graffiti Remediation.
- Continuous Improvement (CI) initiatives for each business line were identified in the 2015 Corporate Business Plan and Budget.
- The City's Innovation League held information sessions to educate civic staff on the i5 innovation process and tools which the Innovation League members used to facilitate in 2015.

Improving Customer Service

- Service Saskatoon is a coordinated approach to responding to calls and inquiries from citizens via one-stop, personalized access to City services by phone (including mobile), internet, or in person. The Steering Committee, which guides the overall approach to the Service Saskatoon Customer Relationship Management (CRM) system, was expanded to include senior managers from key divisions.
- An internal review of the Public Work's Customer Service Call Centre began. Results will be integrated in the Service Saskatoon strategy for a CRM system.

- To improve phone access, the City revised its Blue Pages in the SaskTel phone book and added Citizen Service Numbers to the saskatoon.ca/phoneus webpage.
- A pilot survey project was launched to collect citizen feedback on service received throughout the City. Survey results will help the City better understand the attributes of an ideal service experience.
- The City continued to lead the transition from manual meter reading to Advanced Metering Infrastructure (AMI). Forty-two AMI data collectors were installed to collect electricity and water meter data in Saskatoon Light & Power's service area, while two AMI data collectors and 20 data repeaters were installed to collect water meter data in Evergreen, Willowgrove, and University Heights.

Major Projects and Initiatives / Corporate Government & Finance

Official Launch of New Website

- The redesigned City of Saskatoon website, saskatoon.ca, was launched on February 4, 2015. The website used extensive public engagement to create a more customer and citizen friendly site.

Taking Care of City Business

- The Electronic Agenda Management system has been fully implemented and an internet publishing element is currently being tested.
- City Council approved a long-term financial plan that combines financial forecasting with financial strategizing to identify future

challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.

- As part of the succession planning framework, a Competency Framework was developed and approved. Competencies are used to ensure knowledge transfer and skill development for key senior leadership positions.



Operating Expenditure Budget: \$19.3 million **Capital Budget:** \$3.8 million

STRATEGIC GOAL



**Environmental
Leadership**

Major Projects and Initiatives

Protecting Air, Water, Soil and Trees

- The City continued its membership in the West Yellowhead Air Management Zone. The province’s 12-month air quality study in the Saskatoon region was completed and the City is currently awaiting results.
- The City continues to lead watershed protection and improvement through membership in the South Saskatchewan River Watershed Stewards. Initiatives included workshops for Civic staff on aquatic invasive mussels, planning for an aquatic invasive species campaign, and field work for fish habitat assessments along tributaries of the South Saskatchewan River.
- To enhance spill response capabilities and determine a future level of service that aligns with regulatory requirements, the City updated spill reporting information on the website, created a task force on service analysis, researched spill policy and operations in other municipalities, and evaluated current costs for investigation, containment, and clean up.
- Soil protection and remediation initiatives for City-owned properties included the launch of a web-based map of impacted sites and training sessions for civic staff. Development began on a draft environmental protection plan for use with the map as well as environmental guidelines for contractors.
- To protect the City’s extensive urban forest, emergency response plans were completed and put in place for Dutch Elm Disease and Emerald Ash Borer.

Preparing for Climate Change

- City Council approved a report outlining the environmental implications of climate change on civic infrastructure. All City Council and Committee reports now include a section on environmental implications.

Optimizing Service Routes

- New garbage, recycling, and Green Cart program routes were developed using data collected by GPS systems, onboard cameras, computers, and barcode readers on the garbage fleet and recycling carts. The optimized, fuel-saving routes will be introduced in early 2016.

Expanding the Green Cart Program

- The City continued to expand curbside collection of organics (currently leaves and grass) through the Green Cart program. Subscriptions increased from 3,900 in 2014 to over 5,700 in 2015. A survey of subscribers indicated a high level of satisfaction with the current service and a willingness to include food waste collection.

Reducing Greenhouse Gas (GHG) Emissions

- As part of the Energy and Greenhouse Gas Reduction Business Plan, the City established a corporate emissions reduction goal for GHGs. Saskatoon also signed the international Compact of Mayors, which commits the City to the completion of a GHG inventory and updated plan based on the inventory, as well as establishment of a community emissions reduction target.

Launching “Healthy Yards”

- The Healthy Yards program was launched to promote water conservation and waste reduction in the home. The program leverages community partnerships to promote backyard composting and rain-barrel education. Approximately 19,300 “how-to” guides were distributed, 148 residents received in-

person training, 115 rebates were issued and online resources were accessed 1,100 times.

Optimizing the Landfill

- To improve the customer experience at the Saskatoon Landfill, improvements were made to internal roads, tipping areas, drainage, signs, and litter clean up, and permanent lighting was installed at transfer bins.
- All major aspects of the Landfill Optimization Strategy are in place. New equipment was acquired to implement alternative daily cover, which reduces litter and leachate generation as well as the need for soil. Environmental monitoring was expanded to include new locations and more frequent sampling.
- Civic departments worked together to develop a vision for the Recovery Park master plan. Located next to the Landfill, Recovery Park will include a ‘Take-It or Leave-It’ household item reuse centre, recycling depot, and processing areas for soil, stone, bricks, concrete, asphalt, wood, metal, drywall, and glass.

Recycling at Civic Facilities

- An inventory of recycling facilities at civic facilities was complete, and single-stream recycling bins are now in place at most facilities. Employee engagement initiatives addressed barriers and encouraged recycling across the corporation.



Fire Services

Operating Expenditure Budget: \$45.8 million **Capital Budget:** \$1.6 million

STRATEGIC GOAL



Quality of Life

Major Projects and Initiatives

Addressing Derelict Structures and Vacant Properties

- The Saskatoon Fire Department (SFD) continues to chair quarterly meetings of the Safe Communities Task Force to identify problem residential properties and share information with participating agencies.

Exploring a Future South Saskatoon Location

- The SFD is working with the Saskatoon Land division and the Planning and Development division to identify a future station location to address fire protection needs to the south and east as the city grows.

Leading Disaster Response Training

- The SFD delivered the Regional Resiliency Assessment program with the Saskatoon Police Service, the Water Treatment Plant, and the Wastewater Treatment Plant. An Active Threat Workshop was also delivered at City Hall.
- The SFD continues to lead ongoing Incident Command System training inside the SFD as well as with Saskatoon Police Service, Saskatoon Transit, Emergency Medical Services, University of Saskatchewan Emergency Management team, and relevant City employees.

Continuously Improving Operations

- SFD continues to work with Diversity and Inclusion Coordinators to strengthen our connection with the community. A revised hiring process is in place with a continued assessment of pre-employment qualifications being evaluated.
- SFD is establishing an infrastructure plan for Fire Stations and Training Facility. This is being completed through deployment analysis studies with the safety of citizens and staff in mind..



Operating Expenditure Budget: \$89.6 million **Capital Budget:** \$1.8 million

STRATEGIC GOAL



Quality of Life

Major Projects and Initiatives

- Completed the move into the new police headquarters.
- New integrated traffic section with the RCMP, funded through SGI.
- Continued to reduce street crime, with emphasis on robberies, thefts, and mischief.
- Created two Police and Crisis Teams (PACT). Pact partners a police officer with a mental health professional in a team. The team attends calls where their expertise is utilized to assist people in crisis.
- Continued developing a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training.
- Implemented and trained Traffic members to enforce new sections with the Noise Bylaw pertaining to vehicles. Decibel measuring devices will be purchased, traffic officers trained, and special clinics will be held to provide the public an opportunity to have their motorcycles tested for noise levels without the risk of charges.
- “Road to Mental Readiness” training for all officers and civilian staff.
- A monument will be erected in front of Police Headquarters to honor all Missing and Murdered Indigenous Women and Girls.
- In partnership with Saskatoon Crime Stoppers, a Mobile Application will be launched for all IOS and Android users which will allow for mobile access to SPS related electronic services.
- Completed a five-year business plan 2015-2019.



Recreation & Culture

Operating Expenditure Budget: \$53.6 million **Capital Budget:** \$16.2 million

STRATEGIC GOAL



Quality of Life

Major Projects and Initiatives

Recreation and Parks Master Plan Approved

- City Council approved the Recreation and Parks Master Plan in November. The plan, which included input from public and stakeholder engagement, provides guidance for future decision making in relation to recreation and parks services, programs, amenities and facilities.

Implementing Saskatoon’s Culture Plan

- Culture Plan implementation continued to be a priority. Actions implemented to date were reviewed, outcomes were evaluated and priority actions were determined, one of which was a long-term strategy to support the cultural sector through community investment grants.
- Community Development staff worked closely with festivals and museums in the city centre to encourage collaboration. Particular emphasis was placed on the concept of an emerging “cultural corridor” along Spadina Avenue from Kinsmen Park to the Farmer’s Market.
- The City continued to partner with the University of Saskatchewan to update the cultural facilities map and inventory. A university student was hired to research and map all City memorials and monuments dedicated to the Great War (1914-1918). The map is available on the City’s website.

New PotashCorp Playland at Kinsmen Park Opens

- Construction was completed in the spring and PotashCorp Playland in Kinsmen Park officially opened to the public on August 5.

Saskatoon Zoo Unveils New Gift Shop and Entrance

- Construction was completed on the new Saskatoon Zoo entrance and gift shop, just in time for the busy summer season.

Football Field at Gordon Howe Park Nearing Completion

- Phase 2 construction of the Saskatoon Minor Football Field at Gordon Howe Park includes three stages. Stage one, the new clubhouse foundation, was completed. Stage 2, the clubhouse exterior and interior finish, was 90 percent complete at year end. Stage 3, the entrance plaza and landscaping, is scheduled for completion in 2016.

Remai Modern Art Gallery of Saskatchewan (AGS) Nearing Completion

- The primary construction contract with EllisDon for the Remai Modern AGS building was approximately 80 percent complete. The contractor projects that construction is due to wrap up in late 2016, which would then allow the building to be prepared to open in early 2017.

City Adds New Dog Parks

- A new, fully fenced dog park was opened at Hyde Park (Boychuk Drive and Slimmon Road) and Pierre Radison District Park (33rd Street). Design and public consultation continues on an Off-Leash Recreational Area at Chief Whitecap Park and Hampton Park.

New Service Delivery Model Results in Savings

- The City piloted a new service delivery model in Willowgrove and Hampton Village that puts satellite maintenance buildings and equipment closer to parks in new neighbourhoods. Results showed there was an approximate 5 percent savings in labour costs.

Leisure Centre Initiatives

- City Council approved a report identifying admission price strategies and fee options to increase attendance at leisure centres. The lower LeisureCard prices introduced in September were well received. A LeisureCard Perk program for 12-month LeisureCard holders was developed.
- To increase rental of leisure centre space during low demand times, a Rental Incentive Directive and a Rental Marketing Booklet were finalized late in the year.

Sport, Culture and Recreation

- The City, YMCA, and Saskatoon Tribal Council continued to explore opportunities for building a sport, culture, and recreation facility in the city centre. A needs assessment and feasibility study was completed. Discussions continue around future options.
- The City co-hosted a newcomer artists’ focus group as part of the Saskatchewan Partnership for Arts Research, Understanding the Arts Ecology of Saskatchewan. The focus group provided insight on the experiences, challenges, and opportunities that newcomer artists face in Saskatoon.
- New opportunities for neighbourhood-level winter recreation programs were introduced, including learn-to-skate lessons at neighbourhood rinks and a family fun day at Clarence Downey Speed Skating Oval.
- Development of an action plan to ensure residents living near special use parks are able to enjoy the river valley during the special event and festival season included completion of a special event application and information guide.



HOW DID OTHERS SEE THE CITY IN 2015?

Financially Sound
In 2015, the City received another AAA/Stable credit rating from Standard & Poor’s (S&P), the international bond-rating agency. The City has earned S&P’s highest rating every year for more than a decade.

A Great Place to Work

In 2015, the City of Saskatoon was proud to be named one of Canada’s Best Diversity Employers for the fourth year in a row and was also recognized as one of Saskatchewan’s Top 50 Employers.

Award-Winning Communication

The City was recognized by the Canadian Wireless Telecommunications Association with its Connected to the Community Award for the new NotifyNOW system introduced in March 2015. NotifyNOW is a great example of how wireless technology can be used to improve the lives of Canadians.

Well Designed

The City of Saskatoon received the Premier’s Award of Excellence in Design in the Landscape Architecture category from Stantec for South East Park (Donna Birkmaier Park and Hyde Park).

A Leader in Event Sustainability

The City of Saskatoon received a Saskatchewan Waste Reduction Council Waste Minimization Award in the Festival/Event category

for the 2014 Civic Pancake Breakfast. This award recognizes the City of Saskatoon as a leader in event sustainability and may inspire others to follow our lead. The Civic Pancake Breakfast (held on June 19, 2014) diverted 300 kg of compostable material as well as 6 kg of aluminum, plastics, and cardboard from the landfill.

Resource-Constrained but Resilient

Advantage Magazine posted an online article, “Profit for the People”, about the City of Saskatoon’s CFO, Kerry Tarasoff. The article headline reads: “The public sector is resource-constrained, but that’s not stopping Kerry Tarasoff from trying to make an impact in the City of Saskatoon.”

A City with Award-Winning Transportation

Saskatoon Transit received an award from the International Association of Business Communicators (IABC), honoured with a Community Relations Excellence Award for the 2014 Transit Route Changes initiative

Taxation & General Revenues

Operating Expenditure Budget: \$5.3 million **Capital Budget:** \$0.0 million

STRATEGIC GOAL



Asset and Financial Sustainability



Economic Diversity and Prosperity

Major Projects and Initiatives

Exploring Alternative Revenue Sources

- The City continues to investigate alternative revenue sources to alleviate pressure on the Property Tax Levy. The provincial revenue sharing formula, federal gas reserves, and the extended

Building Canada Fund all assist with operating and capital funding. The Hemson Growth Study Report was tabled with City Council and outlined issues and recommendations that could lead to enhanced non-tax revenues in the future.

Transportation

Operating Expenditure Budget: \$113.4 million **Capital Budget:** \$115.3 million

STRATEGIC GOAL



Moving Around

Major Projects and Initiatives

Growing Forward! Shaping Saskatoon

- The Growing Forward! Shaping Saskatoon planning initiative is exploring ways to encourage sustainable growth and provide more attractive transportation options as Saskatoon grows (see Urban Planning and Development business line).

Improving the Transit Experience

- A targeted marketing campaign was developed to encourage citizens to use the bus while the University Bridge was closed for repairs, and also to encourage citizens to continuing using the bus when the bridge reopened.
- City Council approved Saskatoon Transit's Fleet Renewal Strategy. Over the next 10 years, key initiatives include reducing the overall age of the bus fleet from over 11 to seven years, buying 10 new buses a year, providing full accessibility, air conditioning and other amenities on every bus, and adding more articulating buses on busy routes.

Neighbourhood Traffic Management Process

- Implementation of Neighbourhood Traffic Plans began for Brevoort Park, Caswell Hill, City Park, Haultain, Holliston, Hudson Bay Park, Mayfair, Nutana, Varsity View, and Westmount. Signs and temporary traffic calming installations were completed for all neighbourhoods except Nutana (remaining sign installations scheduled for 2016). Additional public consultations were held in Varsity View to address speeding and traffic volume on Main Street. Public consultation began for Avalon, Adelaide-Churchill, Confederation Park, Mount Royal, Lakeview, Meadowgreen, Montgomery Place, and Greystone Heights.

New FlexParking System Launched

- The City completed activation of 300 FlexParking pay stations in the downtown core, Riversdale, Broadway, Sutherland, Saskatoon City Hospital, and St. Paul's Hospital areas. The system provides several payment options and allows drivers to park at various locations around the city on a single payment.
- The City also introduced a new version of the City Parking Card, which is compatible with the FlexParking system.

North Commuter Parkway and Traffic Bridge

- The North Commuter Parkway and Traffic Bridge Replacement Project is part of the Bridging to Tomorrow initiative. The project was awarded to Graham Commuter Partners in September, and the first stage of berm construction for the Traffic Bridge was completed in December.

Building Better Roads

- Aimed at repair, but also improving traffic flow to reduce congestion.
- Since the Building Better Roads rehabilitation project was launched in 2013, the City has improved more than 420 km of roadways – about the distance between Saskatoon and Medicine Hat.



Urban Planning & Development

Operating Expenditure Budget: \$13.9 million **Capital Budget:** \$2.4 million

STRATEGIC GOAL



Economic Diversity and Prosperity



Quality of Life



Sustainable Growth

Major Projects and Initiatives

Community Support Officer Program Becomes Permanent

- The success of the Community Support Program pilot, supported by results of the 2015 Street Activity Baseline Study Update, led City Council to resolve to make the Community Support Officer Program permanent.

Developing a New Heritage Registry

- After City Council approved an updated Heritage Policy to better integrate heritage and urban development, work began on the new Heritage Registry. The registry is scheduled for roll-out on the City’s website in 2016.

Enhancing Relationships with First Nations

- First Nations with land holdings and Reserves in the Saskatoon region continued to participate in regional planning discussions through the Broader Regional Committee, led by the Saskatoon Regional Economic Development Authority. To encourage ongoing partnership opportunities, First Nation Community Profiles were developed for 11 First Nations in the Saskatoon region. The first of three workshops for First Nations and municipalities, “Prosperity Through Partnerships,” was held in December and focused on land claims, working cooperatively, and development. Additional workshops are planned for early 2016.

Plans for Growth

- Local Area Plans (LAP) for Mayfair and Kelsey Woodlawn were endorsed by City Council, work continued on the LAP for Meadowgreen, and the Montgomery LAP was launched.
- The North Sector Plan was approved by City Council after revisions based on public engagement input and alignment with the Wanuskewin Heritage Park Master Plan and 2015 Boundary Alteration.

- Development of a long range South West Sector Plan continued. The plan’s vision was presented to the community as part of the Montgomery Place LAP process.
- Amendments to the Holmwood Sector Plan got underway, with completion expected in early 2016.

Growth Plan to Half a Million

- Will be submitted to City Council in 2016, the City will be looked upon to provide leadership and vision to implement the key directions contained in the Growth Plan. This involves moving the Plan from a ‘project’ to ‘business as usual’ by incorporating the key directions within City policy.
- Key directions include: corridor redevelopment, Bus Rapid Transit deployment, long range transit plan, and core area river crossing.
- **Employment Area Plan** is the development of a new high-level employment area growth plan. This plan will utilize existing information bases to draw relevant data and begin to form a new plan to identify and accommodate new employment areas and tie directly into the City’s new Growth Plan to Half a Million.

Streetscaping Transforms Key Areas

- Streetscaping projects on 20th Street West and Phase 2 of Central Avenue were completed, creating a vibrant and cohesive retail corridor that celebrates the unique character and diverse cultures of each area. Improvements included installation of bus and corner bulbs, paved amenity strip, street trees, new sidewalk furniture, bike racks, and public art.
- 21st Street will get a facelift in 2016 as part of a program to maintain existing streetscaping.

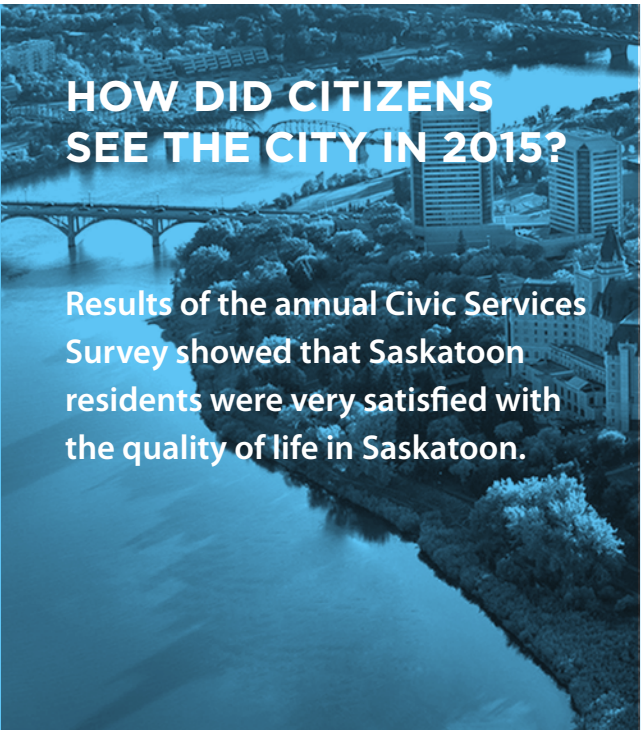
Neighbourhood Level Infill Development Guidelines

- To implement the new Neighbourhood Level Infill Development Guidelines, amendments to the Zoning Bylaw for Primary

Dwellings were approved and a review of amendments for four-unit dwellings on corner sites began.

New Regional Planning Framework

- The City is partnering in the Saskatoon North Partnership for Growth (P4G) to develop a new regional planning framework, that will be completed by mid-2017, to accommodate development in the Saskatoon region. The Regional Plan will include plans for land use, transportation, and infrastructure to enable the region to grow in a coordinated, sustainable way in the decades to come. It will also include recommended governance and a preferred administrative structure. An interim development strategy as well as vision, guiding principles, and strategic directions were approved in May, public open houses were held in June, and a State of the Region report was posted on the project website in September. Public and stakeholder engagement is anticipated in 2016. First Nations engagement has been occurring throughout the process.
- **Active Transportation Plan** creates a new vision of how our citizens can live more actively through their travel choices. The current Cycling Plan needs to be refreshed and renewed with initiatives that reflect current and future trends in active transportation. This plan will also include a Pedestrian Plan. A Bikeway Demonstration project was implemented in 2015 and will continue into 2016.
- **New Natural Areas Policy and Management Plan.** In cooperation with Parks, lead the development of a new Natural Areas Policy, including communication, education, and new Management Plan.
- To begin implementing the Regional Plan by 2018, assuming the Councils of the P4G municipalities have adopted the Regional Plan.
- To pursue necessary legislative changes to implement the Regional Plan. Current legislative tools are insufficient to meet the changing needs required for Regional Planning. The specific changes will be determined during the Regional Plan process.



HOW DID CITIZENS SEE THE CITY IN 2015?

Results of the annual Civic Services Survey showed that Saskatoon residents were very satisfied with the quality of life in Saskatoon.

86%

Holding steady to the satisfaction response rate in 2014, 86% of citizens were satisfied with civic services and the overall quality of life in Saskatoon.

Performance in Delivering Civic Services

In 2015, recycling was noted as a key service strength. Snow and ice management moved from a key weakness in 2014 to a key strength in 2015.

Most Important Issues Facing the City, According to Residents

Respondents continued to rate roads as the most dominant issue, along with sidewalk repair. Crime and policing were also cited as issues of greatest importance.

2015 REPORT ON SERVICE, SAVINGS AND SUSTAINABILITY

How the City of Saskatoon is Improving Productivity

This report highlights the City of Saskatoon’s many positive achievements in 2015, and is focused on how the City is continually improving its services, increasing savings, and finding ways to grow the city more sustainably.

Successful projects and initiatives that result in positive impacts and improvements – are the building blocks of the City’s ongoing culture of, and commitment to, continuous improvement.



View this detailed report by visiting saskatoon.ca

Utilities

Operating Expenditure Budget: \$289.3 million **Capital Budget:** \$59.8 million

STRATEGIC GOAL



**Asset and
Financial Sustainability**

Major Projects and Initiatives

Exploring Alternative Revenue Sources

- The City continues to investigate alternative revenue sources to alleviate pressure on the Property Tax Levy. The provincial revenue sharing formula, federal gas reserves, and the extended Building Canada Fund all assist with operating and capital funding. The Hemson Growth Study Report was tabled with City Council and outlined issues and recommendations that could lead to enhanced non-tax revenues in the future.

CALA Accreditation

- The new Environmental Lab at the Wastewater Treatment Plant received ISO/IEC 17025:2005 accreditation from the Canadian Association for Laboratory Accreditation (CALA).

Power Generation Initiatives

- Saskatoon Light & Power continued to explore options for new green energy generation projects. Preliminary meetings were held with potential partners to discuss development of a hydropower project, and the City continued to work with partners on two solar power projects at the Saskatoon Landfill.

Spadina Lift Station Upgrade

- Work began on the major upgrade to the Spadina lift station, part of a \$9 million upgrade to improve the efficiency and reliability of key lift stations in the City's waste water collection system. The Spadina lift station handles approximately 60 percent of the city's wastewater. Major underground work was completed and generator room walls were poured by year end.

42nd Street Reservoir Expansion

- The \$2.2 million expansion of the 42nd Street Reservoir was completed, and the new reservoir and pump house were commissioned. The expansion will serve the growing needs of the city's industrial and northeast residential areas.

Wastewater Operations/Maintenance Facility

- The Wastewater Utility moved forward with a \$10 million odor abatement project. The project is expected to reduce approximately 76 percent of all odor emissions during normal operation. Construction of mechanical installations in the bioreactor zone as well as a continuous odor monitoring system (Odowatch) were completed.

Land Development

Operating Expenditure Budget: \$8.4 million **Capital Budget:** \$147.8 million

STRATEGIC GOAL



**Asset and
Financial Sustainability**



**Sustainable
Growth**

Major Projects and Initiatives

Neighbourhood Concept Plans

- **Blairmore 3:** The draft concept plan was completed for Blairmore Neighbourhood 3.
- **Elk Point:** The draft concept plan was updated to reflect comments from the Transportation division.
- **University Heights 3:** Background studies and initial design work were nearing completion by year end.

New Single-Lot Development

- **Aspen Ridge:** Servicing was completed on 134 lots on Fast Crescent. Approximately half of the lots were sold in a November lot draw, with 69 lots remaining in inventory.

- **Elk Point:** Servicing is on hold pending concept plan approval and sufficient build out in Kensington, but grading of constructed wetlands and primary waterline installations is proceeding.
- **Kensington:** Servicing and roadway work for 268 lots continues. Release of lots will depend on absorption of the 220 lots remaining in current inventory.
- **Marquis Industrial:** Servicing of 14 parcels totaling 35 acres was completed in August. Remaining industrial servicing will be carried forward to 2016.
- **Parkridge:** The lot draw for 174 lots was held in April, with 159 lots remaining in inventory.

New Multi-Family Land Development

- **Aspen Ridge:** Servicing was completed on three parcels totaling 6.4 acres.
- **Evergreen:** Servicing and roadway work began on 18.22 acres of multi-family land. Sale by public tender will depend on market demand.
- **Kensington:** Servicing and roadway work began on 16.5 acres of multi-family parcels. Pricing was approved for three completed parcels on Kensington Boulevard.

Report of the Independent Auditor on the Summary Consolidated Financial Statements

To His Worship the Mayor and City Council:

The accompanying summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at December 31, 2015 and the summary consolidated statement of operations for the year then ended, are derived from the audited consolidated financial statements of the City of Saskatoon (the “City”) for the year ended December 31, 2015. We expressed an unmodified audit opinion on those financial statements in our report dated July 19, 2016. Those financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary consolidated financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of the City.

Management’s Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of a summary of the audited consolidated financial statements in accordance with the basis described in the note to the summary consolidated financial statements.

Auditor’s Responsibility

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, “Engagements to Report on Summary Financial Statements”.

Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of the City for the year ended December 31, 2015 are a fair summary of those financial statements in accordance with the basis described in the note to the summary consolidated financial statements.

Chartered Professional Accountants, Chartered Accountants
Chartered Licensed Accountants

September 2, 2016

Saskatoon, Saskatchewan

Consolidated Statement of Operations

For the Year Ended December 31, 2015 (in thousands of dollars)

	2015 Budget		2015	2014
Revenues				
Taxation (Note 7)	\$	217,163	\$ 213,232	\$ 196,367
Grants in Lieu of Taxes (Note 7)		4,803	4,986	4,328
User Charges		374,261	379,082	360,813
Government Transfers (Note 13)		64,881	66,620	64,463
Investment Income		11,109	13,708	13,475
Contribution from Developers and Others		–	90,399	118,495
Other		56,272	46,725	44,701
Total Revenue		728,489	814,752	802,642
Expenses				
General Government		30,971	35,384	26,689
Transportation		155,456	152,856	149,303
Protection of Persons and Property		159,071	162,352	141,953
Recreation and Culture		109,097	102,000	103,213
Social and Family Services		4,459	6,537	4,398
Planning and Development		45,212	49,444	36,927
Saskatoon Light & Power		118,403	116,346	106,568
Environmental Health		95,243	99,783	91,518
Debt Servicing Costs		10,577	10,560	7,125
Total Expenses		728,489	735,262	667,694
Surplus of Revenues over Expenses before Other Capital Contributions		–	79,490	134,948
Other Capital Contributions		–		
Government Transfers (Note 13)		–	25,329	16,762
Contribution from Developers and Others		–	105,744	49,829
Federation of Canadian Municipalities Green Fund Grant		–	–	28
Total Other Capital Contributions		–	131,073	66,619
Surplus of Revenues over Expenses		–	210,563	201,567
Accumulated Surplus, Beginning of Year (Note 19)		–	3,455,899	3,254,332
Accumulated Surplus, End of Year	\$	–	\$ 3,666,462	\$ 3,455,899

NOTE: The accompanying notes, found in the full version of the 2015 Annual Report, are an integral part of these statements. These summary consolidated financial statements are extracted from the December 31, 2015 consolidated financial statements audited by Deloitte LLP. A copy of the complete audited consolidated financial statements is available at saskatoon.ca. These summary consolidated financial statements have been prepared in accordance with criteria developed by management. These criteria require management to ensure: 1) the summary consolidated financial statements agree with or can be recalculated from the annual audited consolidated financial statements; 2) the summary consolidated financial statements contain the necessary information and are at an appropriate level of aggregation, so as not be misleading to the users of these financial statements and 3) adequate disclosure of this criteria.

Consolidated Statement of Financial Position

As at December 31, 2015 (in thousands of dollars)

	2015	2014
Financial Assets		
Cash and Cash Equivalents (Note 2)	\$ 68,305	\$ 56,934
Taxes Receivable (Note 3)	11,309	10,803
Accounts Receivable and User Charges (Note 3)	99,051	111,224
Loans Receivable (Note 4)	2,811	3,505
Land Inventory for Resale	8,709	5,560
Other Assets (Note 5)	4,421	6,919
Investments (Note 6)	372,748	383,006
Accrued Pension Asset (Note 8)	–	1,749
Total Financial Assets	567,354	579,700
Financial Liabilities		
Accounts Payable and Accrued Liabilities (Note 9)	229,174	129,550
Deferred Revenue (Note 10)	85,912	107,601
Term Debt (Note 11)	263,050	238,104
Accrued Pension Liability (Note 8)	9,296	–
Employee Benefits Payable (Note 12)	37,865	35,812
Total Financial Liabilities	625,297	511,067
Total Net Financial (Debt) Assets	(57,943)	68,633
Non-Financial Assets		
Prepaid Expenditures	13,306	2,676
Tangible Capital Assets (Note 18)	3,699,653	3,373,486
Inventory of Materials and Supplies	11,446	11,104
Total Non-Financial Assets	3,724,405	3,387,266
Accumulated Surplus (Note 19)	\$ 3,666,462	\$ 3,455,899

The accompanying notes, found in the full version of the 2015 Annual Report, are an integral part of these statements.

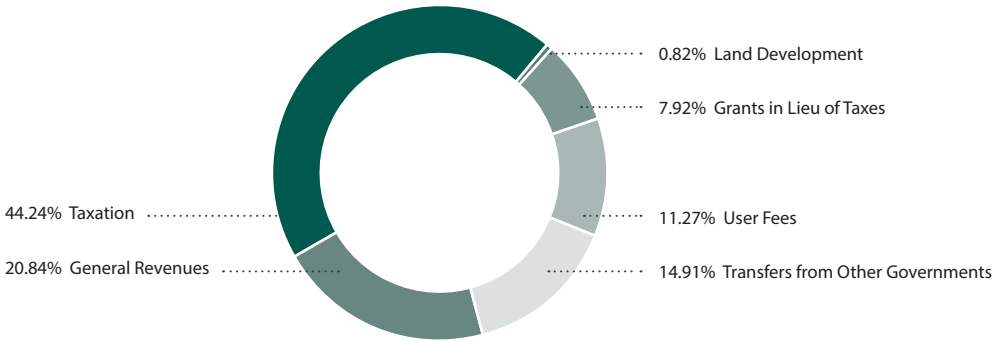
2015 ANNUAL REPORT ONLINE



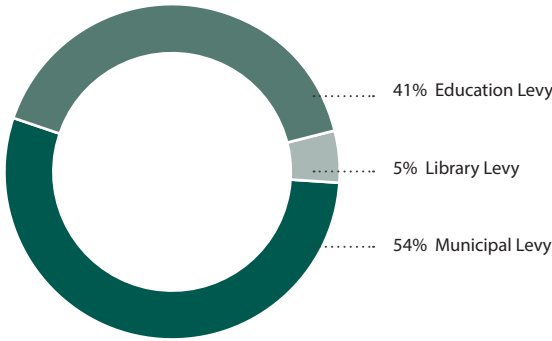
Read the complete 2015 Annual Report
online at saskatoon.ca

Where the Money to Run the City Comes From

(Based on “Revenues” in Schedule 6, page 90, 2015 Annual Report)

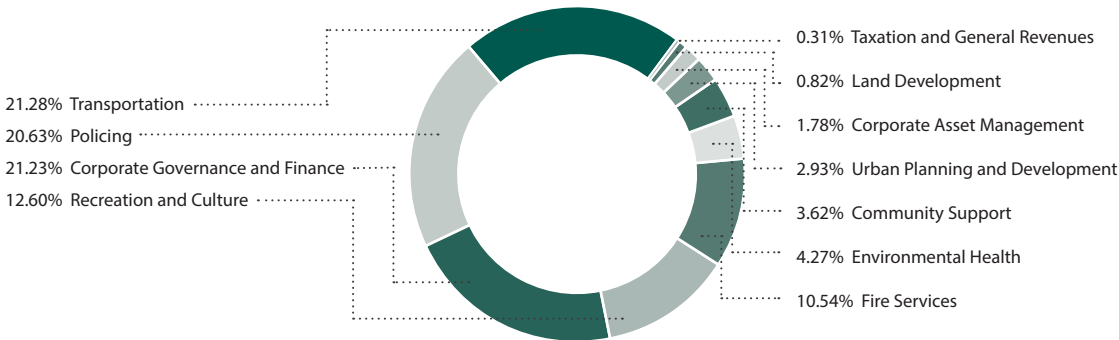


2015 Distribution of Property Taxes



Where Your Municipal Tax Dollars Are Spent

(Based on “Revenues” in Schedule 6, page 90, 2015 Annual Report)





Saskatoon Police Service

Project FORSETI was a significant investigation into organized crime by the Integrated Organized Crime Unit North (IOCN); a combined unit with members from both the Saskatoon Police Service (SPS) and the RCMP. In January 2015, search warrants were simultaneously executed in several communities in Saskatchewan and Alberta, including nine residences and two commercial locations in Saskatoon. As a result of the search warrants, 14 persons were arrested and Police seized substantial amounts of drugs, cash and weapons.

A total of 32 officers were redeployed back to patrol from administrative and investigative duties a result of two separate redeployments in 2015. The need for redeployment was identified as a result of several factors that drove demand for police services. The increased police presence on the street helps ensure a more effective police service.

The Guns & Gangs Unit was created and is dedicated to disrupting and dismantling gangs, and addressing violence through prevention, intervention and enforcement.

The Board of Police Commissioners issued a Request for Proposals to conduct an operational review of the Police Service. In early 2016, the Board awarded the operational review to Perivale & Taylor Consulting.

The SPS added an online option for people wishing to obtain Criminal Record Checks, after recognizing the growing demand and the impact on waiting lines at the Police Service.

The Saskatoon Police Peacekeeper Cadets program celebrated their first graduation in June 2015. Through a partnership between the Saskatoon Public Schools and the SPS's Cultural Resource Unit, the program provides young people with structure, discipline and individual goal setting, while encouraging kids to stay in school.

In 2015, the SPS was also named a Saskatchewan Top 20 Employer for the third year in a row.



Saskatoon Public Library

In 2015, the Saskatoon Public Library (SPL) embarked on a system-wide transformation. SPL's goal is to create a modern, dynamic library that meets the needs of the citizens of Saskatoon through ongoing consultation with the City's residents.

A few highlights from this year's SPL activities include:

- Hosting over 1.4 million in-person visits to SPL
- Welcoming more than 1.4 million visits to the new mobile-friendly SPL website
- Engaging in 1.5 million+ interactions on SPL social media channels
- Providing nearly 5,000 programs to over 110,000 people
- Participating in 510 outreach programs in the community
- Visiting nearly 160 classrooms throughout the city
- Assisting nearly 200 local writers through the SPL Writer in Residence program

• Loaning 3.6 million physical books, DVDs, CDs, magazines, and video games and over 440,000 electronic resources to a wide variety SPL users

• Providing 122 public access computers

• Renewing and reopening the Carlyle King Branch (completed in 2016)

As SPL adjusts to new user habits and technologies, SPL also continues to increase digital video and audio streaming services, as well as add to and digitize their specialized Local History collection. The Local History collection now offers SPL users approximately 100,000 historical images of Saskatoon and the surrounding area.

To better serve the growing southeast communities of Saskatoon, a new SPL branch in the Stonebridge community will open in 2016. The new space will offer books, music and DVDs, programs for all ages, space for studying, collaborating and creating, and device access for all users.



SaskTel Centre

SaskTel Centre is home to the Western Hockey League's Saskatoon Blades, concerts from some of the world's top performers, motor sports, family shows, trade shows, and private events. In 2015, SaskTel Centre was ranked 102nd in the Pollstar 2015 Top 200 Arena Venues Worldwide and is proudly Saskatchewan's premier sports and entertainment arena.

SaskTel Centre hosted many of the largest touring acts, including; Nickelback, Maroon 5, Eric Church, Marilyn Manson, Def Leppard, Neil Diamond, Shania Twain, Ed Sheeran, Marvel Universe Live, Journey, RCMP Musical Ride, UFC Sunday Fight Night, Janet Jackson, The Tenors, The Tragically Hip, an NHL pre-season game, Jason Aldean, Nitro Circus Live, Kevin Hart, Three Days Grace, and Motley Crue. Many of these events were near capacity attendances.

In June 2015, SaskTel Centre secured a National Lacrosse League tenant in the Saskatchewan Rush (formally Edmonton Rush). 2016 will be team's inaugural season at SaskTel Centre.

Annual events such as Motorsports Spectacular, Taste of Saskatchewan, Sundog Arts & Entertainment Faire, FSIN Cultural Pow Wow, Rock the River, and the Remembrance Day Ceremony had tremendous support. As well, the PBR Canadian Finals were also held at the venue for the sixth consecutive year.

Going forward, SaskTel Centre will continue to attract and develop unique and entertaining events to ensure community enrichment and venue upgrades to enhance the in-venue fan experience.



TCU Place

Saskatoon's Premier Arts & Convention Centre, is known for live productions such as Broadway musicals; cultural events; numerous local, provincial, national, and international conventions; as well as gala banquets and special events.

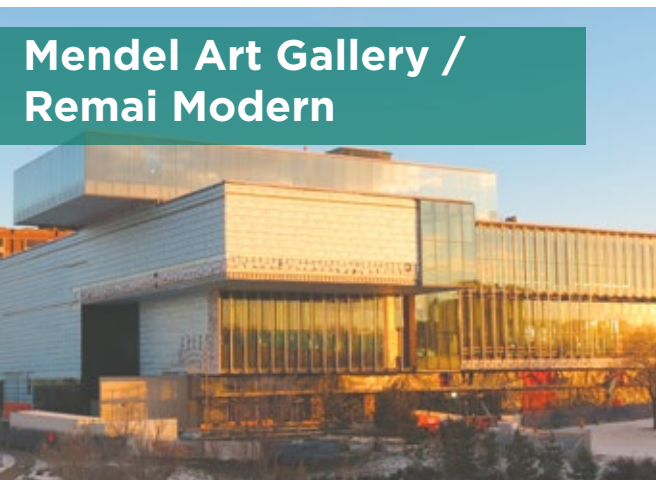
TCU Place welcomed two Broadway shows: Girls Night Out and Riverdance!, along with a special event Question & Answer evening with Hilary Clinton that was hosted by the Bank of Montreal.

Musical artists included Darcy Oake, Mickey Gilley, Counting Crows, Diana Krall, Charley Pride, Jesse Cook, Four by Four, John Mellencamp, Rahat Ali Khan, Brit Floyd, Don Williams, Bo Burnham, Barenaked Ladies, Duke Ellington, Mel Tillis, Pam Tillis & Laurie Morgan, Fireside Singers, Saskatoon Symphony Orchestra's Gyro Masters Series and Conexus Pop Series and Huron Carole.

Kids shows hosted were Mike the Knight, Raffi, Dora the Explorer, Bubble Guppies and Max & Ruby. Cabarets included U of S Ballroom Dancing, U of S Edwards Blackout Cabaret, Beer Bacon

and Bands and Monster Mash. Dance included performances by the Royal Winnipeg Ballet, Next Step Dancers and Moscow Ballet. Audience members enjoyed comedians Gerry Dee, Billy Connelly, Jim Jefferies and Stuart McLean's Vinyl Café Christmas.

TCU Place hosted over 850 events in 2015 – most notably 406 meetings, 224 Banquets, 22 Receptions, 39 Graduation Ceremonies, 39 Conventions, 17 Tradeshows, 12 Cabarets, and 23 Weddings. Notable events included the Children's Hospital Foundation of Saskatchewan, Bishop's Dinner, Junior Achievement Awards Banquet, Saskatoon Tribal Council Dracula Gala, Saskatchewan Mining Association Forum, United Way Dinner Date, Federated Co-operatives and SGI Conventions, PREMIER Showcase, Dancing with the Stars, Silver Spoon Dinner, Small Business Christmas Parties, Women's Journey of Faith and Spotlight on Seniors.



Mendel Art Gallery / Remai Modern

2015 was transformational. The Mendel's June closure, accompanied by special exhibitions and tours, concluded a 50-year history. Attention then shifted to Remai Modern outreach activities.

Pre-launch programs engaged the community and signalled dynamic exhibitions and programs to come. Off-site offerings included performances, an international symposium, a skywriting art project, family artmaking, and school workshops.

Planning for Remai Modern's opening focused on program development, fundraising, transition activities, and marketing. Work continued to ready the 8,000-plus works in the collection for relocation.

By November, the new building was 80 per cent complete. However, construction delays resulted in the opening date moving to 2017. The City and the gallery are collaborating to manage potential cost increases.

The Remai Modern business plan 2015-2019, presented to City Council in March, emphasized self-generated revenue. The gallery

aims to raise 42 per cent of its annual operating costs by 2019, up from 23 per cent in 2015.

Other highlights of the year:

- The fundraising cabinet and the Development team raised \$4 million.
- In acknowledgment of BMO's \$650,000 donation to Remai Modern, a large, third-floor gallery will be named the BMO Gallery.
- Scotiabank donated \$100,000 to be used for weekend family programming at Remai Modern.
- The Saskatoon Regional Economic Development Authority economic impact study for Remai Modern concluded the gallery would contribute \$17 million to the local economy in its first two years.