MESSAGE FROM THE CITY MANAGER

On behalf of the Administration, I am pleased to submit the City of Saskatoon’s 2014 Report to Citizens: The Roads Ahead. This condensed version of the City’s annual report contains information on the City’s financial performance in 2014, including the City’s Summary Consolidated Statement of Operations, and Summary Statement of Financial Position. The Report to Citizens reflects the City’s ongoing commitment to accountability, transparency, credibility, and clarity in financial reporting.

The City of Saskatoon is building a strong track record of achieving what we set out to do. I am delighted to report that in 2014 we made progress on achieving many of our Strategic Goals, as we advanced several key projects and initiatives forward.

As one of the fastest growing cities in Canada, it is critical for Saskatoon to keep pace with growth in a fiscally responsible way, by ensuring a balance between the delivery of important services and building and maintaining our infrastructure. This is not an easy task, especially in a rapidly growing environment. However, the City of Saskatoon is up to the challenge of achieving this objective and is addressing this steady growth through our Growth Plan to Half a Million. This will ensure Saskatoon continues to be a great place to live for all!

We will continue to capitalize on the roads ahead, on new opportunities, and on our continuous improvement. We will continue to invest in what matters most to residents, and we’ll remain committed to the environment, sport, recreation, and culture. As we move along our path of growth, prosperity, and sustainability, I am most proud of the dedication of all City employees and teams, as we all work together to achieve our goal of providing a great quality of life for all residents of Saskatoon.

Much was accomplished in 2014. To learn more about the City of Saskatoon’s many achievements in 2014 and to review what Saskatoon residents received in 2014, I encourage you to look through the Major Projects and Initiatives highlighted in this condensed report, or if you prefer, through the full details found within the 2014 Annual Report available on saskatoon.ca.

Saskatoon is indeed a city in transition. It remains my honour to serve as City Manager, and to assist City Council in guiding the City of Saskatoon to even greater successes by building our roads ahead into the great community we all desire.

Murray Totland, P.Eng., MBA, City Manager
2014 HIGHLIGHTS... A YEAR OF NEW ENHANCEMENTS THROUGH CONTINUOUS IMPROVEMENT

Funding Announced for North Commuter Parkway and Traffic Bridge
In June, the provincial government committed $50 million in funding for the North Commuter Parkway Bridge, while the federal government committed $66 million for both the Parkway Bridge and the Traffic Bridge. The projects are part of the Bridging to Tomorrow initiative.

Accelerated Street Sweeping Program
Saskatoon streets were swept curb-to-curb in 61 residential neighbourhoods, 96 school zones, and 10 industrial and suburban centres in 2014. The "Circle Drive Sweep Train" was especially impressive, with up to 16 vehicles moving at just a few kilometers/hour, working nights between 8.00 p.m. and 6.00 a.m.

Business License Applications/Renewals Went Online
As of January 2014, business operators were able to apply for and renew their Business License online. The secure, easy to use tool improved efficiency, added value for business operators, and enhanced Saskatoon’s overall business-friendly environment.

Five New Web-Mapping Apps Launched
The City's Report a Pothole interactive app launched in March and quickly proved popular. Residents were able to report potholes on an interactive city map using their smartphone, tablet, or desktop. The City's Information Technology division developed and introduced four more interactive web-mapping apps for residents: Road Restrictions and Construction Projects, Utility Cuts and Repair Schedules, Saskatoon Services and Schedules, and the Public Art Collection. Residents well received these helpful, informative Apps.

Improved Emergency Communications
The Emergency Measures Organization (EMO) launched NotifyNow, a mass notification system that uses texts, voice mail, and e-mail messages to notify citizens of emergency situations. NotifyNow complements the City's existing Service Alerts, News Releases, Public Service Announcements, and social media posts. The City also set up @YXEServiceAlert on Twitter to inform citizens about traffic restrictions, unplanned service disruptions such as neighbourhood power outages, and more.

Proactive Response to Snow on Bridges and Ruts
The City took action to change the way it clears snow from bridges and overpasses with new procedures for regular clearing minimize accumulation of snow along guard rails and barriers. To help prevent ruts on major roads, the City also adopted a proactive approach to early street grading to reduce snow pack.

Pet License Renewals Went Online
To encourage responsible pet ownership, while also making it easier for pet owner's to license their pets, the City introduced a new system to allow online applications and license renewals. Increased pet licensing has allowed the City to develop and maintain more off-leash dog parks and other pet services.

New Modern Benches Added to Saskatoon Transit Stops
Saskatoon Transit installed 150 new benches at transit stops around the city. The modern benches include a recycling station to collect paper, cans, and bottles as well as residual waste.

Improved Street Cleaning
The City's Accelerated Street Sweeping Program cleaned up 182 residential communities, 96 school zones, and 10 industrial and suburban centres. The "Circle Drive Sweep Train" was especially impressive, with up to 16 vehicles moving at just a few kilometers/hour, working nights between 8.00 p.m. and 6.00 a.m.

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Ongoing Focus on Making Saskatoon More Accessible
The Corporate Accessibility Action Plan is a collaborative, long-range, ongoing effort to address the accessibility of civic facilities, programs, services, and infrastructure. As part of the action plan, the City met its annual target of installing five new audible/accessible pedestrian signals and curb ramps in priority locations, and developed a webpage dedicated to accessibility initiatives.

Supporting Community Associations
Work began on a long-term, cost-effective plan to support Saskatoon's Community Associations, which provide quality, affordable, neighbourhood-based sport, culture, recreation, and parks programs.

MAJOR PROJECTS AND INITIATIVES 2014

Collaborating on an Age-Friendly City
- The City continued its collaboration with the Saskatoon Council on Aging (SCOA) as part of its seniors’ policy framework and action plan. Phase 2 of the Age-Friendly Saskatoon initiative was presented and SCOA began discussing recommendations with civic staff.

Coordinating Community Funding
- The City is a partner in the Saskatoon Collaborative Funding Partnership (SCFP). The partnership reviewed the efforts of funding partners and presented recommendations for strategic coordination.

Enhancing Aboriginal Engagement and Leadership Opportunities
- The City hosted the first ever Aboriginal Community Gathering, a community engagement event that gathered input from urban Aboriginal residents on civic/community programs and services.
- As part of the Urban Aboriginal Leadership Program, the Atoske Alumni group was established to enhance networking and training opportunities for Aboriginal youth.
- A new leadership program for Aboriginal Youth was developed in partnership with the Saskatoon Tribal Council Justice Unit.

Mapping Cultural Resources
- The City continued its partnership with the University of Saskatchewan to update and expand Saskatoon’s cultural facilities map and inventory. The inventory recorded 274 spaces where culture is created, performed, taught, or exhibited.

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Shifting Focus to Anti-Racism Awareness and Education
- As part of a shift in focus from multiculturalism to anti-racism education and awareness, the Cultural Diversity Race Relations (CDRR) office distributed an educational activity kit to school division partners and began developing an "Understanding Racism" curriculum for delivery to civic staff.

Supporting Community Associations
- Work began on a long-term, cost-effective plan to support Saskatoon’s Community Associations, which provide quality, affordable, neighbourhood-based sport, culture, recreation, and parks programs.

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.
MAJOR PROJECTS AND INITIATIVES 2014

Asset Management System
› A new system to measure, monitor, and report on how service levels are being met was implemented.

Civic Operations Centre
› A builder/proponent was selected for a P3 project to construct a Permanent Snow Storage Facility and the new Transit Facility at the new Civic Operations Centre (COC).

Civic Square East
› To address demand for more civic office space, current and long-term, the City purchased the former Canada Post building across from City Hall and renovated the second, third, and fourth floors. “Civic Square East” brings together divisions formerly housed in leased space around the city.

Energy Management Program
› As part of the Energy Management Program, installation of electricity monitoring equipment was completed for 14 civic buildings.

Remote Trunked Radio System
› The City added a remote radio communications site on the city’s west side to alleviate radio coverage issues.

Reserve for Replacement of Assets
› The City is developing a reserve to address the replacement of assets in areas directly adjacent to civic facilities. Details and a capital project were developed and initial project funding has been established in the 2015 Capital Budget.

Continuous Improvement Strategy
› Civic Service Reviews (CSR) were completed for Parks and Roadways. A Waste Handling CSR and Fleet Service CSR were initiated to identify savings and increase efficiencies in these services. The New Commercial Business License Application process was also reviewed.
› City employees participated in Innovation Practitioner Training to become Innovation Coaches and learn to use innovation tools to generate ideas and facilitate more effective discussions.
› The City of Saskatoon’s innovation efforts were featured in the October issue of Municipal World Magazine.

Service Saskatoon – Improving Customer Service
› Service Saskatoon is a coordinated approach to responding to calls and inquiries from citizens. A key component is providing one-stop, personalized access to City services by phone (including mobile), internet, or in person.

To enhance customer service and provide a more coordinated approach, a Customer Service Team was created to guide the overall approach to the Service Saskatoon 311/CRM system.
› As part of Building Better Roads, additional online maps were launched, including Report a Pothole, Road Restrictions and Construction Projects, Utility Cuts and Repair Schedules, and Snow Grading – Progress, Schedules, and Parking Bans.

Saskatoon.ca – Redesigned Website Engages Citizens
› The redesign of the City of Saskatoon website began and an online project engagement site was launched to inform and involve residents in discussions and testing. The site had over 5,000 visits from 4,000 users in 2014. Residents completed over 1,000 surveys and online exercises, and voted 1,400 times on polls about the new site.

› A preview of the new website was launched on November 27, and a representative sample of residents and businesses participated in user testing in December prior to the official launch in early 2015.

Taking Care of City Business
› Staged implementation of an Electronic Agenda Management system and video streaming for standing Committee meetings began in the fall, beginning with City Council, Executive Committee, and Standing Policy Committee agendas, minutes, and meetings.
› Development of a Long-Term Financial plan began which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.

› The succession planning framework and a guide to succession planning were developed.
MAJOR PROJECTS AND INITIATIVES 2014

Air Quality Monitoring
› The City provided monitoring station locations to support the Saskatchewan Ministry of Environment’s air quality monitoring study in Saskatoon and joined 39 organizations in the new Air Management Zone.

Clean Energy Project
› The Landfill Gas Collection project was completed and commissioned, and operation of the Power Generation Facility began in 2014.

GPS Route Optimization for Garbage Service
› City garbage trucks were outfitted with GPS systems and onboard cameras, computers, and barcode readers, while barcode tags were applied to 66,000 black garbage carts and green yard waste carts.

Energy Efficient Fleet
› As part of ongoing efforts to optimize the energy efficiency of civic vehicles and equipment, the City continued to implement the use of biofuels, compressed natural gas, pilot projects, and route optimization using GPS in its vehicle and equipment fleet.
› New heavy fleet equipment procurement standards, including compliance with Canadian regulations for diesel engine performance and emission standards were implemented to improve fuel economy and achieve a 30% reduction GHG production per engine through its service life.

Greenhouse Gas (GHG) Reduction Plan
› The City updated its GHG emissions inventory, developed an Energy and GHG reduction Business Plan, and established an Environmental Sustainability Reserve.
› GHG emissions from civic operations were estimated for 2013 and projects that would achieve a 30% reduction below 2006 emissions levels were identified.

Multi-Unit Recycling Program
› The City worked with Cosmopolitan Industries to finalize the terms and reporting requirements for a contract to collect recycling from multi-unit residential buildings. The program was launched in the fall and will be fully functional by the spring of 2015.

Landfill Optimization
› Implementation of the Landfill Optimization master plan continued. The Leaves & Grass (Green Cart) Collection Program was expanded to reduce the amount of organic material going to the landfill. Other waste diversion initiatives include the multi-family recycling program, city-wide organics management strategy, and Recovery Park.

Procurement Strategy
› The City piloted a 10-step action plan as part of its sustainable Procurement Strategy to maximize the economic, social, and environmental benefits of City purchasing practices.

Soil Handling Strategy
› The Soil Handling Strategy established soil protection and remediation policies and procedures for City-owned properties. A conceptual design of a temporary storage site, a strategy for responsible encapsulation and re-use of soils, sweepings and other inert materials, staff training on regulatory requirements, and consultations with internal City stakeholders all took place in 2014.

Storm Response Policy
› The City’s Urban Forestry section developed a formal Weather Response Plan to address tree related issues caused by major wind storms.

Watershed Protection
› The City continued to participate in the South Saskatchewan River Watershed Stewards, partnering with the University of Saskatchewan on a proposal for the creation of a water allocation strategy to ensure a sustainable supply of quality drinking water into the future.

MAJOR PROJECTS AND INITIATIVES 2014

Derelict Structures and Vacant Properties
› The Derelict Structure Program used a coordinated approach to address the issue of derelict buildings.
› Work continued on identifying vacant properties and tools for encouraging improvements or development on these sites.

Fire Department Office and Training Facilities
› Ongoing meetings focused on establishing a private/public partnership for a proposed training center to be built in conjunction with the Civic Operations Center. An addition to Fire Hall No. 1 would accommodate an accessible communications center.

Fire Station No. 10
› A fire deployment analysis determined that the site of the new North West Sector fire station should be moved to Elk Point (near Latrice Road and Claypool Drive).
MAJOR PROJECTS AND INITIATIVES 2014

New Headquarters for Saskatoon Police Service
› Official opening of the new headquarters occurred on July 16. The following benefits are now being realized:
  • The entire police service is located in one building.
  • Saving $1.2 million yearly leasing costs for office space.
  • General training, firearms qualifications, and use of force training is now conducted on-site vs off-site.
  • Adequate space for current staff now and into the future.

Upgraded Radio System
› An upgraded P25 compliant trunked radio system for the entire corporation is housed in the new Police Headquarters. The new system contains current technology and a readiness for the next generation of 911, inclusive of texting and video streaming.

Implementation of a joint City Police/RCMP Combined Traffic Service
› A joint City Police/RCMP regional traffic unit was created. The unit is fully funded by SGI and the Province of Saskatchewan. The unit conducts traffic enforcement within the city and surrounding areas of Saskatoon.

Kinsmen Park Redevelopment
› Construction began on Phase 1 of the Kinsmen Park and Area redevelopment. By year’s end, the ferris wheel, train track loop, Forest Fountain, wooden log climber, and pyramid slide had all been installed, concrete curbs and edging work had been completed in the play area/water feature, work was progressing on the buildings (e.g., ticket booth, train tunnel), and repainting of the carousel animals was underway.

RECREATION & CULTURE

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

MAJOR PROJECTS AND INITIATIVES 2014

Implementing Saskatoon’s Culture Plan
› 2014 Initiatives Included:
  • Cultural Assessment
  • Upgrade of the Cultural Facilities Map Inventory
  • Changes to the Cultural Grant Program and Cultural Grant Capital Reserve
  • Establishment of a New Interdepartmental Cultural Team (ICT)
  • Adoption of a New Public Art Policy

Remai Modern Art Gallery of Saskatchewan
› Construction on the Remai Modern AGS was approximately 40% complete by year’s end. The Art Gallery is scheduled to open in 2016.

River Landing Phase 2
› The final phase of construction at River Landing was completed, including an accessible walkway from the Spadina Crescent roundabout to the riverfront. The Adult Fitness Circuit area opened in August.

New Off-Leash Dog Recreation Areas (OLRA)
› A new, fully fenced dog park opened in Caswell Hill, while construction of the Hyde Park dog park began and public consultations on a third dog park in Hampton Village began.

PolyMuse
› A consultant was hired to develop a master plan for sport, culture, recreation, and parks. A steering committee and community feedback group were established and preliminary research was completed.

Sport, Culture, and Recreation
› Representatives from the City, YMCA, and Saskatoon Tribal Council met to discuss partnership opportunities for building a sport, culture, and recreation facility in the city centre.
› Strategies to attract groups to rent space at Saskatoon’s civic leisure centres during low use times were developed and implemented, with a future emphasis on developing partnerships and strategic marketing tools.

POLICING

The Saskatoon Police Service works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Police Service, in partnership with City Council and the community, continue enforcement with proactive prevention, education, and early intervention strategies.
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.

MAJOR PROJECTS AND INITIATIVES 2014

Exploring Alternative Revenue Sources
› The City continues to investigate alternative revenue sources to help alleviate pressure on the Property Tax Levy. The provincial revenue sharing formula, federal gas tax revenues, and the extended Building Canada Fund all assist with operating and capital funding.

Get Involved and Have Your Say in Shaping Saskatoon’s Financial Future
This October, the City of Saskatoon wants your input in shaping and planning for our financial future. Tell us what matters to you most.
Visit saskatoon.ca/financialfuture to view our new budget videos, and details on upcoming opportunities to get involved and have your say on the 2016 Preliminary Budget spending priorities, and our future investments.

MAJOR PROJECTS AND INITIATIVES 2014

Growing Forward! Shaping Saskatoon
› The City’s Growing Forward! Shaping Saskatoon initiative explored ways to encourage sustainable growth and provide more attractive transportation options as Saskatoon grows. Several transportation initiatives were ongoing in 2014 (see Urban Planning & Development).

Increase Transit Ridership
› A comprehensive approach to transit market research was incorporated into the Growing Forward! initiative. It included a transit research study, now complete, and functional design for an updated transit system. In the interim, route enhancements will be made to make sure the existing service adapts to changing transit patterns and city growth.

New Parking Meter Infrastructure
› Replacement of the City’s parking meter infrastructure began with implementation of “pay by plate” parking technology. Meter enforcement is by license plate recognition.

North Commuter Parkway and Traffic Bridge
› The North Commuter Parkway and the Traffic Bridge Replacement Project is part of the Bridging to Tomorrow initiative. Federal and provincial funding for the North Commuter Parkway was announced in June, and work continued on the conceptual design and potential P3 funding documentation.

How the City of Saskatoon is Improving Productivity

This report highlights the City of Saskatoon’s many positive achievements in 2014, and is focused on how the City is continually improving its services, increasing savings, and finding ways to grow the city more sustainably. Successful projects and initiatives that result in positive impacts and improvements – are the building blocks of the City’s ongoing culture of, and commitment to, continuous improvement.

View this detailed report by visiting saskatoon.ca

MAJOR PROJECTS AND INITIATIVES 2014

Affordable Housing Plan Approved
- The City began implementing its new 10-year housing plan with renewed targets, support programs, and funding. The plan is on track to meet the revised 2014 target of 500 units.

Business License Renewals Go Online
- The City successfully implemented the website application for online business license renewals.

New Heritage Policy
- City Council approved an updated Heritage Policy to better integrate heritage and urban development.
- Work on the new Heritage Registry began. The registry will be made available on the City’s updated website in 2015.

Enhance Relationships with First Nations
- As part of its commitment to enhance relationships with those that have land development interests in the Saskatoon region, the City invited municipalities and First Nations to collaborate on broader regional planning issues. The Committee is a forum for exploring joint planning and infrastructure projects, and joint approaches to funding work.

Plans for Growth
- Phase 3 of the City Centre Plan was adopted and implementation began.
- The Local Area Plan (LAP) for Varsity View was endorsed by City Council, work continued on the LAP for Mayfair/Kelsey Woodlawn and the LAP for Meadowgreen was launched.
- Brighton and Aspen Ridge Neighbourhood Concept Plans were adopted by City Council. A major amendment to the Rosewood Concept Plan was also approved in 2014.
- Draft Sector Plans for the North Industrial and South West sectors were prepared and amendments to existing Sector Plans were developed for the North, Blairmore, and Holmwood Sectors.

Streetscaping
- Streetscaping projects continued to transform some of Saskatoon’s busiest areas. Work was completed on the first of two blocks as part of the 20th Street Streetscaping Project, and Phase 2 of the Central Avenue Streetscaping Project was substantially complete by year’s end.

Neighbourhood Level Infill Development Guidelines
- Work progressed on new Infill Development Guidelines for neighbourhoods. City Council approved an infill implementation strategy as well as new regulations for garden and garage suites.

New Regional Planning Framework
- The Saskatoon North Partnership for Growth (P4G) held its kickoff on the new regional planning framework to accommodate development in the Saskatoon region. Partners include the City of Saskatoon, City of Martensville, City of Warman, RM of Corman Park, and Town of Olser, with an advisory representative from SREDA.

Growing Forward! Shaping Saskatoon
- Corridors: Options for growth and development near major corridors were presented for public consideration.
- Future Employment Areas: Baseline data collection and policy review was completed to inform a new Employment Area Plan, which is being developed to ensure employment areas are appropriately distributed in the new Growth Plan.
- Transit: As part of the Growth Plan to Half a Million, the City is developing a long-term plan for transit that will make it a more attractive choice for more people.
- Transportation: As part of the new long range transportation master plan, four long-term strategies to manage the movement of more people on Saskatoon’s core bridges were presented for public consideration.
- University of Saskatchewan 2057 Master Plan: The University is currently implementing the first phase of its long-term master plan (College Quarter).

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.
In 2014, the City received another AAA/Stable credit rating from Standard & Poor's (S&P), the international bond-rating agency. The City has earned S&P's highest rating every year for more than a decade.

**Third Fastest in Population Growth**
According to Statistics Canada, the Saskatoon Census Metropolitan Area (CMA) recorded the third strongest growth rate among Canadian CMAs (3.2%), just behind Calgary and Edmonton. The population within city limits reached a quarter million, while the CMA population reached 300,000.

**Second Highest in Immigration Growth**
The Saskatoon CMA recorded the second highest immigration growth rate of 1.8% in Canada, just behind Regina at 1.9%.

**Saskatoon Remains Entrepreneurial Hot Spot**
Saskatoon ranked as Canada's third most entrepreneurial major city, just behind Edmonton and Calgary. Saskatoon has made the top five list in the Canadian Federation of Independent Business (CFIB) annual Top Entrepreneurial Cities ranking for seven consecutive years.

**One of Canada's Best Diversity Employers**
The City of Saskatoon was proud to be named one of Canada’s Best Diversity Employers for the third year in a row in 2014. Saskatoon was singled out for its many community partnerships.

**One of Saskatchewan's Top Employers**
Also, for the third year in a row, the City made the list of Saskatchewan’s Top Employers. The City continues to earn high marks for its employee benefits, work/life balance, employee development, and training opportunities.
North Downtown Area Master Plan
- Blairmore Suburban Area: Draft concept plans were completed for Blairmore Neighbourhood 3 and Elk Point.
- University Heights Suburban Area: The development area includes Aspen Ridge and University Heights Neighbourhood 3.

New Lot Development
- Aspen Ridge: Significant progress was made on deep services for the 374 lots in Aspen Ridge.
- Evergreen: By year’s end, all single family lots in Evergreen had been released, with 103 lots remaining in inventory for sale over the counter.
- Kensington: Servicing for 410 lots was completed in November with shallow utility installation scheduled through the winter. A lot draw for 216 lots in phase 3 was completed in December. 190 lots remain in inventory.
- Marquis Industrial Area: Eight heavy industrial parcels totalling 20.6 acres were serviced by November for offering by public tender in 2015. City Council approved the direct sale of 23 acres to Matrix Equities for a business park development.

North Downtown Area Master Plan
- Public consultations were completed and external comments were received on the North Downtown Area Master Plan, which proposes a mix of land uses for the City-owned land left vacant by relocation of the City Yards and extension of 25th Street to Idylwyld Drive.

New Multi-Family Land Development
- Evergreen: Servicing was completed on 17 parcels totalling 58 acres.
- Kensington: There were 16.5 acres of multi-family land planned for completion and sale.
- Parkridge/Rosewood: Servicing on 8.5 acres of multi-family land is well underway. Two sites in Parkridge totalling 4.77 acres were completed in November, with utility installation over the winter.

New Park Development
- Evergreen: Construction of Funk linear park and design of the Funk neighbourhood park began, with completion anticipated in 2015.
- Kate Waygood Park: Phase 2 construction was completed.
- Ed Jordan Park in Kensington: The preliminary design was completed and construction is scheduled for 2015.
- Rosewood: Construction was completed on Blit and Adams Parks. Construction is underway on Korpan Park, with completion anticipated in 2015. The final design of Swick Park is underway, with construction scheduled for 2015.
- Donald Koyl Park in Stonebridge: Construction was completed.

Park Upgrades
- Chief Darcy Bear Park: Upgrades were completed.
- Dundonald Neighbourhood Park: Phase 1 and 2 construction was completed.
- Rotary Park: Upgrades began with completion scheduled for 2015.

New Arterial Road Construction
- Claypool Drive: Construction 95% complete.
- Fedoruk Drive: Construction of two lanes complete between Konihowski Road and Zary Road.
- McOrmond Drive: Construction was completed on the Nelson Road to Fedoruk Road section; a detailed design is underway for the section south of Highway 5.

New Water & Sewer Infrastructure
- Aspen Ridge: The area grading and pipe installation was in progress; construction of new trunk sewer extensions was also in progress; a detail design of Forebay pond was 95% complete.
- Elk Point: Construction of primary water mains and fill mains was underway and new trunk sewers were completed.
- Holmwood: Construction of primary water mains and fill mains was completed, sanitary trunk construction was in progress.
- Marquis Industrial: Construction of primary water mains, fill mains, and two trunk sewer extensions was underway.

How Did Citizens See the City in 2014?
- Results of the Annual Civic Services Survey showed that Saskatoon residents were generally satisfied with the quality of life in Saskatoon, delivery of civic services, and the value they received for their property taxes.

86% of Saskatoon citizens were satisfied with the quality of life in Saskatoon, rating it good or very good. Quality of life is influenced by many things, access to jobs, housing and services, opportunities for leisure activities, convenient transportation, and feeling safe.

83% were satisfied with the overall level of services provided by the City, an increase over last year.

Most Important Civic Services Residents Voiced in 2014...
The civic services deemed most important included the following: road maintenance, snow & ice maintenance, traffic management, quality of drinking water, fire and police protection, and planning for growth and development in Saskatoon.

Most Important Issues Facing the City According to Residents
Respondents rated roads and infrastructure, crime/policing, traffic flow/congestion, and housing/affordable housing as the top important issues facing the City.

Opportunities Citizens Identified for Improvement
According to the Annual Civic Services Survey, areas where satisfaction fell short in 2014 included maintenance of major roadways, traffic management, and neighbourhood street maintenance.
REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

To His Worship the Mayor and City Council:

The accompanying summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at December 31, 2014 and the summary consolidated statement of operations for the year then ended, are derived from the audited consolidated financial statements of the City of Saskatoon (the “City”) for the year ended December 31, 2014. We expressed an unmodified audit opinion on those financial statements in our report dated September 1, 2015. Those financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

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

Management’s Responsibility for the Summary Consolidated Financial Statements

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

Auditor’s Responsibility

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

Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of the City for the year ended December 31, 2014 are a fair summary of those financial statements in accordance with the basis described in the note to the summary consolidated financial statements.

Chartered Professional Accountants, Chartered Accountants
Chartered Licensed Accountants
September 22, 2015
Saskatoon, Saskatchewan

Consolidated Statement of Operations
For the Year Ended December 31, 2014 (in thousands of dollars)

<table>
<thead>
<tr>
<th></th>
<th>2014 Budget</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>$196,197</td>
<td>$196,367</td>
<td>$178,380</td>
</tr>
<tr>
<td>Grants-in-Lieu of Taxes</td>
<td>14,042</td>
<td>4,328</td>
<td>4,429</td>
</tr>
<tr>
<td>User Charges</td>
<td>365,952</td>
<td>360,813</td>
<td>338,675</td>
</tr>
<tr>
<td>Government Transfers</td>
<td>63,459</td>
<td>64,463</td>
<td>64,883</td>
</tr>
<tr>
<td>Investment Income</td>
<td>9,335</td>
<td>13,475</td>
<td>12,173</td>
</tr>
<tr>
<td>Contribution from Developers and Others</td>
<td>-</td>
<td>118,495</td>
<td>126,275</td>
</tr>
<tr>
<td>Other</td>
<td>43,264</td>
<td>44,701</td>
<td>40,218</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>683,249</td>
<td>802,642</td>
<td>765,033</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Government</td>
<td>30,365</td>
<td>26,689</td>
<td>30,557</td>
</tr>
<tr>
<td>Transportation</td>
<td>145,909</td>
<td>149,303</td>
<td>145,914</td>
</tr>
<tr>
<td>Protection of Persons &amp; Property</td>
<td>135,705</td>
<td>141,953</td>
<td>135,822</td>
</tr>
<tr>
<td>Recreation &amp; Culture</td>
<td>67,480</td>
<td>103,213</td>
<td>94,222</td>
</tr>
<tr>
<td>Social &amp; Family Services</td>
<td>3,956</td>
<td>4,398</td>
<td>6,032</td>
</tr>
<tr>
<td>Planning &amp; Development</td>
<td>32,207</td>
<td>36,927</td>
<td>39,946</td>
</tr>
<tr>
<td>Saskatoon Light &amp; Power</td>
<td>111,521</td>
<td>106,568</td>
<td>96,376</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>129,644</td>
<td>91,518</td>
<td>92,230</td>
</tr>
<tr>
<td>Debt Servicing Costs</td>
<td>26,462</td>
<td>7,125</td>
<td>6,043</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>683,249</td>
<td>667,694</td>
<td>647,139</td>
</tr>
<tr>
<td><strong>Surplus of Revenues over Expenses before Other Capital Contributions</strong></td>
<td>-</td>
<td>134,948</td>
<td>117,894</td>
</tr>
<tr>
<td><strong>Other Capital Contributions</strong></td>
<td>-</td>
<td>16,762</td>
<td>35,031</td>
</tr>
<tr>
<td>Government Transfers</td>
<td>-</td>
<td>16,762</td>
<td>35,031</td>
</tr>
<tr>
<td>Contribution from Developers and Others</td>
<td>-</td>
<td>49,829</td>
<td>66,715</td>
</tr>
<tr>
<td>Federation of Canadian Municipalities Green Fund Grant</td>
<td>-</td>
<td>28</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total Other Capital Contributions</strong></td>
<td>-</td>
<td>66,619</td>
<td>101,837</td>
</tr>
<tr>
<td><strong>Surplus of Revenues over Expenses</strong></td>
<td>-</td>
<td>201,567</td>
<td>219,731</td>
</tr>
<tr>
<td>Accumulated Surplus, Beginning of Year</td>
<td>3,254,332</td>
<td>3,254,332</td>
<td>3,034,601</td>
</tr>
<tr>
<td><strong>Accumulated Surplus, End of Year</strong></td>
<td>$3,254,332</td>
<td>$3,455,899</td>
<td>$3,254,332</td>
</tr>
</tbody>
</table>

Note: The accompanying notes found in the full version of the 2014 Annual Report, are an integral part of these statements. These summary consolidated financial statements are extracted from the December 31, 2014 consolidated financial statements audited by Deloitte LLP. A copy of the complete audited consolidated financial statements is available at saskatoon.ca. These summary consolidated financial statements have been prepared in accordance with criteria developed by management. These criteria require management to ensure: 1) the summary consolidated financial statements agree with or can be recalculated from the annual audited consolidated financial statements; 2) the summary consolidated financial statements contain the necessary information and are at an appropriate level of aggregation, so as not to be misleading to the users of these financial statements and 3) adequate disclosure of this criteria.
## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2014 (in thousands of dollars)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$ 56,934</td>
<td>$ 37,147</td>
</tr>
<tr>
<td>Taxes Receivable</td>
<td>10,803</td>
<td>10,892</td>
</tr>
<tr>
<td>Accounts Receivable and User Charges</td>
<td>111,224</td>
<td>155,303</td>
</tr>
<tr>
<td>Loans Receivable</td>
<td>3,505</td>
<td>3,980</td>
</tr>
<tr>
<td>Land Inventory for Resale</td>
<td>5,560</td>
<td>5,920</td>
</tr>
<tr>
<td>Other Assets</td>
<td>6,919</td>
<td>7,363</td>
</tr>
<tr>
<td>Investments</td>
<td>383,006</td>
<td>339,318</td>
</tr>
<tr>
<td>Accrued Pension Asset</td>
<td>1,749</td>
<td>4,176</td>
</tr>
<tr>
<td><strong>Total Financial Assets</strong></td>
<td>579,700</td>
<td>564,099</td>
</tr>
<tr>
<td><strong>Financial Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Liabilities</td>
<td>129,550</td>
<td>144,059</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>107,601</td>
<td>99,555</td>
</tr>
<tr>
<td>Term Debt</td>
<td>238,104</td>
<td>234,508</td>
</tr>
<tr>
<td>Employee Benefits Payable</td>
<td>35,812</td>
<td>33,162</td>
</tr>
<tr>
<td><strong>Total Financial Liabilities</strong></td>
<td>511,067</td>
<td>511,284</td>
</tr>
<tr>
<td><strong>Total Net Financial Assets</strong></td>
<td>68,633</td>
<td>52,815</td>
</tr>
<tr>
<td><strong>Non-Financial Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenditures</td>
<td>2,676</td>
<td>2,859</td>
</tr>
<tr>
<td>Tangible Capital Assets</td>
<td>3,373,486</td>
<td>3,188,310</td>
</tr>
<tr>
<td>Inventory of Materials and Supplies</td>
<td>11,104</td>
<td>10,348</td>
</tr>
<tr>
<td><strong>Total Non-Financial Assets</strong></td>
<td>3,387,266</td>
<td>3,201,517</td>
</tr>
<tr>
<td><strong>Accumulated Surplus</strong></td>
<td>$ 3,455,899</td>
<td>$ 3,254,332</td>
</tr>
</tbody>
</table>

Where the Money to Run the City Came from in 2014
(Based on Revenues in Schedule 6, page 100 of 2014 Annual Report)

<table>
<thead>
<tr>
<th></th>
<th>2014 Revenues as % of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenues</td>
<td>20.28%</td>
</tr>
<tr>
<td>Transfers from Other Gov't (Grants)</td>
<td>15.18%</td>
</tr>
<tr>
<td>Grants-in-Lieu of Taxes</td>
<td>8.00%</td>
</tr>
<tr>
<td>User Fees</td>
<td>11.79%</td>
</tr>
<tr>
<td>Transfers from Other Gov't (Grants)</td>
<td>15.18%</td>
</tr>
<tr>
<td>User Fees</td>
<td>11.79%</td>
</tr>
<tr>
<td>Land Administration Fee</td>
<td>1.70%</td>
</tr>
<tr>
<td>Taxation</td>
<td>43.05%</td>
</tr>
</tbody>
</table>

Where Your Municipal Tax Dollars Were Spent in 2014
(Based on Revenues in Schedule 6, page 100 of 2014 Annual Report)

<table>
<thead>
<tr>
<th></th>
<th>2014 Expenditures as % of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>20.56%</td>
</tr>
<tr>
<td>Transportation</td>
<td>22.52%</td>
</tr>
<tr>
<td>Community Support</td>
<td>19.48%</td>
</tr>
<tr>
<td>Recreation &amp; Culture</td>
<td>12.45%</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>4.46%</td>
</tr>
<tr>
<td>Fire Services</td>
<td>10.62%</td>
</tr>
<tr>
<td>Corporate Governance &amp; Finance</td>
<td>19.48%</td>
</tr>
<tr>
<td>Corporate Asset Management</td>
<td>2.62%</td>
</tr>
<tr>
<td>Urban Planning &amp; Development</td>
<td>1.73%</td>
</tr>
<tr>
<td>Land Development</td>
<td>1.73%</td>
</tr>
<tr>
<td>Fire Services</td>
<td>10.62%</td>
</tr>
<tr>
<td>Urban Planning &amp; Development</td>
<td>1.73%</td>
</tr>
<tr>
<td>Recreation &amp; Culture</td>
<td>12.45%</td>
</tr>
<tr>
<td>Corporate Governance &amp; Finance</td>
<td>19.48%</td>
</tr>
<tr>
<td>Police</td>
<td>20.56%</td>
</tr>
<tr>
<td>Transportation</td>
<td>22.52%</td>
</tr>
<tr>
<td>Education Levy</td>
<td>42.2%</td>
</tr>
<tr>
<td>Library Levy</td>
<td>5.3%</td>
</tr>
<tr>
<td>Municipal Levy</td>
<td>52.5%</td>
</tr>
</tbody>
</table>
SASKATOON POLICE SERVICE

Credit: Shai Gil Fotography Courtesy of CS&P Architects

The opening of the new police headquarters on July 16 made 2014 a historic year for the Saskatoon Police Service (SPS). Our employees were once again centralized in one building creating greater efficiencies and effectiveness.

Considerable emphasis was placed on community mobilization in 2014. The Saskatoon HUB brings together social services, education, mental health, addictions services, crisis intervention, corrections, and policing. HUB meetings are held at the SPS and address situations of acute elevated risk impacting a person, family, or environment.

A Police and Crisis Team (PACT) was also created. The SPS partnered with Saskatoon Crisis Intervention Service to form two front-line response teams, each with a police officer and a mental health worker. The teams respond to mental health crises in the community.

Over the past year the SPS has formulated a business plan for the years 2015-2019. Strategies for moving forward were created through public consultation, internal focus groups, executive input, and discussions with the Board of Police Commissioners. Main themes include; continued reduction in crime, increasing interaction with youth, assisting those with mental health issues, delivering service to a diverse community, and ensuring we have an effective and efficient policing model.

In 2014, the Saskatoon Police Service was also named a Saskatchewan Top 20 Employer for the second year in a row.

SASKTEL CENTRE

SaskTel Centre is Saskatchewan’s premier sports and entertainment facility which continues to be ranked as one of the world’s top 100 grossing arenas (source: Pollstar). In 2014, SaskTel Centre hosted many of the largest touring acts which included: Pink, Goo Goo Dolls, Lady Antebellum, Hedley, Kings of Leon, Steve Miller Band, Black Sabbath, City and Colour, Cher, Queen with Adam Lambert, Bruno Mars, Katy Perry, Stars on Ice, Disney Live, Disney Rockin Road Show, Walking with Dinosaurs, Harlem Globetrotters, Russell Peters, Godsmack with Seether, Demi Lovato, Dierks Bentley, Fleetwood Mac, John Fogerty, and Bands on the Run. 2014 was also a year of great hockey at SaskTel Centre as the CIS University Cup was held in the spring, Canadian Ball Hockey National Championship in the summer, and the Subway Super Series and an NHL pre-season game in the fall.

The opening of the new police headquarters on July 16 made 2014 a historic year for the Saskatoon Police Service (SPS). Our employees were once again centralized in one building creating greater efficiencies and effectiveness.

The PBR Canadian Finals were also held at the venue for the fifth consecutive year. SaskTel Centre was honoured to host another We Day event with thousands of youth in attendance, We Day is a worldwide movement of young people promoting positive global change.

Annual events such as Motorsports Spectacular, Taste of Saskatchewan, Sundog Arts & Entertainment Faire, FSIN Cultural Pow Wow, Rock the River, and the Remembrance Day Ceremony had tremendous support.

In 2014, the Mendel marked its last full year of operations, toward closing in 2015 to facilitate moving to the new gallery in 2016. Among 11 exhibitions, drawing 163,000 visitors, the Mendel 50th-anniversary fundraising gala in November raised $75,000 to establish the Mendel International Lecture at Remai Modern. This annual lecture will honour Fred Mendel and family.

A Remai Modern fundraising cabinet was formed, headed by community leader Herb McFaul.

Museums 3.0, a seminar series, was created to inform Remai Modern programming.

Extensive work was completed on building the new gallery, and developing its business plan.

TCU PLACE

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

TCU Place welcomed Broadway shows West Side Story, Jesus Christ Superstar, and Manopause the Musical!


Kids shows hosted were the Backyardians, Toopy & Binoo, Dora the Explorer, and Max & Ruby. Cabarets included U of S Ballroom Dancing, U of S Edwards Blackout Cabaret, and Monster Mash. Dance included performances by the Royal Winnipeg Ballet, Shumka at 50, Razor 2, and the Moscow Ballet.

Audience members enjoyed comedians Brent Butt and Stuart McLean’s Vinyl Café Christmas.

TCU Place hosted over 800 events in 2014 – most notably 396 meetings, 224 Banquets, 22 Receptions, 40 Grads, 41 Conventions, 15 Tradeshows, 11 Cabarets, and 21 Weddings. Notable events included the Children’s Hospital Foundation of Saskatchewan, Bishop’s Dinner, Junior Achievement Awards Banquet, Saskatchewan Mining Association Forum, United Way Dinner Date, Federated Co-operatives and SGI Conventions, PREMIER Showcase, Dancing with the Stars, Silver Spoon Dinner, Small Business Christmas Parties, Women’s Journey of Faith, and Spotlight on Seniors.

The gallery vision was launched in June: Remai Modern is a thought leader and direction-setting modern art gallery that boldly collects, develops, presents, and interprets the art of our time. Our mandate is to enable transformative experiences by connecting art with local and global communities.

Community leader Alain Gaucher was appointed Board Chair of the Mendel and Remai Modern in June.

International art expert Frederick Mulder, for the Frederick Mulder Foundation, donated 23 Picasso ceramics to Remai Modern in September. This gift, valued at $500,000, complements the gallery’s significant collection of Picasso linocuts.

The Mendel 50th-anniversary fundraising gala in November raised $75,000 to establish the Mendel International Lecture at Remai Modern. This annual lecture will honour Fred Mendel and family.

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