

A photograph of a park in winter. The ground is covered in a thick layer of snow. Several trees are visible, their branches heavily laden with snow. In the foreground, there are three park benches, also covered in snow. A path leads through the park towards a body of water in the background, where a bridge can be seen. The sky is a pale blue.

Shaping Our Financial Future

2017

ANNUAL REPORT

FOR THE FISCAL YEAR
ENDED DECEMBER 31, 2017

 *City of*
Saskatoon

SASKATCHEWAN, CANADA

Shaping Our Financial Future

We are committed to building a better city and ensuring a great quality of life for all citizens of Saskatoon.

The economic future of our city is bright. We continue our dedicated work on improving our service delivery, building amenities, wisely managing expenditures and growing our revenues.

The *2017 Annual Report* details our investments, projects and service levels. It gives an overview of what we accomplished in 2017 based on the priorities of our citizens and the goals set forth in our 10-Year Strategic Plan.

The City of Saskatoon, Saskatchewan ANNUAL REPORT FOR THE YEAR ENDED DECEMBER 31, 2017

- produced by the
Finance Division of
the City of Saskatoon,
in cooperation with all
civic departments, offices
and agencies.

Saskatoon at a Glance in 2017

Population of Saskatoon
273,010

Median Age
35.8

Population Growth
9,040

Unemployment Rate
7.90

City Area
236.34 km²

Single Family
Housing Starts
1,078

Total Building
Permits Issued
3,998

Guiding Documents

Strategic Plan

The Strategic Plan sets out seven Strategic Goals that will guide City Council's decision-making and administrative policy-making from 2013-2023:

A Culture of Continuous Improvement

Asset and Financial Sustainability

Quality of Life

Environmental Leadership

Sustainable Growth

Moving Around

Economic Diversity and Prosperity

Each Strategic Goal has 10-Year Strategies and Four-Year Priorities which represent the "how-to" component of operationalizing the vision. Implementation strategies have been developed through the annual Corporate Business Plan and Budget process. The City continues to monitor performance as we bring Saskatoon's collective community vision to life. Our *2017 Annual Report – Shaping Our Financial Future* aligns with the goals set forth in the 2013-2023 Strategic Plan.

Shaping Our Financial Future

2017 Budget: At a Glance

- **A combined Operating and Capital Investment of \$1.1 billion**
- **Total Civic Operating Expenditures of \$477.6 million**
– *Including \$459.7 million in Tax-Supported Operating Expenditures*
- **Land Development Operating Expenditures of \$4.5 million**
- **Total Utility Operating Expenditures of \$330 million**
- **Capital Budget Investment of \$261.9 million**

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**City of Saskatoon 2017 Annual Report**

Year ended December 31, 2017

Saskatoon, Saskatchewan, Canada

Prepared and produced by the City of Saskatoon Asset and Financial
Management and Corporate Performance Departments

Financial Statements presented to City Council on May 28, 2018

Annual Report presented to City Council on August 27, 2018

Letter of Transmittal

August 27, 2018

His Worship the Mayor and Members of City Council,

I am pleased to submit the City of Saskatoon's Annual Financial Report for the year ended December 31, 2017. The Annual Financial Report is submitted pursuant to Section 155 of *The Cities Act*. The financial report includes consolidated financial statements for the City of Saskatoon reporting entity as required by the Public Sector Accounting Board (PSAB).

The purpose of this report is to provide financial, statistical, and other information about the City of Saskatoon and related entities to allow readers to gain an understanding of the City and the resources available to the City.

The Annual Financial Report consists of the following sections:

- The introduction familiarizes readers with the political and organizational structure of the City, reviews the City's accomplishments over the past year, and describes the nature and scope of the services provided by the City.
- A Financial Discussion and Analysis section and the Consolidated Financial Statements.
- The Financial Statement Discussion and the Statistical Section provides additional explanation and trend analysis to provide a broader understanding of the financial statements.

The preparation and presentation of the financial statements and related information contained in this report is the responsibility of the City of Saskatoon's management. The statements have been prepared on a basis consistent with the recommendations of the PSAB. Included in the consolidated financial statements are those entities that are accountable to, and owned or controlled by, the City. These entities include the Saskatoon Public Library, Saskatoon Police Service, Saskatchewan Place Inc. (operating as SaskTel Centre), Saskatoon Centennial Auditorium (operating as TCU Place), and the Rемаi Modern Art Gallery of Saskatchewan (operating as Rемаi Modern).

City Council appointed the accounting firm of Deloitte LLP to perform an independent audit of the City's 2017 financial statements, and its report is included herein. The accuracy and reliability of the financial information is ensured by the City's system of internal controls. The Standing Policy Committee on Finance reviews the external auditor's plan and ensures corrective action is taken for weaknesses identified in the City's internal control system. An internal audit function through

the services of PricewaterhouseCoopers also reports to the Standing Policy Committee on Finance, ensuring internal controls and procedures are in place and adhered to through a series of internal audits and reviews, with a focus on the City's Risk Management program.

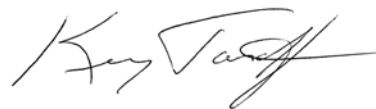
As noted, the consolidated financial statements include information on the City's financial position and operating results, along with those of several related entities. The City's operations are typically segmented (General Operating, General Capital, Utility Operating, and Capital) for budgeting and reporting purposes. For the purpose of the consolidated financial statements, the financial position and results of all the segments are brought together.

The financial statements included herein reveal that the City ended the year with an operational deficit of \$3.1 million (see Schedule 5 within the Consolidated Financial Statements on page 113).

The City's 2017 capital program included planned expenditures of \$284.7 million. These expenditures were financed from reserves, development levies, contributions from developers, Federal and Provincial grants, gas tax revenues from the Federal Government, and borrowing.

The City continues to receive positive reviews from S&P Global (formerly Standard and Poor's) which reconfirmed the City's 'AAA'/Stable credit rating.

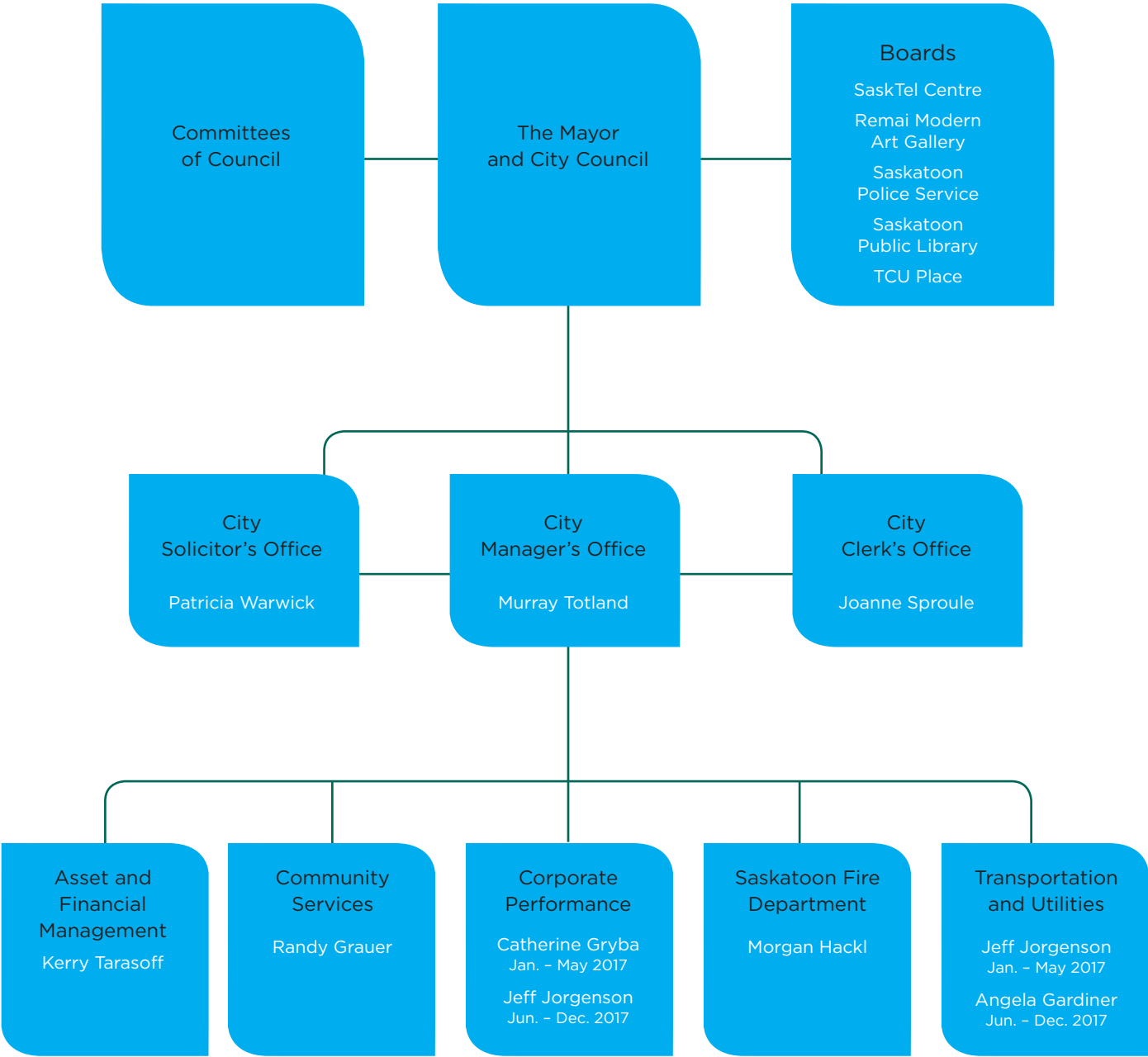
Respectfully submitted,



Kerry Tarasoff, FCPA, FCMA

**CFO/General Manager
Asset and Financial Management Department**

City of Saskatoon Organizational Chart 2017





Message from the Mayor

"We are a city of both tradition and of innovation, continuing to find and challenge our place in a modern world."

Saskatoon is a city with a long and proud history of coming together as a community to accomplish remarkable things. We are a city of both tradition and of innovation, continuing to find and challenge our place in a modern world. We are a city of learning together, of discovery, and of addressing some of the largest problems and opportunities facing our society today.

A dynamic community such as Saskatoon is empowered by a strong civic government that is responsive to citizens' needs and adapts to a changing world. This past year's accomplishments of the City of Saskatoon are certainly evidence of the passion, dedication, and innovation of our employees. The staff are a dedicated group of people who guide us through complex challenges and who position us to be among the best run cities in Canada.

With impacts from the provincial budget and continual demands to do more with less, this past year was certainly not without its challenges. However, it still managed to be a successful year for the City. There was ongoing construction on two new bridges, further implementation of the principles and practices of Service Saskatoon, the 30 Day Challenge to see where costs could be cut and efficiencies found, work to begin the relocation of Fire Hall No. 3, efforts to increase waste diversion, the opening of the Rемаi Modern, efforts to increase the sustainability of civic buildings, and the list goes on and on with accomplishments and good news stories.

I would like to offer my largest thanks to all of those who made 2017 such a successful year for our community, and I am confident that we can build on this record in the years to come.

A handwritten signature in black ink, appearing to read 'C. Clark'.

Charlie Clark
Mayor

City Council 2017

Effective October 26, 2016

The City of Saskatoon is governed by an act of legislation of the Province of Saskatchewan known as *The Cities Act*. The Mayor is the Chief Executive Officer of the City.

Administrative powers and duties have been delegated to the City Manager who is appointed by City Council.



— City of —
Saskatoon

Saskatoon City Council



MAYOR
CHARLIE CLARK



COUNCILLOR
DARREN HILL
Ward 1



COUNCILLOR
HILARY GOUGH
Ward 2



COUNCILLOR
ANN IWANCHUK
Ward 3



COUNCILLOR
TROY DAVIES
Ward 4



COUNCILLOR
RANDY DONAUER
Ward 5



COUNCILLOR
CYNTHIA BLOCK
Ward 6



COUNCILLOR
MAIRIN LOEWEN
Ward 7



COUNCILLOR
SARINA GERSHER
Ward 8



COUNCILLOR
BEV DUBOIS
Ward 9



COUNCILLOR
ZACH JEFFRIES
Ward 10

For more information, please see Saskatoon's Ward map on page 136.



Message from the City Manager*

“...we are focused on delivering value for money on projects that matter to citizens.”

This report provides both a reflection on the many accomplishments the City of Saskatoon made in 2017, and the starting point of a journey for more transformative change in how civic programs and services are delivered. The 2017 Annual Report highlights the investment, collaboration and innovation required to maintain Saskatoon's outstanding quality of life, such as the opening of world class amenities like the Remai Modern Art Gallery, to making record investments in our road network.

The City's efforts did not stop there in 2017. Together with our federal and provincial partners, we were able to make significant improvements to our underground water and sewer infrastructure and public transit system. With all our endeavours, we are focused on delivering value for money on projects that matter to citizens.

This report also illustrates that, despite encountering some challenging fiscal issues, the City continues to be financially stable and fiscally responsible. In 2017, the City of Saskatoon received yet another 'AAA'/Stable credit rating from S & P Global, recognizing our strong commitment to financial stewardship and transparency. As explained in their research brief, "...the City's budgetary performance will continue to be solid, debt burden will remain much less than 60% of operating revenues, and liquidity will remain healthy."

Equally important, a strong majority of citizens agree that the City is heading in the right direction in several areas. In fact, according to the City's 2017 Civic Services Survey, 87% of respondents rate Saskatoon's quality of life as good or very good. Similarly, at a close 90%, overall satisfaction with the level of service provided by the City has increased significantly over the last five years.

Of course, none of this would have been possible without the strong commitment and dedication of City employees who continue to work hard every day to meet the needs of Saskatoon's citizens. That is why in 2017, we began an employee engagement initiative, with the goal of becoming a more open and responsive organization.

Working closely with City Council, Administration is directly focused on building a better life for all residents of Saskatoon. We are committed to excellence in city-building, continuous improvement and creating a positive experience for those we serve.

I encourage you to read the profiles in this report to learn more about the City's many achievements in 2017 and the exciting projects we are working on to help build a better quality of life for everyone in Saskatoon.

Jeff Jorgenson
City Manager

**2017 City Manager, Murray Totland is retired; at the time of the 2017 Annual Report preparation, the 2017 City Manager message is written on behalf of Jeff Jorgenson, 2018 City Manager for the City of Saskatoon.*

How Do Others See the City?

A Great Place to Work

The City of Saskatoon was proud to be recognized for the seventh consecutive year as one of the Saskatchewan's Top Employers for 2017. With the City dedicated to an inclusive workplace culture, continuous improvement and embracing diversity, fittingly for the sixth consecutive year, the City of Saskatoon also ranked as one of Canada's Best Diversity Employers for 2017.

A Stable, Sound and Robust Financial Future

The City of Saskatoon received another 'AAA'/Stable Credit Rating for 2017 from the international bond rating agency, S&P Global (S&P). The City has received the 'AAA'/Stable Credit Rating every year for more than a decade. The S&P Global January 2018 Report noted the City's historically stable budgetary performance and sound financial management, foreseeing a robust economy and healthy outlook for Saskatoon's future.

City Receives National Financial Award for Tenth Time

In 2017, the Government Finance Officers Association of the United States and Canada presented the City with the Canadian Award for Financial Reporting for its 2016 Annual Financial Report. The award recognized the City's ability to present financial information in a clear, concise and informative manner. The City is committed to demonstrating openness, accountability and transparency in all its financial reporting.

A Business Friendly, Competitive Tax Environment

According to the C.D. Howe Institute's *"Business Tax Burdens in Canada's Major Cities: The 2017 Report Card,"* Saskatoon ranked ahead of Calgary and Vancouver, to earn first place when it came to providing the best competitive business tax environment. The City's ongoing commitment to a competitive tax policy continues to foster limitless opportunities, continued innovation and creativity for businesses.

So Much To Do... Vibrant, Revitalized Neighbourhood

According to *WestJet Magazine*, 2017 saw central Downtown Riversdale, one of Saskatoon's oldest central downtown neighbourhoods, continue to "...steadily reclaim its pre-Depression glory." With its wide variety of boutiques, restaurants and art galleries, residents are sure to find the out of the ordinary, unique and different. A shift in demographics and influx of young entrepreneurs have revitalized walkable Riversdale into a highly prized, eclectic must-see destination.

With an Affordable, Elevated and Creative Culinary Scene...

In 2017, *Food and Wine Magazine* showcased Saskatoon as "Canada's Hottest New Food City...Where You'd Least Expect It." According to *Food and Wine*, "...Saskatoon has become one of Canada's newest food destinations...well worth the trip." Affordability and room for creativity have allowed Saskatoon diners to enjoy the elevated cuisine from top chefs who now call Saskatoon home.

World-Class Modern Art Gallery Named in New York Times 'Places to See' in 2017

In 2017, the *New York Times* named Remail Modern, to their annual 'Places to See' list, in good company alongside the Louvre Museum in Abu Dhabi. Remail Modern features an impressive 8,000-work collection, and offers an eye to the future with unique perspectives on art and culture in the 21st Century.

How Citizens See the City

City Graders Quick to Respond

"I want to say THANK YOU for the City's quick response to my request for grading in the back lane behind the Polish Church on 20th St. You've done an excellent job and now the back lane looks beautiful!"

Grader Operator A Snow Angel!

"I appreciate the demands placed on the grader operators, having to be at two places at the same time with this recent windstorm. And although the Taylor Street clean-up didn't see completion, a grader operator took the time to clear a space in front of my house so I could plug in! Great job! He is my snow angel today. Thank you!!"

Homeowner Happy with Diligent Street Sweeper

"I live on Devonshire Crescent and I want to express my thanks for what an amazing job the City sweepers did on our street. The operator was very diligent as he made four passes to make sure everything was cleared, which made me very happy."



Bridge Walkers Get a Break

"I want to thank whoever is responsible for keeping the bridges cleared in the wintertime."

"I really appreciate that you do such a good job. I walk to work every day across the bridge and I so appreciate it that it is always cleared and/or gravel is added to the sidewalk. There was a thin layer of gravel for traction so my feet didn't slip. A lot of people walk or bike across this bridge everyday. I just wanted you to know how much I appreciate this. Keep up the good work! Thank you."

Snow Removal Experts Ready for "Action"

"I do not know how the City can complete such big snow removal jobs overnight. In the morning I watched six graders on 22nd Street and vehicles were still able to make their ways for a paramedics to pass through. I feel like I was on a Hollywood movie set. I'm so proud to live in Saskatoon."



2017 Civic Services Survey

The City of Saskatoon has conducted the Civic Services Survey annually since the early 1990s. Its purpose is to gain insight into perceptions on the quality of life in Saskatoon and to learn citizens' views on the importance of and satisfaction with the wide variety of civic services provided by the City.

500 phone surveys and 805 online surveys were completed

A strong majority of respondents (79% phone, 74% online) feel the City is on the right track to being a better place 10 years from now.

Key findings include:

Quality of Life: Satisfaction with Civic Services

Quality of life in Saskatoon continues to be rated high, with 89% of phone and 85% of online respondents rating it as either good or very good. The results have held steady from 2016 (89% and 87%) and since 2013 (90% and 86%).

Most Important Issues Facing the City

The most important issue facing the City, as cited by citizens in 2017, continues to be roads and sidewalks (20% phone, 14% online). While significantly fewer respondents feel that roads and sidewalks are the most important issue when compared to 2013 (36% phone, 31% online), more cite taxation and civic spending as the most important issues in 2017.

Other commonly mentioned issues include crime/policing, taxation levels, social issues, and spending. The top ten most frequent issues are generally the same as found in the 2016 Survey.

These Civic Services Rated High in Importance and Satisfaction in 2017

- Quality of drinking water
- Fire protection
- Electrical services reliability

- Garbage collection (black bin)
- Removing contaminants from waste water to make it suitable for disposal in the natural environment
- Repair of water main breaks
- Police services (policing, safety and law enforcement)
- Recycling (blue bin or cart)

New for 2017, citizens were asked to rate their satisfaction with the overall quality of City information and communications. Satisfaction is strong among both phone and online respondents, with less than two in ten unsatisfied in this area.

Perceived Value and Knowledge of Tax Dollar Spending

The majority of residents believe they receive good value for what they pay in property taxes (84% phone, 76% online). This question was last asked in 2014 where results were significantly lower (79% phone, 60% online).

On Citizen Preferences in 2017

In 2017, respondents still prefer that the City use a combination of user fee and property tax increases (37% phone, 31% online) to pay for services and balance the annual operating budget.

Provide More, Less or the Same Amount of Service in 2017?

Responses revealed a desire for more road maintenance, affordable housing, snow and ice maintenance, traffic management and transit. Less spending was preferred around arts, cultural groups and community organizations.

2017 Highlights: A Year of Enhancements

Major investments in infrastructure, core services and programs were made in 2017 to make Saskatoon an even more attractive and desirable place to live, work and visit.



Remai Modern

Remai Modern, a new museum of contemporary art at Saskatoon's River Landing had the substantial and final completion of the building in late March 2017. Dedicated gallery staff then began setting up operations, including installing world-class collections and significant art exhibits. The gallery had its exciting grand opening in October 2017.

With sweeping views of the South Saskatchewan River, the extraordinary building offers spectacular event spaces for community gatherings, family events or professional conferences, and a state-of-the-art learning centre where young and old can learn and engage with art and each other.

North Commuter Parkway

Saskatoon residents came together in the spirit of reconciliation by submitting names for the North Commuter Parkway Bridge. Nominations opened in July 2017 for name submissions that acknowledged an Aboriginal historical event or figures and that represent the spirit of community, coming together, or connection.

The community-led project was a response to the Truth and Reconciliation Commission's Call to Action No. 79: Participate in a strategy to commemorate Aboriginal People's history and contributions to Canada.

In 2017, the North Commuter Parkway saw all of its bridge substructure and steel girders put into place. Construction continued on the bridge deck and on the 10 kilometers of four-lane divided roadways that connect to it. The bridge project is scheduled to open in October 2018.



Reconciliation SASKATOON

Saskatoon Launched Month-Long Series on Reconciliation

In 2017, Saskatoon promoted reconciliation with a month-long series of activities. The City of Saskatoon, Office of the Treaty Commissioner, Saskatoon Tribal Council, Central Urban Métis Federation Inc., along with 54 supporting organizations, joined in this effort.

The initiative, known as Reconciliation Saskatoon, joined to further a city-wide conversation about the process of Canadian reconciliation, provided opportunities for transformative experiences at events, and inspiring citizens to engage in their own Calls to Action.





More Street and Sidewalk Snow Removal

Snow and ice can be a barrier for Saskatoon residents but together we're finding ways to conquer these challenges. Nearly 1,800 citizens participated in a survey or community service design workshop to help the City identify the problems or barriers they experience when dealing with snow and ice. Snow-covered neighbourhood sidewalks were noted as the greatest barrier for getting around in winter, according to the survey.

During budget deliberations, City Council considered how to allocate \$1.2 million for dedicated snow removal and service level improvement funding. This funding was made available as part of the five-year incremental property tax increase introduced in 2015 to build a base for future city-wide snow removal.

Other initiatives were proposed for 2018, including bike lane clearing improvements, increased public awareness for winter driving safety, improved coordination of snow removal in the Business Improvement Districts, exploring a user-pay model for snow storage facilities, expanding the existing programs for snow removal and sanding operations, and a University of Saskatchewan partnership to develop a Road Weather Information system.

Improvements to Transit Network Infrastructure

The City improved transit shelters and bus stops, and also made significant upgrades to the sidewalks that connect people to transit. The work was partially funded by the federal government, which contributed \$1.5 million through the Public Transit Infrastructure Fund. One of the objectives of the fund, administered by the Province, is to improve the active transportation network of municipalities across the country. With input from the public via its recent Bus Stop Blues campaign, Saskatoon Transit received more than 40 location submissions on areas that would benefit from improvements. A listing of the improvements that were implemented can be found at saskatoontransit.ca.

Sidewalks upgrades or new installations also started at 20 locations around the city. An additional 247 sidewalk ramps – which connect sidewalk to roadway – began installation at 124 locations across the city. The total investment in these improvements, including the Government of Canada and City contributions, was \$3.03 million.

Saskatoon Transit Added 11 New Buses to Fleet

Investing in public infrastructure supports efficient, affordable, and sustainable transit services that help Canadians and their families get to work, school, and essential services on time and back home safely at the end of a long day. Funding was provided through the Public Transit Infrastructure Fund (PTIF) from the Government of Canada and the City of Saskatoon. The Government of Saskatchewan administers federal PTIF funding in the province.

This transit service improvement falls under City Council's Strategic Goal of Moving Around, which aims to make it easier for citizens to use Saskatoon Transit by providing safe, convenient, reliable and affordable service. These fully accessible buses were the first of 52 that have been ordered by Saskatoon Transit as part of its PTIF project.





Ten New Firefighters Added in 2017

Emergency rescue, medical and firefighting service improved in 2017 with the addition of ten new firefighters in our community.. In addition to being firefighters, the graduates were also Primary Care Paramedics. Saskatoon Fire Department ensures that every fire crew has members who are firefighter/paramedics. In 2017, the Saskatoon Fire Department responded to 12,869 incidents. There were 7,897 Code Red responses in 2017.

City Graded and Repaired 400 kms of Gravel Lanes

As part of an overall commitment to better roads in Saskatoon, City crews were busy in 2017 repairing and grading a network of more than 400 kms of gravel back lanes. The annual work improved surface drainage and provided better access for residents and service vehicles.



Pathway to Reconciliation: City Developed Resource to Enhance Understanding of Aboriginal Culture and Practices

City staff were provided an informative new tool to help build successful partnerships with First Nations, Métis, and other Aboriginal organizations with the launch of “ayisīnowak [a/ee/see/ni/wak, the people]: A Communications Guide [kā-isi-pikiskwātōyahk, are communicating]” (Guide).

The new Guide gives City staff a basic outline of Aboriginal protocol and governance systems. It was designed to facilitate relationship building by increasing understanding, respect, and awareness of Aboriginal culture. The Guide will be an adaptive and living document that will continue to develop as relationships and understanding grow.

The City collaborated with the Saskatchewan Indigenous Cultural Centre and the Office of the Treaty Commissioner to develop the First Edition of the Guide as part of its commitment to respond to the Truth and Reconciliation Commission of Canada’s Calls to Action No. 57. The creation of the Guide helped enhance relations with Aboriginal organizations through development of educational opportunities.

McOrmond Drive and Boychuk Interchange Projects

In 2017, the Saskatoon Interchange Project involved the construction of two new interchanges on the east side of the city. Construction work on the interchange at Boychuk Drive and Highway 16 and at McOrmond Drive and College Drive both began in early 2017. The McOrmond Drive and College Drive interchange will open in the fall 2018, with the Boychuk Drive and Highway 16 interchange scheduled to open in 2019.





Traffic Bridge

At the Traffic Bridge site, all steel trusses were completed in 2017 and the concrete portion of the bridge deck was installed. The retaining wall on Victoria Avenue was also completed in 2017. Traffic Bridge construction reached the halfway point in 2017. Progress continues leading up to the bridge opening in October 2018.

Greater Understanding of Employee Engagement Gained in 2017

In an effort to promote a healthy City Hall, an employee engagement survey was conducted in 2017 to assess the emotional commitment employees have to their work and organization.

Employees gave high ratings for work environment, co-worker relationships and work-life balance. The survey showed that employees feel physically safe at work, do not feel discriminated against, nor do they feel emotionally harassed.

Areas for improvement included learning and development opportunities, senior management relationships and employee recognition. Collaboration across the organization and innovation were also identified as opportunities for improvement.

After the results were shared with management and staff, debrief sessions were held to review the survey results and to begin developing action plans tailored to both corporate and divisional levels. Work on new action plans and identifying new ideas and solutions to make tangible improvements in our workplace will continue in 2018.

City Launched Anti-Racism Campaign

The City developed the 'I am the Bridge' anti-racism campaign with a goal to bridge relationships and to create a shared understanding around collectively building an inclusive community.

Residents were encouraged to tell their stories and share their insights on their lived realities with racism in Saskatoon. They were also invited to submit videos sharing their experiences with racism in Saskatoon and their ideas on how to eliminate it.

From these submissions, the most powerful quotes were selected to produce a thought-provoking ad campaign that included a video compilation, mix of outdoor advertising and social media. The City will continue to increase awareness and recognition of racism in the community and to generate ideas of inclusion among residents.



Wi-Fi Added to Leisure Centre Meeting Rooms

A major improvement to our Leisure Centres was the addition of Wi-Fi to all meeting rooms. Now far more capable of accommodating a variety of needs, the addition of Wi-Fi was a great improvement to the rooms' rental appeal and the resources of Leisure Centre staff.



Photo courtesy of Tourism Saskatoon

Our Performance Measures

2017 Progress Update

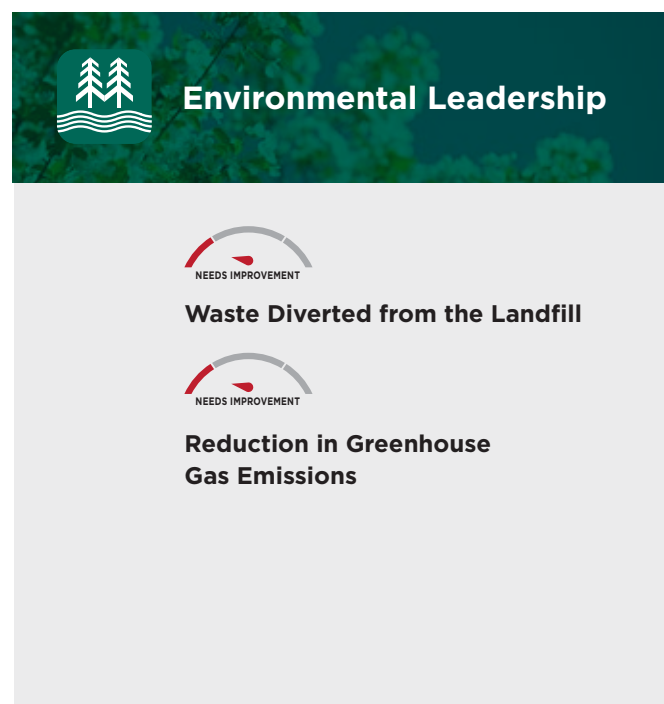
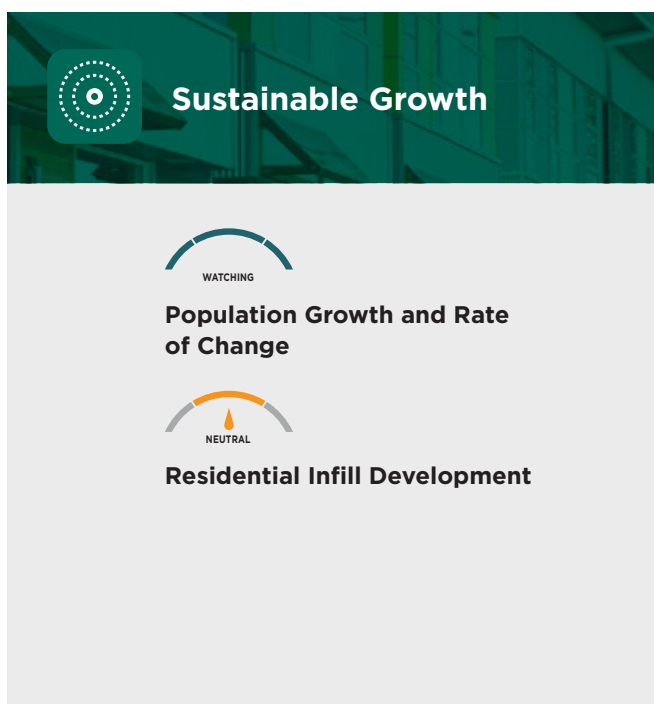
Our corporate Strategic Goals emerged through city-wide consultations with citizens of Saskatoon. Guiding our vision, mission and annual investment decisions, seven Strategic Goals provide a road map for our decision making and planning through to 2023.

To advance the City's goals and monitor our progress, in 2015 we created a dashboard of performance measures and indicators, each providing a snapshot of our current standing as they connect to specific performance measures, City Council priorities and strategic outcomes.

Our progress to the end of 2017 is reflected in these performance dashboards, each showing where we are succeeding and the areas where we need to improve.

For 2017, annual performance targets were adopted to further support measurement of our strides and successes.

A more detailed overview of each goal, related performance measure, key strategies and our progress is available at saskatoon.ca/strides.





Moving Around



Transit Rides per Capita



Kilometres of Cycling-Specific Infrastructure



Transportation Choices



Traffic Collisions



Economic Diversity and Prosperity



Amount and Value of Building Activities



Business Growth



Supply of Residential and Industrial Land



Continuous Improvement



Overall Satisfaction with Civic Services of 90% or more



Workforce Diversity



Lost Time Injury Frequency



Asset and Financial Stability



Municipal Property Tax per Capita



Municipal Property Tax as a Percentage of Total Revenues



Annual Municipal Property Tax Increase



Debt Supported by Taxes



Key Civic Infrastructure Status



Introduction to Business Line Reporting

The City of Saskatoon implemented major changes to its planning and budgeting process in 2011 that established a new business plan and integrated the City's operating and capital budgets. In part, this was done for the following reasons:

- The City of Saskatoon believes that the resources allocated to the various programs, services, and projects should be tied to clear and achievable plans.
- Because the City of Saskatoon's capital investments have a direct impact on the day-to-day operations, the City believes that by integrating the operating and capital budgets, it enables more effective management of the City's financial resources.
- By combining the operating and capital budgets, the full costs of funding the City's business lines are more clearly understood.

The City's approach to business planning and budgeting is intended to:

- Improve transparency and decision-making by providing City Council and citizens with more information about where City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short-term spending decisions.
- Increase the City's accountability in delivering services to citizens effectively and efficiently, while maintaining its focus on a sustainable future.
- Help the City transform its organization by providing for more regular, ongoing, and thorough examination of City services to ensure that services are relevant to citizens' needs and priorities.

Business Line Overview

Arts, Culture and Events Venues

Provides opportunities for citizens to participate in and enjoy the benefits of arts, culture and events.

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.

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.

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).

Arts, Culture and Events Venues

Service Outcomes

Remai Modern Art Gallery

- To provide a premier art gallery which celebrates the region's contributions to visual arts, serves as a hub for arts and culture, and remains accessible to the public.
- To provide a vital resource for local and regional art galleries, artist-run centres, museums, art organizations, schools, universities, and the diverse cultural communities of Saskatchewan.
- To provide a key, year-round cultural destination for residents and visitors, helping to animate the riverfront and connect with downtown.

SaskTel Centre

- To provide world-class culture, sport, and live entertainment experiences for the social and cultural enrichment of the region.
- To provide a facility suitable for hosting major touring shows, sport team tenants and local, national and international events.
- To provide exemplary customer service, high quality events, strong fiscal management, excellence in safety, engaged workforce, positive community partnerships, and environmental stewardship.

TCU Place

- To provide a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon.
- To provide cultural activities that promote individual and community well-being and contribute to an improved quality of life.
- To provide a multi-purpose facility suitable for a convention general session, a concert or theatrical performance.
- To provide technical services and catering services for gala banquets, conventions, meetings, graduations and tradeshow.

At a Glance

Remai Modern Art Gallery

- Opened October 21, 2017, with over 60,000 visits in 2017
- 190,000 visits are anticipated per year
- 130,000 square feet of space, including 11 exhibition galleries, a community atrium, restaurant, retail store, 2 learning studios, a 150-seat theatre, rental spaces including the Riverview Room, rooftop patio, 2 board rooms, and gallery lounge
- 8,000 works of art in the collection, including 406 Picasso linocuts, valued at over \$40 Million



Operating Budget: \$7.3 million

Capital Budget: \$0.5 million

Strategic Goal:



Quality of Life

SaskTel Centre

- 500,000 visits annually
- 15,000 seats
- 600 contracted staff
- 29 years of operation

TCU Place

- 900,000 visits per year
- 120,000 sq. ft. of multi-purpose space
- 22,400 sq. ft. ballroom
- 2,074 seats in the Sid Buckwold Theatre
- 500 events organized by Convention Services
- 65 booking dates in the Theatre

Major Projects and Initiatives

Remai Modern

- Leading up to the 2017 opening of the new Gallery, operating funds are being phased in based on the business plan and for the City's ability to fund the increase. The City of Saskatoon funded 41% of total revenues. The remaining 59% was raised through fundraising, grants, and self-generated revenue.
- Launched the Remai Modern Membership Program, with over 5,000 new members in 2017.
- Launched a number of new programs and workshops for children and community groups, including school tours and the Art Reach program, which includes workshops at the Friendship Inn, the Saskatoon Farmers' Market, and the Frances Morrison, Mayfair and Freda Ahenakew library branches.
- Added over 100 volunteers, who contributed over 1,500 volunteer hours in 2017.

SaskTel Centre

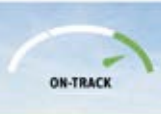
- In 2017, SaskTel Centre Board of Directors adopted a new 5-year strategic plan, which takes account for the changes that are happening in the event environment, including aging facility and economic conditions.
- To expand the self-promoted event category and reduce reliance on major touring shows, in 2017, SaskTel Centre continued to successfully operate Taste of Saskatchewan and Rock the River and self-promoted the Motorsports Spectacular and Saskatoon Spring Rodeo.
- Develop a collective strategy for the future of SaskTel Centre, in 2017 SaskTel Centre with the City of Saskatoon and TCU Place conducted a marketing analysis to determine the future directions for both facilities.

- SaskTel Centre continued to implement building and system upgrades and replacements in 2017 as follows; LED lighting added to dressing rooms, mezzanine level and video room, installation of access control system, one concession was refurbished, video/sound room expansion, additional security cameras installed, and seating area luminescent indicators were updated.

TCU Place

- 2017 marked the 50th Anniversary of TCU Place. Several events are planned for the year including receptions, marque shows and events.
- Work continued with the City of Saskatoon on the development of a new business model for future expansion/enhancement of the facility. In 2017, TCU Place, along with SaskTel Centre received a market analysis report from HLT Advisory Group and Conventional Wisdom to develop a plan with the purpose of ensuring the future success of Saskatoon's two primary public assembly facilities. This report was presented to the Governance & Priorities Committee.
- Capital upgrades in 2017 for the building included new LED Lighting for the Theatre (\$96K), replacement of the Security System (\$35K) and server & networking system upgrades (\$32K). Funding for these projects was provided by TCU Place.
- Continued development of a cultural diversity action plan to meet the needs of changing population demographics.
- There are planned upgrades to kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality in meeting customer expectations.
- Continued to support the "Quality of Life" Strategic Goal, emphasizing the delivery of diverse and popular programming in the Sid Buckwold Theatre.

Performance Measures

Performance Targets with Trends – Arts, Culture and Events Venues							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	Improvement	

Community Support

Service Outcomes

- To provide both human and financial supports for community groups, as well as a broad range of City-led initiatives
- To build capacity in sport, recreation, culture, heritage, and social organizations and enhance neighbourhood-based associations
- To provide subsidized or no-cost programs and services where cost is a barrier for families or individuals
- To provide support to organizations leading the way in economic development, tourism and stewardship of the river valley

At a Glance

Supports the participation in sport, recreation and culture programs:

- 653,200 visits to cultural facilities
- 87,000 community association program participant visits
- 60,800 sport, culture, and recreation program hours

Supports and community investments provided to:

- 50 social agencies
- 51 community outdoor rinks, including Meewasin outdoor rink
- 52 sports organizations
- 47 community associations
- 26 community gardens
- 18 major arts, cultural, and heritage organizations

Leverages many millions in self-generated revenue as well as human resources in the community-based organizations, including 125,000 Community Association volunteer hours.

Subsidies:

- 118,113 Leisure Access visits to leisure facilities subsidized per year
- 40 subsidized interments annually at Woodlawn Cemetery
- 185 spay or neuter surgeries subsidized per year

Supports Cemetery services:

- 94 acre Woodlawn Cemetery provides an aesthetically pleasing park-like setting for visitors
- 500 interments performed annually at Woodlawn Cemetery



Operating Budget: \$14.1 million

Capital Budget: \$0.7 million

Strategic Goal:



Quality of Life

Major Projects and Initiatives

Establishing and Enhancing Partnerships

- To address the Truth and Reconciliation Call to Action #79 – “educating and creating a sense of shared awakening”, the City partnered with the Saskatoon Tribal Council, Office of the Treaty Commissioner and Central Urban Métis Federation to commission a reconciliation-inspired artwork entitled “Where Our Paths Cross” for Victoria Park. The site of the artwork was blessed by Elders in July and artist Gordon Reeve began work on the project thereafter.
- Offered the Atoske youth employment program, a two-week curriculum that prepares indigenous youth for careers in Fire and Police Services. Thirteen First Nations and Métis youth participated in the 2017 program, and a number of participants in the 2016 program secured summer jobs with the City’s Summer Playground program.

Age-Friendly Saskatoon

- Submitted an application for the City of Saskatoon to become a member of the World Health Organization’s Age-Friendly Global Network.
- The newly-formed Age-Friendly Community Development Standing Committee, of which the City is a key member, drafted an Age-Friendly Policy Lens, a tool to help organizations review their existing policies, programs and services to better determine their impact on older adults’ health, participation, security and quality of life.

Corporate Accessibility Action Plan

- Worked with the Accessibility Advisory Committee to address improvements related to loading zones as well as parking zones and permits for people with disabilities. The City also worked with the Committee to identify key aspects of accessible playgrounds.
- Assisted in coordinating an experiential tour with the Accessibility Advisory Committee and City staff from several divisions that took place at Maurice T. Chernesky Park and the Shaw Centre. To simulate visual disabilities, for example, CNIB staff provided participants with goggles simulating various degrees of vision quality as well as white canes. Results from the tour will be used to inform future park designs.

Immigration Action Plan

- Signed a three-year Local Immigration Policy with Immigration Refugees and Citizenship Canada, a community-based partnership dedicated to improving services and programs for newcomers to Saskatoon.
- An LIP Coordinator was hired who worked with the Social Development Manager and the Diversity and Inclusion Consultant – Immigration to identify individuals and sectors to sit on an LIP council.
- The LIP Coordinator, in consultation with Immigration, Refugees, and Citizenship Canada and the Saskatoon steering committee, affirmed a work plan for 2018 that focuses on attracting, retaining and integrating immigrants to Saskatoon’s community.

Neighbourhood Park Enhancement

- Reviewed and adjudicated Community Association proposals for upgrades and approved \$30,000 in City funding for three projects worth \$600,000.
- The Neighbourhood Park Enhancement Grant was approved for a process improvement review beginning in February 2018 with intention of better aligning the Grant to factors such as community need (versus community want), community capacity and financial realities.

Community Association Support

- Continued to facilitate the delivery of community-based recreation, sport and arts programs throughout the year. Strong relationships were established with Saskatoon’s 48 community associations by attending association board meetings, offering training and development opportunities and providing advice and updates on civic initiatives.
- A key focus area involved planning for the provision of community programs in the fall, ensuring daytime and nighttime access at the four new P3 schools – Hampton, Evergreen, Stonebridge and Rosewood.

Culture Grant Review

- Started a review of culture grants as part of the Culture Plan Refresh program.
- Fifteen arts and culture organizations participated in a Culture Grant Review workshop in September. The workshop focused on program component definitions, eligibility thresholds and funding levels and produced recommendations to update the program.

Major Projects and Initiatives

Anti-Racism Education


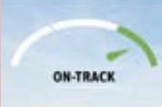
- The “I Am the Bridge” campaign, consisting of a series of billboards confronting racial issues, generated considerable dialogue. The billboards featured Saskatoon residents who had experienced different aspects of racism.
- A partnership network was established for the involvement of community stakeholders in future anti-racism initiatives similar to “I Am the Bridge”.
- The Cultural Diversity & Race Relations Coordinator, in collaboration with the Mayor and Corporate Communications, provided an outline for Phase Three of the anti-racism campaign that focuses on continued education, awareness, and a community Call to Action.

Social Development Strategy

- A survey on all programs and services that the City offers in the area of community social development was conducted with data collected from various departments in an effort to understand the City’s role in social planning.
- Supported the Saskatoon Poverty Reduction Partnership and helped in planning and remained involved with the Safe Community Action Alliance.

Performance Measures

Performance Targets with Trends – Community Support

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Number of New Attainable Housing Units	≥500 new units annually across attainable housing continuum	542	560	525	377	Decline	
Participation at City Recreation Facilities	≥6,600 visits/1,000 population	6,216	6,634	6,959	6,667*	Decline *Holiday Park Executive 9 closed for half of season for capital improvement project.	



Corporate Asset Management

Service Outcomes

- To provide management services for the Corporation's extensive facilities and fleet in support of all civic programs and departments
- To provide building operations and maintenance services for leisure facilities, fire halls, transit buildings, offices, libraries, Police Headquarters, Remai Modern Art Gallery, and associated services for TCU Place and SaskTel Centre
- To provide fleet management services for the Corporation's vehicles and equipment, including purchasing, leasing, maintenance and repair, fuel distribution, and operator training
- To provide oversight to ensure that all civic facilities and fleet assets are preserved, renewed, and optimized for longevity
- To provide management and maintenance of the corporate radio communication infrastructure

Operating Budget: \$8.2 million

Capital Budget: \$22.5 million

Strategic Goal:



**Asset and
Financial Sustainability**

At A Glance

- 3.6 million liters of diesel/gasoline provided per year via six separate fueling stations
- 410,820 square meters of building area managed
- 365 buildings valued at \$1.707 billion with contents valued at \$123.9 million
- 149,868 square meters of vehicle parking areas maintained and operated
- 5,727 park furnishings in 252 parks
- 17,406 Facility Work Requests issued (average 20/working days)
- 8,530 Fleet Services Work Orders opened/completed
- 9,300 assets maintained via the Comprehensive Maintenance Program
- 1,465 radios and related infrastructure valued at \$15.0 million
- 1,050 active vehicles and equipment with a book value of \$97.3 million
- 230 play structures valued at \$9.0 million
- 64 in-car cameras and recorders for SPS; maintain radar units in all patrol vehicles
- 55 user groups supported by Fleet Services within the Corporation
- 31 paddling pools, 22 spray parks, and 8 pools
- 4 automated licence plate readers currently maintained

Major Projects and Initiatives

Asset Management and Planning

- Completed construction of the new Saskatoon Transit Facility and the City's first Snow Management Facility. Operations at both facilities began in January 2017.
- A preliminary condition assessment of the park amenities maintained by the Facilities Division was completed. The Parks Asset Management Plan was completed and work continued to complete a detailed field inspection on the site infrastructure assets which will be incorporated into the Facilities Asset Management Plan.

Corporate Accessibility Action Plan

- Changes to the National Building Code required a review and integration of the changes with City Facility Accessibility Design Standards and were implemented as applicable on a project-by-project basis.

Improving Civic Facilities and Spaces

- Immediate and longer term options were investigated in response to the Corporation's ongoing office space needs and the alignment of corporate accommodation with the implementation of Service Saskatoon.




- Pursuing energy savings strategies was the year's focus and yielded major results. A process for managing City accounts with SaskPower and SaskEnergy accounts was developed, along with a process for managing the creation of new civic utility accounts. Reimbursements were received from SaskPower and SaskFinance as a correction to billing errors identified in past PST charges.
- Energy management of major facilities like the Shaw Centre and Lakewood Civic Centre led to new savings. Retrofitting the lighting at the Shaw pool and the implementation of combined heat and power units have significantly reduced energy consumption.

Continuous Improvement

- Addressed access and emergency protocols of all civic facilities. Specific items as identified in the Public Safety Canada assessment of City Hall continued to be addressed.
- The Corporate Security Plan continued to be implemented, now aided by the addition of a Corporate Security Manager position.

Performance Measures

Performance Targets with Trends – Corporate Asset Management

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Key Civic Infrastructure Status	B Service Level	C	B	B	B	Neutral	
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	Improvement	
Reduce the City of Saskatoon's greenhouse gas emissions	≥ -40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	



Corporate Governance and Finance

Service Outcomes

- To provide governance and financial services which support the reliable delivery of programs and services to citizens, businesses, organizations, and other stakeholders
- To provide essential leadership resulting in the alignment of organizational performance with the City's vision, mission, and Strategic Plan
- To provide legislative oversight, ensure legal compliance, and implement strategic corporate programs in support of City Council and the Administration
- To provide corporate financial leadership including the overall development and deployment of financial plans and strategies
- To provide risk management services to ensure that significant risks are addressed in a positive, systematic, and productive way
- To provide support for front-line staff, facilitate community engagement, and keep citizens informed

Operating Budget: \$56.1 million

Capital Budget: \$3.4 million

Strategic Goals:



Asset and Financial Sustainability



Culture of Continuous Improvement

At A Glance

- \$52.7 billion of assessed property in Saskatoon
- \$35.1 billion of taxable property
- \$477.6 million in the 2017 Civic Operating Budget (excluding utilities)
- \$261.9 million of projects in the 2017 Capital Budget
- 73,000 parcels of land are managed in our GIS system, 5,000 devices, and 60 locations supported by Information Technology (IT)
- 14,209 submissions through online web forms for information and service requests
- 3,970 permanent full-time, part-time, and job-share employees throughout the City
- 3,659 full-time equivalent positions throughout the City
- 19% of utility accounts are currently on eBill
- 41 boards, commissions, and committees including four major tribunals and six pension boards
- 18 Joint Occupational Health and Safety Committees
- 12 unions and associations within the City's organizational structure
- 11 elected officials including the Mayor and 10 Councillors

Major Projects and Initiatives

Improving Citizen Service

- In collaboration with IT and Finance, functional requirements were established in order to prepare a Request for Proposal (RFP) for an Enterprise Resource Planning (ERP) vendor.
- In preparation for implementation of a Customer Relationship Management System, the Service Saskatoon team worked with Divisions to document their states-of-readiness.
- The Citizen Advisory Panel was engaged to create a single website page for online services.
- An open data community engagement initiative was completed and recommendations presented to City Council.

Asset Management and Planning

- Changes to the City Hall lobby and digital signage at City Hall and other civic facilities are in discussion to improve in-person citizen-service.
- Investigations into possible immediate and longer term solutions to the Corporation's space needs continues.

Continuous Improvement

- A SharePoint site has been an improvement to City communications across a number of divisions. The shared intranet site has proven to be an effective way to share project and team information, and streamline annual reports and other data management processes, including an automated workflow approval process.
- A Corporate Project Management (PM) System Framework was adopted under the Project Management Institute (PMI) principles. A Community of Practice was established and a SharePoint site is under development which will include PM tool kits, standards, templates, guides and training.
- Looked towards an ERP system that would standardize the City's business processes. An RFP was issued and awarded, and the initial rounds of business requirements gathering with all business lines was completed. A project manager was hired for the ERP and Multi-Year Business Plan and Budget projects which will both continue in 2018.
- A four-year plan for Civic Service Reviews and continuous improvement initiatives was completed. The plan aligns with Service Saskatoon's project plan and the Internal Audit Plan.

- Purchasing Services and Finance expanded the purchasing card program with new card holders being added at a moderate pace. The Corporate Purchasing Policy will be reviewed and updated in 2018.
- Work continued with the Internal Auditor on their alternative revenue project. In follow up to a 30-Day Challenge to staff in the third quarter, a report was presented to the Governance and Priorities Committee outlining a variety of options for alternate revenue sources and opportunities innovation and continuous improvement across the organization.
- Made preparations for working with external expertise to develop a coordinated strategy for optimizing revenues from naming rights, sponsorship, donations and advertising. An RFP was issued in November and closed in December with work set for the first quarter of 2018.
- A corporate template for Service Level reports for civic services. Service Level reports were presented to the Standing Policy Committees and considered as part of the 2018 Corporate Budget Deliberations for the following core services: Sweet Sweeping, Snow and Ice Management, Road Maintenance, Urban Forestry, Parks Maintenance, Waste Handling, Water Utility and Fire Services.
- Work began on a life-cycle costing model which departments can use to provide consistent and reliable information during budget deliberations regarding major asset acquisitions.

Corporate Risk Management

- The Risk Management section of the corporate business plan template was enhanced to better describe key risk concepts, and guidance documents were created to assist in understanding and applying risk management principles consistently across the organization.

Multi-Year Budget

- Explored multi-year budgeting and other options to align resource with the Strategic Plan, economic indicators and other relevant market information. In order to prepare for the City's first publicly reported multi-year budget 2020/2021, work began to conduct a technology assessment, process review, and a revamped corporate business planning process.

Major Projects and Initiatives

Asset Management Program

- The Corporate Asset Management Strategy was developed, with asset management plans being completed for Fleet Services and Saskatoon Light and Power. A Corporate Asset Management Policy and Framework will be developed in 2018.

Health and Safety

- Audited the health and safety practices of the Transportation and Saskatoon Transit Divisions. Action plans were developed for the top three priorities identified in each audit.

Citizen Engagement

- In 2017, a total of 139 Community Engagement events, public surveys, and citizen advisory panel surveys were completed.
- The new Engage! Saskatoon program identifier was established to transition from Shaping Saskatoon. An Engage! website was launched for the public and work on the project was set to begin in 2018.
- Based on the demographics of the Citizen Advisory Panel, youths 18-24 were identified as an under-represented group and improved engagement strategies were pursued throughout the year.
- Significant engagement activities started for the Plan for Growth (BRT/Transit), Name the NCP Bridge, Protected Bike Lanes, Transportation Network Companies Survey, among others.

Diversity and Inclusion

- A toolkit for managers and supervisors on inclusive recruitment, retention practices and creating an inclusive work environment was developed and rolled out to all divisions to provide additional information and resources, and to help divisions in focusing on specific diversity and inclusion initiatives.
- Developed a diversity and inclusion recruitment plan for the Saskatoon Fire Department.
- A corporate diversity and inclusion information handout for employees was also developed, and the internal SharePoint site updated with a variety of information, resources and tools to support a diverse and inclusive workplace.
- Workshops and events attended by civic staff supporting diversity and inclusion included a Diversity Awareness workshop, YWCA Women in Trades Program, placements through the Saskatchewan Intercultural Association

for newcomers, in partnership with OUTSaskatoon an LGBTQ workshop was hosted for employees, Aboriginal Awareness training, Rock Your Roots Walk for Reconciliation and the Pride Parade, in addition to many other great events.

- Internal programs and services were reviewed to identify and eliminate processes, policies, plans and practices that create barriers for current and potential employees.
- A Pathway to Reconciliation Program for City employees was implemented. The Program includes five courses, including mandatory Aboriginal Awareness training for all civic staff, and was developed in response to the Truth and Reconciliation Commission's Call to Action #57.

Taking Care of City Business

- A business intelligence (BI) solution was developed and piloted with the Information Technology and Human Resources Divisions. The solution improves integrity of workforce analytics and provides improved reporting through the use of dashboards. Following further development of additional data elements, Saskatoon Transit also began using the solution to make data-based decisions related to planning. Several divisions also began exploring the use of Microsoft's Power BI.
- A service catalogue was developed, including a self-service portal in order to improve internal access to Information Technology services.
- In an effort to improve the website experience for citizens, the website forms were organized by services, providing a more efficient and streamlined approach to accessing information. Work continues on development of a single sign-on and shopping cart experience for citizens accessing services via the City's website.

Asbestos Management

- All suspect City-owned buildings were assessed for asbestos by October 20, 2017. In total, 393 City buildings were inspected with 122 being identified as having accessible asbestos.
- Asbestos awareness training was provided for Facilities staff and the new Corporate Asbestos Procedure was implemented.
- Introduced the City of Saskatoon Asbestos Awareness and Asbestos Management website and developed City of Saskatoon Asbestos Consultant Expectations and Requirements.

Performance Measures

Performance Targets with Trends – Corporate Governance and Finance

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	Improvement	
Representative Workforce	Aboriginal = 9.3%	Aboriginal = 8.4%	Aboriginal = 8.4%	Aboriginal = 8.5%	Aboriginal = 8.4%	Neutral	
	Visible Minority = 11.0 %	Visible Minority = 10.5%	Visible Minority = 10.5%	Visible Minority = 10.6%	Visible Minority = 10.5%	Neutral	
	People with Disabilities = 5.0%	Disabilities = 3.7%	Disabilities = 3.7%	Disabilities = 3.8%	Disabilities = 3.7%	Neutral	
	Women = 39.5%	Women = 37.4%	Women = 37.4%	Women = 38.0%	Women = 37.5%	Neutral	
Lost Time Injury Frequency	Zero	4.5	3.6	2.43	2.28	Improvement	
Annual Municipal Property Tax Increase	≤ MPI	3.14%	3.19%	1.81%	2.89%	Decline	
Long-Term Tax-Supported Debt/Capita	≤\$1,750	\$648	\$767	\$966	\$1,111	Decline	



Environmental Health

Service Outcomes

- To provide Urban Forestry and Pest Management services, including prevention of the spread of insect and plant pests, and wildlife management
- To provide Waste Handling Services, including collection and landfilling of garbage
- To provide an Environmental Program focused on environmental education, managing City-owned contaminated sites, participating in regional water and air quality protection efforts, and developing enhanced environmental policies
- To provide a Waste Reduction and Resource Recovery program, including developing recycling and composting programs, reducing energy use and the emission of greenhouse gases, and managing household hazardous waste

At a Glance

Operating Budget: \$13.3 million

Capital Budget: \$13 million

Strategic Goal:



Environmental Leadership

Urban Forest: Parks

- 110,000 trees with approximately 60% of the inventory lining city streets and 40% located within civic parks
- 10,000 trees pro-actively pruned each year
- 2,000 citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals, and clarification of tree ownership
- 800 trees planted as part of park and urban forestry reforestation initiatives

Pest Management: Parks

- 94,500 hectares of land in and around Saskatoon is monitored seasonally to identify and treat for mosquito larval habitat
- Trees within the City's Urban Forest are inspected annually for diseases such as Dutch Elm Disease (DED)

Garbage: Waste Handling Services

- 2.6 million residential curbside containers collected each year with a 99.9% success rate
- 2100,000 tonnes of garbage received at the Landfill annually; approximately 60% is garbage collected by City crews from residents and from a few businesses (based on commercial contracts)

- 269,700 single-family homes and 23,000 multi-unit residential dwellings receive garbage collection services by a fleet of 29 garbage trucks

Environment: Environmental Program, Waste Reduction, and Resource Recovery

- 247,100 tonnes of waste are generated in Saskatoon; 66% of this is generated by businesses and institutions, 34% by residents.

- 3,852 kilotons of carbon dioxide equivalents (CO₂e) are released into the atmosphere every year in Saskatoon. Emissions in Saskatoon increased approximately 12% between 2013 and 2014 and the City's own corporate emissions rose 39%.

Major Projects and Initiatives



Diverting Waste Management

- Opportunities and implications for greater diversion of organics and facilitating waste management within the Industrial, Commercial and Institutional (ICI) sector are being developed.
- Based on the Waste Opportunities Report, considerations for expanding the Waste Services Utility are under review.
- A 30-Day Waste Challenge was launched with success as a means for initiating awareness of waste reduction and diversion opportunities in the community.
- An engagement strategy for redesigning waste management was developed and will be implemented in 2018 to include curbside households, multi-unit residential, and later ICI.
- The conceptual model was finalized and several operating scenarios shared with public and private stakeholders as well as City Council to choose from. A conceptual design of the facility was finalized, inclusive of landfill staff review and input.
- The current Recovery Park project plan includes refinement of the site layout, scope and preparation of owner's technical requirements. A tender of the design-build package will be prepared enabling continuation of project planning and procurement of required design components.

Protecting Air, Water, Soil, and Trees

- A community survey was completed to begin the process of engagement on climate change mitigation by benchmarking current attitudes and awareness.
- A campaign scheduled to begin mid-January 2018 will collect important information about community priorities that will inform the Climate Change Mitigation plan.
- Using the 2014 Greenhouse Gas Emissions Inventory as a baseline, established the Saskatoon Community emissions reduction target at 15% by 2023 and 80% by 2050. The corporate reduction target was adjusted to agree with the community targets: 40% reduction by 2023 and 80% by 2050.
- A draft Energy Performance Contract (EPC Agreement) was finalized with the Energy Services Company (MCW Custom Energy Solutions). The final agreement is pending City Council approval of the Feasibility Studies completed by MCW Custom Energy Solutions. Approval is anticipated in April 2018.
- An effective Dutch Elm Disease (DED) Response Plan was prepared. Fortunately, no positive cases of DED were found in Saskatoon in 2017.
- Responded to Cottony Ash Psyllid outbreak and adjusted emergency response plans for invasive pest issues, including the implementation of a new software system.

Performance Measures

Performance Targets with Trends – Environmental Health							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	23%	21%	22%	23%	Neutral	
Reduce the City of Saskatoon's greenhouse gas emissions	≥-40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	



Fire Services

Service Outcomes

- To provide emergency planning and 24-hour emergency response services within the city of Saskatoon and surrounding municipalities covered by service agreements in order to protect citizens, reduce the loss of life, and limit property damage
- To provide public education and fire prevention services, including fire investigations, with the goal of increasing the level of safety and security in the community
- To provide a major role in the delivery of pre-hospital care to the citizens of Saskatoon
- To provide protective services outlined in *The Fire Safety Act*, *The Emergency Planning Act*, *The Cities Act*, and Saskatoon Fire and Protective Services Bylaw 7990

At a Glance

- 335 staff within the Operations, Administration, Prevention, Community Relations, Training, Emergency Planning, and Support divisions
- 12 front-line engines, 2 rescue trucks, 2 aerials, 3 brush trucks, 2 water tankers, hazmat response unit, decontamination unit, and water rescue fleet are operated out of 9 fire stations.
- 14,087 emergency and non-emergency calls required crews to respond, not including inspection activity or community engagement events
- 2,706 complaints received
- 5,373 inspections and re-inspections by the Fire Prevention division
- 230 fire investigations
- 884 total enforcements were followed through by Fire Prevention division
- 24 students in Grades 9, 10 and 11 from 5 high schools participated in the F.I.R.E. Cadet Program, an eight-week fire training program
- 924 events attended, 25,000 people seen, by Community Relations division
- 3 graduates from the F.I.R.E Cadet Program were employed with the Saskatoon Fire Department during July and August for property maintenance, fire prevention initiatives, and community relations events

Operating Budget: \$46.6 million

Capital Budget: \$2.4 million

Strategic Goal:



Quality of Life

Major Projects and Initiatives

Improving Response and Coverage

- To meet the response time targets identified by the National Fire Protection Association 1710 benchmark, the Fire Department prepared for the relocation of Fire Stations No. 3, No. 4 and No. 5. Completion of Station No. 3 was slightly delayed, but reached 80% completion by year's end.
- Continued to use response modelling to maintain adequate geographic coverage and meet expected response rates at least 90% of the time.

Establishing and Enhancing Partnerships

- Built partnerships with Provincial Emergency Management and Fire Safety (EMFS) in the area of disaster response. Closely coordinated with EMFS during spring, and held fire evacuation sessions to update local Emergency Social Services (ESS) committee members of the potential for evacuation arrivals in Saskatoon.
- Delivered 15 Incident Command System instructor training courses to provincial employees.
- Worked with the Saskatchewan Health Authority to better serve the citizens of Saskatoon and signed an MOA with them for future partnership opportunities in the areas of pre-hospital care, lift assists for the elderly and mobility-challenged, Needle Safe Saskatoon, and other public health initiatives.



- SFD appeared at a number of community events, including:
 - Saskatoon Tribal Council career fairs
 - Saskatoon Burn Survivor Group meetings
 - The Kinsmen Hockey League
 - The Saskatoon Open Door Society Diversity Award Gala
 - International Day for the Elimination of Racial Discretion
 - Public School Community Coordinators' appreciation breakfast
- Partnerships with the School Boards continued throughout the year. High school representatives were contacted to review potential F.I.R.E Cadet Program Candidates. Program FireStop interviews were conducted with elementary-aged children. SFD was also present at school openings.

Continuous Improvements

- SFD Prevention worked with Community Service Bylaw Enforcement to implement a coordinated approach to addressing property maintenance concerns.
- Job qualifications and the hiring process were continuously reviewed to address diversity and inclusion among Fire Department staff. Working with Diversity Coordinators, external partners, and fire colleges, the Department aimed at developing a long-term plan for an inclusive model.

Performance Measures

Performance Targets with Trends – Fire Services

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Fire Response Time	≥90% (6.2 mins)	83%	80%	81%	80%	Neutral	
Representative Workforce	Aboriginal =9.3%	Aboriginal =8.4%	Aboriginal =8.4%	Aboriginal =8.5%	Aboriginal =8.4%	Neutral	
	Visible Minority =11.0 %	Visible Minority =10.5%	Visible Minority =10.5%	Visible Minority =10.6%	Visible Minority =10.5%	Neutral	
	People with Disabilities =5.0%	Disabilities =3.7%	Disabilities =3.7%	Disabilities =3.8%	Disabilities =3.7%	Neutral	
	Women =39.5%	Women =37.4%	Women =37.4%	Women =38.0%"	Women =37.5%	Neutral	



Land Development

Responding to the needs of a variety of customers in the housing, commercial, institutional, and industrial sectors, the Land Development business line invests capital dollars in the provision of municipal infrastructure and creates demand for durable products and employment. This adds value to the economy and encourages job growth, positive net migration, and other important multiplier effects.

The City of Saskatoon is unique in that it is a land developer. Saskatoon Land operates on a level playing field with the private sector. It is mandated to:

- Ensure adequate levels of serviced residential, institutional and industrial lands are available at competitive market values;
- Provide innovation and leadership in design for new growth; and
- Provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs. Saskatoon Land is operated on a for-profit basis, with 100% of the surplus funds allocated for reinvestment in the community.

The Land Development Capital program includes the construction of arterial roadways, trunk sewers, primary water mains, roadway interchanges, lift stations, and suburban park development. These projects are funded from the collection of off-site levies collected from all land developers and are necessary for the City to support continuous urban growth.

Operating Budget: \$4.5 million

Capital Budget: \$22.2 million

Strategic Goals:



**Asset and
Financial Sustainability**



**Sustainable
Growth**

Service Outcomes

- To ensure an adequate supply of new infrastructure is in place throughout the city to accommodate new development and core civic services
- To invest capital dollars in the provision of municipal infrastructure and create demand for durable products and employment, adding value to the economy and encouraging job growth, positive net migration, and other important multiplier effects
- To perform all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, coordinating and overseeing the maintenance of lands held for future development, providing valuations, and providing real estate advice to the Corporation as a whole
- To construct arterial roadways, trunk sewers, primary water mains, storm water facilities, roadway interchanges, lift

stations, and suburban park development through the use of the Land Development capital program

- To use development levies collected from pre-paid servicing rates to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains and a portion of new roadway interchanges

At a Glance

- \$123.3 million in net proceeds from land development investments in Hampton Village, Willowgrove, Evergreen, and Rosewood have been allocated by City Council to operating budgets and various capital projects since 2007
- \$40.7 million in total sales revenues for 2017:
 - 188 residential lots were sold for a total of \$27.6 million
 - 9 industrial parcels totaling 14.92 acres were sold for a total of \$7.1 million
 - Two commercial/mixed use parcels totaling 5.29 acres were sold for a total of \$5.9 million
- 80 leases of land and buildings are managed totaling approximately \$3.0 million in annual revenue
- 7,000 acres of future development land is managed/maintained
- 710 acres of land has been acquired over the past two years for civic projects and future development
- Eight internal projects connected to Land Development were initiated in 2017. There were also eight ongoing internal projects initiated previous to 2017 connected to Land Development; five of which were completed 2017 and three of which were required to be carried over into 2018. In addition, technical services for private development were provided.
- New land development in 2017:
 - 900m of new water mains
 - 786m of new sanitary sewer mains
 - 750m of new storm sewer mains
 - 6.9 lane kms of new local and collector roads
 - 11.6 lane kms of new arterial roads

Major Projects and Initiatives

Neighbourhood Updates

- **Aspen Ridge:** While 122 lots in Aspen Ridge Phase A2 were listed for sale, the remaining lots in this Phase were delayed due to water main commissioning issues. Servicing for 115 lots was completed in 2017, with 261 lots planned for the neighbourhood in 2018 and an identical number scheduled for 2019.
- **Kensington:** Roadway projects were completed in 2017, providing access to 110 single-family lots and 16 acres of multi-family land planned to be serviced in 2019.
- **Industrial:** Servicing of 22 acres in Southwest Industrial was completed in 2017, along with registration of new parcel configurations. Work on development of 80 acres in Marquis Industrial is scheduled for 2019.
- **Neighbourhood Planning:** Concept plans, include factors such as roadway and lot configuration, solar energy initiatives, encouraging active transportation, and emergency services access times. Plans are underway for Elk Point, Blairmore Station, and University Heights. Fire Hall No. 5 will be relocated to the College Quarter neighbourhood adjacent to the University of Saskatchewan.

Infrastructure Development



- **Land Development:** 2 acres of land were developed for multi-family and mixed-used in 2018, compared to 22 acres in 2017. This is planned to increase to 33 acres

in 2019. Notable projects include construction of McOrmond Drive roadway adjacent to Aspen Ridge.

- **Roads:** New arterial road construction was completed on Fedoruk Drive, Zimmerman Road, Central Avenue and McOrmond Road in 2017. Further work is planned for Central Avenue, Claypool Drive, Neault Road, Taylor Street, Wanuskewin Road and McOrmond Road south of College Drive.
- **Water and Sewer:** Primary water mains were completed in Brighton and Aspen Ridge in 2017, with the primary main for Marquis completed in 2018. Sewer trunk extensions and storm ponds were completed for all three neighbourhoods.
- **Parks:** Work on new parks in Stonebridge, Rosewood, Evergreen, Kensington and Brighton proceeded in 2017. This included Glen Penner and Mackay Parks in Rosewood with Struthers Park to proceed upon completion of its design plan. Evergreen's District and Richard Parks were also constructed, as were Parks Satellite Maintenance Yards to support Rosewood, Evergreen, Stonebridge, and Lakewood.
- **Infill Development:** Efforts to assess development opportunities on select City-owned properties identified a downtown address – 410 5th Avenue North – which was released to the market. Further opportunities are expected pending environmental assessments and rezoning.

Performance Measures

Performance Targets with Trends – Land Development

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Residential Infill Development (5 Yr. Avg)	Average of 25% Infill Development Over Last 5 Years	2010-2014 15.9%	2011-2015 15.0%	2012-2016 14.8%	2013-2017 13.7%	Decline	 NEEDS IMPROVEMENT
Supply of Residential Land (Units)	1-2 Year Supply	4,958	5,384	5,150	4,766	Neutral	 ON-TRACK
Supply of Industrial Land (Acres)	2 Year Supply	179	180	197	223	Neutral	 ON-TRACK



Operating Budget: \$86.6 million

Capital Budget: \$4.0 million

Strategic Goal:



Quality of Life

Policing

The Saskatoon Police Service (SPS) is committed to provide service based on excellence to ensure a safe and secure environment. We police in partnership with the community, recognizing that public safety is key to a healthy, growing city. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Policing business line.

Service Outcomes

- To provide service to the community in a number of core areas: Emergency Response, Quality Investigations, Traffic, and Community Involvement.
- To reduce crime and victimization by working in partnership with the community to develop collaborative strategies.
- To partner with the Saskatoon Tribal Council, Federation of Sovereign Indigenous Nations, and the Saskatoon Health Region through an Action Accord to reduce the number of intoxicated persons held in police cells.
- To take a lead position to implement community mobilization with the HUB model bringing together Social Services, Education, Health, and Mental Health to assist high risk individuals and families.

At A Glance

- 658.11 staff members at SPS:
 - 460 Officers
 - 59.5 Constables
 - 138.61 Civilians
- 249,513 calls received including 84,848 incoming emergency calls
- 10,935 detention arrests
- 34,332 traffic tickets

Major Projects and Initiatives

Major Initiatives

- A work of art honouring missing and murdered Indigenous women was unveiled outside Saskatoon's police headquarters. Through a joint effort of the Saskatoon Tribal Council, the Saskatoon Police Service and the Province of Saskatchewan, the monument was created by artist Lionel Peyachew. The life-sized bronze sculpture depicts a woman named Wicanhpi Duta Win or Red Star Woman, a fancy dancer with her shawl as her wings. The monument is a gathering place for marches, ceremonies and a place to pray or reflect.
- Continued focus on the reduction of crime with emphasis on; the drug trade including fentanyl and methamphetamine, the escalation of both violent and property crime fueled by addiction including stolen autos, break and enters and firearm offences.
- A draft report was received following an operational review of the SPS. The report was reviewed by senior administration to begin an initial response to the Saskatoon Board of Police Commissioners.




Continuous Improvement

- The SPS continued its partnership with the City of Saskatoon in the development of a new payroll and scheduling system. SPS to follow the timelines established by the City initiative.
- The Strengthening Families program was launched. The Strengthening Families Program (SFP) is a nationally and internationally recognized parenting and family strengthening program for high-risk and general population families. The SPS administers the program with funding from the Federal Government of Canada. Key contributing partners include the City of Saskatoon, Child and Family Programs-Ministry of Social Services, Saskatoon Health Region, Saskatoon Public Schools and Greater Saskatoon Catholic Schools.
- The Police and Crisis Team Unit (PACT) is made up of two Police Officers and two Mental Health Workers who provide response to non-criminal mental health calls for service.

The Unit reduces the number of frontline police responses to deal with mental health issues, and is also reducing the amount of time officers must wait at hospitals.

- Preparations were made to launch a pilot project jointly with the Saskatchewan Health Authority to increase response efficiencies to mental health calls with a software application called HealthIM. The software helps to more effectively evaluate a person's mental state.
- In an effort to find cost savings, the SPS began preparations to purchase a plane. Since 2005 the Air Support Unit has proven to be an effective tool in the response to and prevention of crime. A shift from leasing is expected to save almost a million dollars over 10 years.
- An emphasis was placed on increased training in regard to response to sexual assaults in partnership with the Saskatoon Sexual Assault and Education Centre.
- The SPS is part of the Safe Community Action Alliance created to bring renewed focus to the following; integration of the important work already being done with the most vulnerable members of our community, improved information sharing among agencies involved, and strategic action to move forward in bringing change.
- In an effort to find efficiencies telephone reporting was implemented. The pilot project is aimed at reducing the number of dispatched calls for service where a patrol officer is not required to respond.
- Operation Runaway was created in 2017 by members of the Saskatoon Police Service, social services, elders and Egadz to provide help and support to young people who repeatedly run away. The pilot program is aimed at finding the root causes for the behaviour in hopes of decreasing the number of repeat runaways.
- The SPS continued in its commitment to train all members in the Road to Mental Readiness. R2MR is a program developed by the Department of National Defence, designed to raise awareness about mental health issues. The SPS strives to provide a work environment where training and supports are in place to assist employees in maintaining positive mental health and assist those who may be experiencing mental health issues.

Performance Measures

Performance Targets with Trends – Policing							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Annual Decrease in Crime Rates	≥-5.0%	-9.30%	-5.60%	5.80%	N/A	Decline	
Annual Decrease in Traffic Collisions	≥-5.0%	-3.80%	3.10%	-7.30%	-6.30%	Improvement	
Representative Workforce	Aboriginal = 9.3%	Aboriginal = 8.4%	Aboriginal = 8.4%	Aboriginal = 8.5%	Aboriginal = 8.4%	Neutral	
	Visible Minority = 11.0 %	Visible Minority = 10.5%	Visible Minority = 10.5%	Visible Minority = 10.6%	Visible Minority = 10.5%	Neutral	
	People with Disabilities = 5.0%	Disabilities = 3.7%	Disabilities = 3.7%	Disabilities = 3.8%	Disabilities = 3.7%	Neutral	
	Women = 39.5%	Women = 37.4%	Women = 37.4%	Women = 38.0%"	Women = 37.5%	Neutral	



Recreation and Culture

Service Outcomes

- To provide opportunities for residents to participate in and enjoy the benefits from sport, recreation, culture, and park activities
- To provide paid admission programs, including swimming, skating, fitness, recreation, life skills, golfing, the zoo, and children's amusement rides
- To provide facilities and outdoor open spaces in support of community-based programs, festivals, and special events
- To provide services and programs that meet community needs and result in increased visits to all facilities
- To provide recreation and parks facilities, spaces, and programs directly and in partnership with other organizations

At a Glance

- \$3.5 million dollars of public art maintained
- 1.53 million visits to City-operated leisure centres
- 300,000 visits to the riverfront trail at River Landing
- 227,990 visits to the Forestry Farm Park & Zoo
- 203,261 ride tickets used at Nutrien Playland at Kinsmen Park
- 153,300 participants in the summer playground programs
- 99,467 rounds of golf played
- 44,200 rental hours booked to community groups at leisure facilities
- 17,695 visitor nights at the Gordon Howe Campground
- 17,286 people registered in swimming lessons
- 14,500 participants in community association and neighbourhood-based programs
- 2,500 hectares (6,178 acres) of park/open spaces
- 1,200 trees planted annually in park and reforestation projects
- 283 outdoor sports fields and six leisure centres
- 145 km of park pathways
- 18 major arts, cultural, and heritage organizations supported attracting 653,200 visits
- 30 paddling pools, 17 spray pads, 11 youth centres, and four travelling program vans
- 14.8 hectares (36 acres) of pathways, green space, etc. at River Landing



Operating Budget: \$28.0 million

Capital Budget: \$9.3 million

Strategic Goal:



Quality of Life

Major Projects and Initiatives

Off-Leash Dog Parks

- City-owned land and park space was reviewed for possible locations of off-leash dog parks and work continued on several projects.
- The drainage remediation project at Hyde Park off-leash dog park was completed, addressing dog owners' concerns of wet conditions.
- Completed the expansion of the off-leash dog park at Avalon, including landscaping, pathways, and grass seeding.

Winter City

- Looked towards expanding the Winter City Strategy. Divisional representatives played an integral role in developing the Strategy by incorporating recreation, parks, and culture.
- Recreation and Community Development supported successful applicants of the 2017-2018 Winter City Community grant and assisted in updating the adjudication criteria and application process for the 2018-2019 grant.

Continuous Improvement

- Updated the Special Events Application form and Special Event Information Guide. The City hosted a workshop for outdoor special events organizers to review the updated form and guide and respond to organizers' questions.
- Finalized an agreement with a payment gateway broker for new booking and registration software. The registration website and registration functionality was successfully implemented in December during registration for the winter programs.
- Continued development of new and existing programs to meet industry standards. Programs evaluated include, but are not limited to, Fitness Yoga, Summer Outdoor Fitness, the Outdoor Pool Program and Aqua Tether, which features the new Mommy & Me Program.

Parks Update

- Reviewed many of the parks' technical standards and presented an "Urban Forestry Service Levels" report in June.
- Presented Parks Maintenance and Design Service Levels report in October. These service levels will be used to communicate our Council-approved service levels to the public as required.

- Identified opportunities for alignment with the Green Infrastructure Strategy (GIS) and prepared to engage the public regarding the principles of the new Landscape Development Standards through the GIS.
- Completed Parks drainage assessment and used the gathered information to report on park assets in the initial Parks Asset Management Plan.
- Implemented a new service model that includes five new satellite maintenance facilities to be located in the Stonebridge, Hampton Village, Lakewood, Rosewood and Evergreen neighbourhoods.

Recreation and Parks Master Plan

- Completed the Leisure Needs survey in the first quarter and adjusted program planning accordingly.
- Finalized the Recreation and Parks Facilities Game Plan which provides a 10-year capital plan for sports, culture, recreation and parks facilities and amenities.
- Received approval for partial funding for the Gordie Howe Complex Master Plan and the Children's Discovery Museum.

Green Infrastructure Strategy

- Worked with other committee members to develop an ecological classification system for all lands within City limits

Culture Plan Refresh

- Secured a \$20,000 grant from SaskCulture, Inc. to hire a consultant to facilitate a review and upgrade of the 2011 Culture Plan.
- A consultant specializing in integrated cultural plans for cities was hired to lead the Culture Plan refresh and a workshop with over sixty individuals representing arts, culture and heritage helped highlight what has changed in Saskatoon since the 2011 Culture Plan.
- Several culturally significant works were installed around Saskatoon:
 - "Land of Berries", a neon installation using Cree syllabics, is now exhibited on the north wall of Persephone Theatre.
 - Emmanuel Jarus's mural "Mother, Father, and Child" is now featured on First Nations Bank on 4th Avenue.
 - The sculpture "The Bison are Coming Home" by Darren Gowan can now be seen on Central Avenue.

Major Projects and Initiatives

- SUM Theatre performed “Earth Diver”, a Cree creation myth retold at George Ward Pool. The experiment of theatre in a pool was well received and the performance showcased the arts’ ability to bridge communities and cultures.
- Work continued on the artist-in-residence program at the Saskatoon Forestry Farm Park and Zoo.

Leisure Centre Initiatives


- A Recreation Facility Rental Options Guide was developed and introduced. The Guide was used throughout the year to market facility space rentals.

Customer Service Staff used the Guide as a training tool, allowing new Booking Clerks to be aware of available spaces and promote future rentals.

- In response to user group interest, installation of anchor points and other equipment for a suspension training area began at the Shaw Centre.
- The new Leisure Card pricing was promoted throughout the year and several new promotions were introduced. The promotional theme “Save with Bulk Tickets and Leisure Cards” ran from November to December with the slogan “Give the Gift of Fun”.

Performance Measures

Performance Targets with Trends – Recreation and Culture

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Participation at City Recreation Facilities	≥6,600/1,000 population	6,216	6,634	6,959	6,667*	Decline *Holiday Park Executive 9 closed for half of season for capital improvement project.	



Taxation and General Revenues

Overview

As required by *The Cities Act*, the City of Saskatoon must pass a balanced operating budget each year. In other words, the legislation mandates that the City cannot budget for an operating surplus or deficit, unlike federal and provincial governments. As a result, the City collects the necessary amount of property tax required to balance the budget after applying all other revenue sources. If a revenue gap exists, then the property tax increase fills this gap.

To help pay for the City's operations and to ensure the budget is balanced, the 2017 Operating Budget included a municipal property tax increase of 4.82%. In 2017, 1% of the property tax was equivalent to \$2.03 million. Thus, the property tax increase for 2017 generated an additional \$9.8 million for the City of Saskatoon's Operating Budget. The additional property tax revenue collected was distributed as follows:

- 0.93%, or \$1.89 million due to the reduction in provincial funding
- 1.93%, or \$3.91 million dedicated to the maintenance of roadways
- 1.96%, or \$3.99 million allocated to pay for the expenditure increases associated with all other programs and services, including police.

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. These are equivalent to the property taxes calculated on these properties and application is made to the governments to pay this amount. In addition, the most significant portion of grants-in-lieu of taxation comes from civic utilities such as Saskatoon Light & Power, Water, Waste Water and Storm Water. Civic utilities are treated like utility corporations that would pay taxes for using property, both above and below the surface, to conduct its business.

Also included in this business line are General Revenues that are not dedicated for any particular purpose other than to fund general administration and the provision of any and all programs and services.

Operating Budget: \$(372.5) million

Capital Budget: \$0.0 million

Strategic Goals:



Asset and Financial Sustainability



Economic Diversity and Prosperity

At a Glance

Final Assessment Roll for 2017:

Total Assessment for Saskatoon:	\$52,704,468,500
Total Number of Properties:	95,516
Total Taxable Residential Condos:	23,137
Total Taxable Residential (less than 4 units):	64,535
Total Taxable Assessment:	\$45,959,955,680
Taxable portion:	\$35,053,336,625 (76.3% of total)
Exempt portion:	\$10,906,619,055 (23.7% of total)



Major Projects and Initiatives

Alternative Revenue Sources

- PricewaterhouseCooper (PwC) presented alternative revenue report to City Council in the fourth quarter.
- A 30 Day Challenge was undertaken in the third quarter and a report presented to the Governance and Priorities Committee with a variety of options for alternative revenues. Based on the recommendations of this meeting, the Administration looked into several issues in more depth including Waste as a Utility, Billboard Revenue and Amusement Tax.

Performance Measures

Performance Targets with Trends – Taxation and General Revenues

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	Improvement	
Annual Municipal Property Tax Increase	≤ MPI	3.14%	3.19%	1.81%	2.89%	Decline	



Operating Budget: \$106.0 million

Capital Budget: \$59.8 million

Strategic Goal:



**Moving
Around**

Transportation

Service Outcomes

- To plan, design, build, maintain, operate, and regulate the City's expanding transportation systems
- To provide fixed route service on designated bus routes as well as service for people with mobility issues
- To provide services for maintenance and rehabilitation of all roadway assets, including roads, bridges and overpasses, sidewalks, pathways, cycle tracks, and back lanes
- To efficiently move people, services, and goods while minimizing the environmental impact and promoting sustainability
- To provide services related to parking control and enforcement, traffic noise attenuation, signal operation, street lighting, seasonal lighting, sidewalk and back lane maintenance, street sweeping, and snow and ice management
- To provide a coordinated approach to the delivery of services through strengthened collaboration between divisions

At A Glance

Bridges and structures:

- 49 interchanges and overpasses
- 24 pedestrian overpasses and tunnels
- Seven river crossings

Roads and sidewalks:

- 4,137 lane km of paved roadways
- 1,560 km of sidewalks
- 461 km of back lanes
- 192 lane km of gravel roadways including boundary roads
- 230,000 potholes repaired using over 3,830 tonnes of asphalt
- 106,800 total calls/emails for the 24-hour Customer Service Centre
- 30,000 total work requests issued from the 24-hour Customer Service Centre
- 32,769 street lights
- 2,300 km of walkways each maintained monthly between May and October

Transportation:

- 2,900 paid parking stalls
- 1,201 km of cycling facilities
- 179 km of cycling-specific infrastructure
- 586 traffic count stations

- 506 seasonal decorations on street lights
- 317 traffic signals

Public transit:

- 8.7 million riders used Conventional Transit in 2017 and over 139,000 used Access Transit
- 164 public transit buses: 121 conventional 40-foot diesel buses, 13 of which are high-floor variant; 10 articulating buses, six mid-sized low-floor 26-foot diesel buses; and 27 mid-sized para transit diesel buses providing Access Transit Demand Response Services
- 38 bus routes operate on 276 km of streets providing service to 1,668 bus stops

Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, Saskatoon Census Subdivision (2016):

<i>Walking</i>	4.5%
<i>Bicycle</i>	2.2%
<i>Public Transit</i>	5.1%
<i>Car, Truck or Van (Driver and Passenger)</i>	86.6%
<i>Other</i>	1.5%

Major Projects and Initiatives

Building Better Roads and Sidewalks

- Completed construction of 90% of the Traffic Bridge, 75% of the Parkway Bridge, and 65% of the roadways for both. The project remained on-budget and working towards an October 2018 expected completion.
- Completed designs for interchanges at Boychuk Drive and Highway 16 as well as at College Drive and McOrmond Drive. By year's end, construction had progressed to approximately 51% at the Boychuk Interchange and 40% at the McOrmond Interchange.
- Added two 1-ton sanders to the winter maintenance fleet. The new sanders have better control over material placed, reducing sand and salt in residential areas and accordingly lowering sweeping costs. GPS in fleet vehicles has also improved anti-icing tactics.
- New anti-icing strategies and improved pre-wet capabilities have increased "bare pavement" grading capabilities on high-priority streets, allowing for complete snow removal in fewer passes.
- The results of the Winter Service Design Project were used to identify barriers to winter mobility along pathways and walkways. Two pilots were planned in response to the date: a fast response mobility team and an amenity strip snow removal program along paths and bike lanes.
- Co-ordinated snow removal on pathways and sidewalks, working with Business Improvement Districts to reduce service disruptions and avoid expensive re-work.
- Supported the Province on the Saskatoon Freeway Project.

Improving the Transportation Network

- Began implementation of a long-term transit strategy and the creation of rapid transit corridors to support the Bus Rapid Transit system.

- Successfully upgraded the Intelligent Transportation system and prepared for the full implementation of the Power BI tool, both of which will be used to maximize cost efficiency and aid in the development of new routes.

Continuous Improvement

- Engaged the public with a number of "Experience Transit" awareness programs such as the re-launched Class School Trip program for K-12 students.
- Launched the Bus Stop Blues campaign to improve city bus shelters using a social media campaign.
- Worked with Corporate Finance to report on all assets and provide City Council with policy advice. Service Level Agreements and associated service level reports were also reviewed.
- Expanded the condition assessment program to establish an accurate deterioration model for the various asset classes.
- A pavement condition assessment was carried out using both automated and semi-automated data collection. The 2017 Construction Terms of References were created based on the baseline condition data.




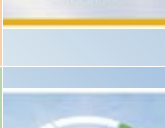
Reducing Energy Consumption

- Conducted investigation into upgrading existing street and parking lighting to energy consumption-reducing LED fixtures. Plans proceeded once SaskPower announced their new rates for LED streetlights.

Parking Improvements

- Successfully implemented new parking app, increasing uptake and subsequently increasing revenues. A new asset management now facilitates pay station maintenance and complaints are down.

Performance Measures

Performance Targets with Trends – Transportation							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Transit Rides Per Capita	≥62	31.9	32.6	32.1	31.7	Improvement	
Km of Cycling-Specific Infrastructure	10% increase, for a total of 188 km by 2023	171 km	173 km	175 km	179 km	Improvement	
Transportation Choices	20% of people using cycling, walking or transit to get to work	12.5% (2011 actual)	12.5% (2011 actual)	11.9% (2016 actual)	11.9% (2016 actual)	Neutral	
Annual Decrease in Traffic Collisions	≥-5.0%	-3.80%	3.10%	-7.30%	-6.30%	Improvement	



Operating Budget: \$5.7 million

Capital Budget: \$14.4 million

Strategic Goals:



**Economic Diversity
and Prosperity**



Quality of Life



**Sustainable
Growth**

Urban Planning and Development

Service Outcomes

- To provide an increasingly sustainable community and enhanced quality of life consistent with the vision and core strategies in the City's Strategic Plan
- To revitalize and sustain existing areas through local area plans, strategic investments, rejuvenation projects, Crime Prevention Through Environmental Design (CPTED) reviews, and incentives for supportive and attainable housing
- To provide support for economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, providing advice and timely review of development and building applications
- To provide leadership in planning for future growth in line with the City's Growth Plan to Half a Million which links land use, transportation, and infrastructure in more effective, efficient, and sustainable ways
- To provide a healthy and fair marketplace and ensure the health and safety of owners and occupants through building and plumbing inspections, licensing of new and established businesses, and permit and development application reviews
- To provide improved public spaces throughout the City through streetscape master plans and urban design projects in strategic areas, business improvement districts, and growth corridors
- To provide an adequate supply of attainable housing choices by working with community partners, developers, and builders
- To provide clear information to City Council, excellent customer service to clients, and meaningful consultation to stakeholders

At a Glance

- \$18.5 million in funding since 2008 produced 4,790 Attainable Housing units
- 42% increase in number of licensed businesses operating in the city since 2008
- 14 neighbourhoods have approved Local Area Plans
- \$1.66 million in streetscape maintenance completed in 2017
- 11,289 licensed businesses were operating in Saskatoon by the end of 2017

- 3,998 building permits were issued in 2017, at a construction value of over \$762.0 million
- 1,400 Development Permits were issued in 2017
- 377 Attainable Housing units were created through various programs in the City's Housing Business Plan in 2017
- 641 property-use complaints required attention in 2017
- 50 Subdivision Applications processed reflecting demand for fully-serviced residential, commercial and industrial building sites in all parts of the city
- 2 Official Community Plan and amendments and 19 Rezoning Requests received
- 26 CPTED reviews conducted on various parks, neighbourhoods, and major capital projects to ensure safe design of buildings and sites
- 16 Discretionary Use Applications processed including garden and garage suite applications
- 8 Condominium Applications received
- 10 Vacant Lot Incentive Applications approved in 2017 resulting in new development on chronically vacant sites

Major Projects and Initiatives

Growth Plan to Half a Million

- Renewed the Official Community Plan to reflect the vision and goals of the Growth Plan to Half a Million.
- Based on an online questionnaire, the Standing Policy Committee on Planning, Development and Community Services was updated.
- Initiated the Corridor Planning Program to align with the larger plan for growth. Phase One of the program was focused on the Bus Rapid Transit (BRT) redline route.
- Awarded the contract for Bus Rapid Transit design in July with a "Preferred Configuration" presented by administration in November. Stakeholder engagement also began, including targeted meetings with many stakeholders, an online survey, a public open house and stakeholder workshops.

Planning for Growth

- Pursued amendments to the Planning and Development Act, 2007 to enable interim development for future urban growth, ensuring full cost recovery for urban services. The bill to amend the Act, Bill 113, was introduced in November.

Partnership for Growth

- Worked towards the creation of a Partnership for Growth (P4G) Planning District and its associated governance and administrative structures.
- Began legal review of the Regional Plan, which will become the Official Community Plan bylaw for the P4G Planning District and the new P4G District Zoning Bylaw.
- Created strategies for adopting land use policies to enable development in the Grasswood Mixed Use Node and partnered with the RM of Corman Park to develop Concept Plans in the Regional Plan study area.

Establishing and Enhancing Partnerships

- Worked to enhance relations and explore opportunities with First Nations groups with land development interests in the Saskatoon region.
- Launched ayisīnowak kâ-isi-pîkiskwâtoyahk: A Communications Guide ("the people are talking to each other/communicating") in June to increase understanding, respect and awareness of Aboriginal culture. The guide facilitates relationship-building by outlining protocols, language issues and teachings.
- Negotiated with several First Nations with land holdings in Saskatoon as part of the process of creating urban reserves. With Thunderchild First Nation, planning began for the conversion of the Retro Petro Gas Station and Convenience store on Idylwyld Drive and 33rd Street to an urban reserve.
- Collaborated with the University of Saskatchewan to establish a Sector Plan to support the University's development plans. A staff lead was assigned to the project and a Project Charter was developed with U of S representatives.

New Planning Initiatives

- Worked with civic departments and external shareholders to complete the Meadowgreen and Montgomery Place Local Area Plans. The Meadowland Plan was approved in June 2017 and the Montgomery Plan drafted for 2018 approval.
- Amendments were made to the Holmwood Sector Plan to address the Suburban Centre, District Village, Phasing Plan and adjusting the transportation network.
- Conducted the Imagine Idylwyld Corridor Study to improve the function, safety, connectivity, and quality of Idylwyld Drive as a key gateway to the City Centre.

Major Projects and Initiatives

The Preferred Corridor Plan was complete by year's end and storyboards prepared for 2018 stakeholder meetings.

- Continued work on redevelopment of the South Caswell transit facilities. A Detailed Phase II Environmental Site Assessment (ESA) was conducted and a Corrective Action Plan (CAP) created.
- Moved towards implementing a new Urban Design Council Policy to formalize the relationship between the Business Improvement Districts and the City with respect to communications and priority maintenance. The proposed policy was reviewed throughout the year by the Urban Design Team and the Office of the City Solicitor.

Green Infrastructure Strategy

- Developed ten key principles to guide the development of the Green Infrastructure Strategy (GIS).
- Created the Green Infrastructure Baseline, a map-based inventory of Saskatoon's green spaces, was created to facilitate the creation of the GIS.
- An engagement event was held in December in which technical experts provided input into how the principles and Baseline can be best utilized.

New Planning Initiatives

- Conducted several steps of the Office Policy Review. Work was completed as part of a Civic Service Review on Private Development as well as through the Mayor's Task Force on Infill Development.
- Completed review of the Neighbourhood Level Infill strategy to address four-unit dwellings on corner sites.

Saskatoon's Homelessness Action Plan

- Entered into a Service Contract with the Saskatoon Housing Initiatives Partnership (SHIP) to implement Saskatoon's Homelessness Action Plan.
- SHIP reported that 385 people were housed during the fiscal year under the community-led Housing First and Rapid Rehousing programs.
- SHIP hired a manager for the Plan to coordinate efforts between shelters and identify gaps in provided service.
- Provided funding for Phase 2 of the Saskatoon Downtown Youth Centre's (EGADZ) Sweet Dreams project. The project provides units to mothers and children at risk of becoming homeless and features a daycare as well.
- Helped sponsor a one-day conference for people working in the affordable housing and homelessness sectors as part of National Housing Day in November.

Housing Business Plan

- Worked with stakeholders to determine the effectiveness of financial incentives offered through the 10-year Housing Business Plan with a target of 400 new units annually across an attainable housing continuum.
- Reviewed the Mortgage Flexibility Support Program and subsequently gained City Council approval for new income limits for the program, making it easier for large families to purchase a home.

Building and Administration Bylaws

- Worked towards completing the implementation of the Building Bylaw to reflect current legislative requirements and other necessary amendments.
- Bylaw Compliance Committee meetings and cross-divisional collaborations continued throughout the year.

Short Term Temporary Accommodation Rentals

- Conducted background research into other cities' regulations regarding Short Term Accommodation rentals and engaged in stakeholder consultation.
- Groups consulted include Bed and Breakfast Operators, Saskatoon Hotel Association, and Tourism Saskatoon and focus group meetings with members of the Citizens Advisory Panel. A public consultation program was also developed.
- Prepared report proposing amendments to Zoning Bylaw.




Legalizing Existing Suites Program

- Offered the Legalizing Existing Suites (LES) Program which allows homeowners with illegal suites – developed prior to 1999 – to legalize their suites by upgrading to meet current basic life and health safety standards.

Continuous Improvement

- Made changes to the Building and Development Permit Application circulation process that improved communication between divisions and applicants.
- Tremendous progress was made regarding streaming bylaw complaints and implementing an enhanced data management framework. New technology allowing inspectors to communicate with the dispatch centre from the field has been a major improvement.

Performance Measures

Performance Targets with Trends – Urban Planning and Development							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
"Residential Infill Development (5 Yr. Avg)"	Average of 25% Infill Development Over Last 5 Years	2010-2014 15.3%	2011-2015 15.0%	2012-2016 14.8%	2013-2017 13.7%	Decline	
Number of New Attainable Housing Units	≥500 new units annually across attainable housing continuum	542	560	525	377	Decline	
Vacancy Rates for Rental Housing	Average of 3% Vacancy Rate Over Last 10 Years	2005-2014 2.6%	2006-2015 2.8%	2007-2016 3.51%	2008-2017 4.41%	Improvement	



Utilities

Service Outcomes

- To provide safe, reliable, and cost effective electricity in an environmentally responsible way
- To provide quality drinking water, collection and treatment of waste water, and storm water collection
- To provide long-term, sustainable management of Saskatoon's water and energy resources
- To provide residential recycling and food and yard waste collection and processing
- To provide revenue for the City through fees generated by services

At a Glance

Electricity: Saskatoon Light & Power

- 60,801 customers
- 1,171 km of overhead lines in the transmission and distribution network
- 631 km of underground power cables

Drinking Water: The Water Treatment Plant and Distribution System

- 45.2 million cubic meters treated per year
- 74,000 service connections
- 14,803 valves
- 7,349 fire hydrants
- 1,175 km of water mains

Waste Water: The Waste Water Treatment Plant and Collection System

- 31.6 million cubic meters of waste water treated per year
- 74,000 service connections
- 11,703 manholes (storm and sanitary)
- 1,062 km of sanitary mains, 24 sanitary sewer lift stations and 52 km of force mains

Storm Water: Drainage and Collection System

- 13,501 catch basins
- Two storm sewer lift stations
- 3,057 service connections
- 742 km of storm sewers, 44 km of sub-drainage, and 4 km of force mains
- 26 wet ponds, eight dry ponds, three natural ponds, and two constructed wetlands

Operating Budget: \$330.0 million

Capital Budget: \$104.4 million

Strategic Goals:



**Asset and
Financial Sustainability**



**Environmental
Leadership**

Recycling: Waste Services

- 69,700 homes provided with curbside, biweekly recycling services
- 35,500 apartment and condominium units receive services

- 52,256 vehicles visit compost depots annually and 11,600 tonnes of leaves, grass, branches and other yard waste handled
- 7,500 subscribers to the Green Cart Program for food and yard waste

Major Projects and Initiatives

Power Generation and Supply Initiatives

- An MOU for a proposed hydropower station at the weir was signed with Saskatoon Tribal Council.
- Created the “Building a Better Electric Utility” asset management report in preparation for addressing Saskatoon Light & Power’s infrastructure renewal issues.
- Possibilities were considered for providing Saskatoon Light & Power with a new supply point in the north side of the city.
- Explored implementation of an asset management system as part of the overall corporate Enterprise Resource Plan.
- Implementation of Advanced Metering Infrastructure program included upgrade of 98% of City power meters and 29% of water meters to an electronic system able to be monitored remotely.

Water and Waste Water Initiatives

- Upgraded a considerable portion of filter infrastructure at the Water Treatment Plant.
- Completed construction on the cast iron water main and lead service line replacement programs for 2017 and continued planning for 2018 and 2019.
- Developed plans for the North East Sector Reservoir, scheduled for 2020.
- Continued design for fourth digester at the Waste Water Treatment Plant.
- Advanced the odour abatement project, now with Graham Construction, to 85% completion.
- Designed and awarded the tender for a new liquid waste station in the north industrial area, eliminating the need for haulers to travel through residential neighbourhoods and school zones.
- Began hydraulic analysis of sanitary sewer lift stations with a consultant with 23 of 28 stations inspected in 2017.

Storm Water Initiatives

- Completed and gained approval for the Storm Water Utility Plan, a long-term capital and funding plan for storm water infrastructure.

- Approved proceeding with a Home Flood Protection program, made in collaboration with the Intact Centre for Climate Adaption, to support the Storm Water Utility Business Plan.
- Cleaned and inspected over 19km of storm sewers, the basis for a longer-term asset preservation plan for the system.
- Increased funding for Storm Water Utility Plan.

Slope Remediation

- Completed construction for stabilizing the lower slope beneath the 16th Street outfall and adjusted drainage channel to meet standards for storm water flow.

Green Cart Program

- The Green Cart Program was expanded using new incentives such as the allowance of food waste in the carts and the removal of the previous deadline for subscribing to the service. In total, this accounted for a program growth of 20% (compared to 2016) with 2,400 tonnes of material consequently diverted from the landfill.




Citizen Engagement

- Continued to offer education on water conservation, home composting, pesticide awareness, and – a new addition – storm water awareness through the Healthy Yards program.
- Meewasin conducted a rain garden workshop and installed a demonstration garden. A Healthy Yards display and Rolling Education Unit were presented at the Saskatoon Living Green Expo.
- Sponsored free Low Water Gardening and Gardening Naturally courses through the U of S Master Gardeners program.

Improving Civic Facilities and Spaces

- Completed a comprehensive building analysis of utilities usage of City-owned facilities as part of the Energy Performance Contracting project and sought ways to expand the project beyond leisure centres and office buildings.

Performance Measures

Performance Targets with Trends – Utilities							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	22.5%	21%	21.7%	23%	Neutral	
Reduce the City of Saskatoon's greenhouse gas emissions	≥-40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	
Key Civic Infrastructure Status	B Service Level	C	B	B	B	Neutral	



Services Provided by City Departments

Office of the City Manager

The City Manager is responsible for planning, directing, supervising, coordinating and controlling all municipal operations. This includes providing advice and help on municipal operations, investigating and reporting on all matters referred by City Council and Committees of Council; and submitting capital and operating budgets to Council for review.

The City Manager chairs the Leadership Team, which coordinates all management and operational matters. It is comprised of the general managers of Corporate Performance, Asset and Financial Management, Community Services, Transportation and Utilities, as well as the City Solicitor and the Director of Government Relations.

All general managers, directors and civic employees fall under the purview of the City Manager. This includes appointment, promotion, demotion and suspension of employees.

Exceptions include boards and commissions responsible to City Council and employees appointed directly by City Council.

Government Relations

Government Relations builds and maintains relationships with other municipalities, municipal associations, Aboriginal governments, federal and provincial governments. It analyzes key policy decisions, issues and trends as they relate to the policies and operations of the City of Saskatoon.

Office of the City Clerk

The primary responsibility of the City Clerk's Office is to administer the City's legislative processes. Responsibilities include: preparing and distributing agendas, minutes, and decisions of City Council and its committees; ensuring that the business of City Council and its committees is conducted in accordance with *The Cities Act* and other relevant legislation; maintaining corporate records and City Archives; conducting municipal elections, administering the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act*, and providing administrative support services to City Councillors.

Office of the City Solicitor

The Office of the City Solicitor provides general and specialized legal services. Reporting directly to City Council, the Office gives legal advice to City Council, Committees of Council, the City Manager, the City Clerk and other civic departments. It represents the City at all levels of court, including bylaw enforcement prosecutions, appeals for the City and all claims made by or against the City. The Office

drafts legislation, arranges for insurance for the City and provides legal services to all civic departments and boards. Its services also include land transactions, contracts, loans and debentures, expropriations and tax collections.

Asset and Financial Management Department

The role of the Asset and Financial Management Department is to ensure the management and sustainability of the City's financial transactions (including all aspects of finance, purchasing and inventory), the Land Bank Program, the City's real estate needs, and the City's facilities and fleet services. These responsibilities and services are delivered through five divisions.

Corporate Revenue

The Corporate Revenue Division is responsible for the functions of property assessment and property taxation, as well as utility services, including meter reading, billing and collection. It provides data management and customer support for parking and other bylaw tickets, as well as animal and taxi licenses. Corporate Revenue is also responsible for the collection, control, and disbursement of all corporate funds, including the investment, debt, and banking requirements; the oversight of accounting controls and cash handling procedures throughout the organization; and the administration of the General Licensing and Taxi Bylaws.

Corporate Risk

The Corporate Risk Division is responsible for the Corporate Risk Management Program which ensures that the significant risks identified by the corporation, and confirmed and prioritized by City Council, are being addressed in a positive, systematic and productive way. Through the identification, analysis, evaluation and treatment of risk, the Division helps to ensure the achievement of corporate objectives. Corporate Risk also oversees the internal audit function of the corporation by working with the contracted internal auditor in meeting the timelines and expectations of the internal audit plan.

Facilities and Fleet Management

The Facilities and Fleet Management Division is responsible for the City's buildings and structures, the City-owned vehicle and equipment fleet, and the City's radio communications system. As such, the Division provides for building operation and maintenance of civic facilities such as leisure facilities, fire halls, transit buildings, City office buildings, and contracted services for the Boards of the City. Project management services for any capital or maintenance projects are provided, including design, contract tendering and award, and construction

Services Provided by City Departments

management. Energy management, space management, corporate security, identification services, and accommodation planning are also provided for user departments.

Finance

The Finance Division consists of several different sections, including Business Administration, Financial Planning, Corporate Accounting, Budget and Payroll Services. Finance assists other departments in collecting, understanding and presenting financial information that assists with effective decision making and improved controls. At a high level, Finance is responsible for the following:

- oversight and implementation of day-to-day financial operations;
- planning for financial sustainability of civic operating and capital budgets;
- ensuring the City has accurate information on costs of services and revenues to inform decision making;
- setting leading practices, policies and controls; and
- ensuring appropriate financial accountability at all levels of the corporation.

More specifically, Business Administration plays a key role in continuous improvement and system development, as well as implementation, control and monitoring of new initiatives for divisional operations throughout the corporation by providing expert financial, control and business process advice and partnerships. This is completed through assistance with understanding the financial, control and system impacts of decisions and initiatives, and working together to develop solutions that meet business and operational requirements.

Saskatoon Land

The Saskatoon Land Division plans, services and sells residential, commercial and industrial lots owned by the City of Saskatoon. The Division is also responsible for the provision of real estate advice and services on behalf of the Corporation.

Community Services Department

Through its seven divisions, the Community Services Department provides programs, services and resources to foster a community where people of all ages and cultural backgrounds want to live, work, play and visit.

Building Standards

The Building Standards Division issues building and plumbing permits and administers inspection programs related to regulations contained in the Building Bylaw, the Swimming Pool Bylaw, the *Uniform Building and Accessibility*

Standards Act, the National Building Code, and the Plumbing and Drainage Regulations.

Community Standards

The objective of the Community Standards Division is to support a healthy and vibrant community by ensuring that reasonable community standards are maintained throughout the city, as articulated in bylaws and policies approved by City Council. The Division brings together a continually adapting business unit that seeks to deliver streamlined licensing, permitting, and bylaw enforcement functions throughout the corporation. An effective delivery model for these services ensures customers can easily have their issues dealt with which in turn supports the effective maintenance and promotion of our community standards.

Recreation and Community Development

The Recreation and Community Development Division provides a wealth of opportunities for citizens to participate in and enjoy the benefits of sport, culture, recreation and wellness activities. The Division provides the supportive environment to help build capacity and empower people of the community to organize themselves for planning and action. Also, to help encourage as many citizens as possible to take advantage of the activities available, the Division operates a number of facilities, provides direct services and programs, and provides support to community-based organizations involved in delivering programs and services. The Division also facilitates collaboration that strengthens groups, promotes inclusion and addresses racism.

Parks

The Parks Division is responsible for developing, preserving, and enhancing the City of Saskatoon's investment of its parks system and civic open spaces. This is accomplished through policy development, maintenance standards, public education process, community gardens, educational program development, developing safety standards and policies, conceptual planning, design and construction, consultation with both private and public stakeholders, and project management.

Planning and Development

The Planning and Development Division is responsible for overall land use planning and long-range transportation planning for the City of Saskatoon. The primary goal of the Division is to build an increasingly sustainable community over time, with an enhanced quality of life, consistent with the vision and core strategies of the City's Strategic Plan. Through community engagement and consultation, the Division seeks to understand the values of the community

Services Provided by City Departments

and reflect those values through the implementation of development policies, programs, bylaws and standards.

Corporate Performance Department

The Corporate Performance Department incorporates the private sector best practice of grouping a range of corporate services to ensure support functions work together to help front-line civic staff deliver services to citizens.

Aboriginal Relations

Aboriginal Relations is primarily responsible for building and maintaining relationships with the Aboriginal community, municipal associations and Aboriginal governments. In performing this key function, Aboriginal Relations analyzes key policy decisions, issues and trends emerging from other orders of government (including Aboriginal governments), public policy institutes, and the media as related to the policies and operations of the City of Saskatoon.

Communications

The Communications Division – and its inter-related functions including Corporate Communications, Customer Service, Community Engagement, and Digital Programs – plans and directs all corporate communication activities for the Civic Administration, including the development and implementation of employee and public relations strategies. Communications assists with engaging and informing the public of the City's operations and initiatives through reports to City Council, information campaigns, and on the City's digital platforms including the City's website. Communications provides support to administrative staff to communicate and engage directly with the public on programs and services. Communications also coordinates its activities with Media Relations and the Emergency Measures Organization (EMO) to oversee the Emergency Public Information Plan and *notifynow*.

Environmental and Corporate Initiatives

The Environmental and Corporate Initiatives Division leads initiatives that address City Council's Strategic Goal of Environmental Leadership and major city-building projects that enhance quality of life. Corporate Initiatives include the planning, design and facilitation of major city-building projects.

The Division develops and implements plans to achieve the waste diversion objectives established by City Council. Programs include recycling, composting, household hazardous waste and the recycling of construction-related materials.

Human Resources

The Human Resources Division provides general and specialized services to the civic departments and boards, designed to maximize employee performance. To ensure consistency in human resource practices, primary focus is placed on the following key areas:

- **Administration:** Provides support services to the Department in the areas of administrative and human resource services.
- **Client Services – Human Resources:** Provides support in the areas of recruitment, training, coaching, job evaluation and classifications, conflict resolution, grievance hearings, investigations, contract negotiations and legal interpretations.
- **Client Services – Occupational Health and Safety:** Provides support for employees, supervisors and managers through the Health Management System for both occupational and non-occupational injuries and illnesses. Promotes a healthy workplace and wellness initiatives supporting work-life balance.
- **Culture and Diversity:** Provides support to attaining a workforce representative of the public served and enables inclusive, multi-generational workforce practices through openness and accountability. Offers culture change initiatives and continuous improvement through innovation.
- **Total Rewards:** Provides strategies to attract, motivate and retain employees. Delivers in-house expertise and administration related to employee recognition, work-life balance, succession planning, and benefit plans and entitlements.
- **Policy, Strategy, Performance and Quality:** Provides strong management and fiscal responsibility through technology and innovation. Develops policies, planning and priorities, performance, data analytics and metrics.
- **Engagement:** Provides direction and support to organization development initiatives. Assists departments to be effective and efficient through support in employee engagement, change management, training and development, conflict management and respectful workplace.

Information Technology

The City of Saskatoon embraces technology as a means to enhance the quality and responsiveness of its services to residents, increase the efficiency of operations, and position the City nationally as a leading place to incorporate the creative use of technology into personal and professional pursuits.

Services Provided by City Departments

The Information Technology Division consists of Application Delivery Services, Corporate Support Services, Technology Integration Services, and Corporate Geographic Information Services.

Media Relations

Media Relations manages and coordinates the City's interaction with the local, provincial, national and international news media. It guides distribution of corporate news releases and public service announcements, as well as City-related information for journalists. Media Relations has also adopted the role of shepherding City messages in social media by sharing, monitoring and responding to public information requests via the City's Facebook, Twitter and YouTube channels. Media Relations periodically consults and co-operates with Saskatoon Police Service Public Affairs officials when certain bylaw initiatives need to be communicated to the public through the news media.

Strategic and Business Planning

The Strategic and Business Planning Division is responsible for the implementation of the Strategic Plan, aligning the Annual Business Plan and Budget with the Strategic Plan, and developing a Performance Measurement Program to track the performance of the Corporation relative to the Strategic Goals outlined in the Strategic Plan.

One of the key deliverables from these initiatives is to create a culture of innovation and creativity within the Corporation through the implementation of a Continuous Improvement Strategy.

The Division also provides corporate leadership and development opportunities that enhance an employee's understanding of the Corporation, their work environment, and their role and responsibilities so they can provide the highest quality of service to citizens.

Ongoing learning and development opportunities fall into four categories: General Training, Professional Development Training, Supervisor and Manager Training, and Management Development.

Service Saskatoon

Service Saskatoon and the Service Saskatoon model were officially launched on April 6, 2016. Service Saskatoon is a new and improved model for service delivery. The new model is built on four pillars: Citizen Input, Systems, Standards and Staffing. The City has made a new commitment to improve delivery of customer service. It is about helping citizens connect to the right people and information they need from the City – quickly, simply and seamlessly. The goal for citizens is to eliminate the guesswork involved in finding the right

information or department. The City wants to create multiple channels for citizens to access information and answers they need. Service Saskatoon is a City-wide shift in how we deliver front-line services, respond to requests, and improve services.

The Citizen Input pillar is key to accomplishing the City's goal. Opportunities are being provided for citizens to shape the design of the City's services including the opportunity through Shaping Saskatoon to participate in a new Citizen Advisory Panel (CAP) to help establish priorities. Currently, there are over 1,500 participants in the CAP.

A new Customer Relationship Management (CRM) system is the technology centerpiece of the new model and supports the Systems pillar. It will help the City manage citizen requests and inquiries more efficiently and effectively. The CRM is currently being piloted with the Water & Waste Stream Division for introductory services for citizens to experience the CRM model. The City's goal is to make it easier for citizens to access information, request services, and track request progress from start to finish. A CRM software is a critical piece of the citizen experience although the current program is temporary. An enterprise-based CRM to support a long-term customer service strategy will need to consider the corporate direction on integrated business solutions/systems.

Saskatoon Fire Department

The Saskatoon Fire Department (SFD) is a public service focused on safety and risk reduction. Community protection and prevention is accomplished by six divisions working out of nine strategically-located stations. The SFD protects an assessed value of \$41.6 billion of local assets. Fire Service and Dispatch Agreements are held with multiple surrounding municipalities and First Nations communities.

The Operations Division provides 24-hour emergency response and mitigation to incidents involving fire, rescue, pre-hospital emergency medical and dangerous goods hazards to protect and enhance quality of life for citizens and visitors of Saskatoon. Firefighters access vital information, collected during preplans and inspections from in-vehicle Computer Aided Dispatch (CAD) regarding hazard and occupancy.

The Fire Prevention and Investigation Division performs inspections to ensure compliance with legislated life safety and property preservation standards. Fire investigations result in meaningful changes to acts or bylaws for ongoing public protection.

The Community Relations Division partners with community groups, schools, service clubs and businesses to educate and promote fire and life safety, prevention and recruitment.

Through the Emergency Planning Division, the Saskatoon Emergency Measures Organization (EMO) ensures a

Services Provided by City Departments

coordinated and timely response for complex and/or escalating emergencies in Saskatoon, by maintaining an overarching emergency plan. The EMO trains multi-jurisdictional personnel to operate effectively at the incident site or in the Emergency Operations Centre (EOC). EMO is the sole administrator for the City of Saskatoon's emergency notification system, *notifynow*.

Transportation and Utilities Department

The Transportation and Utilities Department is responsible for managing and operating core services such as transit; water treatment and distribution; sewage and solid waste collection and treatment; land development design and construction; and all aspects of optimizing, operating, and preserving City's transportation network for all modes of transportation. Saskatoon's electrical franchise is included in the Department's mandate, serving approximately 60% of Saskatoon citizens.

Construction and Design

The Construction and Design Division delivers municipal infrastructure projects; provides regulatory oversight; maintains infrastructure records; and provides expertise, advice and guidance on municipal infrastructure. These services allow the City of Saskatoon to provide and maintain a high quality of infrastructure in a safe and cost-effective manner to its citizens.

Major Projects and Preservation

The Major Projects section of the Major Projects and Preservation Division provides project delivery services for the Corporation for capital projects that do not fit into the typical scope of the other divisions. The Asset Management section of the Division is responsible for stewarding the asset condition status, rehabilitation programs, and recommending funding levels for the City's roadways, lanes, sidewalks, bridges, water distribution system, waste water collection system and storm water management system.

Roadways and Operations

The Roadways and Operations Division is responsible for the operation and maintenance of roads, lanes and sidewalks. It also provides procurement, logistical and operational support for departments across the City.

Saskatoon Light & Power

The City of Saskatoon operates an electric utility providing electrical service to the area of Saskatoon that lies generally within the 1958 city boundary. Bulk electrical power is purchased from the provincial Crown utility, SaskPower, and

through a system of transmission lines, substations, and distribution lines with associated distribution hardware, this utility distributes electricity to customers on demand at locations and at voltages appropriate to their needs. The utility is also responsible for the street lighting system.

Saskatoon Transit

The Saskatoon Transit Division operates and maintains Saskatoon's public transit system and provides Access Transit for individuals who are unable to use the regular transit system with safety and dignity. Saskatoon Transit operates six terminals spread throughout the city. Saskatoon Transit's service includes DART (Direct Access Rapid Transit) which serves all major quadrants of the city and can best be described as a light-rail system on wheels.

Saskatoon Water

The Saskatoon Water Division is responsible for the operation and maintenance of the City's water and waste water treatment plant; the handling and disposal of solids resulting from the treatment processes; the water and waste water pumping facilities; ongoing process optimization and environmental studies; engineering and long-term expansion planning for water distribution; storm and sanitary sewer collection systems and treatment plants; related construction project management and capital work; the testing and maintenance of water meters; and the Cross Connection Control Program.

Transportation

The Transportation Division provides planning, design, regulation, and operation of the City's transportation network. Major activities include planning for the transportation network, traffic management and operations. The goal of the Division is to provide for the safe and efficient movement of people, goods, and services within and through Saskatoon in a cost-effective manner.

Water and Waste Stream

The Water and Waste Stream Division is responsible for the operation, maintenance and preservation of water mains, sanitary sewer mains, storm sewer mains, solid waste handling and disposal services.

Boards

Rimai Modern Art Gallery

Rimai Modern is a thought leader and direction-setting modern art museum that boldly collects, develops, presents and interprets the art of our time. Our mandate is to enable

Services Provided by City Departments

transformative experiences by connecting art with local and global communities.

Located at River Landing, Remai Modern will be recognized across Canada as one of the top art museums in the country. It is anticipated to be a major driver of the Saskatoon tourism market, and as such will be a catalyst for economic growth in the city.

Remai Modern's 11 gallery spaces, including the huge, third-floor Marquee Gallery, to be used for major, international touring exhibitions, as well as its 147-seat SaskTel Theatre, offer an abundance of opportunities for programs and exhibitions. In addition, the permanent collections galleries will exhibit selections from the permanent collection, including an outstanding collection of Picasso linocuts and ceramics. Remai Modern also presents art programs throughout the city, including at schools, hospitals, libraries and other community organizations.

Saskatoon Police Service

The Saskatoon Board of Police Commissioners is appointed by City Council to oversee Saskatoon Police Service (SPS) operations. It consists of the Mayor, two City Council members and two citizens-at-large.

While the Board must adhere to the budget allotted by City Council, it is otherwise independent.

SPS members are equipped and trained to deliver police service in partnership with the community. They offer emergency services, take complaints of crime, conduct follow-up investigations and crime prevention activities.

Saskatoon Public Library

For more than 100 years, Saskatoon Public Library (SPL) has been connecting citizens with a wide range of programs, services and literary materials. The Central Library, along with SPL's eight branch locations, are welcoming and vibrant community meeting spaces that strive to change lives through connections, engagement and inclusivity.

With a rapidly changing digital world changing how people learn and interact, SPL's collections, programs and services have followed suit. SPL patrons can access many third-party online learning services for free and can also borrow a vast selection of books, DVDs, CDs and video games at any branch city-wide. While continuing to offer many traditional programs – such as children's story times – numerous other programs have adopted digital components, from robotics and virtual reality to gaming and technology tutorials.

Its fundamental principles of equality and diversity make SPL a valued public service. The organization has moved forward

on various initiatives that address the Truth and Reconciliation Commission's Calls to Actions, and SPL also offers EAL programs for those looking to improve their English language skills. SPL's many outreach services – such as visits to crisis shelters, loans to correctional facilities and home deliveries to those who are physically unable to visit the library – also help ensure no one is left behind in the organization's promotion of lifelong learning.

SaskTel Centre

(Legal name: Saskatchewan Place Association Inc.)

SaskTel Centre opened in February 1989, and since its opening, hosts more than 500,000 guests annually. It is Saskatchewan's number one venue for large-scale musical productions, as well as one of the Canada's busiest entertainment and sports venues. Seating capacity is about 13,000 for concerts and 15,100 for sporting events. SaskTel Centre is the home of the Saskatoon Blades Hockey Club of the Western Hockey League and the Saskatchewan Rush, the 2016 National Lacrosse League Champions.

SaskTel Centre, under the direction of its Board of Directors and management, continues to attract many of the world's largest touring acts and major international and national events. It also owns and operates Taste of Saskatchewan and Rock the River Classic Rock Festival each year.

TCU Place

(Legal name: Saskatoon Centennial Auditorium and Convention Centre Corporation)

TCU Place was a project to commemorate the centennial of the founding of the Dominion of Canada. It is an imposing and beautiful building in the heart of the city, adjacent to a major shopping complex, steps away from first-class hotels, restaurants, boutiques, and parking facilities for 2,000 vehicles. The facility is equipped with sophisticated aids for audio, visual, stage or exhibit requirements; maintains an in-house catering/banquet service; and is part of a province-wide box office. TCU Place's 2,000 soft-seat concert theatre has brought heartwarming praise from numerous world-class entertainers and artists, touring companies, ballet companies, and local and international performing art groups. It is also home to the Saskatoon Symphony.

With 104,000 square feet of high-end convention space, TCU Place is poised for the large-sized national and international convention market, with first-class convention facilities and services.

In addition, the venue's box office operates both an Audience View and Ticketmaster ticketing distribution system that sells

Services Provided by City Departments

tickets not only for TCU Place, but also SaskTel Centre and other venues across Canada. TCU Place is owned by the City of Saskatoon and is operated by the Saskatoon Centennial Auditorium and Convention Centre Corporation. The Corporation, as well as the Saskatoon Centennial Auditorium and Convention Centre Foundation, consists of a Board of Directors with representation from City Council and the general public.

Financial Management and Control

Corporate Planning Process

City Council's Strategic Plan sets out a vision for the community, a mission statement and a set of corporate values and strategies.

The Capital Budget process decides, based on City Council's priorities, which projects will proceed over which time frame. Long-term capital planning (through the five-year plan) and reserve policies strive to match funds to required projects.

The Operating Budget allocates resources guided by the principle of delivering services at existing levels. It also recommends changes for specific programs based on usage, demand, ability to pay, growth, legislative change, business case, etc. Issues raised by the public or civic administration are brought before City Council.

Annual Financial Reports

Annual financial reports are submitted to City Council for its information and review. These include reports for capital project status, benchmarking and performance measurement and public accounts.

The annual financial report includes consolidated financial statements audited by the City's appointed external auditor.

Financial Policies

The City of Saskatoon operates under a number of financial policies, some of which have received formal approval by City Council; others are based on fiscal responsibility.

Property Tax Policies

In 2017, City Council resolved that commercial property be taxed at 1.59 times the residential rate and that the effective tax rate among residential, condominium and multi-family residential classes be equalized.

Investment Policy

City portfolios are invested primarily to preserve capital, to maintain enough liquidity to meet ongoing financial needs, and to maximize return on investment. Specific guidelines are outlined regarding the type of securities approved for purchase, investment limitations and term structure.

Reserve Policies

Reserves are established through bylaws to fund capital projects and through policy to provide funds to stabilize user-pay programs and ups and downs in general revenue.

Most capital work by the City is funded through dedicated reserves. Purpose, funding source and withdrawal criteria are defined within bylaws and City Council approval is required for all withdrawals. Remaining reserves are defined in policy; a majority are used to stabilize programs either funded through user fees (e.g. golf courses), dependent upon weather (e.g. snow and ice management), or used to fund overall operations against variations in revenue (e.g. interest earnings).

Debt Management Policies

The City of Saskatoon operates under a "pay-as-you-go" philosophy, where its facilities and infrastructure are built based on current and projected reserves.

Policy for capital projects dictates that borrowing is allowed only if funds are not available from existing reserves or through external sources, if funds will be recovered from future operating revenues or savings, or it makes sense to use financing to spread the cost of major initiatives across present and future users.

FINANCIAL DISCUSSION AND ANALYSIS

December 31, 2017

Financial Discussion and Analysis

December 31, 2017

The City of Saskatoon's 2017 Annual Financial Report contains the audited Consolidated Financial Statements prepared in accordance with principles and standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Deloitte LLP has audited the Financial Statements and provided the accompanying Auditor's Report. The financial statements and Auditor's Report meet the legislative reporting requirements under *The Cities Act*.

The following financial discussion and analysis has been prepared in order to provide a narrative explanation, through the eyes of management, of how the City of Saskatoon (City) has performed in the past, its financial conditions and its future prospects.

Financial Highlights

The Consolidated Financial Statements combine the financial results of the City's departments with the financial results of the agencies that are accountable to and controlled or owned by the City. These include:

- Board of Police Commissioners
- Saskatoon Light & Power
- Water, Waste Water and Storm Water Management Utilities
- Remai Modern Art Gallery of Saskatchewan (operating as Remai Modern)
- Centennial Auditorium (operating as TCU Place)
- Saskatchewan Place (operating as SaskTel Centre)
- Saskatoon Public Library

Revenue and Expenses

The City had consolidated operating revenues of \$957.4 million in 2017, including \$127.2 million in capital contributions. Significant revenue sources include:

- \$414.5 million in user charges;
- \$242.9 million in taxation; and
- \$53.5 million in government transfers.

These revenues were used to deliver various City programs and utility services as recognized by \$766.7 million worth of consolidated expenditures in 2017, which resulted in a net surplus of revenues over expenses of \$190.7 million. Overall, the City has increased its accumulated surplus to \$4.1 billion, an increase of 4.92% over the prior year.

Consolidated Financial Position

The City's total net financial debt decreased from a balance of \$125.1 million in 2016 to \$114.3 million in 2017. This improvement was largely due to normal business operations and higher cash and investment holdings than in 2016.

	2017	2016	Change
A Financial Assets	\$ 631,005	\$ 587,703	\$ 43,302
B Liabilities	\$ 745,269	\$ 712,809	\$ 32,460
C Net Financial Assets (A minus B)	\$ (114,264)	\$ (125,106)	\$ 10,842
D Non-Financial Assets	\$ 4,180,333	\$ 4,000,466	\$ 179,867
E Accumulated Surplus (C plus D)	\$ 4,066,069	\$ 3,875,360	\$ 190,709

As at December 31 in thousands of dollars

As seen above, the City's accumulated surplus increased by \$190.7 million largely due to the net increase in tangible capital assets (purchased and donated) of \$178.5 million.

The term debt component of liabilities increased to \$349.2 million in 2017 from the 2016 balance of \$318.8 million. This includes \$169.8 million (\$114.7 million in 2016) in third-party debt in relation to the Civic Operations Centre and North Commuter Parkway and Traffic Bridge P3 Projects. The City's long-term debt rating was affirmed at 'AAA'/Stable by S&P Global (formerly Standard & Poor's) for 2017.

Tax Based Operations

Schedule 5 of the Financial Statements are the results of the City's tax-supported operations. These figures are prior to consolidation and reflect the City's actual results for tax supported operations as outlined by the approved budget and the requirements of *The Cities Act*.

(In millions of dollars)	2017 Budget	2017 Actuals	Variance	Percent
Revenues	\$ 477,649	\$ 471,989	\$ (5,660)	(1.19%)
Expenditures	\$ 477,649	\$ 475,089	\$ 2,560	0.54%
Preliminary Surplus (Deficit)	\$ –	\$ (3,100)	\$ (3,100)	(0.65%)

The City's year-end deficit for tax-based operations prior to transfers to reserve in 2017 is \$3.10 million, which is equivalent to a 0.65% variance from the approved budget. This deficit was largely due to shortfalls in various operating revenues.

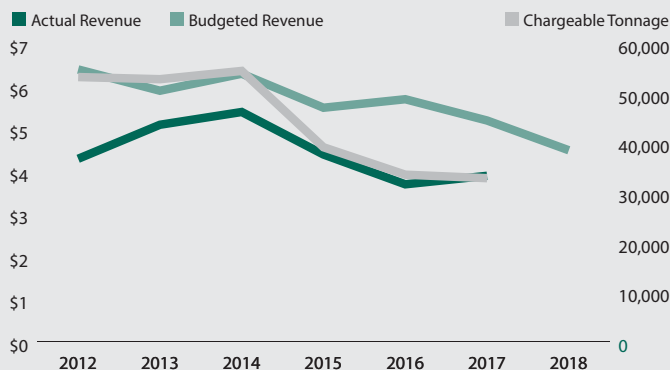
The following sections provide an overview of the largest operating revenue challenges the City is currently facing, early projections for 2018 and strategies to correct them.

Landfill Operations

The chargeable tonnage delivered to the City's landfill has been steadily declining since 2014, as commercial haulers have opted for competing landfills within the region. This has resulted in revenue deficits as large as \$1.97 million in 2016. The budget was adjusted by \$450,000 in 2017, resulting in a smaller revenue deficit of \$1.28 million at the landfill, as shown in the following graph.

Landfill Revenue — \$1.28M Deficit in 2017

(\$ millions)



Budgets for 2018 were further adjusted by \$700,000 which should significantly reduce the revenue deficit size in 2018. With work currently underway as part of the waste as a utility model, no further adjustments have been made to the 2019 Indicative Budget until a final decision has been made. If approved, waste as a utility model will create a financially sustainable model to ensure the ongoing success of the landfill and associated operations while achieving several positive environmental outcomes.

Parking Ticket Revenue

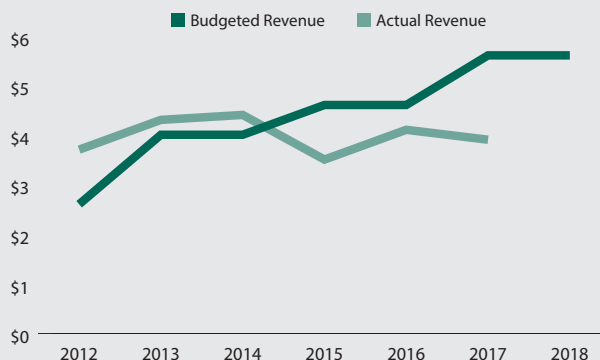
Revenue from parking tickets had a \$1.66 million deficit in 2017. This deficit is largely due to increased compliance as the cost of violations increased from \$20 to \$30 in 2017, creating more incentive to not receive a parking ticket. The convenience of paying for parking through a parking app also had positive impacts on compliance.

As a result of increased compliance, metered parking revenue experienced a surplus of \$675,000. However, this excess is dedicated to payments to the vendor which installed

the parking terminals until mid-2019. Parking revenue has continued to trend upwards in 2018.

Parking Violations — \$1.66M Deficit in 2017

(\$ millions)



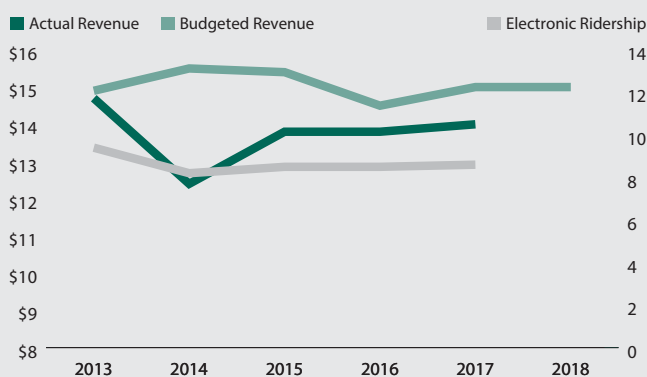
No changes were made to the 2018 Operating Budget, and underlying parking ticket revenue trends are expected to remain unchanged. This revenue source will be revisited as part of future budgets, as a further multi-year phased-in approach may be required depending on actual results from 2018/19.

Transit Revenue

Transit ridership and revenue both increased slightly in 2017 from 2016 as ridership grew from 8.5 million to 8.7 million (electronic method) and \$13.3 million in revenue compared to \$13.1 million in 2016. However, as shown in the following graph, this revenue increase is still behind the budgeted revenue of \$15.1 million which created a transit revenue deficit of \$1.0 million in 2017.

Transit Revenue — \$1.01M Deficit in 2017

(\$ millions)



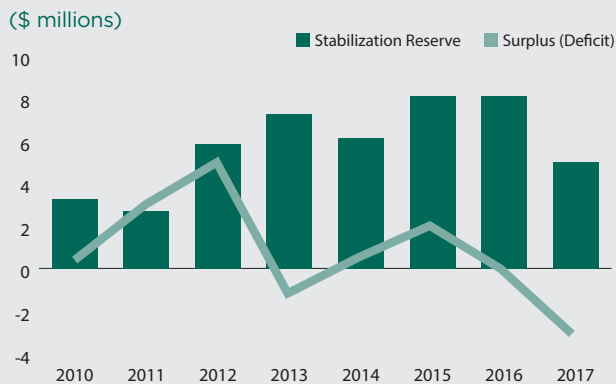
Recent trends (from 2013-2017) in fare revenue have indicated a shift in sales from regular priced passes to discounted passes (e.g. monthly pass holders enrolling in the EcoPass or Upass program). This shift in fare type correlated to

a revenue decrease in 2014 and a plateaued effect thereafter at approximately \$14 million in 2016 and 2017.

Stabilization Reserve

The overall deficit of \$3.10 million will be offset by a transfer from the City's Fiscal Stabilization Reserve. This reserve was specifically established to mitigate mill-rate impacts from fluctuations in operating results from year-to-year. The current balance of this reserve is \$8.12 million and has been reduced to \$5.02 million after the \$3.10 million deficit is covered off, as shown in the following graph.

Stabilization Reserve Year-End Balances



This reserve has a targeted minimum balance equal to 5% of the current year's tax-supported expenditures. For 2017, the reserve should be at \$12.14 million, however, after the 2017 allocation, the reserve will be approximately \$7.12 million short of its minimum balance. It is intended that over time, future surpluses and one-time funding revenues will bring the reserve back to its targeted level.

Cash Flow

The City's cash and cash equivalents decreased by \$9.04 million over 2016 to a December 31, 2017 balance of \$59.45 million. While cash balances decreased, this was largely offset by increases in investment holdings of \$54.10 million to a year-end balance of \$418.25 million. The changes in cash and investment holdings are largely due to normal operating fluctuations as seen below:

Changes in City's Cash Holdings

(in thousands of dollars)

	Amount
January 1, 2017 Cash Balance	\$ 68,483
Cash from Operating Activities	\$ 299,383
Increase in Investment Holdings	\$ (54,104)
New Debt Issued Net of Repayments	\$ 30,382
Acquisitions of Capital Assets	\$ (284,698)
December 31, 2017 Cash Balance	\$ 59,446

Cash from Operating Activities

Cash provided by operating activities in 2017 was \$299.38 million, compared to \$303.84 million in 2016. In addition to the annual surplus (\$190.71 million), the increase was largely driven by \$133.99 million in non-cash amortization and other normal changes in operating activities such as accounts payable and receivable fluctuations.

Cash from Investments and Financing

Cash used by investment activities was \$54.10 million as cash balances were transferred into investment holdings.

Cash provided by financing activities was \$30.38 million due to continued progress of the P3 North Commuter Parkway and Traffic Bridge and associated third-party borrowings, which is offset by \$27.40 million in annual debt repayments.

Cash Used for Capital Acquisitions

\$284.70 million was used for the acquisition of capital assets in 2017. Some of the notable capital projects included in this balance are:

- North Commuter Parkway and Traffic Bridge;
- Boychuk Drive and Highway 16 interchange;
- McOrmond Drive and College Drive interchange; and
- various roadway maintenance and rehabilitation projects.

Financial Analysis – Revenues Compared to Budget

Revenues (in millions of dollars)	2017 Budget	2017	Variance	Percent Variance
Taxation	\$ 243.2	\$ 242.9	\$ (0.3)	(0.1%)
Grants-in-Lieu of Taxes	\$ 5.5	\$ 6.2	\$ 0.7	12.7%
User Charges	\$ 411.0	\$ 414.5	\$ 3.5	0.9%
Government Transfers – Operating	\$ 65.1	\$ 53.5	\$ (11.6)	(17.8%)
Government Transfers – Capital	\$ 71.2	\$ 71.2	\$ –	–
Investment Income	\$ 11.1	\$ 11.9	\$ 0.8	7.2%
Contributions from Developers – Operating	\$ 65.1	\$ 65.1	\$ –	–
Contributions from Developers – Capital	\$ 55.9	\$ 55.9	\$ –	–
Franchise Fees	\$ 15.3	\$ 15.8	\$ 0.5	3.3%
Other	\$ 21.6	\$ 20.4	\$ (1.2)	(5.6%)
Total	\$ 965.0	\$ 957.4	\$ (7.6)	0.6%

Consolidated revenue for 2017 was \$957.4 million compared to an approved consolidated budget of \$965.0 million. The main reason for this negative variance is due to the following:

Government Transfers – Operating which had a budget of \$65.1 million but actuals of \$53.5 million created a negative variance of \$11.6 million. This negative variance is largely related to the City's annual Federal Gas Tax payment which is received for use on eligible capital projects. The City received and budgeted for \$13.5 million in Federal Gas Tax payments in 2017, however, deferred \$15.8 million of Gas Tax Revenue due to submitted eligible projects that have yet to incur enough costs to claim the corresponding revenue. The eligible projects are as follows:

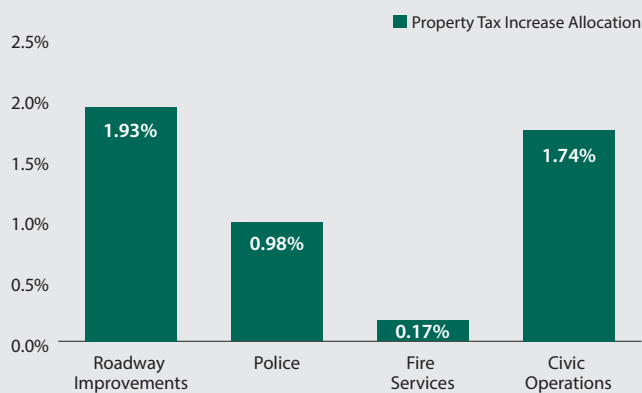
Project (in millions of dollars)	Gas Tax Budget	Expenditures to Date	Gas Tax Remaining
Waste Water Treatment Plant Odor Abatement System	\$ 9.3	\$ 8.3	\$ 1.0
Water Treatment Plant Pump Bay	\$ 18.5	\$ –	\$ 18.5
Power Upgrades to Waste Water Treatment Plant	\$ 3.2	\$ 0.4	\$ 2.8
Liquid Waste Hauler Station	\$ 10.8	\$ 0.3	\$ 10.5
Relining of Decant Cell 1	\$ 1.5	\$ –	\$ 1.5
Total	\$ 43.3	\$ 9.0	\$ 34.3

Financial Analysis – Revenues Compared to Prior Year

Revenues (in millions of dollars)	2017	2016	Variance	Percent Variance
Taxation	\$ 242.9	\$ 227.5	\$ 15.4	6.8%
Grants-in-Lieu of Taxes	\$ 6.2	\$ 5.3	\$ 0.9	17.0%
User Charges	\$ 414.5	\$ 392.6	\$ 21.9	5.6%
Government Transfers – Operating	\$ 53.5	\$ 67.9	\$ (14.4)	(21.2%)
Government Transfers – Capital	\$ 71.2	\$ 47.8	\$ 23.4	49.0%
Investment Income	\$ 11.9	\$ 13.0	\$ (1.1)	(8.5%)
Contributions from Developers – Operating	\$ 65.1	\$ 49.6	\$ 15.5	31.3%
Contributions from Developers – Capital	\$ 55.9	\$ 44.4	\$ 11.5	25.9%
Franchise Fees	\$ 15.8	\$ 21.7	\$ (5.9)	(27.2%)
Other	\$ 20.4	\$ 22.6	\$ (2.2)	(9.7%)
Total	\$ 957.4	\$ 892.4	\$ 65.0	7.3%

Taxation Revenue was approximately 6.8% higher than 2016 revenue, primarily due to an increase in the tax rate of 4.82% and growth in the assessment base as the city's physical inventory of houses and commercial properties continue to grow. The property tax increase of 4.82% in 2017 was allocated as shown in the following graph.

Property Tax Increase Allocation



The majority of additional tax revenue collected as a result of the rate increase was attributed directly to road improvements and Police services.

User Charged Revenue increased to a balance of \$414.5 million, up 5.6% or \$21.9 million from 2016. This increase was largely due to increased rates and increased consumption from a growing city and population. City-owned utilities saw the following increases in user fee revenues:

- Saskatoon Water Utility increased by \$6.0 million to a total of \$76.5 million.
- Saskatoon Waste Water Utility increased by \$6.4 million to total user fee revenue of \$68.9 million.
- Saskatoon Storm Water Management user fee revenue increased by \$100,000 to a total balance of \$6.2 million.
- Saskatoon Light & Power realized increased user fee revenue of \$6.7 million to a 2017 total of \$163.9 million.

Government Transfer – Operating Revenues decreased to \$53.5 million, down \$14.4 million from 2016. This decrease is largely related to the \$15.8 million deferred Federal Gas Tax revenue outlined in the previous section.

Government Transfer – Capital Revenues increased to \$71.2 million, up \$23.4 million from 2016. This increase is due to the implementation of several federal funding programs such as the Public Transit Infrastructure Fund and Clean Water Waste Water Fund. In addition, the City received funding from the provincial government in relation to the P3 North Commuter and Traffic Bridge Project, as well as the Boychuk and Highway 16 interchange. Details surrounding capital contributions are included in Schedule 2 of the Financial Statements.

Contributions from Developers – Capital increased to \$55.9 million from \$44.4 million in 2016. This revenue stream used for capital improvements relates to contributions from developers for levies for lift stations, interchanges and trunk sewers. These contributions are directly linked to growth in the economy and city. As this growth improved in 2017, so did the contributions being received from developers.

Financial Analysis – Expenses Compared to Budget

Expenditures (in millions of dollars)	2017 Budget	2017	Variance	Percent Variance
Arts, Culture & Events Venues	\$ 13.1	\$ 12.0	\$ (1.1)	(8.4%)
Community Support	\$ 15.4	\$ 17.2	\$ 1.8	11.7%
Corporate Asset Management	\$ (5.9)	\$ (7.9)	\$ (2.0)	(33.9%)
Corporate Governance & Finance	\$ 40.5	\$ 38.4	\$ (2.1)	(5.2%)
Debt Servicing Costs	\$ 14.1	\$ 14.1	\$ –	–
Environmental Health	\$ 48.9	\$ 52.6	\$ 3.7	7.6%
Fire	\$ 48.1	\$ 47.7	\$ (0.4)	(0.8%)
Land Development	\$ 27.8	\$ 26.1	\$ (1.7)	(6.1%)
Libraries	\$ 23.4	\$ 23.0	\$ (0.4)	(1.7%)
Police	\$ 100.8	\$ 102.2	\$ 1.4	1.4%
Recreation & Culture	\$ 65.3	\$ 65.6	\$ 0.3	0.5%
Taxation & General Revenues	\$ 5.9	\$ 6.7	\$ 0.8	13.6%
Transportation	\$ 148.8	\$ 159.8	\$ 11.0	7.4%
Urban Planning & Development	\$ 25.3	\$ 24.3	\$ (1.0)	(4.0%)
Utilities	\$ 201.8	\$ 184.9	\$ (16.9)	(8.4%)
Total	\$ 773.3	\$ 766.7	\$ (6.6)	(0.9%)

Overall, consolidated expenditures for the year ended December 31, 2017 were \$766.7 million, which is a 0.9% variance from the approved consolidated budget of \$773.3 million. Some of the significant variances (greater than \$5.0 million or 7.5%) compared to budget are as follows:

Community Support had a \$1.8 million negative variance largely due to a \$1.5 million deficit related to Community Investments and Support. Economic Incentives were \$1.2 million overspent in 2017 due to a large number of incentive programs coming into effect that were not adequately budgeted for. Some of the most significant economic incentives coming on line in 2017 were The Banks at 410 Ave C South, North Prairie Developments Ltd. at 550 4th Ave North and Broadstreet Properties at 206 Akhtar Bend. The 2018 Budget has been adjusted for this increase and a significant budget variance is not expected to occur again in 2018.

Corporate Governance & Finance had a \$2.1 million positive variance in 2017 largely due to:

- lower payroll costs than originally anticipated from lower employment insurance and Workers' Compensation Board rates than originally budgeted for, as well as a corporate hiring freeze that was undertaken for the last half of 2017; and
- administrative functions such as Assessment & Taxation, City Clerk's, City Manager's, City Solicitor's, Corporate Support, and Revenue Services had a combined \$1.60 million positive variance largely due to the hiring and spending freeze implemented for the last half of 2017.

Environmental Health had a \$3.7 million negative variance in 2017 largely related to changes in estimates for the City's Landfill Retirement Obligation and Contaminated Sites Liability. These estimates and corresponding expenses fluctuate on an annual basis, based on the nature of the liabilities and their long-term outlook.

Taxation & General Revenue expenditures were \$0.8 million or 13.6% over budget largely due to expenditures related to the City's automated speed enforcement. In 2017 the City did not budget for the revenue or expenditures related to automated speed enforcement as this was a temporary pilot project. Therefore, this over expenditure related to the maintenance and licensing of the automated speed enforcement program is offset by additional revenues generated from the program.

Transportation was \$11.0 million, or 7.4%, overspent in 2017 related to a variety of reasons including:

- Street Cleaning & Sweeping had an unfavourable variance of \$706,000 largely due to extending the program by a week to expedite delivery, resulting in additional labour, contractual services and equipment.
- Saskatoon Transit had a \$799,000 negative variance in expenditures as a result of higher than anticipated costs for staffing, equipment and other maintenance charges.
- Reclassification of expenditures that were originally approved as capital expenditures in the City's budget, but reclassified as operating as required by Public Sector Accounting Standards. This reclassification process has created significant variances in the City's annual reporting.

Utilities had a \$16.9 million favourable variance on a consolidated basis. This favorable variance is related to lower expenditures on bulk power purchases, salaries and general maintenance than originally anticipated. A detailed breakdown of the operations of the City's utilities can be found in Appendices 3 to 7 in the Financial Statements.

Financial Analysis – Expenses Compared to Prior Year

Overall, consolidated expenditures for the year ended December 31, 2017 totaled \$766.7 million, up by \$61.2 million, or 8.7%, from 2016 which totaled \$705.6 million. The main reason for the increase in expenditures is due to the City's Approved 2017 Business Plan and Budget which included over \$39.5 million in new expenditures. This budget included growth and inflation allocations in order to continue providing the same service level over an expanding service network and contractual increases. In addition, the Approved 2017 Business Plan and Budget included several service level increases, most notably, nearly \$2.0 million for the final phase-in of the City's Building Better Roads program.

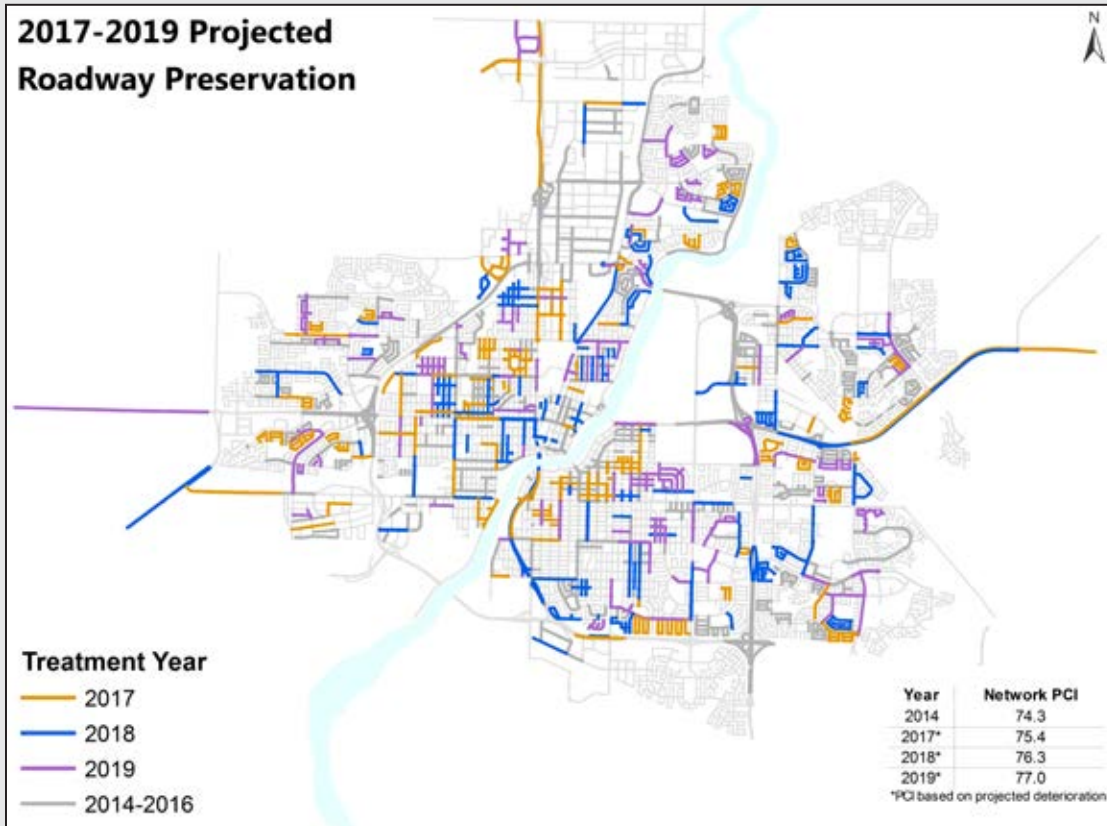
Additional year-over-year changes include:

- \$134.0 million in recognized amortization expense (\$123.2 million in 2016) which is a \$10.8 million increase over the prior year. This increase is due to more assets put into service in 2017, including roadway projects and the Remail Modern Art Gallery.
- The Landfill Liability and Contaminated Site Liability estimates are subject to change. Based on changes to the estimates in 2017, over \$3.0 million in additional expenditures were recognized in 2017 over 2016.
- In 2016, the City was carrying an Accrued Pension Asset of \$7.1 million; however, based on actuarial estimate changes during 2017, this shifted to a \$17.2 million liability in 2017. The \$24.3 million change in this account resulted in recognition of additional expenditures in 2017. Additional information regarding this change is included in Note 8 of the Consolidated Financial Statements.

Building Better Roads

The Building Better Roads program began in 2012 in order to allocate more resources to the City's road network and related services, including snow and ice clearing and street sweeping. In order to accomplish the objectives of the program, approximately \$60.5 million was spent in 2017, which is an increase of nearly \$2.0 million from 2016 and \$36.0 million from 2011.

The results and projected future progress of the program are illustrated in the following map.



By 2018 it is anticipated that over \$61.0 million will be spent annually in the maintenance and preservation of Saskatoon's road network.

Liquidity and Debt

The City's financial position as at December 31, 2017 is as follows:

Financial Position as at December 31, 2017

(in millions of dollars)

	Actual 2017	Actual 2016	Actual 2015
Financial Assets			
Cash	\$ 59,446	\$ 68,483	\$ 68,305
Receivables	140,235	138,209	113,171
Land Inventory for Resale	8,617	8,172	8,709
Other Assets	4,454	1,614	4,421
Investments	418,253	364,149	372,748
Accrued Pension Asset	–	7,076	–
Total Financial Assets	631,005	587,703	567,354
Financial Liabilities			
Accounts Payable and Accrued Liabilities	250,130	278,995	229,174
Deferred Revenue	85,191	73,577	85,912
Term Debt	349,153	318,771	263,050
Accrued Pension Liability	17,190	–	9,296
Employee Benefits Payable	43,605	41,466	37,865
Total Financial Liabilities	745,269	712,809	625,297
Total Net Financial (Debt) Assets	\$ (114,264)	\$ (125,106)	\$ (57,943)

In 2017 net financial debt increased by approximately \$10.8 million, primarily due to a \$45.1 million increase in the City's cash and investment balances from increased reserve balances and unspent capital funds. This increase was offset by a \$30.4 million increase in the City's term debt, largely due to the progress on the North Commuter Parkway and Traffic Bridge projects and associated debt.

Term Debt

These changes in Net Financial Assets are included as part of the City's Long-Term Financial Plan and funding models. In January 2018, S&P Global affirmed the City's 'AAA'/Stable longer term issuer credit and senior unsecured debt ratings stating, "We have updated our base-case scenario for the City and extended our forecast horizon through fiscal 2020. For 2018-2020, we expect Saskatoon's creditworthiness will be largely unchanged because we believe that the City's budgetary performance will continue to be solid, debt burden will remain much less than 60% of operating revenues, and liquidity will remain healthy. We also expect that the city will continue to benefit from a supportive institutional framework, sound financial management, and a robust economy."

The City utilizes debt to finance certain capital projects on the premise that the cost of these projects should be borne by the taxpayer and utility users who will benefit from the projects. Debt financing reduces the impact on annual property tax rates while providing appropriate infrastructure to meet citizens' needs. The current debt level of \$349.2 million is well within the City's approved debt limit of \$558.0 million as authorized by the Saskatchewan Municipal Board. Although subject to significant change, the current debt forecast is expected to peak in 2024 at approximately \$455.6 million as shown in the following graph.

Debt Forecast (2016-2026)

(in millions of dollars)

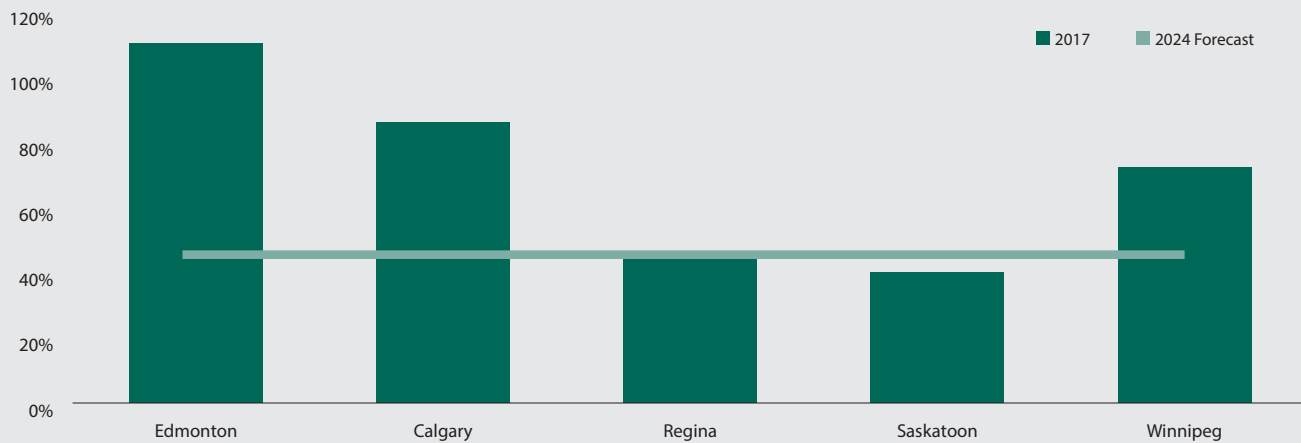


This forecast includes future borrowing for:

- debt for the remainder of the North Commuter Parkway and Traffic Bridge Projects;
- debt for the Civic Operations Centre;
- requirements for a Bus Rapid Transit system; and
- various utility projects which will be recovered through user fees.

Although debt is expected to increase over the next ten years, it is still expected that Saskatoon will have one of the lowest debt burdens in the country as a percentage of annual operating revenue.

2017 Debt as a Percentage of Operating Revenue



Source: 2017 Municipal Annual Reports

Reserves

The City maintains a City Council-approved Reserve for Future Expenditures Policy and Capital Reserve Bylaw which directs the establishment and processes with respect to reserves. Initial establishment of reserves as well as transfers to and from reserves require the approval of City Council. In 2017, reserve balances increased by \$49.0 million to a year-end balance of \$207.3 million.

10-Year Reserve Balance History

(in millions of dollars)



The increases in reserve balances were largely due to the following two factors:

1. Included in these balances are several land development reserves which vary considerably from year to year based on market conditions and stages of development. Reserves such as Prepaid Services, Land Bank and Property Realized improved by \$42.6 million over 2016 as development levies continue to be collected.
2. The Landfill Replacement Reserve and Water and Sewer Replacement Reserve continue on their repayment schedule as their deficit position improved by \$5.8 million over 2016. The Landfill Replacement Reserve remains in a \$544,000 deficit, while the Water and Sewer Replacement Reserve improved to a surplus position of \$1.3 million. Both of these reserves were approved by City Council to enter a deficit position.

Overall, the reserve balances continue to rebound significantly from 2009-2011 levels which were decreased due to the advancement of capital programs to match the federal and provincial programs that required municipal matching dollars. This advancement of funds allowed the City to participate in these programs by taking advantage of available funds from senior levels of government to build the necessary infrastructure. The plan to repay the reserves with the future year operating budget

allocations was achieved in 2012 when the reserve balance was \$115.7 million, up from the five-year low of \$53.8 million in 2010. Since 2012, reserve balances have continued to increase as the City is well-positioned to address future capital requirements.

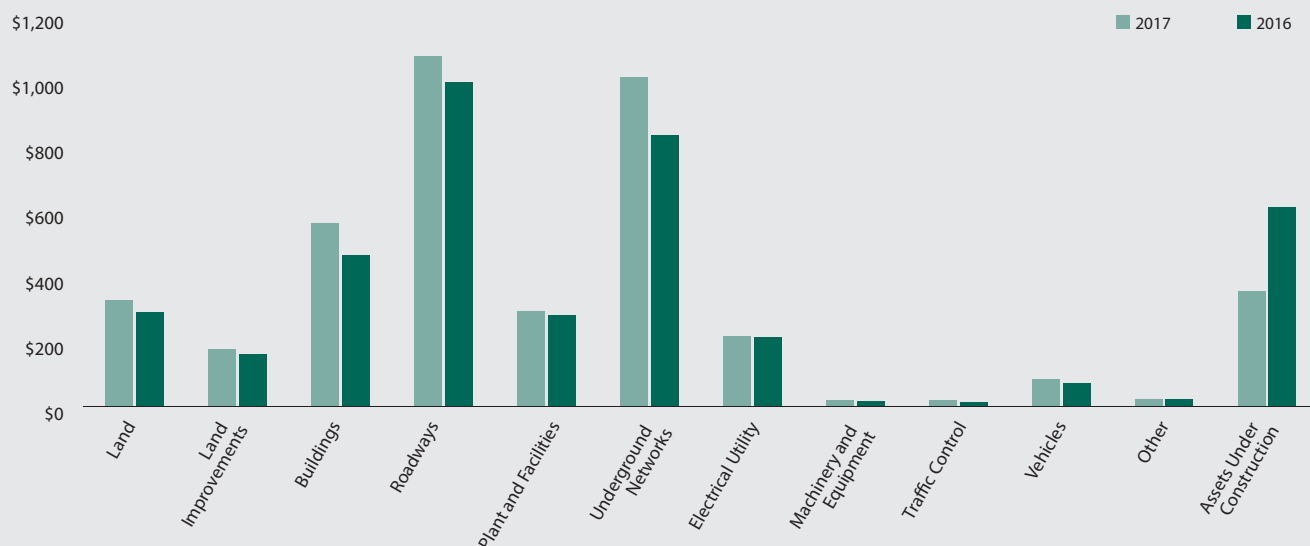
Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less estimated salvage value, of the tangible capital assets is amortized on a straight-line basis over the assets estimated useful lives, ranging from 5 to 75 years.

The City's total net book value of tangible capital assets rose by \$178.5 million in 2017. The largest increase was seen in underground networks which had additional \$176.6 million in assets. This increase was largely due to ongoing development and maintenance work.

Total Tangible Capital Assets by Category

(in millions of dollars)



Roadways continue to be the largest asset category with a net book value of \$1.1 billion, followed by the underground network, such as water, sewer and storm sewer infrastructure at \$1.0 billion.

Financial Control and Accountability

The City ensures strong financial management and accountability policies and practices are in place through a number of means. The Strategic Goal of Asset and Financial Sustainability is a key driver in this objective.

Strong Management and Fiscal Responsibility is one of the City's Leadership Commitments that drives the corporation throughout the daily activities and the manner in which it works towards the Strategic Goals. This commitment, along with the other Leadership Commitments, enables the practice of strong financial controls and accountability that helps the City maintain its 'AAA'/Stable credit rating.

Outlook

Saskatoon continues to enjoy a strong economy and steady growth. With it come the opportunities and challenges to

build new and rehabilitate existing infrastructure that is needed as part of a growing community.

To address growth, "Growing Forward! Shaping Saskatoon" is a key initiative that will help guide investments to accommodate growth to half a million people. Saskatoon has a need for a new way of planning for the future to help navigate challenges associated with immense population growth. The resulting growth plan will ensure Saskatoon continues to be a great place to live by creating opportunities for wealth and prosperity so everyone in the community benefits.

As part of the City's Strategic Goal of Asset and Financial Sustainability, the continued investment in the improvement to roads is one of the key strategies to address the condition of one of the largest components of the existing infrastructure. The result will be not only better road conditions, but an improved roadway network that will lead to more and better options for transportation that are practical for vehicles, buses, bikes, and pedestrians, and an optimal flow of people and goods around the city.

As stated previously, in January 2018 the City once again had its 'AAA'/Stable credit rating affirmed by S&P Global. The rating was based on the 2016 financial results that reflected "exceptional" liquidity, low and managed debt levels, as well as the current financial and economic outlooks.

The City continues to develop a long-term financial plan to address these challenges that ensures financial sustainability, as well as meeting the future needs of a growing city.

Kerry Tarasoff, FCPA, FCMA

Chief Financial Officer and General Manager,
Asset and Financial Management



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

City of Saskatoon

Saskatchewan

For its Annual
Financial Report
for the Year Ended

December 31, 2016

Christopher P. Morill

Executive Director/CEO

CONSOLIDATED FINANCIAL STATEMENTS

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2017

Management's Report



The accompanying Consolidated Financial Statements and all other information contained in this Annual Report are the responsibility of management. The Consolidated Financial Statements have been prepared by management in accordance with Canadian generally accepted accounting principles (GAAP) for local governments established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The preparation of the statements necessarily includes some amounts which are based on the best estimates and judgments of management. Financial data elsewhere in the Annual Report is consistent with that of the financial statements.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded, and that financial records are reliable for the presentation of financial statements.

The Standing Policy Committee on Finance of the City of Saskatoon comprises six elected officials who are appointed annually. The Committee recommends the engagement of the Internal and External Auditors, approves the annual and long-term audit plans, and reviews the Audit Reports and the Audited Financial Statements for presentation to City Council.

Deloitte LLP, Chartered Professional Accountants, the City's appointed external auditors, have audited the Consolidated Financial Statements. Their report to His Worship the Mayor and City Council, stating the scope of their examination and opinion on the consolidated financial statements, follows.

A handwritten signature in black ink, appearing to read "Jeff Jorgenson".

Jeff Jorgenson
City Manager

A handwritten signature in black ink, appearing to read "Kerry Tarasoff".

Kerry Tarasoff, FCPA, FCMA
CFO/General Manager, Asset and Financial
Management Department

August 27, 2018

Independent Auditor's Report

To His Worship the Mayor and City Council:

We have audited the accompanying consolidated financial statements of the City of Saskatoon, which comprise the consolidated statement of financial position as at December 31, 2017, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Saskatoon as at December 31, 2017 and the results of its operations, changes in net financial debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants,
Licensed Professional Accountants

May 28, 2018
Saskatoon, Saskatchewan

Consolidated Statement of Financial Position

As at December 31, 2017 (in thousands of dollars)

	2017	2016
Financial Assets		
Cash and Cash Equivalents (Note 2)	\$ 59,446	\$ 68,483
Taxes Receivable (Note 3)	13,899	13,605
Accounts Receivable and User Charges (Note 3)	124,578	122,308
Loans Receivable (Note 4)	1,758	2,296
Land Inventory for Resale	8,617	8,172
Other Assets (Note 5)	4,454	1,614
Accrued Pension Asset (Note 8)	–	7,076
Investments (Note 6)	418,253	364,149
Total Financial Assets	631,005	587,703
Financial Liabilities		
Accounts Payable and Accrued Liabilities (Note 9)	250,130	278,995
Deferred Revenue (Note 10)	85,191	73,577
Term Debt (Note 11)	349,153	318,771
Accrued Pension Liability (Note 8)	17,190	–
Employee Benefits Payable (Note 21)	43,605	41,466
Total Financial Liabilities	745,269	712,809
Total Net Financial Debt	(114,264)	(125,106)
Non-Financial Assets		
Prepaid Expenditures	11,446	12,111
Tangible Capital Assets (Note 17)	4,154,000	3,975,505
Inventory of Materials and Supplies	14,887	12,850
Total Non-Financial Assets	4,180,333	4,000,466
Accumulated Surplus (Note 18)	\$ 4,066,069	\$ 3,875,360

Consolidated Statement of Operations

For the Year Ended December 31, 2017 (in thousands of dollars)

	2017 Budget	2017	2016
Revenues			
Taxation (Note 7)	\$ 243,145	\$ 242,886	\$ 227,493
Grants-in-Lieu of Taxes (Note 7)	5,530	6,183	5,275
User Charges	411,028	414,509	392,543
Government Transfers – Operating (Note 12)	65,112	53,500	67,907
Government Transfers – Capital (Note 12)	71,241	71,241	47,815
Investment Income	11,047	11,913	13,025
Contribution from Developers and Others – Operating	65,122	65,122	49,628
Contribution from Developers and Others – Capital	55,915	55,915	44,423
Franchise Fees	15,250	15,818	21,701
Other	21,647	20,361	22,610
Total Revenue	965,037	957,448	892,420
Expenses			
Arts, Culture & Events Venues	13,074	11,959	6,226
Community Support	15,449	17,154	21,328
Corporate Asset Management	(5,915)	(7,902)	(5,792)
Corporate Governance & Finance	40,460	38,429	56,818
Debt Servicing Costs	14,104	14,132	16,465
Environmental Health	48,921	52,581	38,754
Fire	48,153	47,737	47,841
Land Development	27,838	26,060	1,972
Libraries	23,365	23,035	18,159
Police	100,772	102,199	99,926
Recreation & Culture	65,263	65,598	75,940
Taxation & General Revenues	5,872	6,697	3,672
Transportation	148,855	159,823	142,924
Urban Planning & Development	25,307	24,345	19,601
Utilities	201,802	184,892	161,732
Total Expenses	773,320	766,739	705,566
Surplus of Revenues Over Expenses	191,717	190,709	186,854
Accumulated Surplus, Beginning of Year (Note 18 and 20)	–	3,875,360	3,688,506
Accumulated Surplus, End of Year		\$ 4,066,069	\$ 3,875,360

Consolidated Statement of Cash Flows

For the Year Ended December 31, 2017 (in thousands of dollars)

	2017	2016
Operating Activities:		
Surplus of Revenues over Expenses	\$ 190,709	\$ 186,854
Net change in Non-Cash Working Capital Items:		
Taxes Receivable	(294)	(2,296)
Accounts Receivable and User Charges	(2,270)	(23,257)
Loans Receivable	538	515
Land Inventory for Resale	(445)	537
Other Assets	(2,840)	2,807
Accrued Pension Asset	7,076	(7,076)
Prepaid Expenses	665	1,195
Inventory of Materials and Supplies	(2,036)	(1,404)
Accounts Payable and Accrued Liabilities	(28,865)	49,821
Deferred Revenue	11,614	(12,335)
Accrued Pension Liability	17,190	(9,296)
Employee Benefits Payable	2,139	3,601
Amortization	133,991	123,233
Revenue from Contributed Tangible Capital Assets	(27,789)	(9,056)
	299,383	303,843
Investing Activities:		
(Purchase of) Sale of Investments	(54,104)	8,599
	(54,104)	8,599
Financing Activities:		
Proceeds from Term Debt	57,778	79,722
Term Debt Repaid	(27,396)	(24,001)
	30,382	55,721
Capital Activities:		
Acquisition of Tangible Capital Assets	(284,698)	(367,985)
	(284,698)	(367,985)
Increase in Cash and Cash Equivalents	(9,037)	178
Cash and Cash Equivalents at Beginning of Year	68,483	68,305
Cash and Cash Equivalents at End of Year	\$ 59,446	\$ 68,483

Consolidated Statement of Changes in Net Financial Debt

For the Year Ended December 31, 2017 (in thousands of dollars)

	2017	2016
Surplus of Revenues over Expenses	\$ 190,709	\$ 186,854
Net Acquisition of Tangible Capital Assets	(284,698)	(367,985)
Contributed Assets	(27,789)	(9,056)
Amortization	133,991	123,233
Deficit from Capital Transactions	(178,496)	(253,808)
Net Change in Prepaid Expenses	665	1,195
Net Change in Inventory of Materials and Supplies	(2,036)	(1,404)
Deficit from Other Non-financial Expenses	(1,371)	(209)
Increase (Decrease) in Net Financial Debt	10,842	(67,163)
Net Financial Debt, Beginning of Year	(125,106)	(57,943)
Net Financial Debt, End of Year	\$ (114,264)	\$ (125,106)

Note 1 | Accounting Policies

Nature of the Organization

The City of Saskatoon ("the City") is a municipality in the Province of Saskatchewan, incorporated in 1901 as a village and 1906 as a city and operates under the provisions of *The Cities Act* effective January 1, 2003.

The Consolidated Financial Statements of the City are prepared by management in accordance with Public Sector Accounting Standards ("PSAS"), as recommended by the Chartered Professional Accountants of Canada ("CPA Canada"). The Consolidated Financial Statements were prepared by the City's Finance Division. Significant aspects of the accounting policies adopted by the City are as follows:

Basis of Consolidation

Reporting Entity

The consolidated financial statements reflect the assets, liabilities, revenue, expenses and fund balances of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to the City and which are owned or controlled by the City, namely:

- General Revenue and Capital Funds
- Board of Police Commissioners
- Waste Water Utility
- Storm Water Management Utility
- Water Utility
- Saskatoon Light & Power
- Mendel Art Gallery (Operating as "Remai Modern Art Gallery")
- Centennial Auditorium (Operating as "TCU Place")
- Saskatchewan Place (Operating as "SaskTel Centre")
- Saskatoon Public Library ("Library")
- Saskatchewan Information and Library Services Consortium Inc. ("SILS")
- Reserve Funds

All interfund amounts have been eliminated through the consolidation. Schedule 5, and supporting Appendices 1 to 8, include only those revenues and expenses reflected in the City's annual operating budget, which is prepared to identify the City's property tax requirements. Excluded from this Schedule are the operations of the Remai Modern Art Gallery, TCU Place, SaskTel Centre, Library, and the Sinking Fund.

The Library has an interest in the SILS, which has been proportionately consolidated.

Trust and Pension Funds

Trust funds (see Note 15) and pension funds and their related operations administered by the City are not reflected in the consolidated financial statements.

Accounting for School Board Transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards, are not reflected in the municipal fund balances of these financial statements. Amounts due to/from school boards are reported on the Consolidated Statement of Financial Position as accounts payable and accrued liabilities/accounts receivable.

Basis of Accounting

Financial and Non-financial Assets and Liabilities

Financial assets and financial liabilities have been presented separately from the non-financial assets of the City on the Consolidated Statement of Financial Position. A financial asset is defined as an asset that can be used to discharge existing liabilities or finance future operations and is not for consumption in the normal course of operations. A financial liability is a contractual obligation to deliver cash or another financial asset to another entity. Non-financial assets are those that are normally employed to provide future services and have useful lives extending beyond the current year.

Revenues and Expenses

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues. Funds from development charges for services that have not yet been provided at the time the charges are collected are accounted for as deferred revenue until used for the purposes specified. Gross revenues for the 2017 fiscal year are \$957,448. Expenses are accounted for in the period the goods and services are acquired and a liability is incurred or transfers are due. Gross expenses for the 2017 fiscal year are \$766,739. Budget information is presented on a basis consistent with that used for actual results. The budget was approved by City Council on December 1, 2016. Any Council-approved changes made to capital budgets throughout the fiscal year have been excluded from the 2017 budgeted amounts. Amounts for contributions from developers are not specifically budgeted for and as a result, the comparison between actual and budgeted amounts on the Statement of Operations is hindered. Readers are encouraged to review Schedule 5 which includes a comparison of the City's operating budget to actual results.

Note 1 | Accounting Policies continued

Property Tax Revenue

Property tax revenue is based on assessments determined in accordance with Saskatchewan legislation and the formulas, principles and rules in the Saskatchewan Assessment Manual. Tax mill rates are established annually. Taxation revenues are recorded at the time tax billings are issued. Assessments are subject to appeal. A provision has been recorded in Accounts Payable and Accrued Liabilities for potential losses on assessment appeals outstanding as of December 31, 2017.

Cash and Cash Equivalents

Cash and cash equivalents consists of cash on hand and short-term highly liquid investments with original maturities of 90 days or less at the date of acquisition and which are subject to an insignificant risk of change in value. Cash and cash equivalents are recorded at cost.

Government Transfers

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, eligibility criteria have been met, and reasonable estimates of the revenue amount can be made. Government transfer programs include operations funding received from Funding Agreements such as the Federal Gas Tax Revenue Transfer Program, the Urban Highway Connector Program, the Provincial Revenue Sharing Program, the Provincial and Federal Police funding programs as well as Transit and Library Funding Agreements. The use of these funds are restricted to eligible expenses as identified in the funding agreements. Authorization and approval are required before the funds can be expended.

Inventories of Materials and Supplies

Inventories of materials and supplies are valued at the lower of cost and replacement cost. Cost is determined using an average cost basis.

Land Inventory for Resale

The City is one of the primary property developers in the municipality. Land inventory for resale is recorded at the lower of adjusted cost and replacement cost. Adjusted cost includes amounts for land acquisition and improvements to prepare the land for sale. Land is available for resale when approved for sale by the Land Bank Committee and when all municipal services have been completed.

Loans Receivable

Loans receivable are recorded at cost less allowance for doubtful accounts. Allowance for doubtful accounts is recognized when collection is in doubt. Loans receivable and

interest revenue recognized on loans receivable are recorded at lower of cost and net recoverable value.

Investments

All investments are recorded at amortized cost using the effective interest rate method. Premiums and discounts are amortized over the life of the investment. Investment transactions are accounted for at the settlement date. Investment income is recorded on the accrual basis. When there has been a loss in a value of an investment that is other than temporary decline, the investment is written down to recognize the loss and the loss is recognized in the consolidated statement of operations.

Pension Amounts

The City makes contributions to the General Superannuation, Part-Time and Seasonal Employee Superannuation, Police Superannuation, Saskatoon Police Pension Plan, Fire and Protective Services Department Superannuation Plans and Saskatoon Firefighters' Pension Plan on behalf of its staff. The General Superannuation, Police Superannuation and Fire and Protective Services Department Superannuation plans are defined benefit plans with the exception of the Part-Time and Seasonal Employee plan, which is a defined contribution plan. The Police Pension Plan and Saskatoon Firefighters' Pension Plans are contributory target benefit plans. Pension expense for the defined benefit plans are based on actuarially determined amounts. Pension expense for the defined contribution and contributory target benefit plans are based on the City's contributions.

Provision for Landfill Closure and Post Closure

The Environmental Management and Protection Act of Saskatchewan sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post-closure care of landfill sites. This requirement is being provided for over the estimated remaining life of the landfill sites based on usage, and is funded through tipping fees. The annual provision is reported as an expense in Environmental Health and the accumulated provision is reported as a liability on the Consolidated Statement of Financial Position.

Use of Estimates

The preparation of consolidated financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could

Note 1 | Accounting Policies continued

differ from those estimates and may have an impact on future periods. Significant estimates include accrued pension assets and liabilities, contingent liabilities and commitments, provision for doubtful accounts, employee benefits payable, landfill liability, contaminated sites remediation, the amortization of tangible capital assets, and the allocation of costs associated with land development, including contributions from developers.

Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

• Buildings	25 to 50 years
• Plants and Facilities	20 to 50 Years
• Roadways	20 to 75 years
• Underground Networks	50 to 75 years
• Electrical Utility	10 to 45 years
• Vehicles	4 to 30 years
• Traffic Control	15 to 30 years
• Machinery and Equipment	5 to 25 years
• Land and Land Improvements	20 to indefinite years
• Furniture and Fixtures	20 years
• Information and Communication	15 years

A full year's amortization is charged in the year of acquisition and no amortization is charged in the year of disposal. Assets under construction are not amortized until the asset is available for use. Interest costs for the construction and development of tangible capital assets are not capitalized.

Contribution of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are recorded as revenue.

Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risk incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Land under roads

Land under roads that is acquired other than by a purchase agreement is valued at a nominal cost.

Cultural, historical and works of art

The City manages and controls various works of art and non-operational historical and cultural assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are expensed.

Accounting Standards Effective Beginning On Or After April 1, 2017**Assets**

PS 3210, Assets provides additional guidance on the definition of assets and new disclosure requirements for those assets not recognized in the government's financial statements.

Contingent Assets

PS 3320, Contingent Assets defines and establishes standards on the reporting and disclosure of possible assets that may arise from existing conditions or situations involving uncertainty. The existence of a contingent asset must be disclosed when the occurrence of the confirming future event is likely.

Contractual Rights

PS 3380, Contractual Rights defines and establishes standards on contractual rights. Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Inter-Entity Transactions

PS 3420, Inter-Entity Transactions specifically addresses the reporting of transactions between entities controlled by a government that comprise the government's reporting entity from both a provider and recipient perspective.

Related Party Transactions

PS 2200, Related Party Transactions defines a related party and establishes disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

Accounting Standards Effective Beginning On Or After April 1, 2018**Restructuring Transactions**

PS 3430, Restructuring Transactions establishes how to record and report restructuring transactions, for both transferors and recipients, the transfer of assets and/or liabilities together with related programs or operation responsibilities.

Note 1 | Accounting Policies continued

Accounting Standards Effective Beginning On Or After April 1, 2019

Financial Statement Presentation

PS 1201, Financial Statement Presentation requires a new statement of re-measurement gains and losses separate from the statement of operations. Included in this new statement are the unrealized gains and losses arising from the re-measurement of financial instruments and items denominated in foreign currencies as well as the government's proportionate share of other comprehensive income that arises when a government includes the results of government business enterprises and partnerships.

Financial Currency Translation

PS 2601, Foreign Currency Translation requires that monetary assets and liabilities denominated in a foreign currency and non-monetary items included in the fair value category, denominated in a foreign currency, be adjusted to reflect the exchange rates in effect at the financial statement date. Unrealized gains and losses are to be presented in the statement of re-measurement gains and losses.

Portfolio Investments

PS 3041, Portfolio Investments has removed the distinction between temporary and portfolio investments. This section was amended to conform to PS 3450, Financial Instruments and now includes pooled investments in its scope. Upon adoption of PS 3450 and PS 3041, PS 3030, Temporary Investments will no longer apply.

Financial Instruments

PS 3450, Financial Instruments establishes recognition, measurement and disclosure requirements for derivative and non-derivative financial instruments. The standard requires fair value measurement of derivatives and equity instruments that are quoted in an active market; all other financial instruments can be measured at cost/amortized cost or fair value at the election of the government. Unrealized gains and losses are presented in a new statement of re-measurement gains and losses. There is the requirement to disclose the nature and extent of risks arising from financial instruments and clarification is given for the de-recognition of financial liabilities.

The City continues to assess the impacts of the above accounting standards. The extent of impact resulting from the adoption of these standards is not known at this time.

Public-Private Partnerships

A public-private partnership ("P3") is a contractual agreement between a public authority and a private entity for the provision of infrastructure and/or services.

The City's P3s are assessed based on the substance of the underlying agreement and are accounted as follows:

- Costs incurred during construction or acquisition are recognized in the work in progress and liability balances based on the estimated percentage complete.
- Construction costs, as well as the combined total of future payments, are recognized as a tangible capital asset and amortized over the useful life once the asset is in-service.
- Sources of funds used to finance the tangible capital asset and future payments will be classified based on the nature of the funds, such as debt, grants, and/or reserves.

Provision for Contaminated Sites

The Environmental Management and Protection Act (Saskatchewan) sets out the regulatory requirements in regards to contamination. Under this Act, there is a requirement for the persons responsible to address the contamination that is causing or has caused an adverse effect. A provision in PS 3260 is provided for non-productive sites where contamination exists that exceeds an environmental standard. The City is legally responsible or has accepted responsibility for the contamination, future economic benefits are expected to be given up and a reasonable estimate for the provision can be made. Non-productive sites include any site where the contamination is a result of past activities not related to the current use of the site.

Accumulated Surplus/Deficit

Accumulated surplus/deficit represents the City's net economic resources. It is an amount by which all assets (financial and non-financial) exceed liabilities. An accumulated surplus indicates that the City has net resources (financial and non-financial) that can be used to provide future services. An accumulated deficit means that liabilities are greater than assets.

Comparative Information

Comparative information has been restated to match the current year presentation.

Note 2 | Cash and Cash Equivalents

	Cost		Market	
	2017	2016	2017	2016
Cash	\$ 49,933	\$ 60,179	\$ 49,933	\$ 60,179
Short-Term Investments	9,513	8,304	9,513	8,304
Total	\$ 59,446	\$ 68,483	\$ 59,446	\$ 68,483

Note 3 | Taxes Receivable and Accounts Receivable and User Charges

It is the normal practice of the City to review its accounts receivable on a regular basis and write off any accounts which are considered to be uncollectable. A general allowance of \$0 (2016 - \$820) for uncollectable taxes is included in the balance of Taxes Receivable.

The City also calculates an allowance for uncollectable accounts relating to Utility billings. At December 31, 2017 this amount is \$50 (2016 - \$66) and is included in Accounts Receivable and User Charges.

Note 4 | Loans Receivable

City Bylaw No. 8418 was approved by City Council in 2005 to authorize a 15-year loan in the amount of \$10,550 from the City to Saskatoon Soccer Centre Inc. for the construction of the North East Soccer Park, in Forest Park, in Saskatoon. The total annual payment under the loan is shared by Saskatoon Soccer Centre Inc. and the City resulting in an amount receivable from the Saskatoon Soccer Centre Inc. of \$7,037

and a deferred grant of \$3,513 that is amortized over the life of the loan payments. Interest is recognized as earned at 2.80 percent to 4.60 percent over the life of the loan. Security on the loan is by way of an assignment lease against the Henk Ruys Soccer Centre and the North East Soccer Park. The amount receivable and deferred grant as at the end of December 31, 2017 are \$1,758 (2016 - \$2,296).

Note 5 | Other Assets

	2017	2016
Deferred Charges	\$ 4,014	\$ 1,369
Other Inventory for Resale	440	245
	\$ 4,454	\$ 1,614

Note 6 | Investments

	Cost		Market	
	2017	2016	2017	2016
Investments	\$ 418,253	\$ 364,149	\$ 416,623	\$ 379,198

Investments consist primarily of corporate and government bonds. Maturities are between 2018-2027 with effective interest rates of 1.14 percent to 5.25 percent.

2017 Investments contain \$3,706 (2016 - \$2,685) in restricted funds related to sinking funds accumulated to retire debt.

Note 7 | Net Taxes Available for Municipal Purposes

	2017	2016
Gross Taxation Revenue Collected	\$ 415,436	\$ 387,218
Taxes Collected on Behalf of Others:		
Saskatoon School Division No. 13	(120,534)	(109,409)
St. Paul's Roman Catholic Separate School Division No. 20	(44,689)	(43,959)
Business Improvement Districts	(1,144)	(1,082)
Net Taxes Available for Municipal Purposes	\$ \$249,069	\$ 232,768
Comprised of:		
Municipal	242,886	227,493
Grants-in-Lieu of Taxes	6,183	5,275
	\$ 249,069	\$ 232,768

The Education Act and *The Cities Act* set out the manner in which collection of taxes and trailer license fees are to be submitted to the School Boards and the Business Improvement Districts. As the City is acting as agent only for the collection of such taxes, these amounts are not reflected in the Schedule of Revenue and Expenses, nor are the Assets, Liabilities, and Fund Balances of these Boards included in the Consolidated Financial Statements.

Note 8 | Accrued Pension Asset (Liability)

The City administers six employee pension plans - the General Superannuation Plan ("General Plan"), the Saskatoon Police Pension Plan, the Police Superannuation Plan ("Police Plan"), the Saskatoon Firefighters' Pension Plan, the Fire and Protective Services Department Superannuation Plan ("Fire Plan"), and the Part-Time and Seasonal Employee Superannuation Plan ("Seasonal Plan"). Combined, these plans provide pension benefits for all eligible staff of the City. General, Police and Fire Plans are contributory defined benefit plans. The Saskatoon Police Pension Plan and the Saskatoon Firefighters' Pension Plan are contributory target benefit plans. The Seasonal Plan is a defined contribution plan. In all Plans, contributions are made by Plan members and the City as stipulated by pension agreements. The defined benefit plans provide for a benefit that is integrated with the Canada Pension Plan, and is based on years of contributory service

times a percentage of average earnings as defined by each plan. The Part-Time and Seasonal Employee Superannuation Plan provides a benefit based on the annuity that can be purchased with the funds in an employee's account (i.e. a money purchase plan).

The accrued pension obligation relates to the five main plans: the Retirement Plan for Employees of the City of Saskatoon Board of Police Commissioners, the Saskatoon Police Pension Plan, the Retirement Plan for Employees of the Fire and Protective Services Department of the City of Saskatoon, the Saskatoon Firefighters' Pension Plan and the General Superannuation Plan for City of Saskatoon employees not covered by the Police and Fire and Protective Services Departments' Superannuation Plans. The General Plan provides for partial inflation protection on benefits accrued

Note 8 | Accrued Pension Asset continued

to December 31, 2000. Fire and Police plans have provided for partial ad hoc indexing from time to time in the past when deemed affordable through Plan surpluses. The latest increase for eligible retired members of the Fire Plan was granted January 1, 2008 and the latest increase for retired members of the Police Plan was granted July 1, 2010, in accordance with the latest filed valuation reports. The average age of the 3,565 employees accruing service under the Plans is 43.47 years. At present, the Plans provide benefits for 2,001 retirees and surviving spouses; benefit payments were \$73,348 in 2017.

Employees make contributions in accordance with the following: General Plan 8.1 – percent of salary below the year's maximum pensionable earnings (YMPE) and

9.7 percent above the YMPE; Fire Plan 10.9 percent of salary; Saskatoon Firefighters' Pension Plan – 9 percent of salary; Police Plan – 9 percent of salary; and Saskatoon Police Pension Plan – 9 percent of salary while the City contributes an equal amount. In 2017, employee contributions for current and past service were \$25,260 (2016 – \$24,269), and the City's contributions were \$27,452 (2016 – \$23,613). A separate pension fund is maintained for each Plan. Pension fund assets are invested entirely in marketable investments of organizations external to the City. The accrued pension obligation at December 31 includes the following components:

	2017	2016
Accrued benefit obligation	\$ (1,348,433)	\$ (1,290,024)
Pension fund assets		
Marketable Securities	1,354,112	1,257,162
	5,679	(32,862)
Unamortized Actuarial Losses	(5,453)	39,808
Accrued benefit asset (liability)	226	6,946
Valuation Allowance*	(17,416)	130
Net Carrying Value of Accrued Benefit Asset (Liability)	\$ (17,190)	\$ 7,076

* The valuation allowance is comprised of \$12,023 for the General Plan, \$2,437 for the Fire Plan, and \$2,956 for the Police Plan.

Actuarial valuations for accounting purposes are performed at least triennially using the projected benefit method prorated on services. The most recent valuations were prepared by AON Consulting as at December 31, 2017 for the General Plan, December 31, 2015 for the Fire Plan, January 1, 2016 for the Saskatoon Fire Fighters' Pension Plan, December 31, 2015 for the Police Plan and January 1, 2016 for the Saskatoon Police Pension Plan. The unamortized actuarial loss is amortized on a straight-line basis over the expected average remaining service life of the related employee groups applicable to each of the Plans which is 13 years on average.

The actuarial valuations were based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases, and employee turnover and mortality. The assumptions used represent the City's best estimates.

The expected inflation rate is 2.25 percent for the five Plans. The discount rate used to determine the accrued benefit obligation is 6.25 percent for the General Plan, 6 percent for the Police Plan, 6.25 percent for the Saskatoon Police Pension Plan, 5.95 percent for the Fire Plan and 6.20 percent for the Saskatoon Fire Fighters' Pension Plan. The earnings increase rate is 3 percent for the General Plan, 3.25 percent for the Police Plan, 3.25 percent for the Saskatoon Police Pension

Plan, 3.25 percent for the Fire Plan and 3.25 percent for the Saskatoon Fire Fighters' Pension Plan.

Pension fund assets are valued using a market-related value which amortizes realized and unrealized gains and losses over a five-year period. The expected rate of return on General Plan assets is 6.3 percent, on Police Plan assets is 6 percent, on Saskatoon Police Pension Plan assets is 6.25 percent, on Fire Plan assets is 5.95 percent and on Saskatoon Fire Fighters' Pension Plan assets is 6.20 percent. The actual rate of return on Plan assets in 2017 was 9.63 percent. The market value of assets at December 31, 2017 was \$1,398,898 (2016 – \$1,296,836).

Effective January 1, 2016, the Saskatoon Fire and Protective Services Department Superannuation and Saskatoon Police Superannuation Plans were amended to close the Plans to new entrants, freeze pensionable service, cease employee contributions and change the cost sharing arrangement in the Plan such that the City assumes full responsibility for all past and future deficits in the Plan.

The City's contributions to the defined contribution pension plan for Seasonal and Non-permanent Part-time Employees were \$599 in 2017 (2016 – \$311).

Note 8 | Accrued Pension Asset continued

The total expenditures related to pensions in 2017 include the following components:

	2017	2016
Current period benefit cost	\$ 39,058	\$ 36,910
Less: Employee contributions	(25,260)	(23,615)
Amortization of actuarial loss	3,973	6,297
Increase in valuation allowance	14,880	2,536
Pension Expense Excluding Interest	32,651	22,128
Interest cost on the average accrued benefit obligation	78,626	76,542
Expected return on average pension plan assets	(77,121)	(74,622)
Pension Interest Expense	1,505	1,920
Total Pension Expense	\$ 34,156	\$ 24,048

Note 9 | Accounts Payable and Accrued Liabilities

Included in accrued liabilities is \$7,357 (2016 - \$5,917) for the estimated total landfill closure and post closure care expenses. The estimated liability for these expenses is recognized as the landfill site's capacity is used and the reported liability represents the portion of the estimated total expenses recognized as at December 31, 2017, based on the cumulative capacity used at that date, compared to the total estimated landfill capacity. Estimated total expenditures represent the sum of the discounted future cash flows for closure and post closure care activities discounted at the City's average long-term borrowing rate of 3.51 percent. Amounts to be accrued for in future years as the landfill's capacity is consumed are estimated at \$8,515. The expense recorded with respect to landfill closure liability is recorded in the Consolidated Statement of Operations.

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection, and maintenance. The reported liability is based on estimates and assumptions with respect to events extending over a 35-year post-closure period using the best information available to management. Future events may result in significant changes to the estimated total expenses, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

The estimated remaining capacity of the landfill is 58 percent - 6,311,947 cubic metres (2016 - 59 percent - 6,182,144 cubic metres) of its total estimated capacity of 15,050,842 cubic metres and its estimated remaining life is 49 years (2016 - 51 years). The period for post closure care is estimated to be 35 years (2016 - 35 years).

The expected lifespan for the landfill has been estimated on the basis of waste diversion rates rising slowly. With the introduction of residential curbside recycling in 2013 and the beginning of multi-unit recycling in 2014, the 2017 diversion rate is 22.75 percent. The expected tonnes of total recyclable material captured is lower than originally anticipated because the increase in curbside and multi-unit collection was accompanied by a decrease in recycling depot tonnage. The optimization strategy for the landfill is based on the existing facility footprint.

The unfunded liability for the landfill will be paid for per the annual approved budget where capital expenses will be funded from the Landfill Reserve.

Note 10 | Deferred Revenue

	2016	Externally Restricted Contributions Received	Revenue Recognized	2017
Development Charges	\$ 49,669	\$ –	\$ 103	\$ 49,566
Federal Government Transfers	7,701	12,632	3,142	17,191
Ticket Sales and Other	16,207	–	(2,227)	18,434
Total	\$ 73,577	\$ 12,632	\$ 1,018	\$ 85,191

Development charges are fees levied on new development to help pay for the infrastructure required to service new growth. Deposits are received for various capital projects from land developers. These are included in the development charges listed above. In addition, deferred Federal Government transfers are externally restricted amounts that are recognized in revenue when the conditions of use are satisfied. Ticket sales and other amounts are a result of the City and its controlled enterprises receiving cash upfront for services they are to perform in the future.

Note 11 | Term Debt

Net Term Debt

	2017	2016
Water Utility	\$ 30,328	\$ 37,170
Waste Water Utility	11,941	13,887
Gas Tax	16,628	23,065
Operating Fund	120,456	129,927
Public Private Partnership ("P3") Term Debt	169,800	114,722
Total Term Debt	349,153	318,771
Sinking Funds Accumulated to Retire Debt	(3,706)	(2,685)
Net Term Debt	\$ 345,447	\$ 316,086

The long-term debt is repayable as follows:

2018	\$ 28,695
2019	25,664
2020	22,448
2021	16,829
2022-2043	255,517
Total	\$ 349,153

Interest rates range from 1.9 percent to 4.68 percent. All debt instruments have been issued in Canadian funds.

P3 Term Debt

During construction of the North Commuter Parkway and Traffic Bridge ("NCPTB") and the Civic Operations Centre ("COC"), the City records a portion of the project costs as assets under construction, using the construction costs to date and an equivalent liability to Graham Commuter Partners ("GCP") and Integrated Team Solutions ("ITS") respectively. The term debt represents the deferred capital payment portions of the project costs based on the terms of the agreement. Once completed, the City amortizes the accumulated costs of the completed project over its useful life, expenses the annual interest cost and settles the long-term liability over the term of the project agreements. The City has \$169,800 (2016 - \$114,722) to be repaid by monthly interest and principal payments over 25 years at an interest rate of 4.5 percent. Principal is due 2041.

Note 11 | Term Debt continued**Components of Debt**

	2017	2016
Royal Bank Bankers' Acceptance Loan – offering rate plus spread of 0.20%, revolves quarterly at progressively smaller amounts until October 22, 2018 (offering rate at December 31, 2016 was 0.900%)	\$ 3,809	\$ 7,471
Royal Bank Bankers' Acceptance Loan – offering rate plus spread of 0.28%, revolves quarterly at progressively smaller amounts until March 24, 2025 (offering rate at December 31, 2016 was 0.934%)	11,561	12,960
Royal Bank Bankers' Acceptance Loan – offering rate plus spread of 0.30%, revolves quarterly at progressively smaller amounts until February 9, 2032 (offering rate at December 31, 2016 was 0.894%)	42,402	44,752
Total	\$ 57,772	\$ 65,183

The above "Components of Debt" are included in the total Net Term Debt balance.

Regulations

The regulations under *The Cities Act* require that individual debenture issue bylaws be submitted, reviewed, and approved by the Saskatchewan Municipal Board ("SMB") with the exception that an urban municipality with a population greater than 30,000 can apply to the SMB for a debt limit. The City's debt limit is \$558,000 (2015-\$558,000) as approved by the SMB. The total interest paid by the City for debt in 2017 was \$14,210 (2016 - \$12,134).

Note 12 | Government Transfers

The following transfers have been included in revenues:

	2017	2016
Operating Transfers		
Federal	\$ (4,443)	\$ 7,977
Provincial	57,943	59,930
	53,500	67,907
Capital Transfers		
Federal	32,005	41,238
Provincial	39,236	6,577
	71,241	47,815
	\$ 124,741	\$ 115,722

Note 13 | Commitments and Contingent Liabilities

Lawsuits

Various lawsuits and claims are pending by and against the City. Provisions have been made for any claims that are likely and the amount of the potential loss can be reasonably estimated. It is the opinion of management that final determination of any other claims will not materially affect the financial position of the City.

Contaminated Sites

A provision for remediation of known contaminated sites has been accrued in Accounts Payable and Accrued Liabilities in the amount of \$10,075 (2016 - \$8,012). The provision is based on expenses expected to be incurred over the next 10 years discounted using rates ranging from 0.75 percent to 1.42 percent. The liability reflects the City's best estimate as at December 31, 2017, of the amount that is required to remediate non-productive sites back to current environmental standards. Where possible, provisions for remediation are based on environmental assessments completed on a site. For sites where no assessment has been completed, estimates of the remediation are completed using the best information available for the site.

The liability for contaminated sites include sites associated with former industrial operations. The nature of contamination includes chemicals, heavy metals, salt and other organic and in-organic contaminants. The sources of the contamination include underground fuel storage tanks, hazardous materials storage and other industrial activities. Sites often have multiple sources of contamination.

NCPTB

The North Commuter Parkway Traffic Bridge (NCPTB) is being pursued as a P3 project and has qualified for P3 funding from the Government of Canada and Province of Saskatchewan. On September 8, 2015 City Council announced that Graham Commuter Partners (GCP) had been chosen to design, build, finance, operate and maintain the NCPTB. The project is expected to be substantially complete October 2018. GCP will operate and maintain the North Commuter Parkway and adjacent roadways until 2048 and will maintain the Traffic Bridge until 2048.

COC

On October 27, 2014, City Council announced that Integrated Team Solutions (ITS) will design, build, finance and maintain the Transit Operations Facility and a permanent Snow Management Facility both located at Civic Operations Centre (COC) Phase 1. Construction of Phase 1 was substantially complete late 2016 with move in early 2017. ITS will operate the new facility until fall 2041.

Note 14 | Property Realized Reserve

The Property Realized Reserve, which is included on Schedule 3, is reported net of all withdrawals. This practice does not recognize the value of assets for property purchased but not yet sold, or repayable advances of funds. At December 31, 2017, the gross value of the Property Realized Reserve is estimated to be \$154,089 (2016 - \$149,251) itemized as follows:

	2017	2016
Gross Value of Reserve, December 31	\$ 154,089	\$ 149,251
Advances Repayable from Future Revenue Fund Provisions	(4,109)	(6,006)
Property Purchased from Reserve and not yet re-sold (at estimated cost)	(119,079)	(121,528)
Net Balance of Reserve, December 31	\$ 30,901	\$ 21,717

Note 15 | Trust Funds

The City administers two trust funds, the Cemetery Perpetual Care Fund and the Group Insurance Trust Fund. The reserve balances in these trusts are \$4,828 (2016 - \$4,563) and \$1,391 (2016 - \$551), respectively.

Note 16 | Expenses by Object

The following is a summary of the expenses reported on the Consolidated Statement of Operations by object of expenses:

	2017	2016
Wages and Benefits	\$ 327,544	\$ 280,655
Contracted and General Services	149,564	161,007
Heating, Lighting, Power, Water and Telephone	106,737	97,683
Materials, Goods and Supplies	24,019	16,635
Finance Charges	14,132	16,465
Donations, Grants and Subsidies	10,752	9,888
Amortization	133,991	123,233
Total	\$ 766,739	\$ 705,566

Note 17 | Tangible Capital Assets

	Net Book Value	
	2017	2016
Land	\$ 325,233	\$ 288,834
Land Improvements	176,719	161,379
Buildings	563,422	465,674
Roadways	1,073,831	993,898
Plant and Facilities	291,490	281,706
Underground Networks	1,009,466	832,898
Electrical Utility	215,479	214,282
Machinery and Equipment	18,408	17,672
Traffic Control	19,041	14,353
Vehicles	83,624	70,663
Other	22,133	23,266
	3,798,846	3,364,625
Assets under Construction	355,154	610,880
	\$ 4,154,000	\$ 3,975,505

For additional information, see the Consolidated Schedule of Tangible Capital Assets (Schedule 4). Contributed assets totaled \$27,788 (2016 - \$9,056) and were capitalized at their fair value at the time of receipt. Assets contributed during the year consisted of infrastructure components, including sanitary sewer mains, storm water mains, water mains, grading, sidewalks, roadways and street lights.

As at December 31, 2017, tangible capital assets of \$59,703 were included as assets under construction and a related accrued liability of \$1,925 was recorded in relation to the North Commuter Parkway & Traffic Bridge project.

Note 18 | Accumulated Surplus

	2017	2016
Fund Balances		
Funds to offset taxation or user charges in future years (Schedule 1)	\$ \$93,961	\$ 83,123
Unexpended capital financing (Schedule 2)	(57,106)	52,104
Reserves (Schedule 3)	207,305	158,302
	244,160	293,529
Net Investment in Tangible Capital Assets		
Tangible Capital Assets	4,154,000	3,975,504
Capital outlay financed by long-term liabilities to be recovered in future years	(294,916)	(381,500)
Capital outlay financed by internal investments	(37,175)	(12,173)
	3,821,909	3,581,831
Total Accumulated Surplus	\$ 4,066,069	\$ 3,875,360

Note 19 | Segmented Information

The Consolidated Schedule of Segmented Disclosures – Note 20 has been prepared in accordance with PS2700 *Segmented Disclosures*. Segmented Disclosures are intended to enable users to better understand the government reporting entity as well as the major expense and revenue activities of the City. For each reported segment, revenues and expenses represent amounts directly or reasonably attributable to the segment.

The segments have been selected based on a presentation similar to that adopted for the municipal planning and budgeting processes.

Segments include:

Arts, Culture and Events Venue

Provides opportunities for citizens to participate in and enjoy the benefits of arts, culture and events.

Community Support

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

Land Development

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

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).

Saskatoon Public Library

Provides library and programming services to citizens of all ages in a downtown branch as well as local branches in communities throughout the City.

Note 20 | Financial Activities by Segment

Surplus (Deficit) of Revenues Over Expenses

2017	Arts, Culture & Events Venue	Community Support	Corporate Asset Management	Corporate Governance & Finance	Environmental Health	Fire	Police	Recreation & Culture
Revenues								
Taxation	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –
Grants-in-Lieu	–	–	–	6,195	–	–	–	–
User Charges	688	7,927	484	–	4,582	512	2,409	20,361
Government Transfers	5,309	1,006	3,179	46,428	7,190	–	8,142	1,459
Investment Income	–	–	–	10,402	–	–	–	–
Contribution from Developers	10,652	–	–	–	–	–	151	3,349
Other	–	10,515	3,089	260	–	13	48	7,751
Total Revenues	16,649	19,448	6,752	63,285	11,772	525	10,750	32,920
Expenses								
Wages and Benefits	–	2,584	(31,710)	22,376	8,449	42,059	78,133	20,079
Contracted and General Services	2,703	5,077	19,654	9,118	7,131	3,803	12,839	21,306
Donations, Grants and Subsidies	4,301	7,868	47	–	187	–	12	–
Heating, Lighting, Power, Water and Telephone	–	125	3,949	447	158	62	599	6,170
Materials, Goods and Supplies	–	305	1,718	1,565	798	192	3,440	1,508
Finance Charges	180	–	71	20,695	478	–	28	729
Amortization	67	76	5,985	898	21,908	1,295	3,332	8,365
Total Expenses	7,251	16,035	(286)	55,099	39,109	47,411	98,383	58,157
Surplus (Deficit) of Revenues over Expenses								
	\$ 9,398	\$ 3,413	\$ 7,038	\$ 8,186	\$ (27,337)	\$ (46,886)	\$ (87,633)	\$ (25,237)

Note 20 | Financial Activities by Segment continued

Surplus (Deficit) of Revenues Over Expenses continued

2017	Tax & General Revenues	Transportation	Urban Planning & Design	Land	Library	Utilities	Consolidation Adjustments	\$
Revenues								
Taxation	\$ 220,086	\$ –	\$ –	\$ –	\$ 22,800	\$ –	\$ –	\$ 242,886
Grants-in-Lieu	–	–	–	1,027	–	31,522	(32,561)	6,183
User Charges	–	13,501	509	2,414	248	365,664	(4,790)	414,509
Government Transfers	–	16,303	27,459	–	691	20,207	–	137,373
Investment Income	–	–	–	–	–	–	1,511	11,913
Contribution from Developers	–	–	722	13,067	34	3,265	89,797	121,037
Other	2,926	2,352	–	–	–	15,818	(19,225)	23,547
Total Revenues	223,012	32,156	28,690	16,508	23,773	436,476	34,732	957,448
Expenses								
Wages and Benefits	–	51,049	8,485	852	11,855	31,647	81,686	327,544
Contracted and General Services	3,456	23,967	2,714	969	4,054	38,125	(5,352)	149,564
Donations, Grants and Subsidies	1,460	–	69	–	83	–	(3,275)	10,752
Heating, Lighting, Power, Water and Telephone	–	6,909	59	22	1,369	89,763	(2,895)	106,737
Materials, Goods and Supplies	1,061	8,907	61	20	1,613	5,970	(3,139)	24,019
Finance Charges	–	189	14	–	5	6,993	(15,250)	14,132
Amortization	–	66,112	7,934	5,546	80	12,393	–	133,991
Total Expenses	5,977	157,133	19,336	7,409	19,059	184,891	51,775	766,739
Surplus (Deficit) of Revenues over Expenses								
	\$ 217,035	\$ (124,977)	\$ 9,354	\$ 9,099	\$ 4,714	\$ 251,585	\$ (17,043)	\$ 190,709

Note 20 | Financial Activities by Segment continued

Surplus (Deficit) of Revenues Over Expenses

2016	Arts, Culture & Events Venue	Community Support	Corporate Asset Management	Corporate Governance & Finance	Environmental Health	Fire	Police	Recreation & Culture
Revenues								
Taxation	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –	\$ –
Grants-in-Lieu	–	–	–	–	–	–	–	–
User Charges	–	1,163	–	9,819	4,541	482	2,031	21,597
Government Transfers	–	183	38,582	7,155	2	62	7,770	146
Investment Income	–	204	–	–	–	–	–	–
Contribution from Developers	–	–	–	–	–	–	–	–
Other	–	634	3,323	243	–	130	42	3
Total Revenues	–	2,184	41,905	17,217	4,543	674	9,843	21,746
Expenses								
Wages and Benefits	–	6,964	(26,191)	18,002	8,422	43,897	78,000	19,835
Contracted and General Services	2,119	4,839	15,987	10,880	6,513	3,720	11,993	20,593
Donations, Grants and Subsidies	4,108	8,889	17	–	226	–	13	70
Heating, Lighting, Power, Water and Telephone	–	94	3,573	473	169	63	551	5,231
Materials, Goods and Supplies	–	681	820	1,760	771	162	2,864	1,342
Finance Charges	180	–	71	28,246	478	–	10	555
Amortization	–	105	–	4,365	22,235	–	4,527	8,354
Total Expenses	6,407	21,572	(5,723)	63,726	38,814	47,842	97,958	55,980
Surplus (Deficit) of Revenues over Expenses								
	\$ (6,407)	\$ (19,388)	\$ 47,628	\$ (46,509)	\$ (34,271)	\$ (47,168)	\$ (88,115)	\$ (34,234)

Note 20 | Financial Activities by Segment continued

Surplus (Deficit) of Revenues Over Expenses continued

2016	Tax & General Revenues	Transportation	Urban Planning & Design	Land	Library	Utilities	Consolidation Adjustments	\$
Revenues								
Taxation	\$ 206,562	\$ –	\$ –	\$ –	\$ 20,931	\$ –	\$ –	\$ 227,493
Grants-in-Lieu	36,524	–	–	–	–	–	(31,249)	5,275
User Charges	23,308	19,636	–	2,086	248	303,886	3,746	392,543
Government Transfers	48,523	2,698	212	–	684	–	9,705	115,722
Investment Income	10,940	–	–	–	–	–	1,881	13,025
Contribution from Developers	–	–	–	–	–	–	94,051	94,051
Other	35,090	128	6,820	–	–	–	(2,102)	44,311
Total Revenues	360,947	22,462	7,032	2,086	21,863	303,886	76,032	892,420
Expenses								
Wages and Benefits	–	49,594	8,858	794	11,683	22,318	38,479	280,655
Contracted and General Services	3,672	18,380	2,902	1,139	3,604	37,374	17,312	161,027
Donations, Grants and Subsidies	–	–	56	–	–	–	(3,491)	9,888
Heating, Lighting, Power, Water and Telephone	–	6,383	59	–	77	84,965	(3,975)	97,663
Materials, Goods and Supplies	–	7,025	63	19	2,795	6,362	(8,029)	16,635
Finance Charges	–	184	16	–	–	16,225	(29,500)	16,465
Amortization	–	65,041	7,895	–	–	10,711	–	123,233
Total Expenses	3,672	146,607	19,849	1,952	18,159	177,955	10,796	705,566
Surplus (Deficit) of Revenues over Expenses								
	\$ 357,275	\$ (124,145)	\$ (12,817)	\$ 134	\$ 3,704	\$ 125,931	\$ 65,236	\$ 186,854

Note 21 | Employee Benefits Payable

Vacation leave is credited to employees on a monthly basis based on contractual obligations. Such credits are accumulated from the period April 1 to March 31 and may not be taken in advance. Therefore, credits earned from April 1, 2017 to December 31, 2017 would normally be available to employees after April 1, 2018. The vacation payable balance at December 31, 2017 is \$23,067 (2016 - \$22,252).

The City operates a number of Sick Leave Benefit Plans as stipulated within agreements with the various Unions and Associations of employees. These plans are based on the accumulation of sick leave credits to a specified maximum, or are guaranteed long-term disability plans. For those Unions with accumulated sick leave plans, the employee is entitled to a cash payment under specified circumstances, including retirements, based upon a formula stipulated in the union agreement.

Employee benefits payable are recorded as financial liabilities on the Consolidated Statement of Financial Position, offset by a reduction in fund balances. The total of these liabilities is as follows:

	2017	2016
Accrued benefit obligation, beginning of year	\$ 19,214	\$ 18,280
Current period benefit cost	1,545	1,496
Interest on accrued benefit obligation	378	357
Less Benefits Paid	(599)	(919)
Accrued benefit obligation, end of year	\$ 20,538	\$ 19,214

SCHEDULES

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2017

Schedule 1

Schedule of Funds to Offset Taxation or User Charges in Future Years

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017	2016
Balance, Beginning of Year	\$ 83,123	\$ 13,574
Transfer to Revenue Stabilization Reserve	(653)	(2,058)
Increase in Employee Benefits Payable	(2,139)	(3,601)
Decrease (Increase) in Landfill Closure/Post-Closure Care Liability	(1,439)	2,462
Increase in Accrued Debt Principal	30,382	55,721
Decrease (Increase) in Accrued Pension Liability	(12,213)	16,372
Surplus (Deficit) for the Year (Schedule 5)	(3,100)	653
Balance, End of Year	\$ 93,961	\$ 83,123

Schedule 2

Schedule of Capital Operations

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016
Source of funds				
Province of Saskatchewan	\$ 5,400	\$ 32,106	\$ 1,830	
Federal Gas Tax Program	–	199	–	
Provincial Building Communities Program	–	–	921	
Urban Highway Connector Program	–	–	226	
Government of Canada	11,560	14,087	46	
Transport Canada	–	3,179	38,582	
Federal Transit Funding Program	14,350	9,513	11	
Building Canada Fund (FED)	–	5,027	2,599	
Building Canada Fund (PROV)	–	4,628	2,599	
Taxation	50	82	4,145	
Utility Contribution	2,460	7,011	6,045	
Contributions from Developers	19,129	24,251	29,468	
Appropriations				
Reserves	178,751	156,978	178,361	
	231,700	257,061	264,833	
Expenses				
Community Support	725	625	366	
Corporate Asset Management	19,349	118,042	55,170	
Corporate Governance & Finance	4,575	2,068	1,035	
Environmental Health	13,202	3,123	2,942	
Fire	6,844	5,561	1,797	
Police	4,033	2,672	2,885	
Recreation & Culture	21,470	15,229	25,084	
Saskatoon Land	22,774	42,237	58,286	
Transportation	57,630	97,489	60,875	
Urban Planning & Development	3,460	2,996	13,629	
Utilities	77,638	76,229	52,645	
	231,700	366,271	274,714	
Decrease in Unexpended Capital Financing	–	(109,210)	(9,881)	
Unexpended Capital Financing, Beginning of Year	–	52,104	61,985	
Unexpended Capital Financing, End of Year	\$ –	\$ (57,106)	\$ 52,104	

Schedule 3

Schedule of Reserves

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017	2016
Replacement		
Albert Community Centre	\$ 25	\$ 1
Automated Garbage Containers	7	7
Access Transit	22	(106)
Boards:		
TCU Place	4,388	4,097
Saskatoon Public Library	5,783	5,284
SaskTel Centre	664	570
Buildings and Grounds Equipment	118	214
Bus Replacement	1,061	605
Civic Radio Reserve	10	–
Civic Vehicles and Equipment	3,559	2,016
Computer Equipment	25	250
Fire Apparatus	982	825
Fire Equipment	451	100
Grounds Maintenance Equipment Acquisition	27	163
Infrastructure Replacement:		
Parks	(168)	(286)
Storm Water Management	2,008	1,721
Surface Improvements	305	37
Water and Sewer Replacement	1,255	(4,035)
Landfill	(544)	(1,052)
Leisure Services Equipment	969	946
Paved Roadways Infrastructure	1,098	595
Photocopy Machine	206	186
Police – Vehicle/Radio	275	575
Radio Trunking	241	325
Saskatoon Light & Power	8,650	9,826
Waste Water Collection/Treatment	1,828	610
Water Utility	1,842	3,226
Weigh Scales	181	181
Balance, End of Year	\$ 35,268	\$ 26,881

Schedule 3 continued

Schedule of Reserves

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017	2016
Future Expenses		
Animal Services	\$ 127	\$ 68
Animal Trading – Zoo	59	66
Active Transportation Reserve	14	14
Affordable Housing – Operating	497	210
Arbor Creek Parks	39	177
Boards:		
TCU Place	5,427	4,661
Saskatoon Public Library	27,609	23,246
Rimai Modern Art Gallery	8,737	11,212
SaskTel Centre	6,886	6,089
Bridge Major Repairs	10,314	719
Building Permits/Inspections	7,620	7,866
Business Licensing Stabilization	142	61
Campsite	139	163
Cemetery	580	491
Civic Buildings Comprehensive Maintenance	821	2,434
Civic Hospitality	199	185
Community Support Grant	112	107
Corporate Capital	1,133	828
Corporate Information Systems Development	39	259
Cosmo Stabilization	30	30
Cultural Capital	86	80
Dedicated Lands	1,922	1,911
Dedicated Roadways	689	754
Downtown Housing	1,293	716
Errors and Omissions	442	660
Facade Conservation and Enhancement	126	117
Federal Gas Tax Reserve	–	2,127
Fire Department Uniforms	231	201
Fiscal Stabilization	5,022	8,122
Forestry Farm	108	56
Fuel Stabilization	1,325	1,325
General Voting	289	128
Golf Course Capital	525	557
Golf Course Stabilization	–	76

Schedule 3 continued

Schedule of Reserves

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017	2016
Heritage Fund	\$ 141	\$ 147
Holiday Park Golf Course Development	158	155
Idylwyld Drive Maintenance	27	26
Insurance Deductible	1,809	1,823
Interest Stabilization	1,926	2,029
Lakeridge Ponding	57	57
Land Bank	(13,759)	(32,427)
Land Operations	3,626	3,363
Neighbourhood Park Enhancement	473	438
Parking Facilities	297	284
Parks Grounds Maintenance Stabilization	140	336
Pest Control	68	68
Police Equipment	(116)	149
Police Facilities Major Repair	381	498
Planning Levy	68	139
Prepaid Services	16,825	2,125
Property Realized	30,901	21,717
Public Works Building	154	116
Recycling Utility Stabilization	472	666
Reserve for Capital Expenditures	2,260	3,182
River Landing Capital	373	299
Saskatoon Minor Football Field Stabilization	33	65
Saskatoon Light & Power Distribution Extension	417	(1,189)
Saskatoon Light & Power Revenue Stabilization	2,496	1,354
Saskatoon Soccer Capital	1,326	1,287
Sign Shop Equipment Acquisition	205	126
Snow and Ice Contingency	3,113	2,088
Snow and Ice Equipment Acquisition	17	267
Special Events	1,750	1,553
Sports Participation	115	104
Storm Water Management Utility Stabilization	1,753	1,460
Streetscape	1,887	3,397
Street Cleaning/Sweeping Acquisition	185	158
Sundry	5,854	14,401
Traffic Noise Attenuation	1	2,317

Schedule 3 continued**Schedule of Reserves**

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017	2016
Traffic Safety	\$ 242	\$ 295
Transportation Infrastructure Expansion	236	(386)
Transit Capital	214	527
Vehicle and Equipment	4,010	4,095
Warranty	2,135	1,773
Waste Minimization	205	156
Waste Water Collection/Treatment Capital	3,627	1,819
Water and Waste Water Utility Stabilization	9,935	9,153
Water Capital Projects	3,418	5,695
Balance, End of Year	172,037	131,421
Total Reserves, End of Year	\$ 207,305	\$ 158,302

Schedule 4

Consolidated Schedule of Tangible Capital Assets

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	Cost					Accumulated Amortization				Net Book Value	
	Opening Balance	Additions	Disposals	Write- Downs	Balance End of Year	Accumulated Amortization Beginning of Year	Accumulated Amortization on Disposals	Amortization	Accumulated Amortization End of Year	Tangible Capital Assets End of Year	
										2017	2016
Land	\$ 288,834	\$ 38,670	\$ (2,271)	\$ -	\$ 325,233	\$ -	\$ -	\$ -	\$ -	\$ 325,233	\$ 288,834
Land Improvements	304,032	26,370	-	-	330,402	142,653	-	11,030	153,683	176,719	161,379
Buildings	595,701	114,099	(6,776)	-	703,024	130,027	4,140	13,715	139,602	563,422	465,674
Roadways	1,673,320	133,344	-	-	1,806,664	679,422	-	53,411	732,833	1,073,831	993,898
Plant and Facilities	389,750	21,087	(218)	-	410,619	108,043	218	11,304	119,129	291,490	281,707
Underground Networks	1,157,747	194,520	-	-	1,352,267	324,849	-	17,952	342,801	1,009,466	832,898
Electrical Utility	380,060	12,033	(1,187)	-	390,906	165,778	802	10,451	175,427	215,479	214,282
Machinery and Equipment	34,940	3,327	(678)	-	37,589	17,268	514	2,427	19,181	18,408	17,672
Traffic Control	26,674	5,691	-	-	32,365	12,321	-	1,003	13,324	19,041	14,353
Vehicles	144,266	23,405	(4,843)	-	162,828	73,602	3,977	9,579	79,204	83,624	70,664
Other Property, Plant and Equipment	98,814	1,990	-	-	100,804	75,551	-	3,120	78,671	22,133	23,263
Assets under Construction	610,881	-	(255,727)	-	355,154	-	-	-	-	355,154	610,881
Total	\$ 5,705,019	\$ 574,536	\$ (271,700)	\$ -	\$ 6,007,855	\$ 1,729,514	\$ 9,651	\$ 133,992	\$ 1,853,855	\$ 4,154,000	\$ 3,975,505

Schedule 5

Schedule of Revenues and Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
Revenues						
Taxation	\$	220,335	\$	220,086	\$	206,562
Grants-in-Lieu of Taxes		38,312		38,744		36,524
General Revenues		94,985		93,963		95,163
User Fees		55,051		51,968		50,005
Transfers from Other Governments (Grants)		64,530		64,813		66,546
Land Administration Fee		4,507		2,415		2,086
Total Revenues for the Year (Appendix 1)		477,720		471,989		456,886
Expenses						
Arts, Culture & Events Venue		7,333		7,183		7,206
Community Support		16,387		18,027		16,001
Corporate Asset Management		10,799		11,751		11,725
Corporate Governance & Finance		44,026		40,230		38,152
Debt Servicing Costs		29,355		29,461		27,787
Environmental Health		19,281		18,566		19,127
Fire		48,068		47,478		47,120
Land Development		4,508		2,415		2,086
Police		95,778		96,927		93,280
Recreation & Culture		51,881		51,069		49,623
Taxation & General Revenues		5,872		7,605		7,809
Transportation		130,027		131,555		123,242
Urban Planning & Development		14,405		12,822		13,075
Total Expenses for the Year (Appendix 2)		477,720		475,089		456,233
Surplus (Deficit)	\$	–	\$	(3,100)	\$	653

APPENDICES

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2017

Appendix 1

Schedule of Revenues

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
Taxation						
Property Levy	\$	219,886	\$	219,617	\$	206,133
Municipal Services Agreement		281		298		254
Trailer Occupancy		97		103		100
Amusement		71		68		75
		220,335		220,086		206,562
Grants-in-Lieu of Taxes						
Senior Governments and Agencies		5,530		6,195		5,278
Own Utilities – Saskatoon Light & Power		22,695		22,035		21,101
Own Utilities – Water		5,491		5,491		5,291
Own Utilities – Waste Water		3,996		3,996		3,862
Land Bank Program		600		1,027		992
		38,312		38,744		36,524
General Revenues						
R.M. of Corman Park		180		246		130
Licence and Permits		9,280		8,223		7,869
Fines and Penalties		11,072		10,462		8,855
Automated Enforcement Fines		2,500		2,145		4,259
Property Rentals		2,611		3,089		3,324
Franchise Fees		15,250		15,818		21,701
Interest Earnings		11,047		10,402		11,144
Tax Penalties		2,050		2,267		2,088
Other Revenue		530		521		278
Utility Return on Investment		31,010		31,335		26,060
Administration Recovery		9,455		9,455		9,455
		94,985		93,963		95,163

Appendix 1 continued

Schedule of Revenues

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
User Fees						
Legal Fees	\$	325	\$	315	\$	256
Tax Searches and Enforcement		215		169		220
Police		1,467		2,409		2,028
Fire		783		512		351
Engineering		537		323		310
Parking		5,938		6,613		5,979
Solid Waste Management		5,920		4,577		4,530
Environmental Protection		8		6		11
Transportation		230		235		230
Cemetery		1,259		1,314		1,163
Planning		406		186		231
Tourist Campsite		638		596		583
Forestry Farm Park		961		1,088		949
Kinsmen Park Rides		586		469		480
Albert Community Centre		157		191		193
Swimming Pools		471		461		409
Golf Courses		3,922		3,298		3,497
Skating Rinks		2,125		2,269		2,165
Rentals		6,358		6,234		6,039
Programming		6,635		6,054		6,144
Outdoor Sports Fields		627		695		573
Transit		14,274		13,266		13,114
River Landing		1,209		688		550
		55,051		51,968		50,005
Transfers from Other Governments (Grants)		64,530		64,813		66,546
Land Administration Fee		4,507		2,415		2,086
Total Revenues	\$	477,720	\$	471,989	\$	456,886

Appendix 2

Schedule of Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016
Land Development				
Saskatoon Land	\$	4,508	\$	2,415
				\$ 2,086
Arts, Culture and Events Venues				
Community Development		5,079		5,079
SaskTel Centre		594		444
TCU Place		1,660		1,660
		7,333		7,183
				7,206
Community Support				
Cemeteries		1,498		1,587
Animal Services		1,301		1,323
Community Development		3,504		3,540
Community Investments & Supports		10,084		11,577
		16,387		18,027
				16,001
Corporate Asset Management				
City-Owned Property – Land		2,265		2,353
Facilities Management		8,534		9,398
Fleet Services		–		–
		10,799		11,751
				11,725
Debt Servicing Costs				
Debt Charges		29,355		29,461
				27,787
Corporate Governance and Finance				
Assessment & Taxation		3,688		3,060
City Clerk's Office		2,667		2,503
City Manager's Office		682		650
City Solicitor's Office		2,290		2,025
Corporate Support		19,011		18,769
Financial Services		3,338		3,595
General Services		7,951		5,638
Legislative		1,575		1,382
Revenue Services		2,109		1,909
Service Saskatoon		715		699
		44,026		40,230
				38,152

Appendix 2 continued

Schedule of Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget	2017	2016
Environmental Health			
Waste Handling Services	\$ 13,305	\$ 12,655	\$ 13,402
Waste Reduction & Resource Recovery	1,021	1,083	885
Pest Management	912	903	879
Environmental Program	491	492	479
Urban Forestry	3,552	3,433	3,482
	19,281	18,566	19,127
Fire			
Emergency Measures	421	345	387
Fire Services	47,647	47,133	46,733
	48,068	47,478	47,120
Police			
Saskatoon Police Services	95,778	96,927	93,280
Recreation and Culture			
Marketing Services	623	610	590
Forestry Farm Park	2,561	2,717	2,622
Playground & Recreation Areas	888	874	844
PotashCorp (now Nutrien) Playland	586	468	481
Albert Community Centre	236	201	231
Marr Residence	23	35	23
Outdoor Pools	1,354	1,205	1,215
Kinsmen Park	3,922	3,299	3,497
Indoor Rinks	2,447	2,528	2,429
Leisure Centres – Rentals	10,567	10,241	10,173
Leisure Centres – Program	10,754	10,864	10,665
Spectator Ballfields	157	158	151
Outdoor Sports Fields	1,077	1,058	925
Parks Maintenance & Design	13,567	14,290	13,432
River Landing	1,210	689	550
Targeted Programming	596	564	545
Gordon Howe Campsite	638	596	583
Community Partnerships	435	447	438
Program Research & Design	240	225	229
	51,881	51,069	49,623

Appendix 2 continued

Schedule of Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
Taxation and General Revenues						
Fines and Penalties	\$	4,234	\$	5,722	\$	6,032
General Revenues		(103)		(103)		–
Other Levies		1,095		1,340		1,131
Property Levy		646		646		646
		5,872		7,605		7,809
Transportation						
Transit Operations		40,625		41,424		39,333
Access Transit		4,930		5,217		4,805
Transportation Services		7,418		6,979		8,604
Road Maintenance		43,337		42,822		39,958
Snow & Ice Management		13,142		13,053		10,805
Street Cleaning/Sweeping		3,815		4,521		4,362
Bridges, Subways, Overpasses		6,090		6,069		5,259
Street Lighting		6,603		6,477		5,991
Parking		2,801		3,958		3,131
Engineering		730		658		601
Impound Lot		536		377		393
		130,027		131,555		123,242
Urban Planning and Development						
Attainable Housing		426		287		271
Business Improvement Districts		108		108		108
Development Review		1,268		1,159		1,268
Regional Planning		368		343		366
Bylaw Compliance		768		668		633
Long-Range Planning		196		181		278
Neighbourhood Planning		553		507		513
Research & Mapping		461		419		446
Urban Design		2,485		2,470		2,859
Building and Plumbing Permits & Standards		6,750		5,651		5,338
Business License		1,022		1,029		995
		14,405		12,822		13,075
Total Expenses	\$	477,720	\$	475,089	\$	456,233

Appendix 3

Water Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
Revenues						
Metered	\$	61,183	\$	60,413	\$	58,426
Infrastructure Levy		14,775		14,864		10,910
Miscellaneous		140		319		272
Fire Protection Charge		715		715		715
Late Payment Penalties		157		185		180
		76,970		76,496		70,503
Expenses						
General		10,174		10,042		10,584
Laboratory (recovery)		663		464		(151)
Treatment and Pumping		12,438		10,690		12,371
Buildings and Grounds		910		737		720
Meters		1,818		1,600		1,607
Watermains		8,229		9,115		7,435
Hydrants		1,258		1,600		1,176
Services		3,218		2,842		2,986
Contribution to Capital Reserves		26,272		22,741		20,861
Debt Charges		11,990		11,923		11,091
		76,970		71,754		68,680
Surplus Before Transfer from Reserve		–		4,742		1,823
Transfer to Stabilization Reserve		–		(4,742)		(1,823)
Surplus	\$	–	\$	–	\$	–

Appendix 4

Waste Water Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
Revenues						
Metered	\$	44,515	\$	42,881	\$	41,948
Infrastructure Levy		24,404		24,452		18,965
Late Payment Penalties		103		123		120
Miscellaneous		980		1,444		1,485
		70,002		68,900		62,518
Expenses						
General		3,478		7,406		7,660
Heavy Grit Facility		192		133		–
Laboratory		649		556		(66)
Lift Stations		1,739		1,586		1,521
Pollution Control Plant		7,834		6,718		7,329
Sludge Handling & Disposal		1,940		1,443		1,789
Sewer Engineering		463		429		428
Sewer Inspections		670		533		419
Sewer Maintenance		4,814		4,296		4,632
Sewer Connections		2,210		1,699		1,872
Debt Charges		6,179		6,084		5,096
Contribution to Capital Reserves		39,834		33,048		27,290
		70,002		63,931		57,970
Surplus Before Transfer from Reserve		–		4,969		4,548
Transfer to Stabilization Reserve		–		(4,969)		(4,548)
Surplus	\$	–	\$	–	\$	–

Appendix 5

Storm Water Management Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016
Revenues				
Metered	\$	6,209	\$	6,208
Late Payment Penalties		11		12
		6,220		6,221
Expenses				
General		258		234
Storm Sewer Engineering		432		304
Storm Sewer Maintenance		1,931		1,934
Drainage		909		760
Operating Utility – Transfer to Reserves		2,690		2,696
		6,220		5,928
Surplus Before Transfer from Reserve		–		293
Transfer to Stabilization Reserve		–		(293)
Surplus	\$	–	\$	–

Appendix 6

Saskatoon Light & Power Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
Revenues						
Metered	\$	151,259	\$	146,863	\$	140,643
Municipal Surcharge		15,126		14,686		14,064
Service Connection Fee		435		398		425
Miscellaneous		589		691		489
Landfill Gas Generation		1,271		919		1,275
Tax Collection Commission		2		2		2
Late Payment Penalties		290		309		301
		168,972		163,868		157,199
Expenses						
General		28,113		27,233		26,259
Equipment		–		(105)		122
Custom Work		–		33		65
Power Purchased		89,996		86,473		82,577
Buildings and Grounds		742		542		592
Poles, Lines and Feeders		5,979		5,408		5,202
Substations		1,295		1,063		810
Street Lighting		1,797		1,464		1,327
Meters		1,347		1,047		1,529
System Operations		179		146		146
Landfill Gas Generation		1,270		920		1,274
Provision for Capital Extension		5,816		5,816		5,935
Provision for Capital Replacement		7,778		7,694		7,005
		144,312		137,734		132,843
Surplus Before Transfer from Reserve		24,660		26,134		24,356
Transfer to Stabilization Reserve		–		(1,474)		(1,293)
Surplus	\$	24,660	\$	24,660	\$	23,063

Appendix 7

Waste Services Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016
Revenues				
Residential Recycling	\$	4,467	\$ 4,482	\$ 4,268
Compost		382	903	498
Multi-Unit Recycling		2,452	2,599	2,419
Leaves and Grass		376	409	346
		7,677	8,393	7,531
Expenses				
General		758	1,546	846
Contractor Services		6,428	6,415	6,228
Contribution to Capital Reserve		491	172	234
		7,677	8,133	7,308
Surplus Before Transfer from Reserve		–	260	223
Transfer to Stabilization Reserve		–	(260)	(223)
Surplus	\$	–	\$ –	\$ –

Appendix 8

Land Operations Statement of Revenues and Expenses

For the Year Ended December 31, 2017 (in thousands of dollars)
(unaudited)

	2017 Budget		2017	2016		
Land Sale Revenue						
Single, Multi-Family & Commercial	\$	58,827	\$	33,540	\$	22,120
Industrial/Suburban Centre		20,803		7,143		16,022
		79,630		40,683		38,142
Cost of Land Sold						
Single, Multi-Family & Commercial		40,535		21,522		13,020
Industrial/Suburban Centre		11,151		4,666		8,191
		51,686		26,188		21,211
Net Sales		27,944		14,495		16,931
Other Revenue						
Rock Sales		–		104		433
Cost Recoveries		–		198		45
Property Lease		1,948		2,561		2,853
Interest		65		343		1,168
Total Other Revenue		2,013		3,206		4,499
Other Expenses						
Salaries & Benefits		1,789		1,448		1,572
Operating Expenses		737		642		557
Grants-in-Lieu of Taxes		600		1,075		1,013
Maintenance		244		242		419
Interest		1,010		978		1,101
Marketing		941		894		662
Contribution to Reserves		2,040		748		174
Total Other Expenses		7,361		6,027		5,498
Surplus	\$	22,596	\$	11,674	\$	15,932

STATISTICAL (UNAUDITED)

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2017

Consolidated Revenues and Expenses

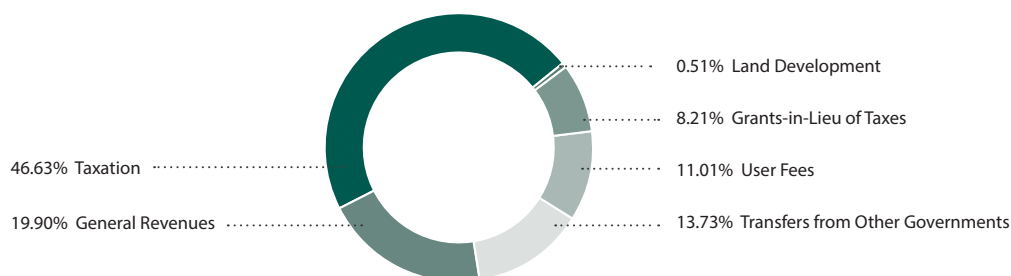
For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

	2017	2016	2015	2014	2013
Consolidated Revenues					
Taxation	\$ 242,886	\$ 227,493	\$ 213,232	\$ 196,367	\$ 178,380
Grants-in-Lieu of Taxes	6,183	5,275	4,986	4,328	4,429
User Charges	414,509	392,543	379,082	360,813	338,675
Government Transfers	137,373	115,722	91,949	81,253	100,005
Investment Income	11,913	13,025	13,708	13,475	12,173
Contribution from Developers	121,037	94,051	196,143	168,324	192,990
Franchise Fees	15,818	21,701	21,616	15,250	19,224
Other	7,729	22,610	25,109	29,451	20,994
Total Revenues	\$ 957,448	\$ 892,420	\$ 945,825	\$ 869,261	\$ 866,870
Expenses					
Arts, Culture & Events Venues	\$ 11,959	\$ 6,226	\$ 5,661	\$ 4,878	\$ 4,537
Community Support	17,154	21,328	17,553	15,085	17,815
Corporate Asset Management	(7,902)	(5,792)	(7,867)	(7,058)	(6,752)
Corporate Governance & Finance	38,429	56,818	47,526	30,424	39,238
Debt Servicing Costs	14,132	16,465	14,795	19,200	16,014
Environmental Health	52,581	38,754	51,235	31,649	31,014
Fire	47,737	47,841	45,831	44,486	43,697
Land Development	26,060	1,972	1,974	1,729	1,512
Library	23,035	18,159	18,851	21,868	17,437
Police	102,199	99,926	104,043	90,334	85,269
Recreation & Culture	65,598	75,940	76,084	75,543	71,211
Taxation & General Revenues	6,697	3,672	4,681	3,491	2,613
Transportation	159,823	142,924	136,226	136,826	141,662
Urban Planning & Development	24,345	19,601	20,293	22,044	18,197
Utilities	184,892	161,732	198,376	177,195	163,675
Total Expenses	\$ 766,739	\$ 705,566	\$ 735,262	\$ 667,694	\$ 647,139
Surplus of Revenues Over Expenses	\$ 190,709	\$ 186,854	\$ 210,563	\$ 201,567	\$ 219,731

Summary of Operating Revenues

For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

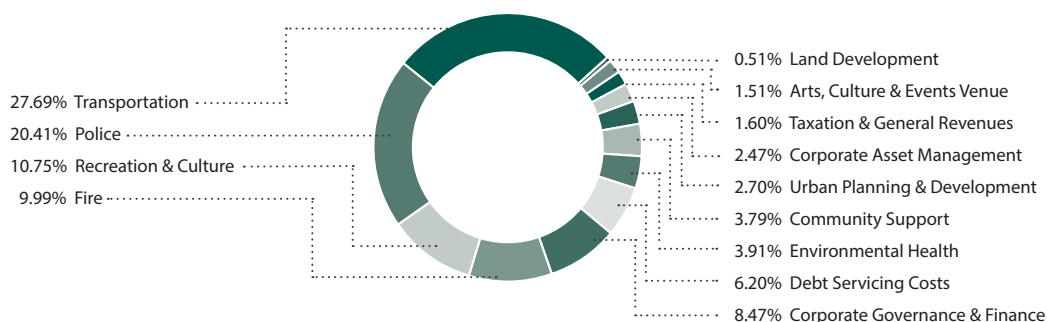
	2017	2016	2015	2014	2013
Taxation	\$ 220,086	\$ 206,562	\$ 193,806	\$ 178,318	\$ 161,177
Grants-in-Lieu of Taxes	38,744	36,524	34,708	33,135	30,921
General Revenues	93,963	95,163	91,357	83,977	78,957
User Fees	51,968	50,005	49,328	48,847	56,887
Transfers from Other Governments	64,813	66,546	65,318	62,949	63,613
Land Development	2,415	2,086	3,590	7,024	–
	\$ 471,989	\$ 456,886	\$ 438,107	\$ 414,250	\$ 391,555



Summary of Operating Expenses

For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

	2017	2016	2015	2014	2013
Land Development	\$ 2,415	\$ 2,086	\$ 3,590	\$ 7,024	\$ 7,119
Arts, Culture & Events Venue	7,183	7,206	5,841	4,703	4,718
Community Support	18,027	16,001	15,944	14,388	14,228
Corporate Asset Management	11,751	11,725	10,010	10,799	8,306
Debt Servicing Costs	29,461	27,787	26,884	29,355	23,108
Corporate Governance & Finance	40,230	38,152	37,421	33,026	36,693
Environmental Health	18,566	19,127	18,622	18,456	17,738
Fire	47,478	47,120	45,955	43,944	43,706
Police	96,927	93,280	89,949	85,779	79,422
Recreation & Culture	51,069	49,623	47,930	45,881	44,332
Taxation & General Revenues	7,605	7,809	6,840	5,872	4,373
Transportation	131,555	123,242	112,497	99,992	97,923
Urban Planning & Development	12,822	13,075	14,565	14,405	13,331
	\$ 475,089	\$ 456,233	\$ 436,048	\$ 413,624	\$ 394,997



Summary of Capital Operations

For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

	2017	2016	2015	2014	2013
Sources of Funds					
Province of Saskatchewan	\$ 32,106	\$ 1,830	\$ 8,040	\$ 165	\$ 9,509
Federal Gas Tax Program	199	–	–	–	–
Provincial Building Communities Program	–	921	–	2,274	279
Urban Highway Connector Program	–	226	678	473	45
Government of Canada	14,087	46	57	16	–
Transport Canada	3,179	38,582	–	–	–
Federal Transit Funding Program	9,513	11	2,380	3,510	618
Federal Gateway and Border Crossings	–	–	2,056	2,961	8,224
Building Canada Fund (FED)	5,027	2,599	3,965	6,673	11,349
Building Canada Fund (PROV)	4,628	2,599	4,136	529	4,858
FCM Green Fund Grant	–	–	–	28	91
Western Economic Diversification	–	–	–	130	–
Taxation	82	4,145	3,932	4,543	4,211
Utility Contribution	7,011	6,045	5,809	8,061	8,189
Contributions from Developers Benefiting Property Owners and Other Users	24,251	29,468	60,532	41,432	14,502
Appropriations					
Reserves	156,978	178,361	170,628	251,083	286,279
	\$ 257,061	\$ 264,833	\$ 262,213	\$ 321,878	\$ 348,154
Application of Funds					
Community Support	\$ 625	\$ 366	\$ 326	\$ (519)	\$ (1,386)
Corporate Asset Management	118,042	55,170	24,499	16,200	12,783
Corporate Governance & Finance	2,068	1,035	1,532	2,238	15,235
Environmental Health	3,123	2,942	2,351	4,580	2,361
Fire	5,561	1,797	1,492	93	668
Police	2,672	2,885	3,255	4,814	43,075
Recreation & Culture	15,229	24,539	60,172	46,210	24,730
Transportation	97,489	60,875	70,363	44,897	55,948
Urban Planning & Development	2,996	13,629	12,027	11,685	36,953
Saskatoon Land	42,237	58,842	98,297	114,123	114,784
Utilities	76,229	52,634	55,999	62,225	74,565
	366,271	274,714	330,313	306,546	379,716
Increase (Decrease) in Unexpended Capital Financing	\$ (109,210)	\$ (9,881)	\$ (68,100)	\$ 15,332	\$ (31,562)
Unexpended Capital Financing, Beginning of Year	52,104	61,985	130,085	114,753	146,315
Unexpended Capital Financing, End of Year	\$ (57,106)	\$ 52,104	\$ 61,985	\$ 130,085	\$ 114,753

Summary of Public Utilities Operating Results

For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

	2017	2016	2015	2014	2013
Net surplus after deducting operating expenses, debt charges and contributions to reserves:					
Saskatoon Light & Power	\$ 24,660	\$ 23,063	\$ 21,319	\$ 23,408	\$ 23,758
Net Surplus	24,660	23,063	21,319	23,408	23,758
Amount contributed by Utilities to Revenue as Return on Investment	\$ 24,660	\$ 23,063	\$ 21,319	\$ 23,408	\$ 26,286

Summary of Reserves and Surplus

For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

	2017	2016	2015	2014	2013
Reserves					
Property Realized	\$ 30,901	\$ 21,717	\$ 27,792	\$ 28,955	\$ 47,912
Replacement	34,604	26,881	18,092	(20)	(2,243)
Future Expenses	145,732	109,765	93,009	55,135	60,214
Surplus (Deficit)	(3,100)	653	2,058	553	(3,442)
	\$ 208,137	\$ 159,016	\$ 140,951	\$ 84,623	\$ 102,441

Summary of Term Debt and Required Sinking Fund Consolidation of All Obligations

For the Years Ended December 31, 2017 to 2013
(unaudited)

	2017	2016	2015	2014	2013
Total Term Debt	\$ 349,153,177	\$ 318,771,454	\$ 263,051,368	\$ 238,103,885	\$ 234,509,219
Population Estimate at July 31 ⁽¹⁾	273,010	266,064	62,900	257,300	248,700
Gross Debt Per Capita	\$ 1,278	\$ 1,198	\$ 1,001	\$ 925	\$ 943
Net Debt Per Capita	\$ 1,265	1,188	994	922	943
Mill Rate Supported Debt	\$ 441	\$ 488	\$ 529	\$ 514	\$ 562
Legal Debt Limit	\$ 558,000,000	\$ 558,000,000	\$ 558,000,000	\$ 558,000,000	\$ 414,000,000
Debt servicing costs as a percentage of total expenditures	1.86%	1.72%	1.46%	1.07%	0.93%

⁽¹⁾ Population data is provided by the City Planning Branch, derived from Statistics Canada census data.

Summary of Term Debt and Required Sinking Fund by Responsibility Centre ⁽¹⁾

For the Year Ended December 31, 2017
(unaudited)

	2017	2016
Waterworks Utility	\$ 30,327,183	\$ 37,170,298
Waste Water Utility	\$ 11,941,150	\$ 13,886,890
Gas Tax	\$ 16,627,895	\$ 23,065,231
P3	\$ 169,800,486	\$ 114,721,990
Total Debt Not Supported by Civic Mill Rate	\$ 228,696,714	\$ 188,844,409
Total Civic Mill Rate Debt	\$ 120,456,463	\$ 129,927,045
Total Term Debt	\$ 349,153,177	\$ 318,771,454
Sinking Funds Accumulated to Retire Debt	\$ (3,706,357)	\$ (2,685,616)
Net Debt	\$ 345,446,820	\$ 316,085,838
Population Estimate at Dec. 31 ⁽²⁾	273,010	266,064
Gross Debt Per Capita	\$ 1,278	\$ 1,198
Net Debt Per Capita	\$ 1,265	\$ 1,188
Mill Rate Supported Debt	\$ 441	\$ 488

⁽¹⁾ All figures are based on book values and have not been adjusted for foreign currency exchange.

⁽²⁾ Population data is provided by the City Planning Branch, derived from Statistics Canada census data.

Term Debt Maturing with Percentages

As at December 31, 2017
(unaudited)

Year	Long-Term Debt Maturing	Percentage Yearly	Percentage Reduction Accumulated
2018	\$ 28,694,699	8.22%	8.22%
2019	25,664,105	7.35%	15.57%
2020	22,447,566	6.43%	22.00%
2021	16,829,478	4.82%	26.82%
2022	17,388,898	4.98%	31.80%
2023	13,062,127	3.74%	35.54%
2024	11,759,518	3.37%	38.91%
2025	7,323,068	2.09%	41.00%
2026	6,272,853	1.80%	42.80%
2027	6,509,577	1.87%	44.67%
2028	6,755,766	1.93%	46.60%
2029	7,013,712	2.01%	48.61%
2030	7,278,718	2.08%	50.69%
2031	7,556,102	2.17%	52.86%
2032	5,071,197	1.45%	54.31%
2043	159,525,793	45.69%	100.00%
Total Debt	349,153,177	100.000%	—%
Sinking Funds Accumulated to Retire Debt	(3,706,357)	—%	—%
Net Debt	\$ 345,446,820	—%	—%

Summary of Property Assessment and Tax Levy

For the Years Ended December 31, 2017 to 2013
(unaudited)

	2017*	2016	2015	2014	2013*
Gross Assessments	\$ 45,959,955,680	\$ 33,857,081,395	\$ 33,140,448,115	\$ 32,187,650,200	\$ 30,448,361,645
Exemptions	10,066,975,145	7,600,970,280	7,549,330,626	7,394,587,326	7,137,299,775
Assessed Value for Taxation	\$ 35,892,980,535	\$ 26,256,111,115	\$ 25,591,117,489	\$ 24,793,062,874	\$ 23,311,061,870
	Mills	Mills	Mills	Mills	Mills
Tax Rate:					
General	6.29	7.92	7.63	7.26	6.79
Library	0.65	0.80	0.77	0.74	0.72
Education:					
Public Board/Separate Board	4.13	5.03	5.03	5.03	5.03
Total	11.07	13.75	13.43	13.03	12.54
	\$ 417,131,289	\$ 389,321,440	\$ 371,481,264	\$ 348,734,339	\$ 325,598,386
Property Roll Collections:					
Current	\$ 406,646,405	\$ 380,850,825	\$ 362,771,314	\$ 340,692,675	\$ 318,630,299
Arrears	10,484,884	8,470,615	8,709,950	8,041,664	6,968,087
Total Collected	\$ 417,131,289	\$ 389,321,440	\$ 371,481,264	\$ 348,734,339	\$ 325,598,386
Percentage of Levy Collected:					
Current	95.74%	95.65%	95.84%	96.44%	96.19%
Current and Arrears	95.96%	95.39%	95.67%	96.05%	95.98%
Taxes Outstanding:					
Current	\$ 9,513,185	\$ 10,448,938	\$ 7,820,928	\$ 7,647,150	\$ 8,208,711
Arrears	2,919,214	2,387,274	2,164,633	2,136,065	1,580,279
	\$ 12,432,399	\$ 12,836,212	\$ 9,985,561	\$ 9,783,215	\$ 9,788,990

* Reassessment

Saskatoon Economic Statistics

For the Years Ended December 31, 2017 to 2013
(unaudited)

	2017	2016	2015	2014	2013
Saskatoon population (December 31)*:	273,010	266,064	262,900	257,300	248,700
Annual change	1.90%	1.20%	1.90%	6.19%	4.06%
Saskatoon inflation rate – annual change	1.80%	1.20%	–%	1.90%	1.00%
Saskatoon unemployment rate – annual average	7.85%	6.78%	5.80%	3.58%	4.10%
No. of Persons Employed in Saskatoon	170,770	168,233	169,625	169,100	164,175
Saskatoon Building Permits					
Total Number	3,998	3,950	4,327	4,996	5,020
Total Value	\$ 762,082	\$ 727,597	\$ 1,020,394	\$ 878,238	\$ 1,088,500
Annual Change	1.11%	(8.71)%	(0.13)%	(0.48)%	(3.40)%

* December population estimates are provided by Planning and Development, derived from Statistics Canada annual July estimate data.

Sources of Information:

Statistics Canada

City of Saskatoon – Planning Branch, Community Services Department

Major Taxpayers in Saskatoon

2017 Taxable Assessment (in thousands of dollars)
(unaudited)

Midtown Plaza Inc.	\$ 292,995,700
Boardwalk REIT Properties Holdings Ltd.	223,702,420
Pillar Properties Corp.	150,302,900
Mainstreet Equity Corp.	123,776,880
Calloway REIT Saskatoon South	120,124,600
Centre At Circle & Eighth Property Inc.	106,399,000
959630 Alberta Inc.	102,275,940
Saskatoon West Shopping Centres Limited	98,933,300
CNH Canada Ltd.	86,683,140
Nexus Holdings Inc.	83,749,820
Boulevard Real Estate Equities Ltd.	81,927,740
The Saskatoon Cooperative Association Limited	78,426,100
101042414 Saskatchewan Ltd.	77,229,400
Dream Asset Management Corporation	73,260,455
Dundee Canada (GP) Inc.	72,469,400

Summary of Accumulated Surplus and Net Financial Assets (Debt)

For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

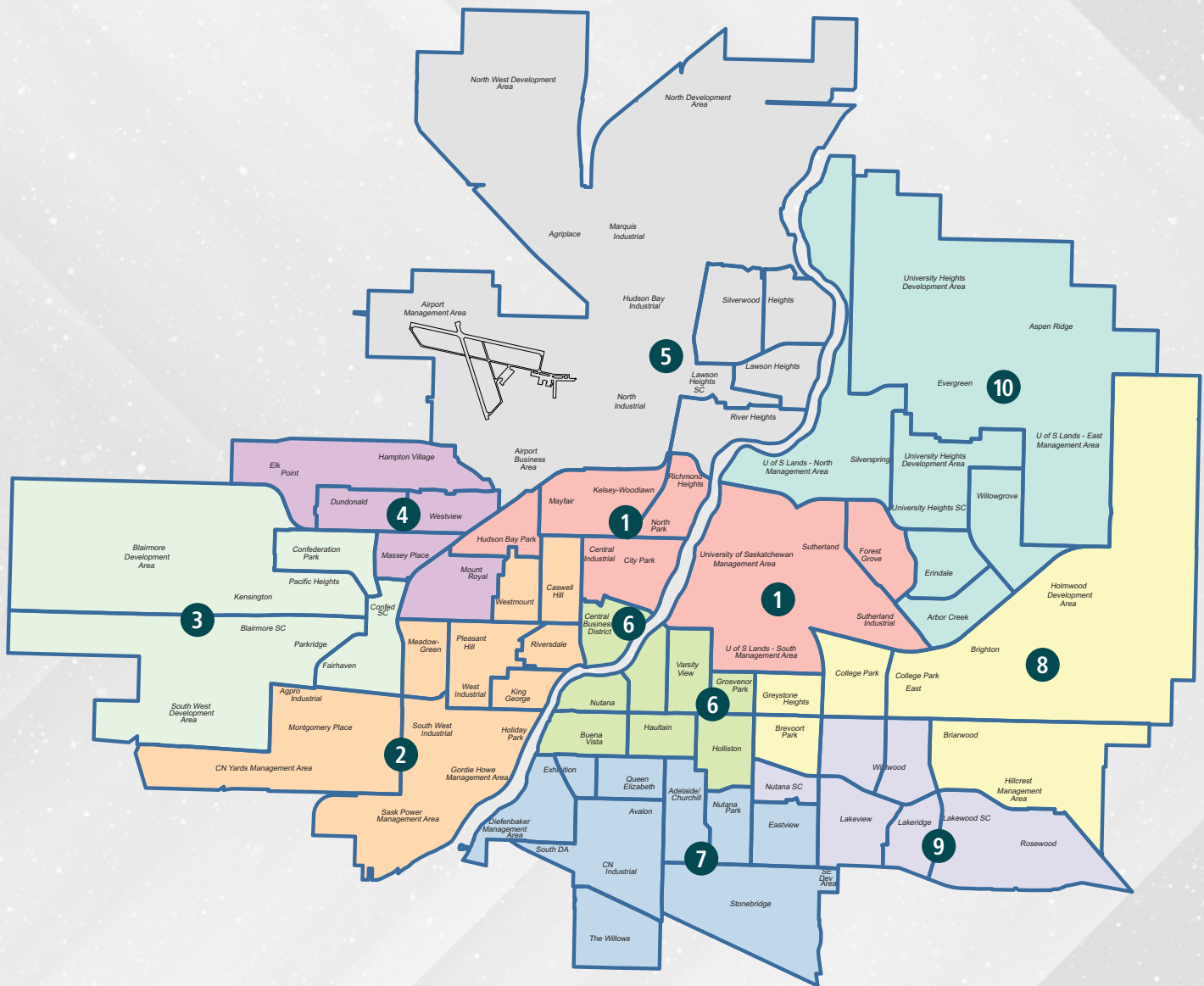
	2017	2016	2015	2014	2013
Accumulated Surplus	\$ 4,066,069	\$ 3,875,360	3,688,506	\$ 3,455,899	\$ 3,254,332
Net Financial Assets (Debt)	\$ (114,264)	\$ (125,106)	(57,943)	\$ 68,633	\$ 52,815

Summary of Expenditures by Object

For the Years Ended December 31, 2017 to 2013 (in thousands of dollars)
(unaudited)

	2017	2016	2015	2014	2013
Wages and Benefits	\$ 327,544	\$ 280,655	\$ 282,741	\$ 266,776	\$ 280,437
Contracted and General Services	149,564	161,007	188,684	158,191	113,033
Heating, Lighting, Power, Water and Telephone	106,737	97,683	99,809	96,332	91,426
Materials, Goods and Supplies	24,019	16,635	23,353	51,101	41,389
Finance Charges	14,132	16,465	12,098	6,493	7,103
Donations, Grants and Subsidies	10,752	9,888	11,679	8,835	11,905
Amortization	133,991	123,233	116,898	109,966	101,845
	\$ 766,739	\$ 705,566	\$ 735,262	\$ 697,694	\$ 647,138

2017



OUR VISION

In 2030, Saskatoon is a world class city with a proud history of self-reliance, innovation, stewardship, and cultural diversity. Saskatoon is known globally as a sustainable city loved for its community spirit, robust economy, cultural experiences, environmental health, safety, and physical beauty. All citizens enjoy a range of opportunities for living, working, learning, and playing. Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all.

"Saskatoon is a great place to live, where sustainable growth enables the community to invest for the benefit of all."

OUR MISSION

Our Corporation, the City of Saskatoon, exists to provide excellent local government through leadership, teamwork, partnership and dedication to the community.

We will be innovative and creative in the efficient and effective delivery of public services for the economic, environmental, social and cultural well-being of the community.

OUR CORPORATE VALUES

Our Strategic Goals will be achieved through the talent, creativity, and commitment of staff who demonstrate our five workplace values every day:

TRUST - INTEGRITY - RESPECT - HONESTY - COURAGE

OUR LEADERSHIP COMMITMENTS

Our leadership commitments, and those who demonstrate these commitments in their roles, are key to achieving our vision and mission. They shape our approach to operating, planning and decision-making every day:

RELIABLE AND RESPONSIVE SERVICE

STRONG MANAGEMENT AND FISCAL RESPONSIBILITY

EFFECTIVE COMMUNICATION, OPENNESS AND ACCOUNTABILITY

INNOVATION AND CREATIVITY



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