

2022

Annual Report

FOR THE FISCAL YEAR
ENDED DECEMBER 31, 2022

LAND ACKNOWLEDGEMENT

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

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

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

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



Saskatoon is the **19th largest city** in Canada with the **9th highest population growth** rate among the Country's 24 largest cities.

Home to **over 288,000 people and 12,000+ licensed businesses.** Saskatoon is an attractive and vibrant city that is a primary engine of the Saskatchewan economy.

Recognized globally as a centre for mining, agriculture, life sciences, education and innovation, Saskatoon is a lucrative place to invest and do business.

We are a resilient and welcoming community made stronger through our wide-ranging diversity.

Cultures (ethnic origin): **225+**

Languages (mother tongue): **200+**

We are committed to progress by addressing challenges and capitalizing on opportunities.

Saskatoon is a great place to live, work, learn and play with a high quality of life and opportunities for all.



City of Saskatoon 2022 Annual Report

Year ended December 31, 2022 Saskatoon, Saskatchewan, Canada

Prepared and produced by the Corporate Financial Services,
and Strategy and Transformation Divisions.

Financial Statements presented to City Council on August 30, 2023.

SASKATOON AT A GLANCE 2022



Population
288,311

Statistics Canada. Table 17-10-0142-01 Population estimates, July 1, by census subdivision, 2016 boundaries.



Median Age
36.8

Statistics Canada, 2021 Census of Population.



City Area
236.34 km²

Statistics Canada, 2021 Census of Population.



Single Family Housing Starts
913

Conference Board of Canada. Metropolitan Database (2022). Saskatoon Housing Starts, Singles. July 10th, 2023.



Population Growth
6,084

Statistics Canada. Table 17-10-0142-01 Population estimates, July 1, by census subdivision, 2016 boundaries.



Total Building Permits Issued
3,680

City of Saskatoon. Building Standards Monthly Build Permit Report. December 31, 2022.



Unemployment Rate
4.25%

Conference Board of Canada. Metropolitan Database (2022). Saskatoon Unemployment. July 10th, 2023.



Total Construction Value
\$770M

City of Saskatoon. Building Standards Monthly Build Permit Report. December 31, 2022.



Increase in Jobs
16,625

Conference Board of Canada. Metropolitan Database (2022). Saskatoon Employment. July 10th, 2023.

DELIVERING ON OUR STRATEGIC GOALS

2022–2025 Strategic Plan

City Council and the Administration are dedicated to **improving the lives** of all people in Saskatoon.

The **2022–2025 Strategic Plan** outlines our commitment to advancing City Council’s priorities, delivering excellent core services, and moving forward with our internal transformational change initiatives.

The Strategic Plan strikes a balance between fiscal responsibility and strategic investment. It has been developed with the community’s collective vision in mind - a safe and vibrant city for all.

Our goal is to provide equitable and accessible services that keep the public at the centre to support the realization of **miyo-pimatisiwin**, (me-o-pi-ma-ti-si-win) “the good life,” for everyone in the community.

OUR VISION

Saskatoon is a great place to live, work, learn, and play.

OUR MISSION

Our Corporation, the City of Saskatoon, exists to provide excellence in local governance and public service delivery.

Our Strategic Goals



ASSET &
FINANCIAL
SUSTAINABILITY

**Investing in
what matters**



ENVIRONMENTAL
LEADERSHIP

**Growing in harmony
with nature**



SUSTAINABLE
GROWTH

**Ensuring smart &
sustainable growth**



CULTURE OF
CONTINUOUS
IMPROVEMENT

**The best-managed
city in Canada**



MOVING
AROUND

**A city on
the move**



ECONOMIC
DIVERSITY &
PROSPERITY

**A thriving, diverse
local economy**



QUALITY
OF LIFE

**A warm,
welcoming place**

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

View details at saskatoon.ca/strategicplan

TABLE OF CONTENTS

INTRODUCTION

Land Acknowledgement _____	Inside front cover
Saskatoon at a Glance 2022 _____	2
Delivering on our Strategic Goals, Vision, Mission _____	3
Table of Contents _____	4
Organizational Chart _____	6
Financial Awards & Recognition _____	8
Message from the Mayor _____	10
City Councillors _____	11
Message from the City Manager _____	12
2022 Financial Highlights _____	14

SERVICES PROVIDED

Services Provided by the City of Saskatoon _____	16
--	----

BUSINESS LINES

Introduction to Business Line Reporting _____	24
Arts, Culture and Events Venues _____	26
Community Support _____	28
Corporate Asset Management _____	30
Corporate Governance and Finance _____	32
Environmental Health _____	36
Fire Services _____	38
Land Development _____	40
Policing _____	42
Recreation and Culture _____	44
Taxation and General Revenues _____	46
Transportation _____	48
Urban Planning and Development _____	50
Utilities _____	52
Financial Management & Control _____	54

FINANCIAL SECTION

FINANCIAL DISCUSSION AND ANALYSIS

Financial Discussion and Analysis	55
-----------------------------------	----

CONSOLIDATED FINANCIAL STATEMENTS

Management's Report	66
Independent Auditor's Report	67
Consolidated Statement of Financial Position	69
Consolidated Statement of Operations	70
Consolidated Statement of Cash Flows	71
Consolidated Statement of Changes in Net Financial Assets	72

NOTES

Notes to the Consolidated Financial Statements	73
--	----

SCHEDULES (Unaudited)

Schedule 1 - Schedule of Funds to Offset Taxation or User Charges in Future Years	100
Schedule 2 - Schedule of Capital Operations	101
Schedule 3 - Schedule of Reserves	103
Schedule 4 - Schedule of Revenues and Expenditures	108

APPENDICES (Unaudited)

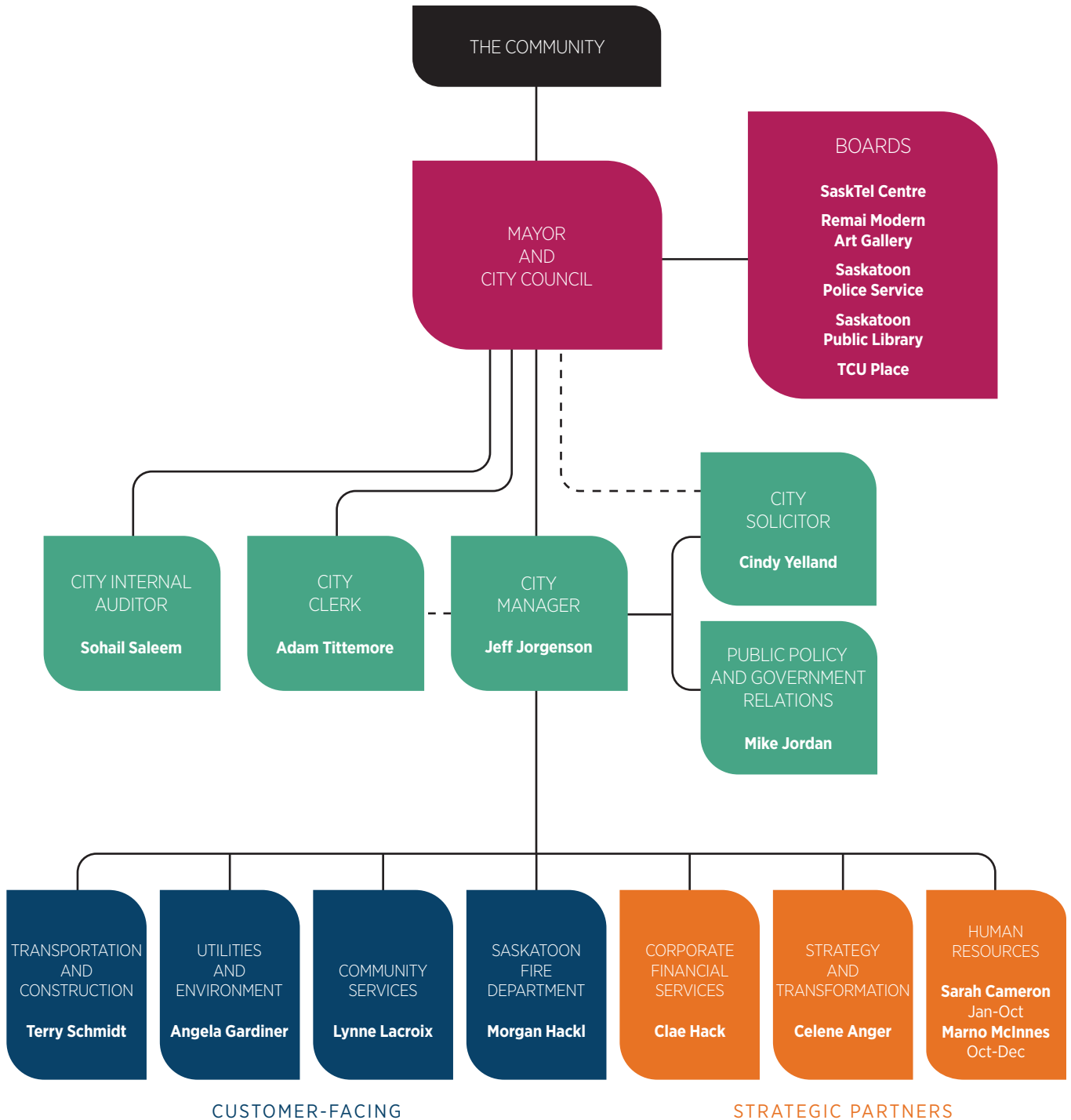
Appendix 1 - Schedule of Revenues	110
Appendix 2 - Schedule of Expenses	113
Appendix 3 - Water Utility Statement of Revenues and Expenses	117
Appendix 4 - Wastewater Utility Statement of Revenues and Expenses	118
Appendix 5 - Storm Water Utility Statement of Revenues and Expenses	119
Appendix 6 - Saskatoon Light & Power Utility Statement of Revenues and Expenses	120
Appendix 7 - Waste Services Utility Statement of Revenues and Expenses	121
Appendix 8 - Land Operations Statement of Revenues and Expenses	122

STATISTICAL SECTION

STATISTICAL (Unaudited)

Consolidated Revenues and Expenses	123
Summary of Expenses by Object	124
Summary of Operating Revenues	125
Summary of Operating Expenses	126
Summary of Capital Operations	127
Summary of Public Utilities Operating Results	129
Summary of Reserves and Surplus	130
Summary of Term Debt and Required Sinking Fund Consolidation of All Obligations	131
Summary of Term Debt and Required Sinking Fund by Responsibility Centre	132
Term Debt Maturing with Percentages	133
Summary of Property Assessment and Tax Levy	134
Saskatoon Economic Statistics	135
Major Taxpayers in Saskatoon	136

CITY OF SASKATOON ORGANIZATIONAL CHART 2022



***The City was proud to support
the Saskatoon Tribal Council's
#ActOnReconciliation campaign
in 2022 calling for Reconciliation
action each month of the year.***



FINANCIAL AWARDS & RECOGNITION

CITY AWARDED 21ST CONSECUTIVE “AAA”/STABLE CREDIT RATING FROM S&P GLOBAL

S&P Global (S&P) reaffirmed the City of Saskatoon’s credit rating as the highest rating possible, a “AAA” credit rating with a “stable” outlook. The City has retained the “AAA”/Stable credit rating for 21 years since S&P first began affirming the City’s credit ratings in 2002.

Maintaining the top “AAA” credit rating through the continued impacts of post-pandemic and global pressures is a testament to the City’s strong financial management and adaptability.

S&P stated the rationale contributing to the City’s strong credit rating within the January 19, 2023, S&P Global Ratings Direct® Report:

- The City’s “strong and prudent financial management is a key credit strength” and “the City’s management team is experienced and qualified to effectively enact fiscal policies and respond to external risks.”
- The City “demonstrates good political and managerial strength with its lengthy track record of passing budgets with minimal variations from budgeted revenues and expenses.”
- S&P views “management accountability as strong and financial policies as prudent. Management’s disclosure and transparency are good, and the city prepares robust annual budget documents.”

Having been affirmed with a “AAA”/Stable Outlook credit rating allows the City to borrow at the lowest possible interest rates as the City is seen as an organization that has an extremely strong capacity to meet financial commitments.



ACKNOWLEDGEMENTS

Corporate Financial Services wishes to acknowledge City Council and the Executive Leadership Team for their ongoing commitment to open and transparent adherence to financial policy and responsible financial management.

Thank you to our Finance, Communications and Organization Strategy teams who together, continue to be dedicated to year-over-year professionalism and excellence in preparing the City’s Annual Report.

Respectfully Submitted,

Clae Hack
Chief Financial Officer
August 30, 2023

Kari Smith
Director of Finance
August 30, 2023

GFOA RECOGNITION

In 2022, the City of Saskatoon received the Canadian Award for Financial Reporting (CANFR) from the Government Finance Officers Association (GFOA) of the United States and Canada.

The CANFR award, presented for the City's 2021 Annual Report, represents a significant accomplishment for municipal government and its financial management. The award recognizes the City's commitment to high standards and excellence in financial transparency and accountability.

"We are proud to receive this award for the 15th year and of our employees who are dedicated to making the City of Saskatoon a leader in producing high-quality financial reports year after year," says Kari Smith, Director of Finance. "We are committed to building trust through transparent financial reporting and managing tax dollars responsibly."

The Canadian Award for Excellence in Financial Reporting Program (CANFR) was established to encourage municipal governments across Canada to publish high-quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports. The attainment of this award represents a significant accomplishment by a government and its management.

The City's 2021 annual financial report was judged by impartial Canadian Review Committee members to meet the high standards of the program, including demonstrating a constructive "spirit of full disclosure" designed to clearly communicate the municipality's financial story and to motivate potential users and user groups to read the report.



MESSAGE FROM THE MAYOR



City Council and Administration continue to find ways for residents to get the best value for services. I am so grateful to work with a group of people who are navigating these challenges together.

Saskatoon remains one of the few municipalities in the country to retain a 'AAA/Stable' credit rating with S&P Global Ratings. It was an incredible year of economic growth for Saskatoon and area, leading the country in year over year job growth. The Saskatoon

Consensus Metropolitan Area (CMA) also continues to lead the province in population growth, as we continue preparing for being a city of 500,000 people. What we offer is increasingly becoming more important on the global stage.

Throughout 2022, we continued improving our efficiency by implementing more services to make life convenient for residents. Examples include:

- Pothole repairs are now being done with GPS routing making repairs 25% faster, while fixing 50% more potholes.
- The Roadways Emergency Response Plan was used for the first time following December 2022's snowfall, which triggered city-wide snow removal and clearing.
- The first Dry Storm Pond was opened and proved its value in a summer storm. More flood prevention projects are on the way in flood-prone areas of the city.
- A number of permitting options, like building, development, and plumbing, have moved online to streamline applications and decrease turnaround times.

Managing impacts of mental health, addictions, and homelessness continues to be

a significant challenge, but we have been increasing our work with partners to help address safety, shelter space, and affordable housing. Emergency Management Operations undertook the lead role for Extreme Weather Responses, supporting community organizations to help some of the most vulnerable residents in the community get through the coldest days and nights of the year.

Our job as a City Council and Administration is to find the best balance for addressing the needs of today, as well as preparing Saskatoon for continued growth. I am proud of the work we have done in providing services and infrastructure that will offer a better quality of life now and for future generations.

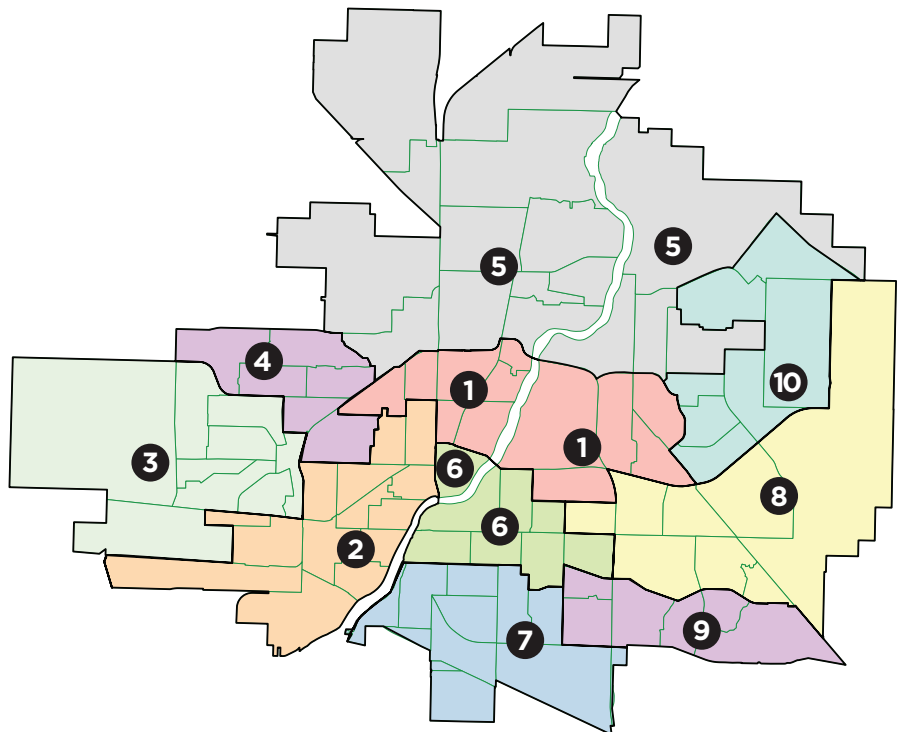
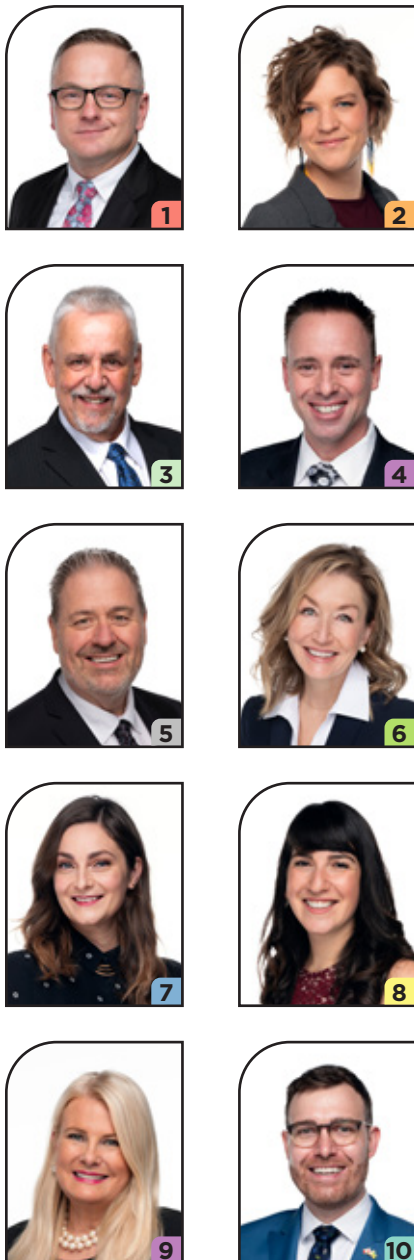
A handwritten signature in black ink, appearing to read 'Charlie Clark'.

Charlie Clark
Mayor

CITY COUNCIL 2022

Saskatoon's City Council includes ten ward councillors and a mayor. City Council sets policies, approves budgets and bylaws and provides direction for the City Manager who leads Administration. The City Manager, City Clerk and City Internal Auditor are City Council's direct employees.

The City Manager leads Administrative staff who serve the public by putting Council's vision and directives into action and providing civic services. Administration is made up of seven divisions which work together to manage projects and initiatives within the City's ten business lines.



- | | |
|---|---|
| 1 DARREN HILL
Ward 1 Councillor | 6 CYNTHIA BLOCK*
Ward 6 Councillor |
| 2 HILARY GOUGH
Ward 2 Councillor | 7 MAIRIN LOEWEN
Ward 7 Councillor |
| 3 DAVID KIRTON*
Ward 3 Councillor | 8 SARINA GERSHER
Ward 8 Councillor |
| 4 TROY DAVIES
Ward 4 Councillor | 9 BEV DUBOIS*
Ward 9 Councillor |
| 5 RANDY DONAUER*
Ward 5 Councillor | 10 ZACH JEFFRIES*
Ward 10 Councillor |

*2022 Standing Policy Committee on Finance Committee Member
Mayor C. Clark (Ex Officio)

MESSAGE FROM THE CITY MANAGER



On behalf of the Administration, I am pleased to present the **2022 Annual Report** which provides a comprehensive overview and valuable insight into the diverse range of work the City provides through civic projects, core services, and programs. This report provides a full and transparent view of the City's finances as of December 31, 2022.

2022 was a challenging year as residents and businesses continued to feel the lingering impacts of the pandemic along with ongoing inflation. Despite these challenges, the City remained committed to finding ways to deliver value from civic services and support for the recovery of our community.

A key highlight of 2022 was the launch of our **2022-2025 Strategic Plan**, a guiding document which outlines our commitment to advancing City Council's priorities, delivering excellent core services and moving forward with our internal transformational change initiatives. Approved by City Council on January 31, 2022, the Plan was developed with a goal to provide customer-focused, equitable and accessible public services to support the realization of miyo-pimatisiwin, (me-o-pi-ma-ti-si-win) "the good life," for all residents.

Providing core service delivery that Saskatoon residents rely on continued to be a top priority in 2022. Staff throughout the City provided exceptional service to residents 24/7/365, providing the foundational services that residents rely on every day to enjoy life in Saskatoon.

The City also advanced work around Reconciliation, Equity, Diversity and Inclusion (REDI) – one of the 10 Council Priority Areas identified in the 2022-2025 Strategic Plan. Our new REDI department will coordinate the City's efforts to address reconciliation, eliminate systemic racism and create an inclusive, equitable and diverse organization.

We continued to drive corporate transformation with the completion of the major foundational pieces of Fusion – our new Enterprise Resource Planning (ERP) system. 2022 saw the implementation of additional functions within Fusion, such as the corporate-wide rollout of the Enterprise Asset Management

module to support our asset management and maintenance operations. We also launched a new learning management system for all employees, with modules in incident/safety management, labour relations and recruiting. Combined, these functions will help our employees transform how they do their day-to-day work.

There is still much work ahead, and we will continue to realize greater efficiencies as we move forward. Changes of this magnitude are challenging, and I sincerely thank everyone across the organization for their continued hard work and efforts in making the transition to new systems and processes. It is a shining example of what we can achieve working together, as One City, toward a common goal.

I am proud of the ongoing great work provided by City employees for the residents of Saskatoon. Working together as One City, we remain dedicated to our goal of making Saskatoon a great place to live, work, learn and play every day.

A handwritten signature in black ink, appearing to read 'Jeff Jorgenson'. The signature is fluid and cursive, written on a light-colored background.

Jeff Jorgenson
City Manager



2022 FINANCIAL HIGHLIGHTS



OPERATING REVENUES: Where does the money come from? BUDGET TO ACTUAL AND PRIOR YEAR COMPARISON

Revenues (millions of \$)	2022 Budget	2022 Actual	2022 Budget to 2022 Actuals Variance	2021 Actual	2022 Actuals to 2021 Actuals Variance
Taxation	\$ 310.60	\$ 308.20	\$ (2.40)	\$ 294.40	\$ 13.80
Grants-in-Lieu of Taxes	\$ 8.50	\$ 8.50	\$ -	\$ 8.50	\$ -
User Fees	\$ 443.70	\$ 439.40	\$ (4.30)	\$ 429.80	\$ 9.60
Government Transfers - Operating	\$ 71.90	\$ 71.90	\$ -	\$ 63.50	\$ 8.40
Government Transfers - Capital	\$ 57.30	\$ 57.30	\$ -	\$ 58.90	\$ (1.60)
Investment Income	\$ 11.30	\$ 14.60	\$ 3.30	\$ 15.20	\$ (0.60)
Contributions from Developers - Operating	\$ 67.20	\$ 67.20	\$ -	\$ 60.00	\$ 7.20
Contributions from Developers - Capital	\$ 83.70	\$ 83.70	\$ -	\$ 85.60	\$ (1.90)
Franchise Fees	\$ 21.00	\$ 21.00	\$ -	\$ 18.90	\$ 2.10
General	\$ 70.20	\$ 65.70	\$ (4.50)	\$ 44.20	\$ 21.50
TOTAL	\$ 1,145.40	\$ 1,137.50	\$ (7.90)	\$ 1,079.00	\$ 58.50





EXPENSES: Where does the money go?

BUDGET TO ACTUAL AND PRIOR YEAR COMPARISON

Expenses (millions of \$)	2022 Budget	2022 Actual	2022 Budget to 2022 Actuals Variance	2021 Actual	2022 Actuals to 2021 Actuals Variance
Arts, Culture & Events Venues	\$ 46.00	\$ 45.90	\$ 0.10	\$ 28.10	\$ 17.80
Community Support	\$ 19.10	\$ 19.40	\$ (0.30)	\$ 18.70	\$ 0.70
Corporate Asset Management	\$ 9.70	\$ 12.70	\$ (3.00)	\$ 9.50	\$ 3.20
Corporate Governance & Finance	\$ 39.10	\$ 54.30	\$ (15.20)	\$ 59.20	\$ (4.90)
Debt Servicing Costs	\$ 11.10	\$ 11.10	\$ 0.0	\$ 12.10	\$ (1.00)
Environmental Health	\$ 35.00	\$ 35.00	\$ 0.0	\$ 68.70	\$ (33.70)
Fire	\$ 53.60	\$ 53.70	\$ (0.10)	\$ 55.10	\$ (1.40)
Land Development	\$ 33.60	\$ 54.70	\$ (21.10)	\$ 17.20	\$ 37.50
Libraries	\$ 19.50	\$ 22.30	\$ (2.80)	\$ 22.70	\$ (0.40)
Police	\$ 119.50	\$ 120.80	\$ (1.30)	\$ 116.50	\$ 4.30
Recreation & Culture	\$ 59.40	\$ 60.10	\$ (0.70)	\$ 54.20	\$ 5.90
Taxation & General Revenues	\$ 2.00	\$ 5.50	\$ (3.50)	\$ 14.10	\$ (8.60)
Transportation	\$ 170.50	\$ 178.20	\$ (7.70)	\$ 180.10	\$ (1.90)
Urban Planning & Development	\$ 24.40	\$ 28.80	\$ (4.40)	\$ 25.30	\$ 3.50
Utilities	\$ 208.10	\$ 220.20	\$ (12.10)	\$ 210.80	\$ 9.40
TOTAL	\$ 850.60	\$ 922.70	\$ (72.10)	\$ 892.30	\$ 30.40



SERVICES PROVIDED BY THE CITY OF SASKATOON

OFFICE OF THE CITY MANAGER

The City Manager is responsible for planning, directing, supervising, coordinating and controlling all municipal operations. They ensure that the Administration provides expert, apolitical advice to City Council and its various committees, and that Council directives are followed. The City Manager is responsible to ensure capital and operating budgets are submitted to Council for review under the City's multi-year business plan and budget process, and once approved, ensures that services are delivered as outlined in the approved budget. The City Manager chairs the Administrative Leadership Team, which coordinates all management and operational matters. It is comprised of the division leaders of Strategy and Transformation, Corporate Financial Services, Community Services, Transportation and Construction, Utilities and Environment, Saskatoon Fire, Human Resources, the City Solicitor, the City Clerk, the Chief Public Policy and Government Relations Officer as well as two directors as selected by their peers. All division heads, directors and civic employees fall under the purview of the City Manager. Exceptions include boards and commissions responsible to City Council and employees appointed directly by City Council.

PUBLIC POLICY AND GOVERNMENT RELATIONS

The Office of Public Policy and Government Relations is primarily responsible for building and maintaining relationships with federal and provincial orders of government, municipalities, municipal associations, Indigenous organizations, think tanks and other relevant stakeholders. In performing this key function, the division analyzes key policy decisions, issues, and trends emerging from other orders of government, and public policy organizations, 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 the City Manager, 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.

OFFICE OF THE CITY INTERNAL AUDITOR

City Council established the City Internal Auditor's Office which provides assurance and consulting services to add value and improve the City's operations.

Appointed by City Council, the City Internal Auditor provides for the independence of internal audit activity and ensures that audit results receive adequate consideration. The City Internal Auditor reports to and is directly accountable to City Council through the Standing Policy Committee on Finance.

The City's *Internal Audit Charter, Policy C02-032* sets the purpose, authority, and responsibility of the City Internal Auditor's Office. The Office has the authority to audit all aspects of the City's operations, including governance processes, departments, programs, business processes, systems, activities, policies, procedures, etc.

The mission of the City Internal Auditor's Office is to enhance and protect the value of the City of Saskatoon by providing risk-based and objective assurance, advice, and insight to City Council and the Administration.

SERVICES PROVIDED BY THE CITY OF SASKATOON

CORPORATE FINANCIAL SERVICES DIVISION

The role of the Corporate Financial Services Division 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 Corporate Risk management program. These responsibilities and services are delivered through four departments: Corporate Revenue, Finance, Supply Chain Management, Saskatoon Land, and the Corporate Risk Office.

Corporate Revenue

The Corporate Revenue Department 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.

Finance

The Finance Department 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.
- Ensuring appropriate financial accountability at all levels of the Corporation.

Supply Chain Management

The Supply Chain Management Department is responsible for Procurement, in accordance with Council Policy No. C02-045, and Inventory

and Asset Disposal. The Procurement section provides expertise in all areas of procurement and ensures goods, services and construction are procured at the best value possible through open, fair, competitive and transparent procurement processes. Risk to the Corporation is mitigated through adherence to our procurement policies, protocols, and contractual obligations. The Inventory and Asset Disposal section oversees the management of inventory for the Corporation, as well as, asset disposal through sales, auctions and recycling. This section also operates a central stores facility and recycles computer equipment, photocopiers, toner, furniture, cell phones and batteries.

Saskatoon Land

The primary responsibility of Saskatoon Land is to administer the Land Development business line. Saskatoon Land ensures an adequate supply of residential, institutional, and industrial land at competitive market value; provides innovation and leadership in design for new growth; and yields financial returns on investment to the City for allocation to civic projects and programs within the community. In addition, the department is tasked with providing real estate services on behalf of the corporation.

Corporate Risk Office

The Corporate Risk Office is responsible for developing and implementing corporate risk management systems in accordance with Council Policy No. C02-040, Corporate Governance – Risk-Based Management. The key objectives of this office are to promote the development of a risk-aware and risk smart culture in all areas of the City's strategic and business planning operations.

COMMUNITY SERVICES DIVISION

Through its five departments, the Community Services Division 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 Department issues building and plumbing permits and administers inspection programs related to regulations contained in the Building Bylaw, the Swimming Pool Bylaw, the *Construction Codes Act*, the National Building Code and the National Energy Code for Buildings Regulations.

SERVICES PROVIDED BY THE CITY OF SASKATOON

Community Standards

The objective of the Community Standards Department is to support a healthy and vibrant community by ensuring that reasonable community standards are maintained throughout the city, as articulated in bylaws and polices approved by City Council. The department brings together a continually adapting business unit that seeks to deliver streamlined licensing, permitting, and bylaw compliance 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 Department provides a wealth of opportunities for the public to participate in and enjoy the benefits of sport, culture, recreation and wellness activities. The department provides a supportive environment to help build capacity and empower people to organize themselves for planning and action. Also, to help encourage as many as possible to take advantage of the activities available, the department operates a number of facilities, provides direct services and programs, and provides support to community-based organizations involved in delivering programs and services.

Parks

The Parks Department 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, development of 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 Department is responsible for overall land use planning for the City of Saskatoon. The primary goal of the department 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 department seeks to understand the values of the community and reflect those values through

the implementation of development policies, programs, bylaws and standards.

STRATEGY AND TRANSFORMATION DIVISION

The Strategy and Transformation Division's mandate is to support and lead major change projects in the organization through the work of the departments within the division.

Strategy and Transformation is comprised of five departments: Communications and Public Engagement; Indigenous Initiatives; Information Technology; Organizational Strategy Execution; and Reconciliation, Equity, Diversity and Inclusion.

Communications and Public Engagement

Communications and Public Engagement's primary focus is to ensure the timely and meaningful exchange of information with internal and public audiences through traditional and digital communication channels. The department's centrally managed functions include: Communications (corporate, public and employees), Marketing, Creative Services (graphic design), Media Relations (including social media), and Public Engagement (corporate, including the Civic Services Survey, Citizen Advisory Panel, public and stakeholder management).

Indigenous Initiatives

Indigenous Initiatives is primarily responsible for building and maintaining relationships with the Indigenous community and Indigenous governments, guiding the implementation of the Truth and Reconciliation Commission's Calls to Action and responding to the Missing and Murdered Indigenous Women and Girls and Two-Spirit Calls to Justice.

Information Technology

Information Technology (IT) operates as a strategic business partner, providing a full suite of professional services to support the Corporation's goals and to enable the public through the use of technology. The department consists of a formal Project Management Office, Business Solutions, Technology Infrastructure Services, Client Support, Data, Assets and Shared Services.

Organizational Strategy Execution

Organizational Strategy Execution (OSE) consists of Organizational Performance, Service Saskatoon, Race Relations & Cultural Diversity, Corporate Asset Management and Corporate

SERVICES PROVIDED BY THE CITY OF SASKATOON

Quality Management. The department enables the thoughtful development and successful delivery of strategy at the City of Saskatoon through collaboration. OSE provides tools and services that support the organization in changing and improving its operations, to meet the evolving needs of the public.

HUMAN RESOURCES DIVISION

Human Resources (HR) provides services to the civic Division designed to support and enhance employee performance.

Talent Management

Talent Management provides front line support, coaching and advice to leaders across the organization. This team also works collaboratively across HR and with leaders in all areas of the organization to develop people-centered programs, strategies, and tools which support a comprehensive approach to talent management including Talent Acquisition, Diversity, Equity and Inclusion, Employee Engagement, Leadership Development and Learning. As a team of HR professionals, they partner with the divisions/ departments to understand their unique challenges and opportunities and to help them develop people strategies that move their teams forward while also helping to create alignment and collaboration across the City.

HR Operations

HR Operations provides administrative services including data integrity, HR reporting, employee benefits, pensions, job analysis, compensation, payroll, and time and attendance functions to enhance employee relationships. These HR practices are in place to support management and staff in their day-to-day business activities and are essential tools that support the city to meet its organizational goals. Strategically key for HR Operations in 2022 will be the implementation of Wave 2 of our Fusion Project, which will add technology tools to enhance Talent Management, Benefits Administration, Human Capital Reporting & Analytics, Advanced Scheduling, Health & Safety, and Labour Relations.

Labour Relations

Labour Relations provides professional advice to senior management, management and supervisors, Committees of Council, Boards and Controlled Corporations about employee and labour relations issues, including the interpretation and application of the collective

agreements and labour legislation, arbitral jurisprudence and other matters related to collective bargaining. Strategically key for Labour Relations is the development of a long-range labour relations strategy inclusive of a long-range bargaining strategy.

Occupational Health and Safety

Occupational Health and Safety is responsible for developing effective strategies, policies and programs which supports the organization and all employees to effectively identify and manage workplace hazards, reduce incidents and injuries and grow the culture of safety in all we do. As subject matter experts, the Occupational Health and Safety team is committed to providing the highest level of service while working collaboratively with our clients to effectively manage identified workplace health and safety matters.

The Occupational Health and Safety department continues to work collaboratively with external stakeholders and is the primary contact for correspondence with the Ministry of Labour Relations and Workplace Safety (MLRWS) and the Workers Compensation Board (WCB).

With a focus on providing excellent customer service, timely support and expert guidance, the Occupational Health and Safety team champions the efforts to be the safest municipalities in Saskatchewan and across Canada.

SASKATOON FIRE DEPARTMENT

Saskatoon Fire Department (SFD) is an all-hazards emergency response provider ensuring the safety of the public. SFD protects the City's tax base and supports economic development through extensive inspection, education, prevention, and enforcement programs. Emergency response services and fire dispatch agreements are also provided to surrounding communities.

Operations and Communications

Operations and Communications mitigates a wide scope of emergencies and is responsible for the frontline response to the public.

Staff Development and Safety

Staff Development and Safety prepares staff to succeed and advance in their careers, by ensuring they have knowledge, skills and abilities to work safely following professional standards in our service to the public.

SERVICES PROVIDED BY THE CITY OF SASKATOON

Logistics

Logistics supports SFD through the acquisition and maintenance of apparatus and fleet vehicles, equipment, and facilities, as well as the procurement and distribution of supplies and materials necessary for day-to-day functions and emergency response.

Fire Prevention and Investigation

Fire Prevention and Investigation provides a proactive service to protect life and property. Staff are assigned to each fire station to provide technical support and code enforcement follow up for Operations & Communications.

Community Relations

Community Relations maintains a positive working relationship with the educational, business and institutional sectors of the City through fire and life safety education, media relations, and community involvement with programs.

Emergency Management

Emergency Management works with emergency response organizations (EMOs), critical infrastructure partners, regional partners, vulnerable sector partners and the public to ensure Saskatoon is a resilient community. Coordinated, collaborative emergency management processes are used to provide a framework to address highly-complex multi-organizational efforts during events. EMO business continuity and corporate security programs enhance the resilience of City of Saskatoon services.

TRANSPORTATION AND CONSTRUCTION DIVISION

The Transportation and Construction Division is responsible for managing and operating such core services as transit, infrastructure design and construction, fleet management, and all aspects of planning, optimizing, operating, and preserving the City's transportation network for all modes of transportation.

Construction and Design

Construction and Design (C&D) delivers municipal infrastructure projects, provides regulatory oversight, maintains infrastructure records, and provides expertise, advice, and guidance on municipal infrastructure. These services allow the City to provide and maintain

high quality infrastructure in a safe and cost-effective manner.

Technical Services

Technical Services is currently made up of the Asset Preservation section, the Major Projects section, and the Municipal Engineering Services section. The Asset Preservation section is responsible for tracking inventory, stewarding the asset condition status, setting rehabilitation programs, and recommending funding levels for maintaining civic infrastructure in the following categories: roadways, back lanes, sidewalks, water distribution system, wastewater collection system, storm water management system, bridges, and sound walls. The Major Projects section provides project delivery services for capital projects across the organization. The section also includes management of the operation, maintenance, and rehabilitation (OMR) contracts for both the North Commuter Parkway and Traffic Bridge (30-year concession period) and the Civic Operations Centre (25-year concession period), as these projects are being delivered under a Public-Private Partnership (P3) model. The Municipal Engineering Services section of Technical Services provides engineering services primarily to assist with the operations of the City's Roadways, Fleet and Support Department and the Water and Waste Operations Department, Utilities and Environment Division. This work includes the development of contract specifications, the procurement of materials, equipment and services, scheduling tasks, and contract and program management.

Roadways, Fleet and Support

Roadways, Fleet, and Support is responsible for the maintenance of roads, lanes and sidewalks, and provides procurement, logistical and operational support for departments across the City. Also included is management of the civic vehicle and equipment fleet.

Saskatoon Transit

Saskatoon Transit is a public transit provider wholly owned and operated by the City of Saskatoon.

Operating six terminals spread throughout the city, Saskatoon Transit services over 40 fixed routes totalling approximately 276km on Saskatoon streets. It also operates Access Transit for individuals who are unable to use the fixed route transit system.

SERVICES PROVIDED BY THE CITY OF SASKATOON

Transportation

The Transportation Department 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 department is to provide for the safe and efficient movement of people, goods, and services within and through Saskatoon in a cost-effective manner.

UTILITIES AND ENVIRONMENT DIVISION

The Utilities and Environment Division is responsible for managing and operating core services, including electrical distribution, within the City's electrical franchise area; street lighting; water treatment and distribution; storm and sanitary sewage collection and treatment; solid waste collection and landfill; recycling services; compost handling sites; maintenance and operation of corporate facilities; and providing environmental leadership both within the City and for the community. These responsibilities and services are delivered through five departments: Saskatoon Light & Power, Saskatoon Water, Water and Waste Operations, Sustainability and Facilities Management.

Saskatoon Light & Power

The Saskatoon Light & Power Department provides electrical service to customers located within the 1958 boundary of the City of Saskatoon. SaskPower provides electrical service to customers located outside of this area. Bulk electricity is purchased by the City from SaskPower. Through a system of transmission lines, substations, and distribution lines, the City's utility distributes electricity to customers.

Saskatoon Light & Power rates for electricity are regulated by City Council through bylaw and have generally been the same as SaskPower rates for similar customer classes. The department is debt-free and operates from revenues it receives from the sale of electricity. It pays the City a grant-in-lieu of taxes, funds all of its own capital expansion/replacement projects, and transfers all profits to the general funds of the City to help offset property taxes.

Saskatoon Water

The Saskatoon Water Department goes beyond the operation and maintenance of the City's Water and Wastewater Treatment Plants.

It includes the handling and disposal of solids resulting from the treatment processes, operation of water and wastewater pumping facilities, laboratory testing, process optimization, environmental studies, the testing and maintenance of water meters, and the Cross Connection Control Program. A critical part of the utility is developing long-term planning for water distribution, water and wastewater treatment, storm and sanitary sewer collection systems, and managing related construction work.

Water and Waste Operations

The Water and Waste Operations Department is responsible for the operation, maintenance, and preservation of water mains, sanitary sewer mains, storm sewer mains, along with solid waste handling, diversion, and disposal services.

The **Water and Sewer** section is responsible for the operation, maintenance, and inspection of the existing water distribution, sanitary sewer, and storm sewer collection infrastructures. The Water and Sewer section also assists Technical Services, Transportation and Construction Department, in defining long-term funding needs for asset preservation and setting annual programs for major rehabilitation.

The **Waste Stream Management** section provides an integrated approach to environmental protection and solid waste management to protect human health, safety, and the environment.

The **Environmental Projects and Protection** section is responsible for bylaw enforcement, engineering and planning related to the City's solid waste and landfill, and the operations of two seasonal composting sites.

Sustainability

The Sustainability Department provides corporate leadership to achieve goals established under the Strategic Goal of Environmental Leadership. This is achieved corporately through work within the division and across civic departments. Community sustainability is also within this mandate, including Climate Action, Environmental Protection, Green Infrastructure and Community Outreach.

SERVICES PROVIDED BY THE CITY OF SASKATOON

Facilities Management

The Facilities Management Department provides support and services for civic programs and department buildings and structures. This covers a range of services, including:

- building operations;
- maintenance support;
- project management; and
- capital renewal.

Facilities Management is responsible for the City's buildings, structures, and related site infrastructure. The department provides building operation, maintenance, and custodial services for civic facilities including City Hall, Civic Square East, all leisure facilities, fire stations, Saskatoon Police Service, Rемаi Modern, outdoor paddling pools and spray parks, as well as services for the libraries, TCU Place, SaskTel Centre, and numerous other City affiliated boards and agencies. Project management services are provided for capital or maintenance projects, including design, contract tendering and construction management.

BOARDS

Remai Modern

Remai Modern is a thought leader and direction-setting modern art museum that boldly collects, develops, presents and interprets the art of our time. Its mandate is to enable transformative experiences by connecting art with local and global communities.

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

The building includes 11 gallery spaces, a 150-seat theatre, Shift Restaurant, outdoor terraces and rooms with stunning views of the nearby South Saskatchewan River. The museum provides a Canadian and Saskatchewan perspective on modern and contemporary art movements through a mix of regional, national and international programs.

Remai Modern aims to reach diverse audiences and foster deeper connections to modern and contemporary art from our region and around the world. The museum's programs are developed for a broad range of interests and experience levels, allowing participants to define

their role in the creative experience. Remai Modern's Learning and Engagement staff provide skills for collaboration, communication, critical thinking and creativity for visitors of all ages.

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 the public 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 evolving 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 storytimes, 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. 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.

SERVICES PROVIDED BY THE CITY OF SASKATOON

SaskTel Centre

(Legal name: Saskatchewan Place Association Inc.)

Since opening in February of 1989, SaskTel Centre has hosted more than 500,000 guests annually. It is Saskatchewan's number one venue for large-scale musical productions, as well as one of 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, the Saskatchewan Rush of the National Lacrosse League, and the Saskatchewan Rattlers of the Canadian Elite Basketball League.

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 and boutiques as well as parking facilities for 2,000 vehicles. The facility is equipped with sophisticated aids for audio, visual, stage and exhibit requirements and is serviced by a highly-skilled technical team. Catering and banquet services are maintained in-house.

The 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 caters to the large-sized national and international convention market, with first-class convention facilities and services.

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



INTRODUCTION TO BUSINESS LINE REPORTING

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

- **Improve transparency** and decision-making by providing City Council and the public 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 effectively and efficiently, while maintaining its focus on a sustainable future.
- **Help the City transform** by providing for more regular, ongoing, and thorough examination of civic services to ensure they are relevant to the public's needs and priorities.

BUSINESS LINE OVERVIEW

Arts, Culture and Events Venues	Provides opportunities for the public 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 all-hazard emergency response, emergency and business continuity management, fire prevention, education, and investigation to protect the public, reduce loss of life, limit property damage, and build community resilience.
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 public to develop collaborative strategies to reduce crime and victimization. In partnership with City Council and the public, continues enforcement with proactive prevention, education and early intervention strategies.
Recreation and Culture	Provides opportunities for the public 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 the public.
Utilities	Provides cost-effective and high-quality electricity, quality drinking water, treatment of wastewater, recycling and storm water management.



ARTS, CULTURE AND EVENTS VENUES

2022 AT A GLANCE

Remai Modern

- **130,000** square feet, including **11** exhibition spaces, community atrium, restaurant, retail store, learning studio, **150**-seat theatre and rental spaces (Riverview Room, rooftop patio, gallery lounge and two meeting rooms).
- More than **8,000** works of art, including the world's most extensive collection of linocuts by Pablo Picasso and works by regional, national and international artists.



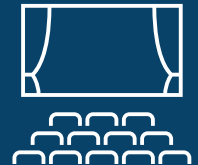
SaskTel Centre

- **15,195** seats
- **34** years in operation
- Concourse update project
- New score clock and in-arena LED Ribbon Board Displays
- Boiler burner replacement



TCU Place

- **104,000** square feet world-class convention centre featuring multi-purpose space with **21** different rooms that allow unlimited configurations, including a **22,400** square foot ballroom
- **2,074**-seat three-tier Sid Buckwold Theatre hosts international, national and local performances, speakers and theatrical productions



OPERATING BUDGET

\$9.3
MILLION

CAPITAL BUDGET

\$0

MAJOR PROJECTS AND INITIATIVES

Remai Modern

- Moved to a by-donation admission structure in October 2022 with visitors invited to donate an amount of their choosing. This change will remain in effect for the next 20 years thanks to an astounding \$10M commitment from the Frank and Ellen Remai Foundation.
- Hearth Restaurant was announced as the museum's new restaurant and catering partner. The local company commenced catering at Remai Modern in October and started working on plans for a restaurant on the ground floor of the museum.
- Engaged with nearly 45,000 participants in more than 1,300 public programs, including tours, talks, artmaking and more.
- Presented a thoughtful and dynamic program of 18 exhibitions featuring regional, national and international artists, including showcasing the work of nearly 60 artists deeply connected to Saskatchewan.
- Installed a major new work in the atrium, *Spinner Forest* by Chicago-based artist Nick Cave. The work, made up of strands of thousands of wind spinners that cascade from the ceiling, envelops the staircase from Level 1 to Level 2.
- Supported truth, reconciliation and self-determination through several projects including building a partnership with the Office of the Treaty Commissioner to create a Reconciliation Action Plan in 2023-24. Offered learning opportunities to staff and contributed to research for the Canadian Museums Association report *Moved to Action*.
- Launched *Here and Now: A Live Arts Initiative* in the fall of 2022. The project supports local artistic practice in the realm of live arts, engaging artists for one year.
- Offered free summer camps to more than 600 children as part of an exhibition by artist Tino Sehgal, where young people facilitated the work *This Success/This Failure*.

SaskTel Centre

- SaskTel Centre hosted 20 major concerts including Imagine Dragons, Chris Stapleton, Slipknot, John Fogerty, The Lumineers, Backstreet Boys, The Eagles, and Kane Brown. Two comedy shows, John Mulaney and Jo Koy, came to the SaskTel Centre. Eight family shows were hosted with the return of Cirque du Soleil OVO, WWE and the 2022 PBR Saskatoon Classic.
- SaskTel Centre operated two community events: Taste of Saskatchewan and Rock the River in July and August.
- SaskTel Centre hosted two free concerts in July 2022; one featuring Loud Luxury in partnership with Commemorate Canada and the second, featuring One Bad Son in partnership with Rawlco Radio.
- The Saskatoon Blades, Saskatchewan Rattlers and Saskatchewan Rush returned with regular seasons in 2022.

TCU Place

- New signature events included New Year's Eve "A Night to Remember", Charged Up! - An Electric Vehicle Expo in partnership with Sask EV, community collaborations with The Saskatoon Club, producing and promoting new shows in our theatre, and doubling the number of Dueling Pianos events.
- Hosted Tomorrow's Voices, a local youth choir
- Boost program continued - financial support for community-based organizations to host events at TCU Place
- Hosted a free Holiday Party movie event, featuring Polar Express
- Launched the Truth and Reconciliation Strategy
- Continued to consult on the Downtown Event and Entertainment District (DEED)
- Finished the year with close to 80% of pre-pandemic revenue across all lines of business. This is higher than competitors in similar markets across Canada.



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.

2022 AT A GLANCE

Sport, Recreation, and Culture Participation

- **375,645** visits to cultural facilities including visits to Remail Modern

Support and Community Investment

Support was provided to:

- **56** community outdoor rinks, including Meewasin outdoor rink
- **47** community associations
- Multiple other sports organizations and social servicing agencies through cash grants and tax abatements



Subsidy Programs

- **8,634** Leisure Access Cards for lower-income residents resulting in **91,195** leisure centre patron visits
- **49** Social Service subsidized interments at Woodlawn Cemetery



OPERATING BUDGET

\$17.3
MILLION

CAPITAL BUDGET

\$0.7
MILLION

Cemetery Services

- Supports the **42.45**-hectare Woodlawn Cemetery as well as the **7.31**-hectare Nutana Cemetery (Pioneer Cemetery)



- **346** internments at Woodlawn Cemetery, with **187** cremation and **159** casket burials
- **300** cubic yards of screened topsoil were used to restore turf throughout the cemetery

- **16** benches were refurbished
- Installed an additional **72** niche columbariums maintaining the cemetery's columbarium service offering.
- Developed a comprehensive Cemetery Marketing Plan to create additional awareness of the City's cemetery and the services it provides.

MAJOR PROJECTS AND INITIATIVES

Cemetery Master Plan

- The Parks Department completed work on the Cemetery Master Plan to optimize current remaining cemetery space and to begin planning for and developing future cemetery capacity. The Plan was approved in principle by City Council in February 2022.

Immigration Action Plan

- Provided information about civic services and distributed leisure access cards to displaced persons and refugees from Ukraine and Afghanistan.
- Continued to facilitate the work of Immigration Partnership Saskatoon.

Indigenous Partnerships

- Supported White Buffalo Youth Lodge with three major events: Backpack Giveaway/Carnival, community Halloween event and the Winter Dinner.
- Co-produced the eighth and final Wicahitowin Indigenous Engagement Conference which attracted 800 in-person and 400 online participants from across Canada and around the world.

Social Development Strategy

- Served as a convenor, facilitator, enabler and funder to numerous agencies and organizations to address issues of community safety and well-being. This included awarding \$563,800 in cash grants to 27 organizations and \$698,808 in tax abatements to another 20 organizations.
- Participated in social planning tables that address community safety and well-being, including the Saskatoon Poverty Reduction Partnership, the Safe Community Action Alliance, the Saskatoon Homelessness Action Plan and the Saskatoon Collaborative Funding Partnership.



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 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.

2022 AT A GLANCE

- **314,000** square metres of building area
- **22,500** Facility Work Orders executed
- **15,018** assets via Comprehensive Maintenance Program
- More than **5,800** park furnishings in **258** parks
- **242** buildings valued at **\$1.28 billion** with contents valued at **\$126 million**
- **922** play area structures and features maintained, valued at over **\$8.5 million**
- Civic water features maintained in 2022 included eight pools, **32** paddling pools, **19** spray parks and **three** fountains
- Sports field amenities included **201** ball fields, **46** tennis courts and **113** soccer pitches
- **215** service requests addressed by Project Services



OPERATING BUDGET

\$13.6
MILLION

CAPITAL BUDGET

\$22.0
MILLION

MAJOR PROJECTS AND INITIATIVES

Fleet Management

- 1,357 active vehicles and equipment with an estimated book value of \$183 million (including the civic, police, and parks fleets)
- Fleet electrification – Fleet ran a pilot project that consists of four EV sedans and four chargers

Facility Asset Management and Planning

- The comprehensive Facility Condition Assessment contract was awarded, and assessments are underway.

Continuous Improvement

- Ongoing work to incorporate accessibility design standards in civic facilities and spaces included discussions with the Accessibility Advisory Committee, Recreation and Community Development, Building Standards and other departments on updates to the Accessibility Action Plan.
- The Facility Improvement Program (Energy Performance Contract) continued increasing energy efficiency in buildings through lighting retrofits and heating, ventilation, and air-conditioning upgrades.





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 organization 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 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

\$67.3
MILLION

CAPITAL BUDGET

\$12.2
MILLION

MAJOR PROJECTS AND INITIATIVES

TECHNOLOGY

City enhances cybersecurity program:

- A cybersecurity program was established to mitigate the risks and safeguard the City against the risk of cyberattacks. It will also help the City avoid online scams, stay compliant with regulations, and protect the City's reputation.
- The City migrated the Corporate Customer Center to a cloud-based solution which will provide the public multiple options to interact with the City. This will also increase the overall availability and uptime of the system required for 24 hours a day, seven days a-week operation.

On-Demand Transit:

- Saskatoon Transit in collaboration with Information Technology (IT) launched the On-Demand Transit (ODT) to expand this service to complement and support the regular fixed route service. ODT offers services such as a first mile/last mile multimodal mobility option as well as a feasible option for introducing transit service to new and developing neighbourhoods. As the name suggests, it also offers the Transit riders some flexibility in scheduling the Transit pick-up compared to fixed-route services.

Online Building and Plumbing Permit:

- This project brought three citizen-facing services to a customer-facing portal: Applying for a Building Permit (Residential & Commercial) and Applying for a Plumbing Permit. The public is now able to apply for these services online, with full visibility into where their application request is, within the process.

Utility Bill Web Presentment Portal:

- Leveraging information collected by the City's smart meters for utilities (water/power), the Web Presentment Portal project implemented a public-facing portal to provide the public details of their water and utility usage. This allows the utility consumer to analyze their usage pattern and potentially identify any opportunities for savings. The system further helps Corporate Revenue Customer Service Representatives (CSR) to assist customers when they have questions about their bills.

Compost Depot Management Software (CDMS):

- A CDMS was implemented to provide a more suitable and reliable system for windrow monitoring, inventory, cost control, client visits, record keeping and business management as the depots continue to grow. The CDMS was deployed at the two depots which would help the business meet the operational demands of the depots in a more efficient, effective, safe, and timely manner.

Grants Management System:

- The City currently accepts grant applications through a variety of processes. This project has standardized the grant process and application with an online system for Recreation and Community Development. The new process is more organized, easy, and fast to manage and process. The grant process has become more eco-friendly as it is processed entirely online. It is designed as per Saskatoon's theme and looks sharp and beautiful, enhancing our brand reputation.

Leisure Services System:

- In 2022, the City upgraded the application system used for the leisure facilities. The upgrade provided faster payment processing and improved the overall reliability of the system. The upgrade provided enhancements to address public concerns by providing updated information on payment receipts, improved system reliability, and enhanced performance during the Leisure Services Registration Nights when they are peak number of users.

STRATEGY

2022-2025 Strategic Plan

- Following City Council's approval of the **2022-2025 Strategic Plan** in January 2022, the City began work on translating strategy into action. This included the development of departmental business plans and identification of a Strategic Portfolio, which includes the few major initiatives that the City will focus on to keep driving its internal transformational change.
- The departmental business plans and the Strategic Portfolio were summarized into a Consolidated Business Plan, which highlighted 25 exciting initiatives to watch. These are important components that can help employees develop their work plans in alignment with the Strategic Plan.

MAJOR PROJECTS AND INITIATIVES

Business Transformation

- Through SAP, the City aims to modernize and standardize City processes, achieve best practices, improve the City's data, and enhance the City's effectiveness and efficiency.
- Fusion 2.0, the second phase of the City's top business transformation project, was largely completed. The business solutions implemented included:
 - Workforce Planning (incident management, labour relations, recruiting, onboarding, analytics)
 - A learning management system
 - Rolling out Enterprise Asset Management to the remainder of the City

LEADERSHIP

Leadership Development

- Developed and implemented a Situational Leadership Program with approximately 500 supervisors/managers participating. The program spanned nine months and included two courses (Situational Leadership Building Leaders and Situational Coaching) and seven monthly sessions to support the sustainment of learning.
- Hosted *Elevate*, an annual leadership conference in November with over 300 in attendance. The purpose of the event is to elevate the knowledge and skills of supervisors and managers and provide them with tools and opportunities to engage in discussions related to leading people.

Reconciliation, Equity, Diversity, and Inclusion (REDI)

- The REDI Director was hired in November 2022.
- Hosted the "Living in Harmony" Awards event that occurred on March 21, International Day for the Elimination of Racial Discrimination.

Recreation and Community Development

- Continued to work with the Transgender Inclusion Working Group to provide safe and inclusive recreation experiences for transgender individuals.
- Developed a framework for a Community Safety and Well-being strategy that defines and evolves the City's role in addressing social challenges.
- Implemented the Culture Plan with a focus on providing opportunities for Black, Indigenous, and People of Colour (BIPOC) artists.
- Secured an agreement in principle for the funding and operation of an enhanced White Buffalo Youth Lodge that serves as a city centre recreation facility.

Inclusive Public Engagement

- Completed a consultation with the Black Community that produced 24 recommendations.
- Led engagement with the Indigenous Technical Advisory Group (ITAG) with university students.
- Strengthened working relationships with Black community members, persons with intellectual or physical disabilities, low-income renters, and university students.

Recruitment and Retention

- Adopted more inclusive recruitment practices through activities such as utilizing social media and Indigenous job boards, hosting presentations and workshops on City of Saskatoon application process, participation in work experience programs and developing alternative inclusive language for job postings.
- Offered employee training for all people leaders on Diversity, Equity, and Inclusion (DEI) matters to increase knowledge and understanding of hiring and retaining a representative, diverse workforce.
- Established partnerships with educational institutions, community organizations, and essential collaborators to help feed the talent pipeline and inform the City's workforce practices.
- Developed and implemented diversity and inclusion awareness campaigns and activities for employees that included initiatives such as informational articles and engagement events.

Anti-Racism

- Provided support to improve the well-being of people who experience oppression, racism, and discrimination.

Indigenous Initiatives

- Continued to champion and model implementing the Truth and Reconciliation Commission (TRC) Calls to Action, including:
 - Supporting the eighth and final Wicahitowin Indigenous Engagement Conference.
 - Co-chairing and supporting Reconciliation Saskatoon and various initiatives.
 - On June 22, the City unveiled its fourth bus shelter art project, a collaboration between the Saskatoon Survivors Circle and an Indigenous artist. The artwork is intended to tell truths but is also intended to capture the Survivors' hopes for the future.
 - Raising the newly created Survivors' Flag to start the last week of September.
 - The City held a virtual learning and sharing session for employees in the lead-up to the National Day for Truth and Reconciliation on September 30.

MAJOR PROJECTS AND INITIATIVES

- The Rock Your Roots Walk for Reconciliation on the National Day for Truth and Reconciliation co-organized by the City and Reconciliation Saskatoon saw approximately 3,000 people participate.
- Worked with Saskatoon Tribal Council on an Orange Banner Project to raise awareness about reconciliation. Close to 250 banners with messages were installed on light poles across the city.
- On Louis Riel Day, November 16, the City released a new video about the bike racks along historic 21st Street featuring Treaty 6 and Métis medals saskatoon.ca/medals.
- Continued engagement to implement the recommendations of the [IWG2S* Coming Home Report](#), the City's response to the MMIWG2S Calls for Justice.
- Continued to implement recommendations from the Reconciliation Action and Measurement Pilot Project.

ENGAGEMENT

Public Engagement

- The City gradually returned to offering in-person public engagement in 2022 following two years of virtual engagement due to the COVID-19 pandemic. Virtual engagement options will continue to be offered to accommodate various situations and preferences.
- Snapshot of 2022 public engagement opportunities undertaken:
 - A bylaw to protect trees on public property
 - Corridor Plan for College Drive
 - Dog parks for small dogs
 - Dry storm water pond in weaver park
 - Improving engagement practices with USask students
 - Location options for a Downtown event centre and arena
 - Park developments
 - The potential extension of 17th Street W
 - Public art on future Bus Rapid Transit routes
 - Regulatory Framework for e-scooters
 - Renewable energy strategy
 - Study of nuisances in residential areas from heavy industry
 - Walking and cycling improvements on Avenue C

- To everyone who provided input on public engagement issues in 2022—thank you! Decisions made at the City are better informed when public and stakeholder perspectives, opinions and concerns are considered. Check out current engagement opportunities at saskatoon.ca/engage.

FINANCE

Multi-Year Business Plan and Budget

- Development of the 2023 Adjusted Budget
- The assumptions used to create the 2023 Business Plan and Budget in 2021 were based on the Administration's estimate of revenues and expenditures at the time, including the recovery of lost revenues due to the impact of COVID-19. The financial landscape for the City in 2023 changed significantly after the forecasted revenues and expenditures were developed in 2021. The City incurred higher costs for fuel, natural gas, materials, supplies and labour. Adjustments to the 2023 budget were approved in November 2022 for these increased costs offset by increased revenues such as increased Municipal Revenue Sharing, Grants-in-Lieu of Taxes and interest earnings.
- The multi-year budget provides greater certainty for residents about future property taxes and supports better alignment with the City's longer-term goals, financial stability, and accountability while still allowing for adjustments for significant and unexpected changes.

SUPPLY CHAIN

- The Supply Chain Management team participated in the Government of Saskatchewan's Indigenous Procurement Tradeshow at TCU Place in April 2022.

RISK

- The Fraud Risk Assessment was started in 2022, with expected completion in 2023.



ENVIRONMENTAL HEALTH

SERVICE OUTCOMES

- To facilitate a just and equitable transition to a more resilient community by establishing initiatives that reduce energy use and greenhouse gas (GHG) emissions, embed a triple bottom line approach into decision-making, and improve ecosystem stewardship.
- To provide waste handling and disposal services, including collection and landfilling of garbage. To support and promote waste reduction and diversion, including recycling and composting programs, managing household hazardous waste, promoting a circular economy and seeking community partnerships.
- To provide tree protection, maintenance and planting.
- To provide Pest Management services, including prevention of the spread of insect and plant pests, and wildlife management.

2022 AT A GLANCE

Integrated Waste Management

- **91,666** tonnes material landfilled
- **12,825** tonnes of organic material at depots
- **10,416** tonnes of recyclable material (curbside, multi-unit, SARCAN glass)
- **497** tonnes of material diverted at landfill
- **5,753** tonnes of material - subscription green cart
- **130** tonnes of household hazardous waste
- **132** tonnes of material from charity bins
- **24.5%** diversion from landfill



Urban Forest (UF) and Urban Biological Services (UBS)

- **102** elm concerns and infractions responded to by UBS
- **2,740 kg** of elm wood removed from resident yards through Parks' Dutch Elm Disease program
- **110,000** trees, approximately 60% lining city streets and 40% in civic parks.
- **6,561** trees were proactively pruned during this pruning cycle
- **1,096** trees were pruned in response to service requests and other reactive work
- **728** trees removed

OPERATING BUDGET

\$19.1
MILLION

CAPITAL BUDGET

\$8.6
MILLION

- **578** stumps removed
- **193** sites inspected and monitored for tree protection
- Plus citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals, and clarification of tree ownership
- **819** trees planted as part of park and urban reforestation initiatives



- Municipal Weed Inspectors' enforcement of The Weed Control Act included the administration of **193** weed agreements with landowners to address noxious and nuisance weed infestations.



Pest Management

- **94,500** hectares of land in and around Saskatoon are monitored seasonally to identify and treat mosquito larval habitat and identify the presence of the West Nile virus.

Sustainability

- The *Climate Action Plan: Progress Report 2021* showed that **24** of the 40 Low Emissions Community (LEC) Plan actions were progressing according to the LEC Plan timeframe, **18** out of 40 Corporate Climate Adaptation initiatives were started, and community emissions dropped by **9%**.

MAJOR PROJECTS AND INITIATIVES

Environmental Sustainability

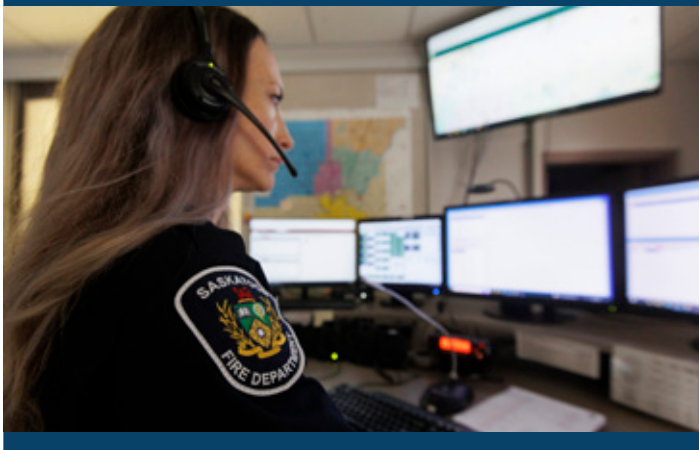
- *Alternative Currents, Saskatoon's Renewable and Low Emissions Energy Implementation Plan* was completed in 2022. It provides a step-by-step action plan to successfully complete the 12 Low Emissions Community Plan actions related to renewable energy. A pre-design study for solar photovoltaic systems on City buildings and sites was initiated in 2022 as one of the first actions out of that plan.
- *Green Network: Pathways for an Integrated Green Network* (2022) is a 10-year implementation plan that outlines actions to enhance, grow, and conserve green space and natural infrastructure in Saskatoon. Work is underway on several initiatives to support natural areas, food production, and the management of natural assets.
- *Environmental Protection*: Work progressed on the development of tools for compliance with the Wetland Policy and overall environmental conservation and protection within the city. Information was created for the public to navigate reporting spills to the City and the Provincial Spills line.
- *The Home Energy Loan Program (HELP)* was launched in 2021 and was expanded using a grant and loan from the Federation of Canadian Municipalities in 2022. At the end of 2022, 33 projects had been completed, and 58 projects were under construction. The Saskatoon Regional Economic Development Authority (SREDA) completed an economic analysis on the first year of the program, estimating total economic output of \$3.52M, a combined annual savings of 206,961 kWh in electricity use, \$20,211 in utility costs, \$1,355 in carbon tax charges, and 283 tonnes of CO₂e.

Integrated Waste Management

- *Requirements for businesses and organizations (ICI) to divert recyclables and organics*: The Waste Bylaw was updated to include the recycling and organics regulation for the ICI sector and the supporting program's design was completed. Recycling education phase launched in the fall of 2022.
- *Recycling depots*: A pilot for reduced hours for the Lakewood depot and increases to service levels for all three city depots were approved in 2022.
- *Accessible curbside collections program*: The new Assisted Waste Collections Program was approved in February 2022 and applications are currently being accepted.
- *Residential curbside organics*: Implementation continued through 2022 with cart procurement, development of a utility rate, and routing.
- *Material Recovery Centre (Recovery Park)*: Construction of Recovery Park is near completion. 2022 saw progression in operations planning and procurement of diversion services.
- *Proper Disposal of Elm Wood Waste*: Research and a pilot project were completed in 2022.

Urban Forest and Urban Biological Services

- *Pathway to a Sustainable Urban Forest*: A plan to implement the Urban Forest Management Plan was approved in principle by City Council.
- Improved tree protection processes that included the drafting of a new tree protection bylaw were approved by City Council.



FIRE SERVICES

SERVICE OUTCOMES

- To provide 24-hour emergency all-hazard response and continuity management services within the City of Saskatoon and surrounding municipalities, covered by service agreements, in order to build community resiliency, protect citizens, reduce the loss of life and limit property damage.
- To provide public education and fire prevention service, 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.

2022 AT A GLANCE

- **20,392** emergency and non-emergency calls required crews to respond
- **6,552** inspections and re-inspections completed
- **174** fire investigations conducted
- **91%** of structure fires protected and saved
- **512** interactions with unhoused individuals with **71** accepting supports
- **173** unsafe outdoor living response clean-ups
- **27** days of activation for the Emergency Operations Centre for Extreme Cold Weather Emergency Response resulting in **267** situational updates by partner organizations
- Corporate Security provided:
 - key control to over **400** civic facilities
 - alarm services to over **100** facilities
 - printing for over **1,500** access control (ID) cards
- Resumed in-person presentations and station tours: **112** fire and life safety presentations reaching approximately **2,900** people
- Responded to **1,496** requests for a lift assist, made **706** referrals to Client Patient Access Services, and over **477** phone calls to residents to help prevent future falls



OPERATING BUDGET

\$54.7
MILLION

CAPITAL BUDGET

\$2.9
MILLION

MAJOR PROJECTS AND INITIATIVES

Overdose Outreach Team

- In December of 2022, Saskatoon Fire Department (SFD) officially partnered with Saskatchewan Health Authority (SHA) to create an Overdose Outreach Team. The Team was comprised of an SFD Fire Inspector/Paramedic and an SHA Mental Health and Addictions Support Worker to connect with clients after an overdose event and help them access the supports and care they need to start on a path of recovery and healing. The Team provided support, connection to follow-up care and services, as well as harm reduction education and supplies in the hope of reducing the risk of overdose and other drug-related harms.

Extreme Cold Weather Emergency Response Plan

- Saskatoon's Emergency Management Organization (EMO) led the coordination of the Extreme Cold Weather Emergency Response Plan and worked with partner organizations to ensure everyone had access to a safe location when experiencing extreme cold or severe weather in Saskatoon. Collaboration focused on providing options for those who are unhoused, including outreach services, emergency shelters, warming locations, and access to emergency social services.

Wellness Checks

- As part of the Outreach Task Force, under the Saskatoon Extreme Cold Weather Emergency Response Plan, Fire Bylaw and Fire Inspectors conducted wellness checks and offered support to anyone appearing in need, at risk, or inadequately housed, to connect individuals to emergency shelter or access to warm up locations, through the Ministry of Social Services. SFD/Primary Care Paramedic crews initiated wellness checks in extreme heat by handing out water and as the weather cooled, the fleet was stocked with cold weather essentials such as toques, mitts, jackets, and blankets.

Self-Contained Breathing Apparatus (SCBA) Washer

- When fighting a fire, protective gear absorbs hazardous contaminants and carcinogens that pose a health risk to the firefighter. In 2022, SFD improved its ability to reduce contaminants and carcinogens in SCBA backpacks by purchasing an SCBA washer. The washer holds up to four backpacks per wash and offers a safer method of cleaning protective gear in a sealed compartment. SFD is the second department in Canada to purchase this device.

Enhancing Partnerships

- With support from the **Kinsmen Club of Saskatoon**, 25 new Automatic External Defibrillators (AED) and two AED trainers were purchased. This life-saving specialized equipment allows users to download vital data from each AED use. The data collected supports a national study headed by the Canadian Resuscitation Outcomes Consortium (CANROC) to improve patient survivability and is used internally for SFD training, quality assurance, and incident feedback.
- Saskatoon Fire Department and Saskatoon Police Service collaborated and formalized an agreement related to interoperability planning between the organizations. This includes joint training, exercise and policy development.
- EMO, together with the City of Saskatoon Communications and Public Engagement, hosted a learning opportunity on Crisis Communications with **over 90** participants from **Critical Infrastructure Partners** in Saskatoon. This learning focused on the activation of a Joint Information Centre during Emergency Operations Centre Activations.



LAND DEVELOPMENT

OVERVIEW

The City of Saskatoon is unique in that it is land developer. Saskatoon Land operates on a level playing field with the private sector, providing financial returns 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.

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, administration 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 prepaid 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.



OPERATING BUDGET

\$6.8
MILLION

CAPITAL BUDGET

\$51.5
MILLION

2022 AT A GLANCE

- **\$139.65M** in net proceeds from the sale of property in Hampton Village, Willowgrove, Evergreen and Rosewood allocated by City Council to operating budgets and various capital projects since 2007
- **\$76.9 million** in total sales revenues
- **364** residential lots were sold for a total of **\$45.8 million**
- **363** new residential lots released
- Five multi-family, one institutional, and two commercial parcels totalling **17.66** acres were sold for **\$16.7 million**
- **11** industrial parcels totalling **24.15** acres were sold for a total of **\$13.7 million**
- **\$4.0 million** in total annual revenue from managing short- and long-term leases of land and buildings
- **7,000** acres of future development land managed/maintained
- **15** parcels of land acquired over the past year for various civic projects for future land development
- **8,650 m** sidewalks
- **6,840 m** laned roadways
- **2,371 m** water, sanitary & storm sewer mains



MAJOR PROJECTS AND INITIATIVES

Infrastructure Development

- **Roads:** Construction began on Arterial roadways including McOrmond Drive south of Brighton Common to 8th Street, as well as Neault Road south of 33rd Street to 22nd Street.
- **Water and Sewer:** The 2020 contract for Trunk Sewers and Primary Water Mains on McOrmond Drive for services on 8th Street and Brighton Boulevard was completed in 2022.

Neighbourhood Updates

- **Aspen Ridge:** Phase C1 water and sewer including connections to 122 lots was completed. Sidewalk, roadway, and utility construction followed and was completed in late fall.
- **Kensington:** The water and sewer along Antonini Court was completed and construction began on the roadways.
- **Marquis:** The water and sewer along with roadways were completed in Phase 9 south of 64th Street on Radu Crescent.
- **Brighton:** Roadways were completed within the D1 phase of Brighton, allowing access to 316 serviced lots.





POLICING

OVERVIEW

The Saskatoon Police Service (SPS) is committed to providing 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.

2022 AT A GLANCE

- **306,184** calls received including **118,422** emergency calls
- **16,942** Traffic tickets
- **10,284** Detention arrests
- **707.83** Authorized staff members at SPS:
 - **492** officers
 - **71.5** Special Constables
 - **144.33** Civilians



OPERATING BUDGET

\$108.2
MILLION

CAPITAL BUDGET

\$3.8
MILLION

MAJOR PROJECTS AND INITIATIVES

Crime and Safety

- Addressing crime and community safety in Saskatoon is the highest priority for the SPS.
- Some of the key activities in 2022 regarding crime and safety included:
 - Continued focus on ensuring proper response to social disorder calls including Alternative Response Officers and Police and Crisis Teams
 - Participation in the provincial Drug Task Force to reduce overdoses
 - Enhanced relationships with external partners to address missing persons and habitual runaways
 - Continued work with Saskatoon Tribal Council and community-based organizations to support overall community safety

Our People

- For the tenth year in a row, Saskatoon Police Service (SPS) was named one of Saskatchewan's Top Employers
- Since January 2022, the SPS hired 37 sworn members with 64.8% from employment equity groups
- Significant training completed in 2022, including technical training for members and leadership development for the Executive Team
- In-house Clinical Psychologist conducted several consultations and sessions with a continued emphasis on the mental health of our members

Partnerships

- SPS continued to create and maintain partnerships in the community with diverse populations.
- SPS worked to address challenges around social disorder through partnerships with the City of Saskatoon, the Saskatoon Fire Department, the Saskatoon Tribal Council and other groups responding to emerging issues.
- A new and valuable initiative began this year between SPS, the Saskatoon Sexual Assault & Information Centre (SSAIC) and the Improving Institutional Accountability Project (IIAP) establishing a process called the Violence Against Women Advocate Case Review (VACR). VACR allows frontline sexual violence specialists, independent of police services, to review sexual assault investigations that did not proceed to charges to help identify issues/concerns. Case review has also resulted in increased trust, collaboration and communication between SPS and SSAIC, improved service delivery related to sexual assault files and insight into systemic barriers for victims pursuing cases.

Innovation

- 40 cameras were deployed to frontline staff in 2022 as part of the Body Worn Camera program
- Started a project to improve the experience for citizens in SPS Service Center
- The Alternative Response Officers Pilot was approved by the Board of Police Commissioners to become permanent with additional funding approved for the future





RECREATION AND CULTURE

SERVICE OUTCOMES

- To provide opportunities for residents to participate in and enjoy the benefits of 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.

2022 AT A GLANCE

Culture & Open Spaces

- **\$5.5 million** of public art maintained and support provided to **20** major arts, cultural, and heritage organizations, attracting **318,844** visits
- **1,046 hectares** of park space including **308** outdoor sports fields and **186 km** of park pathways
- **1,286** hectares of open space, including areas such as buffers, berms, and medians
- **14.8** hectares of pathways and green space at River Landing



Facilities & Programs

- **919,578** visits to the six City-operated indoor Leisure Centres, **125,778** visits to Forestry Farm Park and Zoo, **216,275** visits to Nutrien Playland at Kinsmen Park, **124,746** participants in the summer playground program, and **122,871** rounds of golf played at the three City-operated golf courses.



OPERATING BUDGET

\$34.6
MILLION

CAPITAL BUDGET

\$8.2
MILLION

- **11,776** people registered in swimming lessons, **2,489** registered in recreation programs for a total of **14,265** people registered in recreational activities.
- Provided programming to children and youth at **46**-weekday playground program sites, **14**-weekend paddling pool program sites, **10** youth centres and two travelling youth programs.

MAJOR PROJECTS AND INITIATIVES

Continuous Improvement

- Construction of the Permanent Outdoor Festival Site headquarters building and entry bosque in Friendship Park was completed in 2022, with funding assistance from the Municipal Economic Enhancement Program.
- The Partnership Reserve provided funding support to construct a new dock in Victoria Park and to complete upgrades to the BMX track facility in Lakewood.
- Upgraded the Holiday Park driving range, which included a concrete pad, permanent synthetic hitting area and improvements to the pathways in the driving range.
- The City invested \$853,800 in 20 major cultural organizations and colour and vibrancy were added to Saskatoon streets with the installation of five new artworks.
- Received the final Accessibility/Inclusivity Pre-design report on Lathey outdoor pool, Lawson and Lakewood Indoor Civic Centres.
- YMCA Partnership for New East Side Leisure Centre - City Council approved in principle the operating model for partnership for the construction and operation of a new Leisure Centre.
- Transgender working group participated in the public engagement for the Harry Bailey Aquatic Centre Upgrade Project and met to discuss next steps regarding a potential universal change room space at the Saskatoon Field House.

Parks

- Completed infrastructure upgrades to the following parks:
 - Parc Canada Upgrade
 - Aspen Ridge Drainage Channel
 - Kensington North Entry
 - A.S. Wright Park

- Playground Upgrades:
 - Canon Smith
 - Meadowlark
 - Wilson Park
 - WJL Harvey Park North
- Park amenity buildings: Recreation and Community Development and Parks have installed washroom facilities, winter warmup areas and summer play program buildings to parks in the Rosewood and Hampton neighbourhoods with installations continuing to be completed in the Evergreen, Stonebridge and Willowgrove neighbourhoods.
- Performed internal engagement on draft version of the Park Development Standards. This document promotes key strategic changes to standards and processes related to Park spaces and sustainability.
- An irrigation pilot in the summer of 2022 used software and weather information to reduce the amount of water used in irrigating municipal parks. The 2022 project involved 46 test sites reducing water use by approximately 39 million litres and realizing cost savings of \$98,000.
- Parks used 2,045 cubic yards of compost in 2022, the majority of which was used for the Topdressing program. Other uses include soil amendment in flower beds, shrub beds, and Parks' tree nursery beds. Compost used in parks is obtained from the City's compost program.
- A pilot project to identify and collect turf condition ratings was developed and implemented. Implementation of standardized turf condition rating will benefit customer service by providing a standard that can be applied consistently when residents contact Parks about the condition of parks. In addition, condition rating will inform the upgrade and maintenance programs in Parks.
- Developed a partnership and terms of reference with the Friends of the Richard St. Barbe Baker Afforestation Area (RSBBAA) conservation group to support the installation of wildlife-friendly fencing and jersey barriers at the RSBBAA and at George Genereux Urban Regional Park.



TAXATION AND GENERAL REVENUE

OVERVIEW

As required by *The Cities Act*, the City of Saskatoon must pass a balanced operating budget each year, and this 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.

The 2022 Budget, approved by City Council on November 29, 2021, saw expenditures increase by **\$20.27 million** while operating revenues increased by **\$9.97 million**, creating a funding gap of **\$10.30 million**. To balance the Operating Budget and reduce the funding gap to zero, a property tax increase of **3.86%** was approved in the 2022 budget.

The City's 2022 Operating Budget included total operating expenditures of **\$5 million**, an increase of **\$20.27 million**, or **3.71%**, over the Approved 2021 Operating Budget.

In 2022, **1.00%** of the property tax was equivalent to **\$2.67 million**. Thus, the property tax increase for 2022 generated an additional **\$10.30 million** for the City's Operating Budget.

For 2022, the City invested **\$286.48 million** in various capital projects. This is an increase of approximately **\$1.64 million**, or **0.57%**, over the Approved 2021 Capital Budget.

Grants-in-lieu of taxation are received from federal and provincial governments for properties they own that are exempt from taxation. These are equivalent to property taxes calculated on these properties and application is made to the governments to pay this amount. The most significant portion of grants-in-lieu comes from civic utilities, such as Saskatoon Light & Power, Water, Wastewater, 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 business.

Also included, General Revenues not dedicated for any particular purpose other than to fund general administration and the provision of any and all programs and services.

OPERATING BUDGET

\$(466.2)
MILLION

CAPITAL BUDGET

\$0.0
MILLION

2022 AT A GLANCE

Final Assessment Roll for 2022



Total Assessment for Saskatoon:	\$55,468,931,800
Total Number of Properties:	100,124
Total Taxable Residential Condos:	24,586
Total Taxable Residential (less than 4 units):	68,701
Total Taxable Assessment:	\$45,430,207,081
Taxable portion:	\$34,257,321,053 (75.4% of total)
Exempt portion:	\$11,172,886,028 (24.6% of total)





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 supply management and compliance monitoring, 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.

2022 AT A GLANCE

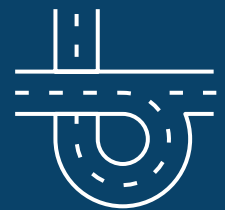
Bridges and Structures

- Six bridges
- 51 overpasses
- 24 pedestrian crossings
- 20 km sound attenuation walls
- 5 km retaining walls
- Two P3 bridges



Roads and Sidewalks

- 2,168 lane km of local roads
- 837 km of collector roads
- 766 km of arterial roads
- 44 km of P3 roads
- 30 lane km of boundary gravel roadways
- 707 lane km of gravel roads
- 121 lane km of paved lanes
- 1,683 km of sidewalk
- 2,374 km of curb



Transportation

- 2,909 paid parking stalls
- 593 traffic count stations
- 409 seasonal decorations on streetlights



OPERATING BUDGET

\$134.5
MILLION

CAPITAL BUDGET

\$66.6
MILLION

- **310** signalized intersections
- **201.1 km** of cycling-specific infrastructure

Public Transit

- **10.4 million** riders on fixed-route transit
- **114,723** rides on Access Transit
- **162** public transit buses
- **122** fixed-route low-floor 40-foot diesel buses
- **26** mid-sized para-transit diesel buses providing

Access Transit Demand Response Services

- **Six** 60-foot low-floor articulating buses
- **Eight** mid-sized low-floor 30-foot diesel buses
- **41** bus routes including three high-frequency corridors, operating on **276 km** of streets, providing service to **1,500** bus stops, **242** of which are equipped with shelters



MAJOR PROJECTS AND INITIATIVES

Asset Management

- Continued to collect automated and semi-automated data to build a pavement condition baseline. Analyzed data on roadway condition, bridge deck testing, and sidewalk condition to ensure scientifically based decisions following asset management principles.

Building Better Roads and Sidewalks

- Completed rehabilitation of the Attridge Drive over Circle Drive overpass and Spadina Crescent Bridge.
- Completed 175 km of roadway preservation projects and addressed all sidewalks through maintenance, repair, or replacement adjacent to those roadways.
- City crews completed crack sealing on 36 km of roadway to help extend the life of our roadways.
- Performed various maintenance work on nearly nine km of sidewalks.
- Used close to 2,000 tonnes of asphalt for pothole repairs.
- Removed close to 17,000 tonnes of debris through the street sweeping program.
- Graded approximately 400 km and reconstructed 13 km of back lanes.

Improving Transit Experience

- Saskatoon Transit's bus shelter art program continues, unveiling a bus shelter on Confederation Drive done in collaboration with the Saskatoon Survivors Circle and an Indigenous artist in June 2022. This shelter pays homage to their stories while serving as a shelter.
- Implementation of Mobile Ticketing app with Masabi with integration to the Transit app.
- The OnDemand Transit Pilot was completed, and OnDemand Transit service started Spare Labs in Brighton, Rosewood and North Kensington to connect with fixed route service.
- Process improvements in our Maintenance and

Stores section resulted in significant increases to service reliability.

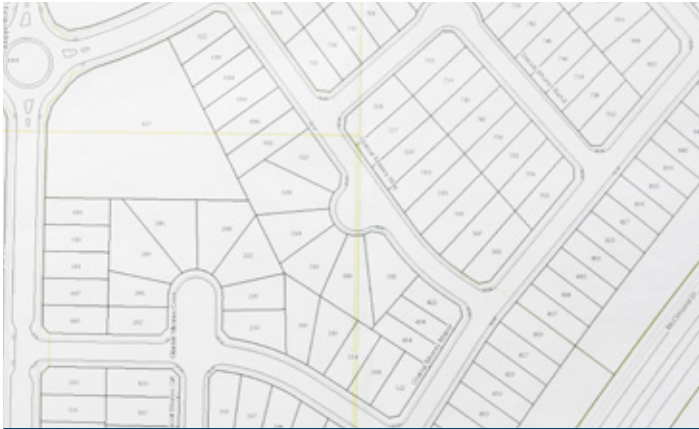
- Work continued within Transit's Automatic Vehicle Location software to automate service alert notifications. Clear and consistent communication for detours, service delays and frequency changes are now automatically pushed to riders through the transit app.

Transportation Network

- Work continued on the City's Transportation Strategy, including the development of operating procedures and programs charter as well as draft policy documents for traffic signal operations, pavement markings, and signing.
- Work continued on the implementation of the Active Transportation Plan, including conceptual design and community engagement on five neighbourhood bikeway corridors, planning, and functional design for \$20M worth of sidewalk infill, revisions to the Bicycle Bylaw were approved and an educational campaign was developed and delivered to educate residents on the updated bylaw, and an audit of our active transportation bridge structures was completed.
- Implementation of new policy provisions to the Temporary Reserved Parking (TRP) Program intended to provide more flexible options for customers to reserve parking stalls.
- Initiated a pilot program aimed at facilitating a more consistent, province-wide veteran parking program.

Snow and Ice

- Emergency Response Plan developed for future extreme or unusual snow events
- Snow was removed from all streets after the severe snowstorm in December of 2022 resulting in a record number of truckloads of snow removed from Saskatoon's streets.
- The service level for Snow & Ice Management was revised by City Council to include winter maintenance on protected bike lanes and raised cycle tracks.



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 Official Community 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.

OPERATING BUDGET

\$7.6
MILLION

CAPITAL BUDGET

\$3.0
MILLION

2022 AT A GLANCE

Supporting the Community and Economy

- **12,153** licensed businesses operating in Saskatoon
- **5,694** bylaw investigations conducted
- **3,680** building permits issued, with construction value over **\$770 million**
- **1,207** development permits issued



Development and Attending to Growth

- **117** attainable housing units created through various programs in the final year of the City's 2013–2022 Housing Business Plan
- **45** subdivision applications were processed, reflecting demand for fully serviced residential, commercial, and industrial building sites in all areas of the city, along with seven condominium applications

- **30** CPTED reviews conducted on various parks, neighbourhoods, and major capital projects to ensure safe design and ten ad hoc requests for assistance from Neighbourhood Safety
- **14** rezoning and three Official Community Plan amendment applications received
- **17** discretionary use applications processed, including five-day care centres and six Residential Care Homes – Type II
- **Five** Concept Plan applications, including **one** major amendment application received
- In 2022, **588** portable sign licences and **32** sign permits were issued
- **33** occupancy permits for legalized suites issued in 2022.

MAJOR PROJECTS AND INITIATIVES

Building, Zoning and Administration Bylaws

- A review of regulations on short-term accommodations was conducted to ensure that the regulations remain effective in achieving program goals.
- The Comprehensive Review of the Zoning Bylaw brought forward three rounds of amendments in 2022, including childcare and adult day care facilities, Neighbourhood Level Infill and a range of minor amendments identified by stakeholders to improve clarity and administration of the Bylaw.

Continuous Improvement

- The new ePermitting system launched, providing customers with a dedicated portal to apply for and track their building, development and plumbing permits.
- In 2022, work continued with stakeholders involved in the provision of utility services for new development to improve coordination of utility improvements associated with short- and long-term development plans.

Enhancing Partnerships

- Planning and engineering work continued with several First Nations who purchased land in Saskatoon and are in the process of creating urban reserves.
- Working with the Saskatoon Housing Initiatives Partnership to facilitate a CMHC-funded Housing Solutions Lab focused on how to collaborate with community partners to address the needs of vulnerable residents facing homelessness
- The Saskatoon North Partnership for Growth (P4G) Planning District officially came into effect as of January 1, 2022, replacing and enlarging the previous Corman Park – Saskatoon Planning District.



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 wastewater, 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.

2022 AT A GLANCE

Saskatoon Light & Power

- **62,000** customers
- **1,007 km** of Overhead Transmission and Distribution circuit line
- **722 km** of Underground Transmission and Distribution circuit line (linear measurement)

Storm Water Drainage and Collection System

- **13,897** catch basins
- **9,344** manholes
- **2,879** service connections
- **755 km** of storm sewers, **45 km** of sub-drainage, **4 km** of force mains
- **32** wet ponds, and **10** dry ponds, including **three** natural ponds and **two** constructed wetlands
- **1,074** surface water and storm water quality tests

Water Treatment Plant and Distribution System

- **43 million** cubic metres treated per year
- **71,311** service connections
- **15,322** valves
- **7,553** fire hydrants
- **1,211 km** of water mains
- **22,401** water treatment quality tests performed
- **15,436** distribution quality tests performed



OPERATING BUDGET

\$378.0
MILLION

CAPITAL BUDGET

\$107.1
MILLION

Wastewater Treatment Plant and Collection System

- **28.3 million** cubic metres of wastewater treated per year
- **70,944** service connections
- **12,302** manholes
- **1,088 km** of sanitary mains, **24** sanitary sewer lift stations, **52 km** of force mains
- **16,513** wastewater treatment tests performed by environmental lab



Waste Services

- **74,000** single family homes are provided with curbside recycling services and **7,343** tonnes of materials were diverted from landfill
- **39,000** multi-unit households are provided multi-unit recycling services and **1,731** tonnes of material were diverted from landfill
- **12,393** subscribers to the green cart program in 2022, the final year of the subscription program and **5,753** tonnes of materials were diverted from landfill
- **29,753** tonnes were diverted from the City's landfill through various programs for a diversion rate of **24.5%**

MAJOR PROJECTS AND INITIATIVES

Power Generation Initiatives

- Initiated a feasibility study to explore the viability of expanding power generation at the Saskatoon Landfill.
- Montgomery Place 15 kV Voltage Conversion project is 99% complete as of December 31, 2022.
- Completed a railway crossing study to finalize the access route with CN Rail to the Dundonald Avenue Solar Farm Project site.
- Initiated the procurement of a solar consultant to assist with the further development of the Dundonald Avenue Solar Farm Project.
- Collaborated with SaskPower on an upgraded transmission line along Attridge Drive to serve both utilities while minimizing infrastructure. The joint-use section of the transmission line on Attridge Drive is complete as of May 2022. SaskPower's larger project is still in progress.

Sustainability Initiatives

- Advisory services were provided to civic project on management of impacted sites (22 projects) and implementation of the City's Wetland Policy (nine projects)
- The Yellowfish Road program reached 537 students and painted 544 storm drains in 15 neighbourhoods. The Prevent Irritable Sewer Syndrome program reached 235 students through nine presentations.
- The compost coaches program delivered 25 compost bin rebates and 72 rain barrel rebates, delivered 18 workshops and supported an additional 1,673 residents and organizations with compost education.
- Saskatoon's Water Conservation Strategy was approved, and it provides a roadmap of actions that will help reduce water use in the community

and in the City's own operations.

Wastewater Initiatives

- New Spadina Lift Station and Force Main
- Plant Primary Effluent Pump (PEP) 6
- Plant Bioreactor Gate Replacement
- Lift Station PLC Upgrade Strategy
- Biosolids Handling Facility Force Main Twinning
- Plant Digester Tank A Refurbishment
- Mobile Organic Bio-film Pilot to reduce ammonia in reclaimed water
- 13.2 km of sanitary sewer mainlined

Water Initiatives

- Raw Water Intake Screen Refurbishment and Replacement
- Scoping work and preliminary design of the new Water Treatment Plant
- North East Sector Reservoir
- Plant transfer pumping and electrical upgrades
- 4.6 km of water main replacement
- From 2017 to the end of 2022, approximately 2,925 lead service lines were replaced. Approximately 1,657 lead service lines are remaining.
- Implementation of Advanced Metering Infrastructure project for installation of smart communication modules on water metres 90+% complete, with over 70,000 water metres monitored remotely.

Watershed Initiatives

- Phase I of the Groundwater Protection Policy project with direction from Council to create a bylaw prohibiting new domestic-purpose pumping wells.

FINANCIAL MANAGEMENT AND CONTROL

Management was responsible for preparing the consolidated financial statements as well as the FD&A

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

Various financial reports are submitted annually 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 2021, City Council resolved that commercial property is 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, 2022

City of Saskatoon 2022 Annual Report

Year ended December 31, 2022 Saskatoon, Saskatchewan, Canada

Prepared and produced by the Corporate Financial Services,
and Strategy and Transformation Divisions.

Financial Statements were presented to City Council on August 30, 2023

FINANCIAL DISCUSSION AND ANALYSIS

December 31, 2022

The City of Saskatoon's 2022 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 civic departments with the financial results of the agencies that are accountable to and controlled or owned by the City. These include:

- Rемаi Modern Art Gallery of Saskatchewan (operating as Rемаi Modern);
- Centennial Auditorium (operating as TCU Place);
- Saskatchewan Place (operating as SaskTel Centre);
- Saskatoon Public Library; and
- Saskatchewan Information and Library Services Consortium Inc. ("SILS").

Revenues and Expenses

The City had consolidated operating revenues of \$1.14 billion in 2022, including \$150.9 million in developer contributions. Significant revenue sources included:

- \$439.4 million in user charges;
- \$308.2 million in taxation; and
- \$129.2 million in government transfers.

These revenues were used to deliver various civic programs and utility services as recognized by \$922.7 million worth of consolidated expenses in 2022, which resulted in a net surplus of revenues over expenses of \$214.8 million. Overall, the City has increased its accumulated surplus to \$5.0 billion, an increase of 4.47% over the prior year.

Consolidated Financial Position

The City's total net financial assets increased from a balance of \$160.8 million in 2021 to \$250.0 million in 2022. This improvement was attributed to an increase in account receivable of \$19.9 million, an increase in investments of \$51.5 million and an increase in pension asset balances of \$13.8 million as well as a decrease in term debt of \$18.1 million, due to long-term debt payments in 2022.

	Category	2022	2021	Change
A	Financial Assets	\$ 802.3	\$ 795.9	\$ 6.4
B	Liabilities	\$ 552.3	\$ 635.1	\$ (82.8)
C	Net Financial Debt (A minus B)	\$ 250.0	\$ 160.8	\$ 89.2
D	Non-Financial Assets	\$ 4,774.5	\$ 4,648.9	\$ 125.6
E	Accumulated Surplus (C plus D)	\$ 5,024.5	\$ 4,809.7	\$ 214.8

As at December 31 in thousands of dollars.

As seen above, the City's accumulated surplus increased by \$214.8 million largely due to the net increase in tangible capital assets net of amortization (purchased and donated) of \$113.1 million.

The City's long-term debt rating continued at 'AAA'/Stable by S&P Global throughout 2022 and was reaffirmed at the same rating at the beginning of 2023.

Tax-Based Operations

Schedule 4 of the Financial Statements are the results of the City’s tax-supported operations. These figures are prior to consolidation and reflect actual results for tax-supported operations as outlined by the approved budget and requirements of *The Cities Act*.

	2022 Budget	2022 Actuals	Variance	Percent
Revenues	\$ 566,893	\$ 558,196	\$ (8,697)	(1.53%)
Expenses	\$ 566,893	\$ 564,874	\$ (2,019)	(0.36%)
Preliminary Surplus (Deficit)		(\$ 6,678)	\$ 6,678	

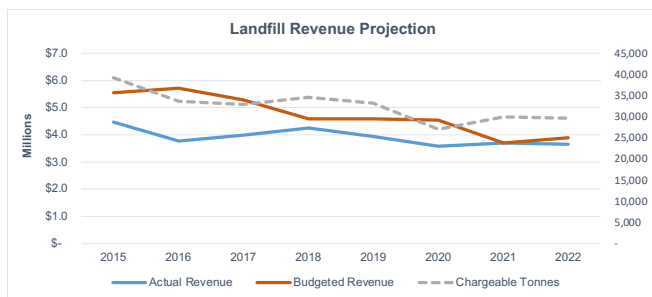
In thousands of dollars

The City’s year-end deficit for tax-based operations prior to transfer from the Fiscal Stabilization Reserve in 2022 was \$6.67 million, which is equivalent to a 0.12% variance from the approved budget.

The following sections provide an overview of the largest operating revenue challenges the City faced in 2022.

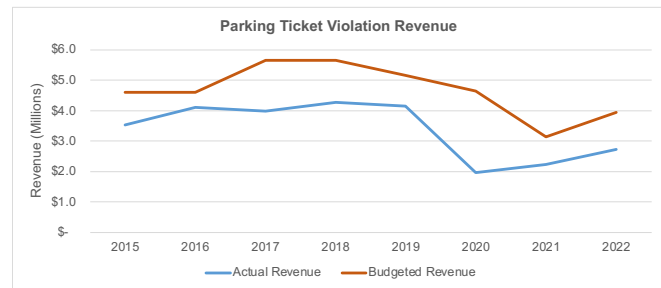
Waste Handling Services

Waste Handling Services revenues were under budget by \$0.4 million. The landfill’s revenue shortfall is due in part to the operation of competing landfills in the Saskatoon metropolitan area. These competing landfills have shifted collection volumes away from the Saskatoon Landfill resulting in lower sales revenues.



Parking Revenue

Parking ticket violation revenue had an unfavourable variance of \$1.2 million due to reduced parking. The disparity between budget and actual revenue for parking tickets is a long-standing base budget issue as demonstrated in Chart 3, that shows since the implementation of the Way to Park parking system, the base budget for parking ticket violation revenue has also been too high for normal operations.



Other User Charges

- The Forestry Farm Park and Zoo, Indoor Rink and Nutrien Playland at Kinsmen Park revenues were under budget by \$0.3 million combined due to lower than expected admissions, rentals and school usage.
- Leisure Centres programming and rentals were under budget by \$2.2 million due to revenues being lower than expected, (achieving between 69% to 85% of budgeted revenue).

General Revenues

- Franchise Fees were \$0.2 million higher than budget due to lower than expected franchise fees from SaskEnergy are offset by higher than expected franchise fees from SaskPower and TransGas.

Property Taxes

- Supplemental property tax revenue was \$1.7 million lower than budget due to settlement of some larger property tax appeals.

Grants-in-Lieu of Taxes

- Grants-in-Lieu of Taxes (GIL) had a small deficit of \$0.04 million due to a lower payment from the Provincial and Federal entities offset by a surplus in amount received from Saskatoon Light & Power (SL&P)

Reserve Transfers

Snow and Ice Management Contingency Reserve

Snow and Ice Management experienced a deficit of \$6.0 million which included \$2.0 million for the December 2022 snow event. Additional clean up and snow removal expenditures continued to occur in the first quarter of 2023. City Council approved future borrowing for the December 2022 snow event up to a maximum of \$20.0 million. After deducting the snow event the service line remained in a \$4.1 million deficit. The Snow and Ice Management Contingency Reserve had a balance of \$0.5 million which was fully utilized to partially offset the deficit.

Fiscal Stabilization Reserve

The remaining deficit of \$6.7 million was transferred from the Fiscal Stabilization Reserve.

The Fiscal Stabilization Reserve was established to mitigate impacts from fluctuations in operating results from year to year. It had a balance of \$6.7 million at the end of 2022.

In order to balance the operating results, a transfer of \$6.7 million was required, leaving a balance in the reserve of nil as at December 31, 2022.

Cash Flow

The City's Cash and Cash Equivalents decreased by \$73.4 million over 2022 to a balance of \$60.4 million. This decrease in cash was largely attributed to a change in investment holdings of \$51.5 million. As indicated below, cash flows were also affected by operating activities and acquisitions of capital assets.

Changes in City's Cash Holdings	Amount
January 1, 2022 Cash Balance	\$ 133,877
Cash from Operating Activities	\$ 233,721
Increase in Investment Holdings	\$ (51,529)
New Debt Issued Net of Repayments	\$ (18,144)
Acquisitions of Capital Assets	\$ (237,495)
December 31, 2022 Cash Balance	\$ 60,430

In thousands of dollars

Cash from Operating Activities

Cash provided by operating activities in 2022 was \$233.7 million compared to \$326.1 million in 2021. The decrease was largely driven by \$148.9 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 provided by investment activities was negative \$51.5 million, as cash balances were used to purchase investment holdings.

In addition, financing activities provided a decrease of \$18.1 million due to debt payments throughout 2022.

Cash Used for Capital Acquisitions

In 2022, \$237.5 million was used for the acquisition of capital assets. Some of the notable capital projects under construction or completed in 2022 are:

- underground network connectivity;
- land development; and
- various roadway maintenance and rehabilitation projects.

Financial Analysis – Revenues – Budget to Actual and Prior Year Comparison

Revenues	2022 Budget	2022 Actual	2022 Budget to 2022 Actuals Variance	2021 Actual	2022 Actuals to 2021 Actuals Variance
Taxation	\$ 310.60	\$ 308.20	\$ (2.40)	\$ 294.40	\$ 13.80
Grants-in-Lieu of Taxes	\$ 8.50	\$ 8.50	\$ -	\$ 8.50	\$ -
User Fees	\$ 443.70	\$ 439.40	\$ (4.30)	\$ 429.80	\$ 9.60
Government Transfers – Operating	\$ 71.90	\$ 71.90	\$ -	\$ 63.50	\$ 8.40
Government Transfers – Capital	\$ 57.30	\$ 57.30	\$ -	\$ 58.90	\$ (1.60)
Investment Income	\$ 11.30	\$ 14.60	\$ 3.30	\$ 15.20	\$ (0.60)
Contributions from Developers – Operating	\$ 67.20	\$ 67.20	\$ -	\$ 60.0	\$ 7.20
Contributions from Developers – Capital	\$ 83.70	\$ 83.70	\$ -	\$ 85.60	\$ (1.90)
Franchise Fees	\$ 21.00	\$ 21.00	\$ -	\$ 18.90	\$ 2.10
General	\$ 70.20	\$ 65.70	\$ (4.50)	\$ 44.20	\$ 21.50
TOTAL	\$ 1,145.40	\$ 1,137.50	\$ (7.90)	\$ 1,079.00	\$ 58.50

In millions of dollars

Consolidated revenue for 2022 was \$1.14 billion compared to \$1.13 billion in 2021. The main reason for this year's increase is due to the following:

Contributions from Developers – Capital

decreased to \$83.7 million from \$85.6 million in 2022. 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. While these contributions were lower than those in 2021, they still provide a measurement of the growth displayed in 2022.

Taxation Revenue

Taxation revenue was approximately 4.7% higher than 2021 revenue, primarily due to an increase in the tax rate of 3.9% and growth in the assessment base as the city's physical inventory of houses and commercial properties continues to grow.

User Fees

User fee revenues increased to a balance of \$439.4 million, a 2.2% increase from 2021. This increase was largely due to the following:

- Transit revenues were higher than 2021 by \$2.1 million due to an increase ridership and did recover from the lower \$8.2 million in 2021 to \$11.5 million in 2022. The Transit revenues remain lower than the 2019 pre-pandemic revenue by \$3.3 million.
- Leisure Centre revenues were below budget in 2022 by \$2.2 million, but did recover from the lower amount of \$8.90 million in 2021 to \$12.0 million in 2022. Leisure Centre revenues still remain lower than pre-pandemic revenue by \$0.7 million.
- Parking revenue were below budget in 2022 by \$0.9 million, but did recover from the lower amount of \$4.0 million in 2021 to \$4.8 million in 2023. Parking revenues remain lower than pre-pandemic revenue by \$1.9 million.
- Land administrative fees were \$1.6 million higher than 2021 due to an increase in single family and industrial serviced land.

General Revenues

- Revenue for SaskTel Center was \$3.2 million higher than 2021 due to higher than expected ticket sales.
- Land Revenues was \$0.5 million higher than 2021 due to an increase in lease revenue.

Financial Analysis – Expenses – Budget to Actual and Prior Year Comparison

Expenses*	2022 Budget	2022 Actual	2022 Budget to 2022 Actuals Variance	2021 Actual	2022 Actuals to 2021 Actuals Variance
Arts, Culture & Events Venues	\$ 46.00	\$ 45.90	\$ 0.10	\$ 28.10	\$ 17.80
Community Support	\$ 19.10	\$ 19.40	\$ (0.30)	\$ 18.70	\$ 0.70
Corporate Asset Management	\$ 9.70	\$ 12.70	\$ (3.00)	\$ 9.50	\$ 3.20
Corporate Governance & Finance	\$ 39.10	\$ 54.30	\$ (15.20)	\$ 59.20	\$ (4.90)
Debt Servicing Costs	\$ 11.10	\$ 11.10	\$ 0.0	\$ 12.10	\$ (1.00)
Environmental Health	\$ 35.00	\$ 35.00	\$ 0.0	\$ 68.70	\$ (33.70)
Fire	\$ 53.60	\$ 53.70	\$ (0.10)	\$ 55.10	\$ (1.40)
Land Development	\$ 33.60	\$ 54.70	\$ (21.10)	\$ 17.20	\$ 37.50
Libraries	\$ 19.50	\$ 22.30	\$ (2.80)	\$ 22.70	\$ (0.40)
Police	\$ 119.50	\$ 120.80	\$ (1.30)	\$ 116.50	\$ 4.30
Recreation & Culture	\$ 59.40	\$ 60.10	\$ (0.70)	\$ 54.20	\$ 5.90
Taxation & General Revenues	\$ 2.00	\$ 5.50	\$ (3.50)	\$ 14.10	\$ (8.60)
Transportation	\$ 170.50	\$ 178.20	\$ (7.70)	\$ 180.10	\$ (1.90)
Urban Planning & Development	\$ 24.40	\$ 28.80	\$ 4.40	\$ 25.30	\$ 3.50
Utilities	\$ 208.10	\$ 220.20	\$ (12.10)	\$ 210.80	\$ 9.40
TOTAL	\$ 850.60	\$ 922.70	\$ (72.10)	\$ 892.30	\$ 30.40

*In thousands of dollars

Overall, consolidated expenses for the year ended December 31, 2022 totaled \$922.7 million, up by \$30.4 million from the 2021 total of \$892.3 million. The main reason for the increase in expenses is due to the City's Approved 2022 Business Plan and Budget, which included over \$20.3 million in new expenses.

This budget included growth and inflation allocations in order to continue providing the same service level over an expanding service network and contractual increases of \$14.6 million. In addition, \$5.7 million was included in the 2022 Operating Budget for increased service levels. These would include enhanced support for areas such as community safety, and reconciliation, diversity, equity and inclusion.

An overview of the significant variances (greater than 15%) as compared to prior year are as follows:

Arts, Culture and Events Venues expenses were \$17.8 million higher than 2021 due to an increase in number of events post Covid-19 resulting in higher production costs.

Corporate Asset Management expenses were \$3.2 million higher than 2021 due mostly to increased natural gas costs, enhanced cleaning, fuel, and security checks at washrooms.

Environmental Health expenses were \$33.7 million lower than 2021 due largely to the 2021 entry to bring on the landfill closure and post-closure liability and expenses into 2021 as well as a reduction in 2022 for the estimated amount for contaminated sites.

Land Development expenses were \$37.5 million higher than 2023 due to increase in servicing costs for the Aspen Ridge and Brighton neighborhoods.

Taxation and General Revenues expenses were \$8.6 million lower than 2021. In 2021 full annexation costs of \$6.4 million that had previously been amortized were expensed resulting in an increase to 2021 and decrease to expenditures in 2022.

Liquidity and Debt

The City's financial position as at December 31, 2022 is as follows:

Financial Assets	Actual 2022	Actual 2021	Actual 2020
Cash and Cash Equivalents	\$ 60,430	\$ 133,877	\$ 30,476
Accounts Receivable	\$ 172,452	\$ 152,492	\$ 118,386
Taxes Receivable	\$ 17,300	\$ 15,433	\$ 17,842
Other Assets	\$ -	\$ -	\$ 876
Pension Asset	\$ 6,553	\$ -	\$ 509,109
Investments	\$ 545,616	\$ 494,087	\$ 959
Total Financial Assets	\$ 802,351	\$ 795,889	\$ 677,648

Financial Liabilities	Actual 2022	Actual 2021	Actual 2020
Accounts Payable and Accrued Liabilities	\$ 137,577	\$ 175,388	\$ 132,222
Deferred Revenue	\$ 90,892	\$ 109,935	\$ 100,191
Long-Term Debt	\$ 276,966	\$ 295,110	\$ 314,424
Pension Liability	\$ -	\$ 7,284	\$ -
Employee Benefits Payable	\$ 46,881	\$ 47,406	\$ 51,608
Total Financial Liabilities	\$ 552,316	\$ 635,123	\$ 598,445
Total Net Financial Assets	\$ 250,035	\$ 160,766	\$ 79,203

In millions of dollars

In 2022, net financial assets increased by approximately \$89.3 million due to an increase in investments of \$51.5 million as well as a decrease in term debt of \$18.1 million due to long-term debt payments in 2022.

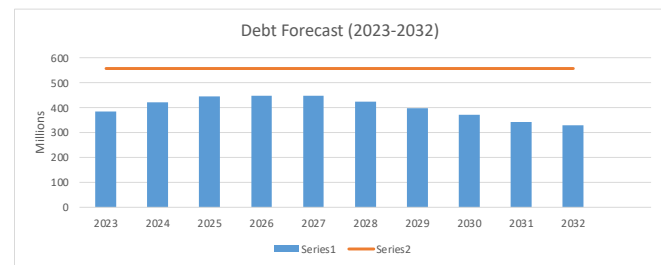
Term Debt

Changes in net financial debt are included as part of the City's Long-Term Financial Plan and funding models. In January 2023, S&P Global affirmed the City's 'AAA'/Stable longer-term issuer credit and senior unsecured debt ratings.

S&P Global stated, "The stable outlook reflects our expectation that Saskatoon will continue to benefit from a strong and diverse economy that supports strong budgetary performance, keeping debt issuance manageable and liquidity exceptional. Furthermore, we expect the City's strong financial management and extremely predictable and supportive institutional framework will supporting the rating."

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.

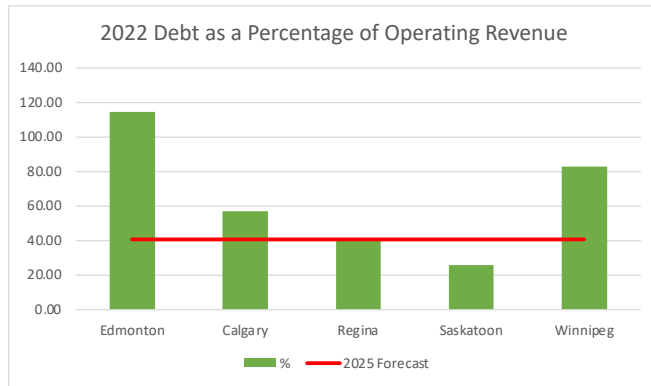
The current debt level of \$276.9 million is well within the City's approved debt limit of \$558.0 million as authorized by the Saskatchewan Municipal Board. Although subject to significant change, the current debt forecast is expected to peak in 2026 at approximately \$448.1 million, as shown in the following graph.



This forecast includes future borrowing for:

- requirements for a Bus Rapid Transit system;
- New Central Library; and
- various utility projects which will be recovered through user fees.

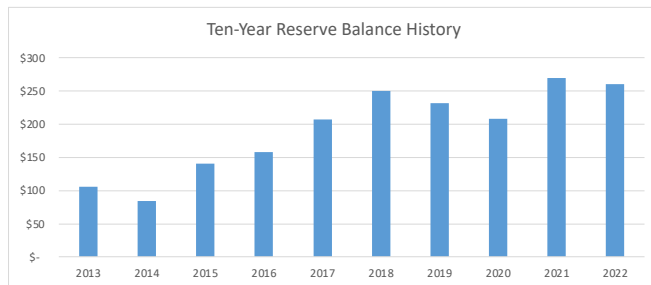
Although debt is expected to increase over the next ten years, it is still expected that Saskatoon will have one of the lowest debt burdens in the country as a percentage of annual operating revenue.



Source: 2022 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 City Council approval. In 2022, reserve balances decreased by \$10.6 million to a year-end balance of \$259.8 million.



The decreases in reserve balances were mainly due to the following 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 Property Realized decreased by \$14.3 million over 2022.

2. The Reserve for Capital Expenditure (RCE) reserve experienced a \$10.0 million decrease due to one-time funding from Canada Community Building Fund and Investing in Canada Infrastructure Program being received in 2021 for the 2022 budget which was then allocated out of RCE in 2022 with the remaining balance to be allocated out in 2023.
3. The Fiscal Stabilization reserve experienced a \$6.7 million decrease. This was due to transferring the fiscal stabilization reserve balance as at December 31, 2022 to balance operating results.

Tangible Capital Assets

Tangible capital assets are recorded at cost, which include 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 \$113.1 million in 2022. The largest increases was seen in buildings, plants and facilities and underground and networks which had an additional \$65.0 million in assets. This increase was largely due to the Gordie Howe Multi-Sport building, wastewater plant upgrades and extensive work done on some of the City's busiest roads.

Roadways continue to be the largest asset category with a net book value of \$1.4 billion, followed by the underground network (such as water, sewer and storm water infrastructure) at \$1.1 billion.

Financial Control and Accountability

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

Strong Management and Fiscal Responsibility, one of the City's Leadership Commitments, drives the Corporation in its 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

2022 saw Saskatoon take another step forward in the financial recovery from the pandemic as operating revenues such as Transit and Leisure Centre Admissions continue to improve. As these pandemic-related challenges continue to subside, it is important to note that the City has not yet returned to pre-pandemic levels of revenues and new challenges such as unprecedented levels of inflation are on the horizon. However, the City is well-positioned to meet these challenges with a history of finding ongoing savings and efficiencies, excellent liquidity, low debt and competitive tax rates. The City's open and transparent budget process will serve the City well into the future ensuring that these challenges are identified well in advance to allow time for strategic decisions that deliver the best value for taxpayers.

The City's new 2022 – 2025 Strategic Plan, formally adopted on January 31, 2022, outlines our bold vision, direction and priorities for thousands of City employees over the next four years. It details our commitment to deliver City Council and Administration's updated priorities and how we will work to advance our internal transformational change initiatives as well as excellence in our core services. The Strategic Plan strikes a balance between fiscal responsibility and strategic investment. The Plan was developed with the community's collective vision in mind, providing a safe and vibrant city for all.

The Strategic Plan works together with the Official Community Plan and the Multi-Year Business Plan and Budget to strengthen our planning process.

All objectives are focused on ensuring City programs, services and infrastructure continue to address the changing needs of our community as we plan for a vibrant future - while keeping within the City's financial means.

Delivering infrastructure and amenities to support a growing city will be ongoing. Several large-scale capital projects are underway or in the planning stages in support of our Strategic Plan's Priority Areas for 2022-2025. These include the new Bus Rapid Transit System (BRT), Downtown Event & Entertainment District (DEED) and new Central Saskatoon Public library.

Managing growth-related operating and capital investments, prudent debt management, the impacts of escalating inflation and mitigating property tax increases on residents and businesses will remain key considerations for the City.

We look forward to working together with residents, community leaders, businesses and institutions to deliver our plans efficiently and effectively. The Administration will continue to adjust to future budgetary and financial challenges and remain resilient and responsive.

We are committed to delivering strong financial performance, transparency and accountability for the people of Saskatoon.

Respectfully submitted,

Clae Hack, CPA

Chief Financial Officer, City of Saskatoon



CONSOLIDATED FINANCIAL STATEMENTS

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2022

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 Public Sector Accounting Standards (PSAS). The preparation of the statements necessarily includes some amounts which are based on the best estimates and judgements 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 "Clae Hack".

Clae Hack
Chief Financial Officer

INDEPENDENT AUDITOR'S REPORT

To His Worship the Mayor and City Council of City of Saskatoon

Opinion

We have audited the financial statements of the City of Saskatoon (the "City"), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statements of operations, cash flows and changes in net financial assets for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2022, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Annual Report, and schedules 1-4 and appendices 1-8 immediately following the financial statements.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the Annual Report, schedules 1-4 and appendices 1-8 prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

INDEPENDENT AUDITOR'S REPORT (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants
Saskatoon, Saskatchewan

August 30, 2023

Consolidated Statement of Financial Position**As at December 31, 2022****(in thousands of dollars)**

		2022	2021
Financial Assets			
Cash and Cash Equivalents		\$ 60,430	\$ 133,877
Accounts Receivable and User Charges	(Note 2)	172,452	152,492
Taxes Receivable	(Note 3)	17,300	15,433
Pension Asset	(Note 5)	6,553	-
Investments	(Note 6)	545,616	494,087
Total Financial Assets		802,351	795,889
Financial Liabilities			
Accounts Payable and Accrued Liabilities	(Note 7)	137,577	175,388
Deferred Revenue	(Note 8)	90,892	109,935
Long-Term Debt	(Note 9)	276,966	295,110
Pension Liability	(Note 5)	-	7,284
Employee Benefits Payable	(Note 10)	46,881	47,406
Total Financial Liabilities		552,316	635,123
Total Net Financial Assets		250,035	160,766
Non-Financial Assets			
Prepaid Expenses		11,486	6,347
Inventories	(Note 4)	34,824	27,495
Tangible Capital Assets	(Note 11)	4,728,176	4,615,101
Total Non-Financial Assets		4,774,486	4,648,943
Accumulated Surplus	(Note 12)	\$ 5,024,521	\$ 4,809,709

The accompanying notes are an integral part of these consolidated statements.

Commitments and Contingent Liabilities (Note 13)

Consolidated Statement of Operations**As at December 31, 2022****(in thousands of dollars)**

	2022 Budget (Note 22)	2022	2021 (Note 23)
Revenues			
Contribution from Developers and Other - Capital	\$ 83,739	\$ 83,739	\$ 85,592
Contribution from Developers and Other-Operating	67,207	67,207	59,995
Franchise Fees	20,783	20,963	18,894
General Revenues	70,265	65,770	44,174
Government Transfers - Capital (Note 17)	57,323	57,323	58,887
Government Transfers - Operating (Note 17)	71,854	71,854	63,475
Grants in Lieu of Taxes (Note 18)	8,496	8,459	8,515
Investment Income	11,338	14,582	15,191
Taxation (Note 18)	310,636	308,177	294,413
User Fees	443,749	439,399	429,843
Total Revenues	1,145,390	1,137,473	1,078,979
Expenses (Note 19)			
Arts, Culture and Events Venues	46,032	45,959	28,145
Community Support	19,097	19,379	18,668
Corporate Asset Management	9,673	12,730	9,487
Corporate Governance and Finance	39,055	54,258	59,220
Debt Servicing	11,062	11,062	12,096
Environmental Health	34,997	35,023	68,721
Land Development	33,639	54,658	17,228
Recreation and Culture	59,434	60,080	54,165
Saskatoon Fire	53,620	53,713	55,050
Saskatoon Police Service	119,483	120,808	116,501
Saskatoon Public Library	19,517	22,257	22,680
Taxation and General Revenues	1,995	5,453	14,062
Transportation	170,497	178,205	180,079
Urban Planning and Development	24,423	28,807	25,347
Utilities	208,055	220,269	210,852
Total Expenses	850,579	922,661	892,301
Surplus of Revenues Over Expenses	294,811	214,812	186,678
Accumulated Surplus, Beginning of Year	4,809,709	4,809,709	4,623,031
Accumulated Surplus, End of Year (Note 12)	\$5,104,520	\$5,024,521	\$4,809,709

The accompanying notes are an integral part of these consolidated statements.

Consolidated Statement of Cash Flows**As at December 31, 2022****(in thousands of dollars)**

	2022	2021
Operating Activities:		
Surplus of Revenues over Expenses	\$ 214,812	\$ 186,678
Items Not Affecting Cash:		
Amortization	148,984	145,696
Contributed Tangible Capital Assets	(26,352)	(39,015)
Loss on Sale of Tangible Capital Assets	1,788	-
Net Change In Non-Cash Working Capital Items:		
Accounts Receivable and User Charges	(19,960)	(34,106)
Taxes Receivable	(1,867)	2,409
Other Assets	-	876
Pension Asset	(6,553)	959
Prepaid Expenses	(5,139)	7,276
Inventories	(7,329)	(594)
Accounts Payable and Accrued Liabilities	(37,811)	43,166
Deferred Revenue	(19,043)	9,744
Pension Liability	(7,284)	7,284
Employee Benefits Payable	(525)	(4,202)
	233,721	326,171
Investing Activities:		
Purchase of Investments	(178,009)	(32,444)
Proceeds on Sale of Investments	126,480	47,466
	(51,529)	15,022
Financing Activities:		
Advance of Long-Term Debt	1,833	-
Repayment of Long-Term Debt	(19,977)	(19,314)
	(18,144)	(19,314)
Capital Activities:		
Acquisition of Tangible Capital Assets	(237,890)	(218,823)
Proceeds on Sale of Tangible Capital Assets	395	345
	(237,495)	(218,478)
(Decrease) Increase in Cash and Cash Equivalents	(73,447)	103,401
Cash and Cash Equivalents, Beginning of Year	133,877	30,476
Cash and Cash Equivalents, End of Year	\$ 60,430	\$ 133,877

The accompanying notes are an integral part of these consolidated statements.

Consolidated Statement of Changes in Net Financial Assets
For the Year Ended December 31, 2022
(in thousands of dollars)

	2022		
	Budget	2022	2021
Surplus of Revenues over Expenses	\$ 294,811	\$ 214,812	\$ 186,678
Acquisition of Tangible Capital Assets	(262,187)	(237,890)	(218,823)
Proceeds on Sale of Tangible Capital Assets	395	395	345
Loss on Sale of Tangible Capital Assets	1,788	1,788	-
Contributed Assets	(26,352)	(26,352)	(39,015)
Amortization	147,099	148,984	145,696
Net Change in Prepaid Expenses	(5,138)	(5,139)	7,276
Net Change in Inventories	(7,329)	(7,329)	(594)
Increase in Net Financial Assets	143,087	89,269	81,563
Net Financial Assets, Beginning of Year	160,766	160,766	79,203
Net Financial Assets, End of Year	\$ 303,853	\$ 250,035	\$ 160,766

The accompanying notes are an integral part of these consolidated statements.

Notes to the Consolidated Financial Statements

For the Year Ended December 31, 2022

(in thousands of dollars)

1. Significant Accounting Policies

a. Nature of the Organization

The City of Saskatoon (the "City") is a municipality in the Province of Saskatchewan, incorporated in 1901 aka 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:

b. Basis of Consolidation

i. 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 wholly owned or controlled by the City, namely:

- ◆ Mendel Art Gallery (Operating as "Remai Modern Art Gallery") (100 percent)
- ◆ Centennial Auditorium (Operating as "TCU Place") (100 percent)
- ◆ Saskatchewan Place (Operating as "SaskTel Centre") (100 percent)
- ◆ Saskatoon Public Library ("Library") (100 percent)
- ◆ Saskatchewan Information and Library Services Consortium Inc. ("SILS")*

All Schedules (1 to 4) and Appendices (1 to 8) are unaudited. All inter-fund transactions and balances have been eliminated through the consolidation. Schedule 4 (unaudited), and supporting Appendices 1 to 8 (unaudited), 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 a 24.86 percent (2021 – 25.36 percent) interest in the SILS, which has been proportionately consolidated.

The operations of the Business Improvement Districts are not reflected in the consolidated financial statements.

ii. Trust and Pension Funds

Trust funds (see Note 16) and pension funds and their related operations administered by the City are not reflected in the consolidated financial statements.

1. Significant Accounting Policies (continued)**b. Basis of Consolidation (continued)****iii. 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.

c. Basis of Accounting**i. 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 differ from those estimates and may have an impact on future periods. Significant estimates include accrued pension 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.

ii. 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.

iii. Cash and Cash Equivalents

Cash and cash equivalents consist 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.

1. Significant Accounting Policies (continued)**c. Basis of Accounting (continued)****iv. Investments**

All investments are recorded at amortized cost using the effective interest 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 a temporary decline, the investment is written down to recognize the loss and the loss is recognized in the consolidated statement of operations.

v. 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 in the Consolidated Statements of Operations and the accumulated provision is reported as a liability on the Consolidated Statement of Financial Position.

vi. Deferred Revenue

Deferred revenue represents amounts received from third parties for specified operating and capital purposes. These amounts include government transfers, which are externally restricted until it is used for the purpose intended. Also included in deferred revenue are contributions from developers, advanced sales of goods and services and amounts for advanced ticket sales which are recognized as revenue in the period when the related expenses are incurred to reflect the completion of the City's and Board's performance obligations.

1. Significant Accounting Policies (continued)

c. Basis of Accounting (continued)

vii. 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 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 Improvements	20 to indefinite years
◆ Furniture and Fixtures	20 years
◆ Information and Communication	15 years

Amortization is charged in the month a tangible capital asset is put into service and is depreciated until the time of disposal. Assets under construction are not depreciated until the asset is available for use.

Interest costs for the construction and development of tangible capital assets are not capitalized.

1. Significant Accounting Policies (continued)

c. Basis of Accounting (continued)

vii. Tangible Capital Assets (continued)

(a) 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 in Contributions from Developers - Capital.

(b) 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.

(c) Land under roads

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

(d) 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.

viii. Inventories

(a) Materials and Supplies

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

(b) Land Inventory

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 net realizable value. Adjusted cost includes amounts for land acquisition and improvements to prepare the land for sale.

ix. 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 purpose specified. Gross revenues for the 2022 fiscal year are \$1,137,473 (2021 - \$1,078,979). 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 2022 fiscal year are \$922,661 (2021 - \$892,301). Budget information is presented on a basis consistent with that used for actual results. The budget was approved by City Council on December 1, 2021. Any Council-approved changes made to capital budgets throughout the fiscal year have been excluded from the 2022 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 4 (unaudited) which includes a comparison of the City's operating budget to actual results.

1. Significant Accounting Policies (continued)**c. Basis of Accounting (continued)****x. 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, 2022.

xi. Government Transfers

Government transfers are recognized in the financial statements as revenues in the period in which the 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 transfers, where funding has been received, that have not met the requirements of stipulations, if any, are recorded as deferred revenue in the Statement of Financial Position and are recognized as revenue when the stipulations are met.

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, Municipal Economic Enhancement Program 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.

xii. Pension Amounts

The City of Saskatoon makes contributions to the General Superannuation, Part-Time and Seasonal Employee Superannuation, Police Superannuation, Saskatoon Police Pension Plan, Fire and Protective Services Department Superannuation Plan 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.

1. Significant Accounting Policies (continued)

c. Basis of Accounting (continued)

xiii. Public-Private Partnerships

A public-private partnership ("P3s") 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 are classified based on the nature of the funds, such as debt, grants, and/or reserves.

xiv. 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 liability is recorded for 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.

The liability is estimated based upon information that is available when the financial statements are prepared. It is based upon the costs directly attributable to the remediation activities required using a present value measurement technique.

xv. 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.

xvi. Risk Management

The City is exposed to the risks of financial markets which may include but not be limited to, interest rate risk, currency risk, counterparty risk and liquidity risk. The City may utilize derivative financial instruments to manage the impact of fluctuating interest rates on its borrowed funds. Gains (losses) on these financial instruments are included as revenues (losses). The City's policy is not to utilize derivative financial instruments for trading or speculative purposes. The settlements of financial instruments are recorded through the City's cash and investments and are accounted for at amortized cost using the effective interest method.

1. *Significant Accounting Policies (continued)*

c. *Basis of Accounting (continued)*

xvii. Related Party Disclosure

Related Party Disclosure (PS 2200) standard covers disclosure of related parties. Parties are considered related when one party has the ability to exercise control or shared control over the other, it could be an individual or an entity. Key management personnel include members of council, general managers and their close family members including their spouse and dependents.

Disclosure will include information about the types of related party transactions and the relationship underlying them especially 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.

As of December 31, 2022, there are no material transactions for disclosure from related parties personnel (2021 - nil).

d. Future Accounting Pronouncements

Standards effective for the fiscal year ending December 31, 2023

i. Financial Statement Presentation

PS 1201 Financial Statement Presentation was amended to conform to Financial Instruments (PS 3450) and 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.

ii. Foreign 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.

iii. 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.

iv. Financial Instruments

PS 3450 Financial Instruments establish 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.

1. Significant Accounting Policies (continued)

d. Future Accounting Pronouncements (continued)

v. Asset Retirement Obligation

Asset Retirement Obligation (PS 3280) establishes standards on when to recognize, and how to account for and report a liability for asset retirement obligations associated with the tangible capital assets controlled by a public sector entity. This standard covers the entity's legal obligations established by agreement, contract or legislation including obligations created by a promissory estoppel for tangible assets controlled by a public sector entity that are in productive and that are no longer in productive use. This standard includes obligations for solid waste landfill sites and post-closure obligations. Once adopted the existing Landfill Closure and Post-Closure Liability (PS 3270) will be withdrawn.

The City continues to assess the impacts of the above standards. While the timing of standards adoption may vary, certain standards must be adopted concurrently. The requirements in Financial Statement Presentation (PS 1201), Financial Instruments (PS 3450), Foreign Currency Translation (PS 2601) and Portfolio Investments (PS 3041) must be implemented at the same time.

Standards effective for the fiscal year ending December 31, 2024

vi. Revenue

PS 3400, Revenue establishes standards on how to account for and report on revenue. The standard provides a framework for recognizing, measuring, and reporting revenues that arise from transactions that include performance obligations and transactions that do not have performance obligations. Performance obligations are enforceable promises to provide specific goods or services to a specific payor.

vii. Purchased Intangibles

Purchased Intangibles (PSG 8) establishes guidelines on how to account for identifiable non-monetary economic resources without physical substance acquired through an arm's length exchange transaction between knowledgeable, willing parties who are under no compulsion to act.

viii. Public Private Partnership

Public private partnerships (PS 3160) establishes standards on accounting for public private partnerships between public and private sector entities where the public sector entity procures infrastructure using a private sector partner. The City will assess the impact of this standard on the City's current treatment of public private partnerships as described in Note 1 xiii).

The City continues to assess the impact of these standards on the consolidated financial statements.

2. Accounts Receivable and User Charges

Accounts receivable consist of the following:

	2022		2021
Trade and Other Receivables	\$ 134,381	\$	119,216
Utility Receivable	38,071		33,276
	\$ 172,452	\$	152,492

The City also calculates an allowance for uncollectable accounts relating to utility billings. At December 31, 2022 this amount is \$50 (2021 - \$50) and is included in Accounts Receivable and User Charges.

3. Taxes Receivable

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 nil (2021 - nil) for uncollectable taxes is included in the balance of taxes receivable.

4. Inventories

Inventories consist of the following:

	2022		2021
Materials and Supplies	\$ 27,992	\$	20,212
Land	6,832		7,283
	\$ 34,824	\$	27,495

5. Pension Asset (Liability)

The City administers six employee pension plans - the General Superannuation Plan for City of Saskatoon Employees not covered by the Police and Fire Departments' Superannuation Plans ("General Plan"), the Saskatoon Police Pension Plan ("Police TB Plan"), the Retirement Plan for Employees of the Saskatoon Board of Police Commissioners ("Police DB Plan"), the Saskatoon Firefighters' Pension Plan ("Fire TB Plan"), the City of Saskatoon Fire and Protective Services Department Superannuation Plan ("Fire DB Plan"), and the Defined Contribution Pension Plan for Seasonal and Non-Permanent Part-Time Employees of the City of Saskatoon ("Seasonal Plan"). Combined, these plans provide pension benefits for all eligible staff of the City. The General, Police DB, and Fire DB Plans are contributory defined benefit plans. The Police TB Plan and the Fire TB Plan are contributory target benefit plans. The Seasonal Plan is a defined contribution plan.

Collectively, the Plans, contributions are made by Plan members and the City as stipulated by pension agreements. The defined benefit and target 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 Seasonal 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).

5. Pension Asset (Liability) (continued)

The accrued pension obligation relates to the five main Plans – the Police TB Plan, the Police DB Plan, the Fire TB Plan, the Fire DB Plan and the General Plan. The General Plan provides for partial inflation protection on benefits accrued to December 31, 2000. The Fire DB Plan and the Police DB Plan 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 DB Plan was granted January 1, 2008 and the latest increase for retired members of the Police DB Plan was granted July 1, 2010. On January 1st of each calendar year, pensioners and spouses in receipt of a pension from the Police TB Plan and the Fire TB Plan are eligible to receive a cost-of-living increase on their pension in payment, equal to 25% of the increase in the Consumer Price Index. At present, the average age of the 3,794 employees accruing service under the five main Plans is 44.02 years, the Plans provide benefits for 2,299 retirees and surviving spouses; benefit payments were \$80,971 in 2022 (2021 - \$80,567).

Employees make contributions in accordance with the following: Seasonal Plan 5.8 percent of salary below the year's maximum pensionable earnings (YMPE) and 7.4 percent above the YMPE; General Plan 8.4 percent of salary below the YMPE and 10 percent above the YMPE; Fire TB Plan 9 percent of salary; and Police TB Plan 9 percent of salary while the City contributes an equal amount.

In 2022, employee contributions for current and past service for the five main Plans were \$30,522 (2021 - \$27,972), and the City's contributions were \$32,689 (2021 - \$30,540). 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:

	2022	2021
Accrued Benefit Obligation	\$ (1,611,535)	\$ (1,578,976)
Pension Fund Assets		
Marketable Securities	1,758,744	1,687,087
	147,209	108,111
Unamortized Actuarial Losses	(57,742)	(43,628)
Accrued Benefit Asset	89,467	64,483
Valuation Allowance	(82,914)	(71,767)
Net Carrying Value of Accrued Benefit Asset (Liability)	\$ 6,553	\$ (7,284)

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, 2022 for the General Plan. The pension obligation for the Fire TB Plan, Fire DB Plan, Police TB Plan and the Police DB Plan is based on the 2021 valuation extrapolated to December 31, 2022. 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.

5. Pension Asset (Liability) (continued)

	General	Fire TB	Police TB	Fire DB	Police DB
Inflation rate (%)	2.25	2.25	2.25	2.25	2.25
Discount Rate (%)	6.50	5.70	6.10	5.30	5.30
Earnings increase rate (%)	3.00	3.25	3.25	3.25	3.25
Expected rate of return on assets (%)	6.00	5.70	6.10	5.30	6.00

The actual rate of return on Plan assets in 2022 was 5.75 percent (2021 – 7.16 percent). The market value of assets at December 31, 2022 was \$1,724,095 (2021 - \$1,811,729).

Effective January 1, 2016, the Fire DB and Police DB 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 \$547 in 2022 (2021 - \$493).

The valuation allowance is comprised of \$58,865 (2021 - \$47,098) for the General Plan, \$6,569 (2021 - \$9,261) for the Fire Plan, and \$17,481 (2021 - \$15,408) for the Police Plan.

The total expenditures related to pensions in 2022 include the following components:

	2022	2021
Current Period Benefit Cost	\$ 49,441	\$ 47,809
Less: Employee Contributions	(30,415)	(29,557)
Amortization of Actuarial Gain	(4,319)	(2,879)
Increase in Valuation Allowance	11,148	33,321
Pension Expense Excluding Interest	25,855	48,694
Interest Cost on the Average Accrued Benefit Obligation	93,789	89,965
Expected Return on Average Pension Plan Assets	(100,774)	(93,197)
Pension Interest Expense	(6,985)	(3,232)
Total Pension Expense	\$ 18,870	\$ 45,462

6. Investments

	Cost		Market	
	2022	2021	2022	2021
Investments	\$ 545,616	\$ 494,087	\$ 488,877	\$ 469,431

Investments consist primarily of corporate and government bonds. Maturities are between 2023 – 2040 with effective interest rates of 0.80 percent to 5.25 percent (2021 – 0.80 percent to 5.25 percent) per annum.

Investments contain \$9,046 (2021 - \$7,687) in restricted funds related to sinking funds accumulated to retire debt.

7. Accounts Payable and Accrued Liabilities

Included in accrued liabilities is \$17,676 (2021 - \$17,876) 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, 2022, based on the cumulative capacity used at that date, compared to the total estimated landfill capacity. The change in calculation resulted in a decrease of a \$200 (2021 - \$8,173) liability being recognized in 2022 in Environmental Health expenditures in the Statement of Operations. Estimated total expenditures represented by the sum of the future cash flows for closure and post closure care activities for 25 years following the closure of the sites discounted at the City's average long-term borrowing rate of 3.10 percent (2021 - 2.63 percent) is \$35,040 (2021 - \$36,033) based on a total undiscounted estimated cost of \$108,938 (2021 - \$97,570).

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 50 percent – 6,797,051 cubic meters (2021 - 50 percent - 6,911,256 cubic meters) of its total estimated capacity of 13,715,723 cubic meters and its estimated remaining life is 40 years (2021 - 40 years). The period for post closure care is estimated to be 35 years (2021 - 35 years).

The unfunded liability for the landfill will be paid per the annual approved budget where capital expenses will be funded from the Landfill Reserve. At December 31, 2022, the balance of the Landfill Reserve is \$2,822 (2021 - \$4,295).

8. Deferred Revenue

	2021	Externally Restricted Contributions Received	Non-Restricted Contributions Received	Revenue Recognized	2022
Ticket Sales and Other	\$ 17,853	-	49,356	22,848	\$ 44,361
Federal Government Transfers	42,235	26,916	-	42,236	26,915
Development Charges	49,847	-	19,573	49,804	19,616
	\$ 109,935	26,916	68,929	114,888	\$ 90,892

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 and recognized in revenue when the corresponding capital expenditures of neighborhood development is incurred. 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.

9. Long-Term Debt

	2022	2021
Water Utility	\$ 5,580	\$ 9,198
Wastewater Utility	1,492	3,697
Operating Fund	79,097	86,774
HELP Program	1,833	-
Public Private Partnership ("P3") Term Debt	188,964	195,441
Total Term Debt	276,966	295,110
Sinking Funds Accumulated to Retire Debt (Note 6)	(9,046)	(7,687)
Net Term Debt	\$ 267,920	\$ 287,423

Long-term debt is repayable as follows:

	Principal	Interest	Total
2023	\$ 15,756	\$ 11,152	\$ 26,908
2024	14,565	10,590	25,155
2025	10,245	10,097	20,342
2026	9,344	9,741	19,085
2027	9,661	9,389	19,050
Thereafter	217,395	89,434	306,829
	\$ 276,966	\$ 140,403	\$ 417,369

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 (2021 - \$558,000) as approved by the SMB. The total interest paid by the City for debt in 2022 was \$11,855 (2021 - \$11,295).

The long-term debt for the City consists of debentures, banker's acceptance swap loans, a sinking fund and Canada Mortgage and Housing Corporation (CMHC) loans.

Debentures and Sinking Fund

Debentures outstanding are \$52,172 (2021 - \$61,194) and have been issued with terms of 10-15 years. Included in this amount is the sinking fund with outstanding principal of \$45,000 and a term of 30 years. Funds totaling \$9,046 (2021 - \$7,687) have been accumulated to date for maturing the Sinking Fund debt in 2043. The all-in-cost of borrowing for debentures ranges from 2.68 percent - 4.68 percent (2021 - 2.68 percent - 4.67 percent) per annum with principal payments made annually and interest payments made semi-annually.

9. Long-Term Debt (continued)

Banker's Acceptance Swap Loans

Banker's acceptance swap loans have a total of \$33,609 (2021 - \$37,904) in outstanding principal with a spread of 0.28 percent - 0.30 percent (2021 - 0.28 percent - 0.30 percent) per annum over the offering rate. As at December 31, 2022 the offering rates were 4.64 percent and 4.89 percent (2021 - 0.49 percent - 0.50 percent) per annum. Each loan revolves quarterly at progressively smaller amounts and have been issued with 10 and 20 year terms.

CMHC Loans

The CMHC loan was issued at a 15 year term with a 3.98 percent (2021 - 3.98 percent) per annum cost of borrowing. Principal and interest for the CMHC loan is made annually with principal of \$388 (2021 - \$571) still outstanding.

FCM Loans

The FCM loan is an interest free loan with a 20 year term. Principal and interest for the FCM loan is made annually with principal of \$1,833 outstanding.

P3 Term Debt

During construction of the North Commuter Parkway and Traffic Bridge ("NCPTB") and the Civic Operations Centre ("COC"), the City recorded 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 represented the deferred capital payment portion of the project costs based on the terms of the agreement. The NCPTB project was completed during 2018. The City is now amortizing the accumulated costs of the completed project over its useful life, expensing the annual interest cost and settling the long-term liability over the term of the project agreements. The City has \$92,595 (2021 - \$96,830) to be repaid by monthly interest and principal payments over 25 years at an interest rate of 4.50 percent (2021 - 4.50 percent) per annum for the COC. The City has \$89,448 (2021 - \$91,422) to be repaid by monthly interest and principal payments over 30 years at an interest rate of 4.51 percent (2021 - 4.51 percent) per annum for the NCPTB. The debt matures June 30, 2048.

10. 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, 2022 to December 31, 2022 would normally be available to employees after April 1, 2022. The vacation payable balance as at December 31, 2022 is \$23,356 (2021 - \$25,381) and is included in employee benefits payable in the Statement of Financial Position.

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. The employee benefits were based on medical and dental health care trends assumptions. The assumptions used represent the City's best estimates. The expected medical care trend rate is 8.25 percent and dental care trend rate is 6.00 percent per annum.

10. Employee Benefits Payable (continued)

The total of vacation payable and accrued benefit obligation for sick leave benefit plans for the year ended December 31, 2022 amounts to \$46,881 (2021 - \$47,406)

Employee benefits payable are recorded as financial liabilities on the Consolidated Statement of Financial Position. The change in the accrued benefit obligation is as follows:

	2022	2021
Accrued Benefit Obligation, Beginning of Year	\$ 22,025	\$ 20,942
Current Period Benefit Cost	1,581	539
Interest on Accrued Benefit Obligation	570	1,535
Less Benefits Paid	(651)	(991)
Accrued Benefit Obligation, End of Year	\$ 23,525	\$ 22,025
Actuarial Assumptions		
Date of Last Actuarial Valuation		Dec-31-18
Discount Rate (%)		2.45
Rate of Compensation Increase		3
Inflation Rate		2.25
Average Remaining Service Period of Active Employees		14.4

11. Consolidated Schedule of Tangible Capital Assets

i. 2022

	Cost				Accumulated Depreciation			Net Book Value		
	Balance Beginning of Year	Additions	Disposals	Transfers from Assets Under Construction	Balance End of Year	Accumulated Depreciation Beginning of Year	Depreciation on Disposals	Accumulated Depreciation End of Year	2022	2021
Assets Under Construction	310,962	18,344	-	(31,928)	297,378	-	-	-	297,378	310,962
Buildings and Improv	761,102	38,977	-	1,624	801,703	(194,202)	(14,618)	(208,820)	592,883	566,901
Electrical Utility	449,270	14,417	(3,872)	-	459,815	(212,514)	(11,280)	(221,199)	238,616	236,756
Furniture and Fixtures	72,316	2,378	(1,893)	354	73,155	(54,053)	(2,521)	(54,700)	18,454	18,263
Information and Communication	57,458	1,531	(2)	4,508	63,494	(29,354)	(2,969)	(32,320)	31,174	28,105
Land	394,068	4,605	(660)	4,974	402,988	-	-	-	402,988	394,068
Land Improvements	367,485	2,009	-	1,062	370,556	(198,336)	(11,156)	(209,493)	161,063	169,148
Machinery and Equipment	61,555	5,272	(1,191)	271	65,907	(36,151)	(3,917)	(39,022)	26,885	25,405
Plants and Facility	443,767	69,232	-	3,749	516,748	(164,328)	(10,804)	(175,131)	341,616	279,439
Roadways et al.	2,342,655	55,256	-	6,347	2,404,258	(969,223)	(59,992)	(1,029,215)	1,375,043	1,373,432
Traffic Control	38,694	1,353	-	677	40,724	(17,858)	(1,135)	(18,993)	21,732	20,836
Underground and Networks	1,529,137	47,140	-	8,361	1,584,638	(418,026)	(19,963)	(437,989)	1,146,648	1,111,111
Vehicles	187,206	3,728	(742)	1	190,193	(106,532)	(10,628)	(116,499)	73,694	80,675
Total	7,015,677	264,242	(8,361)	(0)	7,271,558	(2,400,576)	(148,984)	(2,543,381)	4,728,176	4,615,101

Contributed assets totaled \$26,352 (2021 - \$39,015) and were capitalized at their fair value at the time of receipt. Assets contributed during the year consisted primarily of infrastructure components, including sanitary sewer mains, storm water mains, water mains, grading, sidewalks, roadways and streetlights. In 2022, write-downs of tangible capital assets were nil (2021 - nil).

11. Consolidated Schedule of Tangible Capital Assets (continued)

ii. 2021

	Cost				Accumulated Amortization			Net Book Value		
	Balance Beginning of Year	Additions	Disposals	Transfers from Assets Under Construction	Balance End of Year	Accumulated Amortization Beginning of Year	Amortization on Disposals	Accumulated Amortization End of Year	2021	2020
Assets Under Construction	263,354	87,067	-	(39,459)	310,962	-	-	-	310,962	283,370
Buildings and Improv	746,128	17,043	(2,389)	320	761,102	(179,907)	(14,297)	3	566,901	587,330
Electrical Utility	433,374	17,453	(1,607)	50	449,270	(202,909)	(10,890)	1,285	236,756	230,465
Furniture and Fixtures	72,441	1,735	(1,859)	-	72,317	(26,615)	(2,662)	1,833	18,261	15,945
Information and Communication	52,851	4,607	-	-	57,458	(53,227)	(2,739)	-	28,104	28,468
Land	380,372	10,166	(530)	4,061	394,069	-	-	-	394,068	380,093
Land Improvements	359,315	4,453	-	3,717	367,485	(187,413)	(10,923)	-	169,148	171,750
Machinery and Equipment	58,458	3,767	(670)	-	61,555	(32,868)	(3,884)	600	25,405	24,151
Plants and Facility	433,450	617	--	9,700	443,767	(154,167)	(10,160)	-	279,439	279,282
Roadways et al.	2,280,954	61,513	-	188	2,342,655	(910,105)	(59,118)	-	1,373,432	1,370,887
Traffic Control	38,225	470	-	-	38,695	(16,719)	(1,138)	-	20,836	21,506
Underground and Networks	1,467,056	40,658	-	21,423	1,529,137	(398,882)	(19,144)	-	1,111,111	1,068,174
Vehicles	181,222	7,821	(1,836)	-	187,207	(97,339)	(10,740)	1,547	80,678	83,883
Total	6,767,200	257,370	(8,891)	--	7,015,679	(2,260,151)	(145,695)	5,268	4,615,101	4,503,304

12. Accumulated Surplus

	2022	2021
Fund Balances		
Funds to Offset Taxation or User Charges in Future Years (Schedule 1)	\$ 20,488	\$ 30,041
Unexpended Capital Financing (Schedule 2)	29,653	(43,040)
Reserves (Schedule 3)	259,757	270,403
	309,898	257,404
Net Investment in Tangible Capital Assets		
Tangible Capital Assets	4,728,176	4,615,101
Capital Outlay Financed by Long-Term Liabilities to be Recovered in Future Years	118,722	78,711
Capital Outlay Financed by Internal Investments	(132,275)	(141,507)
	4,714,623	4,552,305
	\$ 5,024,521	\$ 4,809,709

13. Commitments And Contingent Liabilities**a. Lawsuits**

Various lawsuits and claims are pending by and against the City. It is the opinion of management that final determination of any other claims will not materially affect the financial position of the City beyond any amounts that have already been accrued. Where the loss of various claims brought against the City cannot be reasonably estimated or the likelihood of loss is unknown, amounts have not been accrued as the City's administration believes that there will be no material adverse effects on the financial position of the City.

b. Contractual Obligations

During 2022, the City entered into an agreement to replace the Spadina Lift Station for a total cost of \$16,000 over two years, of which \$12,574 has been incurred as of December 31, 2022. The anticipated completion date is October 2023.

During 2022, the City entered into an agreement for the construction of the North East Reservoir for \$36,500 over three years, of which \$29,638 has been incurred as of December 31, 2022. The anticipated completion date is August 30, 2024.

During 2022, the City entered into an agreement for the site development of the Regional Fire Training Center for a total cost of \$1,700. The anticipated completion date is 2023.

c. NCPTB

The North Commuter Parkway Traffic Bridge (NCPTB) 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 was completed in 2018. GCP will operate and maintain the North Commuter Parkway and adjacent roadways and will maintain the Traffic Bridge until 2048.

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2022
(in thousands of dollars)

13. Commitments and Contingent Liabilities (continued)

d. 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.

e. Lease Commitments

The City has entered into a number of operating lease agreements, mainly for facilities and equipment. Lease commitments over the next five years and thereafter are as follows:

2023	\$	1,551
2024		1,227
2025		988
2026		988
2027		840
Thereafter		1,142
	\$	6,736

14. Contaminated Sites

A provision for remediation of known contaminated sites has been accrued in Accounts Payable and Accrued Liabilities. The City has recognized a net decrease in the liability of \$6,603 over the year, representing a total liability for the remediation of contaminated sites of \$1,109 (2021 - \$7,713). The liability reflects the City's best estimate at December 31st that is required to remediate sites to current environmental standards. Where possible, provisions for remediation are based on environmental assessments completed on a site. For sites where no assessment exists, estimates of the remediation are completed using the best information available for the site.

The liability for contaminated sites includes 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.

15. Property Realized Reserve

The Property Realized Reserve, which is included on Schedule 3 (unaudited) and in the reserve balance in Note 12, 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, 2022, the gross value of the Property Realized Reserve is estimated to be \$183,464 (2021 - \$196,254) itemized as follows:

	2022	2021
Gross Value of Reserve, December 31	\$ 183,464	\$ 196,252
Advances Repayable from Future Revenue Fund Provisions	(1,157)	(1,658)
Property Purchased from Reserve Not Yet Sold – at Estimated Cost	(150,440)	(148,408)
Net Balance of Reserves, December 31	\$ 31,867	\$ 46,186

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2022
(in thousands of dollars)**

16. 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 \$6,514 (2021 - \$5,876) and \$3,403 (2021 - \$3,201), respectively.

17. Government Transfers

The following transfers have been included in revenues:

	2022	2021
Capital Transfers		
Federal	\$ 38,087	\$ 32,409
Provincial	19,236	26,478
	57,323	58,887
Operating Transfers		
Federal	8,995	252
Provincial	62,859	63,223
	71,854	63,475
	\$ 129,177	\$ 122,362

18. Net Taxes Available for Municipal Purposes

	2022	2021
Gross Taxation Revenue Collected	\$ 493,246	\$ 473,915
Taxes Collected on Behalf of Others		
Saskatoon School Division No. 13	(130,334)	(125,751)
St. Paul's Roman Catholic Separate School Division No. 20	(44,661)	(43,838)
Business Improvement Districts	(1,615)	(1,398)
Net Taxes Available for Municipal Purposes	316,636	302,928
Comprised of:		
Municipal	308,177	294,413
Grants-in-Lieu of Taxes	8,459	8,515
	\$ 316,636	\$ 302,928

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 Consolidated Statement of Operations, nor are the Assets, Liabilities, and Fund Balances of these Boards included in the consolidated financial statement.

19. Expenses By Object

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

	2022	2021
Contracted and General Services	\$ 168,449	\$ 137,100
Amortization	148,984	145,696
Wages and Benefits	379,952	425,014
Heating, Lighting, Power, Water and Telephone	123,278	123,268
Material, Goods and Supplies	74,785	37,757
Donations, Grants and Subsidies	13,916	11,466
Finance Charges	13,297	12,000
	\$ 922,661	\$ 892,301

20. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for various services and long-term leases. Contractual rights arise from the normal course of business and are not reflected in the consolidated financial statements until revenues or assets are received. The following table summarizes the contractual rights of the City for future assets over the next five years:

	Government Transfers	Future Lease Revenue	Total
2023	\$ 45,176	\$ 1,545	\$ 46,721
2024	28,200	1,545	29,745
2025	18,397	1,545	19,942
2026	13,637	1,545	15,182
2027	3,573	1,545	5,118
	\$ 108,983	\$ 7,725	\$ 116,708

21. Segmented Information

The Consolidated Schedule of Segmented Disclosures has been prepared in accordance with PS 2700 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:

a. Arts, Culture & Events Venues

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

b. 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.

c. Corporate Asset Management

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

d. Corporate Governance & Finance

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

e. Environmental Health

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

f. 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.

g. Land Development

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

h. Police

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.

i. Recreation & Culture

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

21. Financial Activities by Segment (continued)**j. Taxation & 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.

k. Transportation

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

l. Urban Planning & 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.

m. Utilities

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

n. 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.

21. Financial Activities by Segment (continued)

i. Surplus (Deficit) of Revenues over Expenses
2022

	Arts, Culture & Events Venues	Community Support	Corporate Asset Mgmt.	Corporate Governance & Finance	Enviro Health	Land Development	Recreation & Culture	Saskatoon Fire	Saskatoon Police Service	Saskatoon Public Library	Taxation & General Revenues	Transportation	Urban Planning & Development	Utilities	Total
Revenues															
Contribution from Develop & Others	-	19	740	-	-	148,249	(1,049)	-	-	-	-	-	-	2,987	150,946
Franchise Fees	-	-	-	-	-	-	-	-	-	-	20,963	-	-	-	20,963
General Revenues	37,285	774	-	6,000	-	(6,713)	357	776	670	20	17,485	129	7,971	1,016	65,770
Government Transfers	972	231	-	7	14,965	-	2,295	-	9,751	738	48,171	16,430	-	35,617	129,177
Grants in lieu of Taxes	-	-	-	-	-	-	-	-	-	-	8,459	-	-	-	8,459
Investment Income	648	198	-	100	(15)	-	-	-	-	252	13,399	-	-	-	14,592
Taxation	-	-	-	-	-	-	-	461	-	28,718	278,998	200	-	(200)	308,177
User Fees	-	1,404	770	453	7,647	3,973	17,568	187	1,824	223	482	16,515	2,112	386,241	439,399
Total Revenues	38,905	2,626	1,510	6,560	22,597	145,509	19,171	1,424	12,245	29,951	387,957	33,274	10,083	425,661	1,137,473
Expenses															
Contracted and General Services	18,207	3,378	(5,313)	5,113	1,272	27,166	15,677	2,525	13,140	4,059	2,826	30,089	5,598	44,712	168,449
Depreciation	1,797	103	9,797	2,101	19,860	9,988	5,745	1,240	3,674	2,017	-	70,003	6,667	15,992	148,984
Donations, Grants and Subsidies	(300)	9,540	-	70	233	2,061	91	(10)	528	127	2	7	1,567	-	13,916
Finance Charges	210	-	1,677	12,397	(11)	(1,330)	-	-	(18)	(457)	1,527	8	7	(713)	13,297
Heating, Lighting, Power, Water and Telephone	1,668	167	944	8	155	80	7,864	78	630	366	2	8,746	115	102,455	123,278
Material, Goods and Supplies	5,915	2,267	1,840	2,350	8,208	2,359	2,229	7,391	7,505	2,715	-	16,755	420	14,831	74,785
Wages and Benefits	18,462	3,924	3,785	43,272	5,314	14,335	28,516	42,489	95,349	13,430	1,096	52,597	14,433	42,950	379,952
Total Expenses	45,959	19,379	12,730	65,311	35,031	54,659	60,122	53,713	120,808	22,257	5,453	178,205	28,807	220,227	922,661
Surplus (Deficit) of Revenues over Expenses	(7,054)	(16,753)	(11,220)	(58,751)	(12,434)	90,850	(40,951)	(52,289)	(108,563)	7,694	382,504	(144,931)	(18,724)	205,434	214,812

21. Financial Activities by Segment (continued)
Surplus (Deficit) of Revenues over Expenses (continued)
i. 2021

	Arts, Culture and Events Venues	Community Support	Corporate Asset Mgmt.	Corporate Governance & Finance	Enviro Health	Land Development	Recreation & Culture	Saskatoon Fire	Saskatoon Police Service	Saskatoon Public Library	Taxation & General Revenues	Transportation	Urban Planning & Development	Utilities	Total	
Revenues																
Contribution from Develop & Others	-	-	-	(406)	-	139,930	3,320	-	-	-	-	-	-	117	2,626	145,587
Franchise Fees	-	-	-	-	-	-	-	-	-	-	18,894	-	-	-	18,894	
General Revenues	12,121	780	-	5,496	-	4,201	264	460	683	-	11,586	133	7,507	943	44,174	
Government Transfers	(248)	155	-	15,332	4,375	-	2,816	-	9,550	760	49,413	6,103	7,563	26,543	122,362	
Grants in lieu of Taxes	-	-	-	162	-	-	-	-	-	-	8,353	-	-	-	8,515	
Investment Income	469	-	-	-	-	308	-	-	-	214	14,200	-	-	-	15,191	
Taxation	-	-	-	-	-	-	-	461	-	27,448	286,504	-	-	-	294,413	
User Fees	-	1,449	559	503	7,631	6,304	13,713	190	1,745	408	866	12,295	1,844	382,336	429,843	
Total Revenues	12,342	2,384	559	21,087	12,006	150,743	20,113	1,111	11,978	28,830	369,816	18,531	17,031	412,448	1,078,979	
Expenses																
Contracted and General Services	9,285	4,050	(28,030)	(9,815)	30,617	11,086	12,273	2,623	12,508	3,072	13,179	39,156	3,580	33,514	137,100	
Depreciation	1,841	103	9,317	2,220	19,618	8,780	5,556	1,211	3,653	2,153	-	69,688	6,779	14,777	145,696	
Donations, Grants and Subsidies	(300)	10,744	(182)	(354)	185	1,697	(12)	(86)	241	86	10	(383)	976	(1,156)	11,466	
Finance Charges	750	-	110	7,314	12	(3,427)	184	-	(42)	-	562	(72)	8	6,601	12,000	
Heating, Lighting, Power, Water and Telephone	1,185	160	4,416	1,171	127	(24)	7,478	52	444	116	4	7,804	53	100,282	123,268	
Material, Goods and Supplies	1,757	256	2,553	1,791	6,329	(3,980)	5,202	2,850	6,821	2,634	116	(141)	549	11,020	37,757	
Wages and Benefits	13,627	3,244	22,486	59,440	11,831	3,101	23,484	48,400	92,879	14,618	190	65,202	13,561	52,951	425,014	
Total Expenses	28,145	18,557	10,670	61,767	68,719	17,233	54,165	55,050	116,504	22,679	14,061	181,256	25,506	217,989	892,301	
Surplus (Deficit) of Revenues over Expenses	(15,803)	(16,173)	(10,111)	(40,680)	(56,713)	133,510	(34,052)	(53,939)	(104,526)	6,151	355,755	(162,725)	(8,475)	194,459	186,678	

22. Budget to Accrual Based Reporting

The budget is reported on an accrual basis, consistent with principles applied in the consolidated financial statements. Included in the table below are presentation and elimination adjustments required to comply with Canadian public sector accounting standards for inclusion in the Consolidated Statement of Operations and Accumulated Surplus.

	2022
Revenues	
Budgeted Revenues as Approved by Council on December 1, 2021	\$ 944,943
Contributions from Developers and - Capital	83,739
Contributions from Developers and Others - Operating	67,207
Government Transfers - Capital	127,296
Contributed Assets	26,352
Consolidation - Other Controlled Entities	43,791
Internal Transfers	(243,667)
Elimination Entries	95,729
Budgeted Revenues for Financial Statement Purposes	\$ 1,145,390
Expenses	
Budgeted Expenses as Approved by Council on December 1, 2021	\$ 944,943
Amortization	148,984
Employee Benefits Payable	(525)
Pension Asset	(13,837)
Landfill Closure/Post Closure Care Liability	(200)
Contaminated Sites	(6,603)
Transfers to Reserves	(53,660)
Consolidation - Other Controlled Entities	42,269
Elimination Entries	(186,271)
Debt Principal Payments	(24,521)
Budgeted Expenses for Financial Statement Purposes	\$ 850,579

23. Comparative Figures

A reclassification entry in the amount of \$6,279 was made to the 2021 Debt Servicing from Utilities expense line item for consistency with the current period presentation. This reclassification has no effect on the reported results of operations.

Schedule 1 – Schedule of Funds to Offset Taxation or User Charges in Future Years**For the Year Ended December 31, 2022****(in thousands of dollars)****(unaudited)**

	2022	2021
Balance, Beginning of Year	30,041	61,974
Transfer to Revenue Stabilization Reserve	1,107	702
Decrease in Employee Benefit Payable	525	4,202
Decrease in Landfill Closure/Post Closure Care Liability	(200)	(8,173)
Decrease in Accrued Debt Principal	(18,144)	(19,314)
Decrease (Increase) in Accrued Pension Asset/Liability	13,837	(8,243)
Deficit for the Year (Schedule 4)	(6,678)	(1,107)
Balance, End of Year	20,488	30,041

Schedule 2 – Schedule of Capital Operations**For the Year Ended December 31, 2022****(in thousands of dollars)****(unaudited)**

	2022		2021
	Budget	2022	2021
Source of Funds			
Disaster Mitigation and Adaptation	-	2,121	1,439
Federal Transit Funding Program	-	16	429
Federation of Canadian Municipalities	-	1,265	139
Government Of Canada	-	84	7
Grant Revenue - Federal	-	217	7,563
Infra Gas Tax Program	-	21,272	15,251
Investing in Canada Infrastructure Program – Federal	4,272	10,429	5,653
Investing in Canada Infrastructure Program - Provincial	3,559	8,948	4,702
Low Carbon Economy	-	262	316
Ministry of Highways	-	500	-
Municipal Economic Enhancement Program	-	1,997	20,361
National Disaster Mitigation	3,823	-	-
Natural Resource Canada	-	73	63
New Building Canada Fund (Federal)	-	8,220	1,415
New Building Canada Fund (Provincial)	-	7,798	1,416
Province of Saskatchewan	220	6	-
Rail Safety Improvement Program	-	68	134
Taxation	5,388	4,200	865
Utility Contribution	-	5,238	7,767
Contribution from Developers and Others	8,158	1,990	5,532
Appropriations			
Transfer from Reserve	245,382	244,145	238,072
	270,802	318,849	311,124
Application of Funds			
Community Support	660	-	-
Corporate Asset Management	21,997	19,790	25,066

Corporate Governance and Finance	12,226	987	7,891
Environmental Health	8,581	21,100	12,115
Land Development	51,482	19,592	28,718
Recreation and Culture	8,158	6,756	10,234
Saskatoon Fire	2,920	9,124	3,321
Saskatoon Police Service	3,772	2,772	2,084
Saskatoon Public Library	100	5,185	2,748
Transportation	66,571	49,765	48,085
Urban Planning and Development	2,955	271	1,287
Utilities	107,062	110,814	84,154
	286,484	246,156	225,703
Increase (Decrease) in Unexpended Capital Financing	(15,682)	72,693	85,421
Unexpended Capital Financing, Beginning of Year	-	(43,040)	(128,461)
Unexpended Capital Financing, End of Year	(15,682)	29,653	(43,040)

Schedule 3 – Schedule of Reserves
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

	2022	2021
Maintenance Reserves		
Albert Community Centre	5	(23)
AM Grounds Maintenance Equipment	247	277
Automated Garbage Container	53	(38)
Bus Replacement	(2)	2,194
Civic Radio Replace/Expansion	6,072	(22)
Civic Vehicles and Equipment	3,486	8,583
Computer Equipment	(4)	(4)
Electrical Distribution	(1,795)	624
Facility Site	26	-
Fire Apparatus	614	(879)
Fire Small Equipment	675	672
Landfill	2,822	4,295
Leisure Services Equipment	2,269	1,996
Parks Infrastructure	178	133
Police Facility Major Renovation	110	188
Police Radio	42	42
Potashcorp Playland Asset Replacement Maintenance	716	609
Printing and Mail Equipment	23	-
Public Works Weigh Scales	1	1
Radio Trunking System	2	22
Rimai Modern Art Gallery	261	160
SaskTel Center	1,994	2,503
Sewage Collection and Treatment Replacement	3,676	2,941
SPL Alice Turner	1,211	1,080
SPL Equipment	2,632	2,634
SPL Francis Morrison	3,419	3,015
SPL JS Wood	356	294
SPL Mayfair	541	529

Storm Water Infrastructure	2,993	2,082
TCU Place	4,454	9,843
Water and Wastewater Infrastructure	1,046	3,447
Water Supply	390	41
	38,513	47,239
Capital Reserves		
Access Transit	(102)	56
Active Transportation	14	14
Asset and Financial Management	4	(104)
City Clerk	115	43
City Manager	80	70
Community Services	145	94
Corporate	69	75
Corporate Performance	152	102
Fire	698	454
Paved Roadways Infrastructure	1,166	131
Police	69	(300)
River Landing	313	337
Snow and Ice Management Equipment Acquisition	814	327
Street Cleaning and Sweeping Equipment Acquisition	241	238
Transportation and Construction	204	79
Transportation Equipment Acquisition	(15)	2
Transportation Infrastructure	12	(1)
Utilities Services	393	3
	4,372	1,620
Stabilization Reserves		
Building Permit	2,458	2,266
Business License	321	382
Cemetery	-	117
Cosmo	-	30
Electrical Revenue	2,547	2,498
Fuel	-	354
Golf Courses	200	200
Impound Program	116	35
Interest	316	1,066

Parks Grounds Maintenance	268	460
Recycling	1,241	1,735
SPL Levy	424	416
SPL Material	169	166
SPS Fiscal	935	650
Storm Water Management	1,669	1,356
Vehicle and Equipment	359	310
Vehicle for Hire	454	318
Water and Wastewater Revenue	8,147	8,652
Fiscal	-	6,678
	19,624	27,689
RFE Reserves		
Affordable Housing-Operating	1,528	1,444
Animal Services Reserve	107	242
Arbor Creek Parks Equipment Maintenance	1	1
Arbor Creek Parks Maintenance	-	5
Bridge Major Repairs Reserve	6,281	6,176
Building 325 3rd Ave N.	306	241
Campsite	308	216
Capital Reinvestment Nutana	-	77
Capital Reinvestment Optimist	-	40
Cemetery Assurance	-	940
CIS Digital Data	95	39
Civic Building Comprehensive Maintenance	579	3,694
CIS Development	15	15
Civic Hospitality	316	303
Community Initiatives	-	31
Community Support Grant	82	72
Dedicated Lands	836	542
Culture	467	426
Dedicated Roadways	1,888	1,677
Electrical Distribution Extension	3,407	5,190
Façade Conservation Enhancement Grant	97	99
Forestry Farm Park Superintendent Residence	15	13

Fire Department Uniforms	29	30
Forestry Farm Park and Zoo Capital	158	119
Forestry Farm Auditorium	10	26
Forestry Farm Development	25	29
General Voting	456	321
Golf Course Capital	2,057	1,603
Ground Maintenance Equipment Acquisition	-	142
Heritage Fund	112	75
Holiday Park Golf Course Redevelopment	615	507
Idylwyld Drive	-	29
Insurance Deductible	1,676	1,778
Internal Audit Program	404	404
Lakeridge Pond	-	57
Land Operations	3,211	3,899
Legal Opinion - Council Member	27	27
Municipal Heritage	-	13
Park Enhancement	690	1,058
Parking Capital	293	15
Parks and Recreation	-	100
Police Equipment and Technology	565	419
Public Works Buildings Major Repair	40	15
Property Realized	31,867	46,186
Property Realized-Planning Levy	(193)	(209)
Remai Modern Art Gallery	9,653	13,423
Reserve for Capital Expenditure	42	10,012
Saskatoon Soccer Capital Investment	2,833	2,077
SaskTel Center	3,279	7,888
Sewage Treatment Capital	1,605	2,465
Special Events	1,677	1,956
Special Event Legacy	-	1
SPL IT	2,121	2,027
SPL Material Purchase	292	99
SPL New Central Library	16,667	14,443
SPL Public Library Capital Expansion	17,080	16,551

Sports Participation	-	116
Streetscape City Wide	275	275
Streetscape Core BID	(6)	1,046
TCU Place	362	4,879
Traffic Noise Attenuation	1,419	1,157
Traffic Safety	975	(330)
Transportation Infrastructure Expansion	1	(98)
Transit Capital Projects	10	10
Transit Additional Vehicles	1,427	1,168
Unified Communications	200	150
Urban Forestry and Pest Management	264	14
Vacant Lot and Adapt Reuse	1,492	1,331
Vehicle and Equipment Acquisition and Disposal	1	-
Warranty	-	684
Waste Minimization	3,347	1,724
Waterworks Capital Projects	6,169	7,867
	129,555	169,061
Prepaid Services Reserves	67,693	24,792
Total Reserves, End of Year	259,757	270,403

Schedule 4 – Schedule of Revenues and Expenses
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

	2022		
	Budget	2022	2021
Revenues			
General Revenue	98,163	100,887	59,623
Government Transfers	73,910	62,523	62,962
Grants In-Lieu of Taxes	44,774	44,737	44,054
Taxation	280,472	279,459	266,965
User Fees	47,270	45,788	75,981
Total Tax Supported Revenues	544,589	533,394	509,585
Non-Tax Supported Revenues			
Building and Plumbing Permits and Standards	7,496	7,228	6,900
Golf Courses	3,995	4,682	4,440
Gordon Howe Campground	589	602	592
Impound Lot	447	459	406
Licenses and Permits	1,441	1,438	1,401
Nutrien Playland	630	466	380
River Landing	946	902	621
Saskatoon Land	6,760	9,025	7,505
Total Non-Tax Supported Revenues	22,304	24,802	22,245
Total Revenues	566,893	558,196	531,830

Schedule 4 – Schedule of Revenues and Expenses
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

Expenses			
Arts, Culture and Events Venues	9,250	9,178	8,782
Community Support	20,071	20,253	18,808
Corporate Asset Management	14,639	15,818	14,704
Corporate Governance and Finance	49,482	55,116	57,077
Debt Servicing	27,480	27,480	26,819
Environmental Health	27,045	25,688	25,509
Recreation and Culture	54,116	53,929	51,199
Saskatoon Fire	55,956	55,862	55,058
Saskatoon Police Service	119,711	120,650	115,726
Taxation and General Revenues	5,214	(7,442)	(16,521)
Transportation	152,651	155,730	146,253
Urban Planning and Development	8,975	7,783	7,199
Total Tax Supported Expenses	544,590	540,045	510,613
Non-Tax Supported Expenses			
Building and Plumbing Permits and Standards	7,496	7,229	6,900
Golf Courses	3,995	4,683	4,440
Gordon Howe Campground	589	602	592
Impound Lot	447	459	394
Licenses and Permits	1,441	1,438	1,401
Nutrien Playland	630	491	471
River Landing	946	902	621
Saskatoon Land	6,759	9,025	7,505
Total Non-Tax Supported Expenses	22,303	24,829	22,324
Total Expenses	566,893	564,874	532,937
Surplus (Deficit)	-	(6,678)	(1,107)

Appendix 1 – Schedule of Revenues
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

	2022 Budget	2022	2021
General Revenue			
Gen Revenue	36,816	36,396	-
Fines & Penalties	15,984	17,301	15,567
Special Duty Revenue	246	190	207
Investment Income	11,631	14,875	14,113
License & Permits	1,811	1,619	1,612
Administration Recovery	9,750	8,767	8,770
Variable Charge Out Revenue	681	776	460
Franchise Fees	20,783	20,963	18,894
Other Service Agreement	461	-	-
General Revenue	98,163	100,887	59,623
Grants In-Lieu of Taxes			
Federal/Provincial Government	8,149	7,337	7,249
TransGas	-	-	162
Civic Utilities	35,503	36,278	35,539
Land Bank	1,122	1,122	1,104
Grants In-Lieu of Taxes	44,774	44,737	44,054
Taxation			
Trailer Occupancy Fees	97	102	116
Amusement Tax	71	112	115
Municipal Service Agreements	787	1,463	1,394
Property Levy	279,517	277,782	265,340
Taxation	280,472	279,459	266,965
User Fees			
Access Transit	125	197	129
Albert Community Centre	216	192	169
Animal Services	1	2	1
Assessment & Taxation	-	11	26
Bylaw Compliance	(44)	20	16
Cemeteries	1,335	1,435	1,428
City Accommodation	926	415	484

City Clerk's Office	-	93	117
City Solicitor's Office	325	300	309
Community Development	-	7	21
Community Partnerships	18	19	9
Corporate Support	1	1	-
Development Review	651	364	454
Emergency Management	-	7	60
Facilities Management	73	83	75
Fire Services	106	180	130
Forestry Farm Park & Zoo	1,328	1,193	1,059
General Revenue	-	482	38,449
General Services	-	5	-
Indoor Rinks	2,388	2,248	2,084
Leisure Centres - Program	6,668	4,717	2,372
Leisure Centres - Rentals	7,553	7,224	6,542
Long Range Planning	1	-	-
Marr Residence	1	-	-
Outdoor Pools	469	440	262
Outdoor Sport Fields	760	703	611
Parking	5,712	4,766	3,930
Parks Maintenance & Design	-	49	9
Policing	1,635	1,824	1,745
Research & Mapping	27	2	-
Revenue Services	-	43	43
Road Maintenance	-	34	47
Transit Operations	8,980	10,995	7,756
Transportation Services	67	99	9
Urban Design	2	-	-
Waste Handling Service	7,715	7,289	7,387
Waste Reduction	231	349	248
User Fees	47,270	45,788	75,981
Government Transfers	73,910	62,523	62,962
Total Tax Supported Revenues	544,589	533,394	509,585
Non Tax-Supported Revenues			
Building & Plumbing Permits & Standards	7,496	7,228	6,900
Golf Courses	3,995	4,682	4,440
Gordon Howe Campground	589	602	592
Impound Lot	447	459	406

Licenses & Permits	1,441	1,438	1,401
Nutrien Playland	630	466	380
River Landing	946	902	621
Saskatoon Land	6,760	9,025	7,505
Total Non Tax-Supported Services	22,304	24,802	22,245
Total Revenues	566,893	558,196	531,830

Appendix 2 – Schedule of Expenses
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

	2022		
	Budget	2022	2021
Arts, Culture & Events Venues			
Remai Modern Art Gallery	6,872	6,873	6,380
SaskTel Centre	560	645	645
TCU Place	1,818	1,660	1,757
	9,250	9,178	8,782
Community Support			
Animal Services	1,558	1,759	1,509
Cemeteries	1,605	1,704	1,777
Community Development	4,042	3,539	3,112
Community Investments & Supports	12,866	13,251	12,410
	20,071	20,253	18,808
Corporate Asset Management			
City Accommodation	859	394	522
Facilities Management	13,780	15,378	14,075
Fleet Services	-	46	107
	14,639	15,818	14,704
Corporate Governance & Finance			
Assessment & Taxation	3,337	3,420	2,869
City Clerk's Office	3,495	3,262	3,532
City Manager's Office	729	801	703
City Solicitor's Office	2,527	2,378	2,985
Corporate Support	26,064	27,949	27,278
Financial Services	3,288	3,401	3,496
General Services	4,722	9,195	11,579
Legislative	1,831	1,641	1,559
Revenue Services	2,503	1,858	2,247
Service Saskatoon	986	1,211	829

	49,482	55,116	57,077
Debt Servicing Costs			
Debt Servicing	27,480	27,480	26,819
	27,480	27,480	26,819
Environmental Health			
Sustainability	2,011	1,885	1,786
Urban Biological Services	1,086	1,071	899
Urban Forestry	4,135	4,277	4,029
Waste Handling Service	18,883	17,495	17,977
Waste Reduction	930	960	818
	27,045	25,688	25,509
Recreation & Culture			
Albert Community Centre	277	279	204
Community Partnerships	892	750	762
Forestry Farm Park & Zoo	3,040	3,222	2,994
Indoor Rinks	2,751	2,942	2,821
Leisure Centres - Program	12,760	12,479	11,887
Leisure Centres - Rentals	11,259	11,502	10,673
Marketing Services	466	435	380
Marr Residence	23	19	17
Outdoor Pools	1,465	1,431	1,080
Outdoor Sport Fields	1,601	1,474	1,338
Parks and Maintenance	17,475	17,577	17,141
Playground & Recreation Areas	1,064	985	1,022
Program Research & Design	252	247	200
Spectator Ballfields	159	159	160
Targeted Programming	632	428	520
	54,116	53,929	51,199
Saskatoon Fire			
Emergency Management	1,464	1,190	1,408
Fire Services	54,492	54,672	53,650
	55,956	55,862	55,058
Saskatoon Police Service			
Policing	119,711	120,650	115,726

	119,711	120,650	115,726
Taxation & General Revenues			
Fines and Penalties	5,984	7,877	7,239
General Revenue	(2,168)	(16,337)	(25,360)
Other Levies	733	372	954
Property Levy	665	646	646
	5,214	(7,442)	(16,521)
Transportation			
Access Transit	6,673	5,756	4,854
Bridges, Subways, Overpasses	8,402	8,424	8,242
Engineering	866	894	825
Parking	4,222	3,815	3,441
Road Maintenance	48,439	47,983	47,912
Snow & Ice Management	14,630	18,867	16,461
Street Cleaning & Sweeping	4,703	4,819	4,516
Street Lighting	7,721	7,502	6,852
Transit Operations	48,675	48,471	44,094
Transportation Services	8,320	9,199	9,056
	152,651	155,730	146,253
Urban Planning & Development			
Attainable Housing	544	544	533
Business Improvement Districts	325	325	125
Bylaw Compliance	830	855	871
Development Review	2,037	1,819	1,965
Long Range Planning	416	339	295
Neighbourhood Planning	1,322	1,130	732
Planning Project Services	690	539	207
Regional Planning	719	632	530
Research & Mapping	540	447	430
Urban Design	1,551	1,153	1,511
	8,974	7,783	7,199
Total Tax Supported Expenses	544,589	540,045	510,613
Non-Tax Supported Expenses			
Building & Plumbing Permits & Standards	7,496	7,229	6,900

Golf Courses	3,995	4,683	4,440
Gordon Howe Campground	589	602	592
Impound Lot	447	459	394
Licenses & Permits	1,441	1,438	1,401
Nutrien Playland	630	491	471
River Landing	947	902	621
Saskatoon Land	6,759	9,025	7,505
Total Non-Tax Supported Expenses	22,304	24,829	22,324
Total Expenses	566,893	564,874	532,937

Appendix 3 – Water Utility Statement of Revenues and Expenses
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

	2022 Budget	2022	2021
Revenues			
Misc Revenue	338	294	329
Penalties/Violations	172	201	177
Permit Fees	-	-	1
User Fee Revenue	99,087	99,600	101,208
	99,597	100,095	101,715
Expenses			
Debt Services	7,464	7,468	7,826
Hydrants	1,692	2,102	1,353
Treatment & Pumping	14,684	15,340	12,719
Water Buildings & Grounds	972	980	650
Water Initiatives	273	259	279
Water Laboratory	783	616	749
Water Management & Admin	32,973	33,020	32,455
Water Meters	2,322	2,168	2,138
Water Services	4,094	3,914	3,510
Water Transfer Surplus (Deficit)	6,778	5,191	10,121
Water Utilities	16,865	17,071	16,832
Watermains Engineering	657	250	741
Watermains Maintenance	10,040	11,716	12,342
	99,597	100,095	101,715
Surplus			
	-	-	-

Appendix 4 – Wastewater Utility Statement of Revenues and Expenses**For the Year Ended December 31, 2022****(in thousands of dollars)****(unaudited)**

	2022 Budget	2022	2021
Revenues			
Hauler Revenue	195	568	163
Infrastructure Levy	22,966	23,412	24,264
Metered Revenue	54,923	55,877	55,939
Misc Revenue	1,686	921	1,236
Penalties/Violations	115	134	118
	79,885	80,912	81,720
Expenses			
Debt Services	4,639	4,635	5,173
Enviro Bylaw Enforcement	-	-	1
Heavy Grit Facilities	404	189	224
Lab Services	735	758	698
Lift Stations	2,302	2,308	1,863
Marquis Liquid Waste Facilities	213	109	21
Sewer Connections	2,445	2,665	3,227
Sewer Engineering	501	869	730
Sewer Inspections	786	749	487
Sewer Maintenance	5,370	6,607	5,453
Sludge Handling & Disposal	2,063	1,500	1,445
Treatment	9,059	7,607	7,693
Wastewater Initiatives	227	210	227
Wastewater Management & Admin	23,255	23,132	22,764
Wastewater Transfer Surplus (Deficit)	4,920	6,001	7,450
Wastewater Utilities	22,966	23,573	24,264
	79,885	80,912	81,720
Surplus	-	-	-

Appendix 5 – Storm Water Utility Statement of Revenues and Expenses
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

	2022 Budget	2022	2021
Revenues			
Metered Revenue	13,783	14,113	12,151
Penalties/Violations	12	14	12
	13,795	14,127	12,163
Expenses			
Debt Services	54	54	101
Drainage	976	925	883
Storm Sewers Engineering	596	466	474
Storm Sewers Maintenance	2,254	2,073	2,129
Storm Water Admin	9,915	9,952	8,231
Storm Water Transfer Surplus (Deficit)	-	657	345
	13,795	14,127	12,163
Surplus			
	-	-	-

Appendix 6 – Saskatoon Light & Power Utility Statement of Revenues and Expenses
For the Year Ended December 31, 2022
(in thousands of dollars)
(unaudited)

	2022		
	Budget	2022	2021
Revenues			
Charter Revenue	-	55	-
Miscellaneous Revenue	869	1,124	1,133
Municipal Surcharge	15,436	15,952	15,633
Penalties/Violations	300	334	296
Service Connection Fees	390	334	338
User Fee Revenue	155,363	160,562	157,488
	172,358	178,361	174,888
Expenses			
Custom Work	138	266	188
Debt Services	15	820	542
Equipment	64	518	268
Landfill Gas Generation	1,000	1,037	629
Pole Line Feeder	6,453	7,787	6,513
Power Purchased	92,174	94,355	92,665
SLP Buildings & Grounds	972	845	888
SLP Management & Admin	42,238	40,031	39,226
SLP Meters	1,214	975	949
SLP Transfer Surplus (Deficit)	24,660	25,882	29,152
Street Lighting Maintenance	1,983	1,258	747
Substations	1,274	1,695	1,137
System Operations	173	49	170
Utilities-Capital	-	2,843	1,814
	172,358	178,361	174,888
Surplus			
	-	-	-

Appendix 7 – Waste Services Utility Statement of Revenues and Expenses**For the Year Ended December 31, 2022****(in thousands of dollars)****(unaudited)**

	2022		
	Budget	2022	2021
Revenues			
Leaves and Grass	790	838	802
Misc Revenue	38	38	38
Multi-Unit Recycling	5,151	6,333	5,111
Residential Recycling	6,435	6,552	6,483
	12,414	13,761	12,434
Expenses			
Debt Services	1	1	1
Leaves and Grass	790	838	802
Multi-Unit Recycling	5,188	6,370	5,148
Recycling	6,435	6,552	6,483
	12,414	13,761	12,434
Surplus	-	-	-

Appendix 8 – Land Operations Statement of Revenues and Expenses**For the Year Ended December 31, 2022****(in thousands of dollars)****(unaudited)**

	2022		2021	
	Budget	2022	2021	
Land Sale Revenue				
Single, Multi-Family & Commercial	\$ 54,242	\$ 62,428	\$ 50,028	
Industrial/Suburban Centre	6,665	14,468	14,949	
	60,907	76,896	64,977	
Cost of Land Sold				
Single, Multi-Family & Commercial	41,251	46,547	33,663	
Industrial/Suburban Centre	4,335	7,928	8,443	
	45,586	54,475	42,106	
Net Sales	15,321	22,421	22,871	
Other Revenue				
Rock Sales	-	-	-	
Cost Recoveries	121	131	30	
Property Lease	3,240	3,972	3,442	
Interest	373	97	100	
Total Other Revenue	3,734	4,200	3,572	
Other Expenses				
Salaries & Benefits	2,012	1,745	1,781	
Operating Expenses	798	658	606	
Grants-in-Lieu of Taxes	1,122	1,122	1,168	
Maintenance	298	187	247	
Interest	400	383	534	
Marketing	1,883	130	131	
Contribution to Reserves	817	2,090	2,099	
Total Other Expenses	7,330	6,315	6,566	
Surplus	\$ 11,725	\$ 20,306	\$ 19,877	

Consolidated Revenues and Expenses
For the Years Ended December 31, 2022 to 2018
(in thousands of dollars)
(unaudited)

	2022	2021	2020	2019	2018
Revenues					
Contribution from Develop & Others	150,946	145,587	105,631	74,144	148,928
Franchise Fees	20,963	18,894	18,633	18,497	16,055
General Revenues	65,770	44,299	22,480	22,938	22,474
Government Transfers	129,177	122,362	163,857	89,445	161,177
Grants in lieu of Taxes	8,459	8,515	7,174	6,836	4,167
Investment Income	14,582	15,191	12,993	16,782	13,537
Taxation	308,177	294,413	282,690	269,351	254,221
User Fees	439,399	429,718	409,370	453,193	442,347
Total Revenues	1,137,473	1,078,979	1,022,545	951,186	1,062,906
Expenses					
Arts, Culture and Events Venues	45,959	28,145	11,981	7,830	10,454
Community Support	19,379	18,668	18,481	17,630	17,706
Corporate Asset Management	12,730	9,487	9,199	9,168	5,672
Corporate Governance & Finance	54,258	59,220	50,748	42,125	48,791
Debt Servicing	11,062	5,817	9,673	10,895	12,127
Environmental Health	35,023	68,721	52,052	55,696	54,553
Land Development	54,658	17,228	14,256	8,282	8,006
Recreation and Culture	60,080	54,165	61,581	65,597	69,142
Saskatoon Fire	53,713	55,050	55,789	52,703	49,972
Saskatoon Police Service	120,808	116,501	122,225	108,272	104,558
Saskatoon Public Library	22,257	22,680	10,813	13,756	23,521
Taxation and General Revenues	5,453	14,062	4,797	6,176	7,040
Transportation	178,205	180,079	204,212	195,704	179,942
Urban Planning and Development	28,807	25,347	25,936	33,520	26,706
Utilities	220,269	217,131	204,636	192,202	185,826
Total Expenses	922,661	892,301	856,386	819,556	804,016
Surplus of Revenues over Expenses	214,895	186,678	166,442	131,630	258,890

Summary of Expenses by Object**For the Years Ended December 31, 2022 to 2018****(in thousands of dollars)****(unaudited)**

	2022	2021	2020	2019	2018
Contracted and General Services	168,449	137,100	176,875	169,029	159,645
Amortization	148,984	145,696	149,643	144,146	141,617
Donations, Grants and Subsidies	13,916	11,466	9,262	9,415	10,068
Finance Charges	13,297	12,000	27,002	26,912	24,266
Heating, Lighting, Power, Water and Telephone	123,278	123,268	112,714	115,688	109,870
Material, Goods and Supplies	74,785	37,757	18,400	30,679	27,200
Wages and Benefits	379,952	425,014	362,490	323,687	331,350
	922,661	892,301	856,386	819,556	804,016

Summary of Accumulated Surplus and Net Financial Assets (Debt)**For the Years Ended December 31, 2022 to 2018****(in thousands of dollars)****(unaudited)**

	2022	2021	2020	2019	2018
Accumulated Surplus	5,024,521	4,809,709	4,623,031	4,456,589	4,324,959
Net Financial Assets (Debt)	250,035	160,766	86,820	37,465	(29,481)

Summary of Operating Revenues
For the Years Ended December 31, 2022 to 2018
(in thousands of dollars)
(unaudited)

	2022	2021	2020	2019	2018
Revenues					
General Revenue	100,887	59,623	95,410	104,788	99,307
Government Transfers	62,523	62,962	84,977	63,015	62,505
Grants In-Lieu of Taxes	44,737	44,054	43,698	43,352	41,439
Land Administration Fee	9,025	7,505	4,858	2,603	2,905
Taxation	279,459	266,965	256,528	244,393	231,149
User Charges	61,565	90,721	34,677	53,917	52,847
	558,196	531,830	520,148	512,068	490,152

Summary of Operating Expenses
For the Years Ended December 31, 2022 to 2018
(in thousands of dollars)
(unaudited)

Expenses	2022	2021	2020	2019	2018
Arts, Culture and Events Venues	9,178	8,782	8,552	8,530	7,657
Community Support	20,253	18,808	17,631	18,062	17,569
Corporate Asset Management	15,818	14,704	11,291	12,144	14,240
Corporate Governance & Finance	55,116	57,077	49,851	44,459	48,189
Debt Servicing	27,480	26,819	27,559	28,975	29,135
Environmental Health	25,688	25,509	22,851	20,490	20,552
Land Development	9,025	7,505	4,858	5,204	1,188
Recreation & Culture	53,929	57,717	50,419	54,696	52,310
Saskatoon Fire	55,862	55,058	53,556	53,682	49,209
Saskatoon Police Service	120,650	115,726	109,718	106,286	100,635
Taxation and General Revenues	(7,442)	(16,521)	22,993	6,768	7,766
Transportation	155,730	146,253	129,388	138,685	132,357
Urban Planning and Development	23,587	15,500	12,183	13,569	12,364
	564,874	532,937	505,182	511,550	493,171

Summary of Capital Operations
For the Years Ended December 31, 2022 to 2018
(in thousands of dollars)
(unaudited)

	2022	2021	2020	2019	2018
Sources of Funds					
Disaster Mitigation and Adaptation	2,121	1,439	-	-	-
Federal Transit Funding Program	16	429	591	3,368	4,908
Federation of Canadian Municipalities	1,265	139	393	47	150
Government Of Canada	84	7	-	104	2,701
Grant Revenue - Federal	217	7,563	-	-	-
Infra Gas Tax Program	21,272	15,251	29,921	19,608	649
Investing in Canada Infrastructure Program – Federal	10,429	5,653	484	-	-
Investing in Canada Infrastructure Program - Provincial	8,948	4,702	-	-	-
Low Carbon Economy	262	316	-	-	-
Ministry of Highways	500	-	-	-	-
Municipal Economic Enhancement Program	1,997	20,361	13,172	-	-
Natural Resource Canada	73	63	-	-	-
New Building Canada Fund (Federal)	8,220	1,415	25,426	1,820	3,749
New Building Canada Fund (Provincial)	7,798	1,416	10,294	1,640	3,570
Province Of Saskatchewan	6	-	60	216	26,456
Rail Safety Improvement Program	68	134	6	53	55,492
Taxation	4,200	865	7,558	2,520	2,249
Utility Contribution	5,238	7,767	6,959	6,981	7,766
Contribution from Developers and Others	1,990	5,532	47,510	14,306	38,097
Appropriations	244,145	238,072	136,646	226,218	190,906
	318,849	311,124	279,020	276,881	336,693
Application of Funds					
Arts, Culture and Events Venues	-	-	-	-	-
Community Support	-	-	78	10	412
Corporate Asset Management	19,790	25,066	22,454	118,042	18,398
Corporate Governance and Finance	987	7,891	14,002	5,051	3,633

Environmental Health	21,100	12,115	6,977	3,734	5,173
Land Development	19,592	28,718	72,433	33,884	29,054
Recreation and Culture	6,756	10,234	10,326	11,466	39,900
Saskatoon Fire	9,124	3,321	1,139	2,703	2,256
Saskatoon Police Service	2,772	2,084	2,830	3,362	2,333
Saskatoon Public Library	5,185	2,748	-	-	-
Transportation	49,765	48,085	44,014	62,825	304,238
Urban Planning and Development	271	1,287	2,577	10,883	5,707
Utilities	110,814	84,155	91,208	72,808	62,966
	246,156	225,703	265,760	224,119	474,070
Increase (Decrease) in Unexpended Capital Financing	72,693	85,421	13,260	52,762	(137,377)
Unexpended Capital Financing, Beginning of Year	(43,040)	(128,461)	(141,724)	(194,483)	(57,106)
Unexpended Capital Financing, End of Year	29,653	(43,040)	(128,461)	(141,721)	(194,483)

Summary of Public Utilities Operating Results
For the Years Ended December 31, 2022 to 2018
(in thousands of dollars)
(unaudited)

Net surplus after deducting operating expenses, debt charges and contributions to reserves:

	2022	2021	2020	2019	2018
Saskatoon Light & Power	17,590	23,456	22,654	23,016	22,697
Net Surplus	17,590	23,456	22,654	23,016	22,697
Amount contributed by Utilities to Revenue as Return on Investment	17,590	23,456	22,654	23,016	22,697

Summary of Reserves and Surplus
For the Years Ended December 31, 2022 to 2018
(in thousands of dollars)
(unaudited)

	2022	2021	2020	2019	2018
Reserves					
Property Realized	31,867	46,188	43,293	43,781	40,734
Replacement	38,513	47,238	42,116	42,381	43,099
Future Expenses	196,055	178,084	123,994	145,729	169,694
Surplus (Deficit)	(6,678)	(1,107)	(702)	518	(3,019)
	259,757	270,403	208,701	232,409	250,508

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

As at December 31, 2022 to 2018

(unaudited)

	2022	2021	2020	2019	2018
Total Term Debt	\$276,966,354	\$295,110,388	\$314,424,628	\$331,413,653	\$358,983,525
Population Estimate at July 31 (1)	285,490	282,900	279,900	272,200	278,500
Gross Debt per Capita	970	1,043	1,123	1,218	1,289
Net Debt per Capita	938	1,016	1,072	1,199	1,272
Mill Rate Supported Debt	277	307	337	377	397
Legal Debt Limit	558,000,000	558,000,000	558,000,000	558,000,000	558,000,000
Debt servicing costs as a percentage of total expenses	1.44%	1.27%	1.34%	1.34%	1.53%

(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
For the Years Ended December 31, 2022 to 2018
(unaudited)**

	2022	2021	2020	2019	2018
Waterworks Utility	\$5,579,780	\$9,197,660	\$12,714,550	\$16,140,370	\$23,290,018
Wastewater Utility	1,492,220	3,697,340	5,839,250	7,923,230	9,955,420
HELP Program	1,833,300	-	-	-	-
Gas Tax	-	-	-	5,068,033	9,974,638
P3	188,964,018	195,441,398	201,647,689	199,750,467	205,064,241
Total Debt Not Supported by Civic Mill Rate	197,869,318	208,336,398	220,201,489	228,882,100	248,284,317
Total Civic Mill Rate Debt	79,097,036	86,773,990	94,223,139	102,531,553	110,699,208
Total Term Debt	276,966,354	295,110,388	314,424,628	331,413,653	358,983,525
Sinking Funds Accumulated to Retire Debt	(9,046,000)	(7,687,775)	(6,816,065)	(5,115,762)	(4,715,417)
Net Debt	267,920,354	287,422,613	307,608,563	326,297,891	354,268,108
Population Estimate at Dec. 31 (2)	285,490	282,900	279,900	272,200	278,500
Gross Debt per Capita	970	1,043	1,123	1,218	1,289
Net Debt per Capita	938	1,016	1,072	1,199	1,272
Mill Rate Supported Debt	277	307	337	377	397

(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, 2022

(unaudited)

Year	Long-Term Debt Maturing	Percentage Yearly	Percentage Reduction Accumulated
2023	15,756,844	5.69%	5.69%
2024	14,565,118	5.26%	10.95%
2025	10,245,904	3.70%	14.65%
2026	9,344,784	3.37%	18.02%
2027	9,661,784	3.49%	21.51%
2028	10,033,964	3.62%	25.13%
2029	10,424,787	3.76%	28.90%
2030	10,834,406	3.91%	32.81%
2031	10,835,529	3.91%	36.72%
2032	8,485,246	3.06%	39.78%
2043	166,777,985	60.22%	100.00%
Total Debt	276,966,354	100%	-
Sinking funds accumulated to retire debt	(9,046,000)	-	-
Net Debt	267,920,355	- %	

Summary of Property Assessment and Tax Levy
For the Years Ended December 31, 2022 to 2018
(unaudited)

	2022	2021*	2020	2019	2018
Gross Assessments	\$45,454,777,921	45,065,852,585	46,782,525,892	46,354,613,030	45,895,563,135
Exemptions	10,453,854,610	10,386,666,913	10,529,194,540	10,508,887,425	10,430,652,235
Assessed Value for Taxation	\$35,000,923,311	34,679,185,672	36,253,331,352	35,845,725,605	35,464,910,900
Tax Rate:					
General	8.18	7.87	7.08	6.82	6.54
Library	0.84	0.81	0.72	0.70	0.65
Education:					
Public/Separate Board	4.54	4.12	4.12	4.12	4.12
Total	13.57	12.80	11.92	11.64	11.31
Property Roll Collections:					
Current	\$480,733,074 \$	447,515,043	449,695,485	438,524,761	422,067,470
Arrears	12,137,035	29,546,210	11,193,256	11,504,573	10,188,342
Total Collected	\$492,870,109 \$	477,061,253	460,888,741	450,029,334	432,255,812
Percentage of Levy Collected:					
Current	95.15%	92.43%	95.72%	96.28%	96.98%
Current and Arrears	94.87%	92.58%	92.30%	96.11%	96.84%
Taxes Outstanding:					
Current	\$12,289,283	10,192,586	11,479,306	11,226,572	10,497,249
Arrears	3,546,887	4,112,887	4,897,882	3,546,299	3,448,714
	\$15,836,170	14,305,473	16,377,188	14,772,871	13,945,963

* Reassessment Year

Saskatoon Economic Statistics**For the Years Ended December 31, 2022 to 2018****(unaudited)**

	2022	2021	2020	2019	2018*
Saskatoon population (July 31)*:	288,311	282,900	279,900	272,200	268,188
Annual change	1.91%	1.07%	1.69%	1.50%	1.98%
Saskatoon inflation rate – annual change	6.32%	2.47%	0.90%	1.60%	2.30%
Saskatoon unemployment rate - annual average	4.30%	7.48%	9.58%	5.85%	6.63%
Number of Persons Employed in Saskatoon	191,519	172,085	173,248	179,771	174,800
Saskatoon Building Permits					
Total Number	3,717	3,750	3,746	3,369	3,566
Total Value	\$ 712,850	\$ 724,687	\$ 541,695	\$ 648,900	\$ 642,595
Annual Change	(0.88)%	0.11%	11.19%	(5.52)%	(10.81)%

* July population estimates are provided by Statistics Canada annual estimates.

* Statistics Canada has revised their past estimates to reflect a change to the base year of 2016, from the previous 2011. This occurred in 2018 which means that many of the population estimates declined. Statistics Canada had been estimating Saskatoon's population at a higher growth rate and have therefore re-adjusted the population bases.

Sources of Information: Statistics Canada, Conference Board of Canada, and the City of Saskatoon - Community Services Department.

Major Taxpayers in Saskatoon**2022 Taxable Assessment****(in thousands of dollars)****(unaudited)**

Midtown Plaza Inc.	\$	265,340
Mainstreet Equity Corp.		154,249
Boardwalk REIT Properties Holdings Ltd.		148,734
Concorde Group Corp.		123,533
Boulevard Real Estate Equities Ltd.		122,062
Centre at Circle & Eighth Property Inc.		117,586
Nexus Holdings Inc.		104,396
Calloway REIT Saskatoon South		101,688
101042414 Saskatchewan Ltd.		88,128
Duchuck Holdings Ltd.		87,061
River Landing GP Inc.		85,475
Saskatoon West Shopping Centres Limited		84,999
The Saskatoon Co-operative Association Limited		83,091
959630 Alberta Inc.		80,838



 *City of*
Saskatoon

SASKATOON.CA