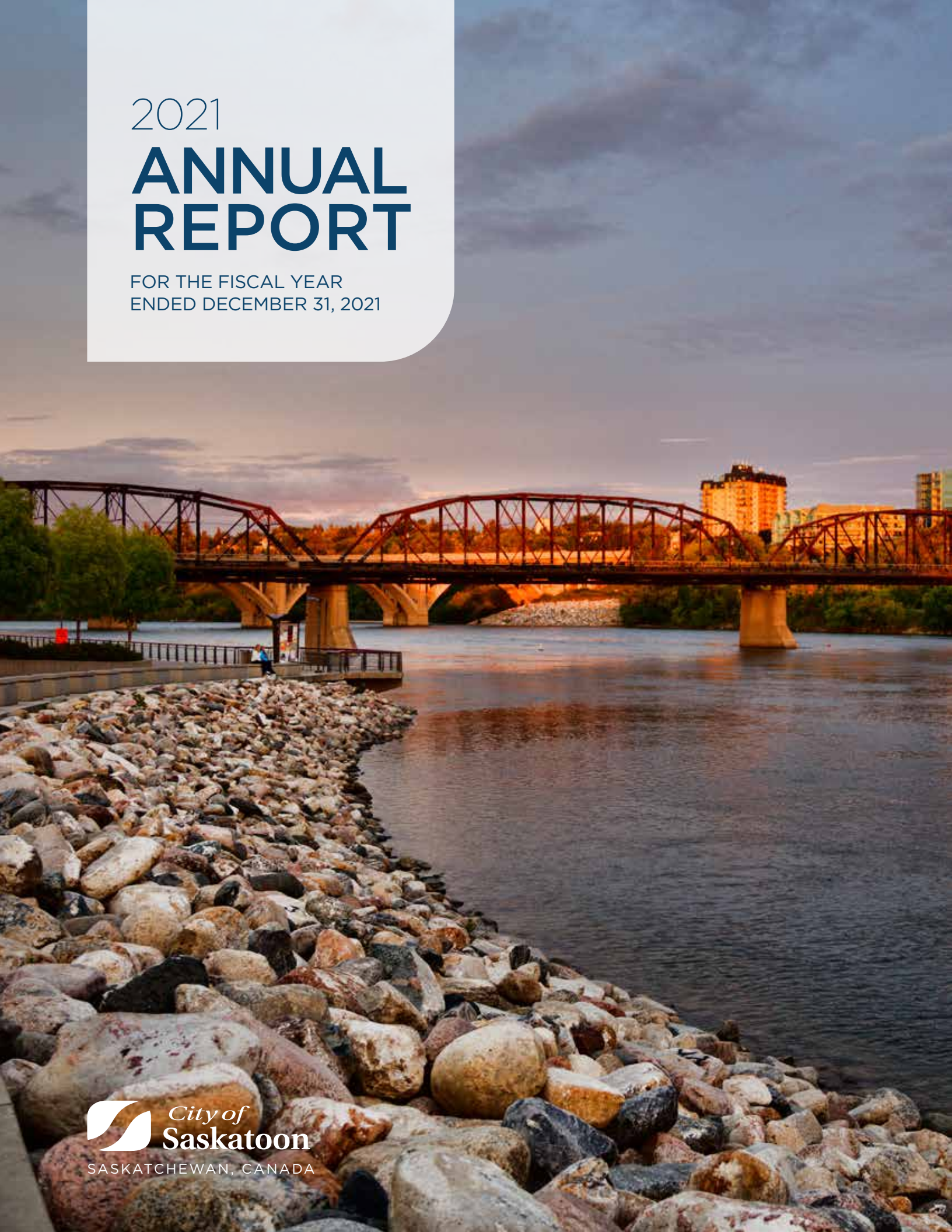


2021

ANNUAL REPORT

FOR THE FISCAL YEAR
ENDED DECEMBER 31, 2021



LAND ACKNOWLEDGEMENT

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

Indigenous peoples including Métis, Cree, Dakota, Dene, 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.



Reconciliation
SASKATOON



Saskatoon is the **19th largest city** in Canada with the **9th highest population growth** rate among the Country's 25 largest cities.

Home to **over 282,000 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): **180+**

Languages (mother tongue): **120+**

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 citizens.

SASKATOON AT A GLANCE 2021



Population

282,277

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

965

Conference Board of Canada, Metropolitan Database. Saskatoon Housing Starts, Singles, July 28th, 2022.



Population Growth

1,504

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



Total Building Permits Issued

3,762

City of Saskatoon, Building Standards Monthly Build Permit Report, December 31, 2021.



Unemployment Rate

7.18%

Conference Board of Canada, Metropolitan Database. Saskatoon Unemployment, July 28th, 2022.



Total Construction Value

\$725,028

City of Saskatoon, Building Standards Monthly Build Permit Report, December 31, 2021.



Increase in Jobs

8,450

Conference Board of Canada, Metropolitan Database. Saskatoon Employment, July 28th, 2022.



DELIVERING ON OUR STRATEGIC GOALS

2018–2021 Strategic Plan

The 2018–2021 Strategic Plan reflects the insights and direction of City Council, the public's needs, and Administrative priorities. The COVID-19 pandemic persisted through 2021 and required the City to adapt its operations and implement its strategy in new and creative ways. Having a well-defined Strategic Plan allowed the City to evaluate priorities quickly and pivot operations to focus on emerging pandemic response needs and our highest priority strategic initiatives.

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

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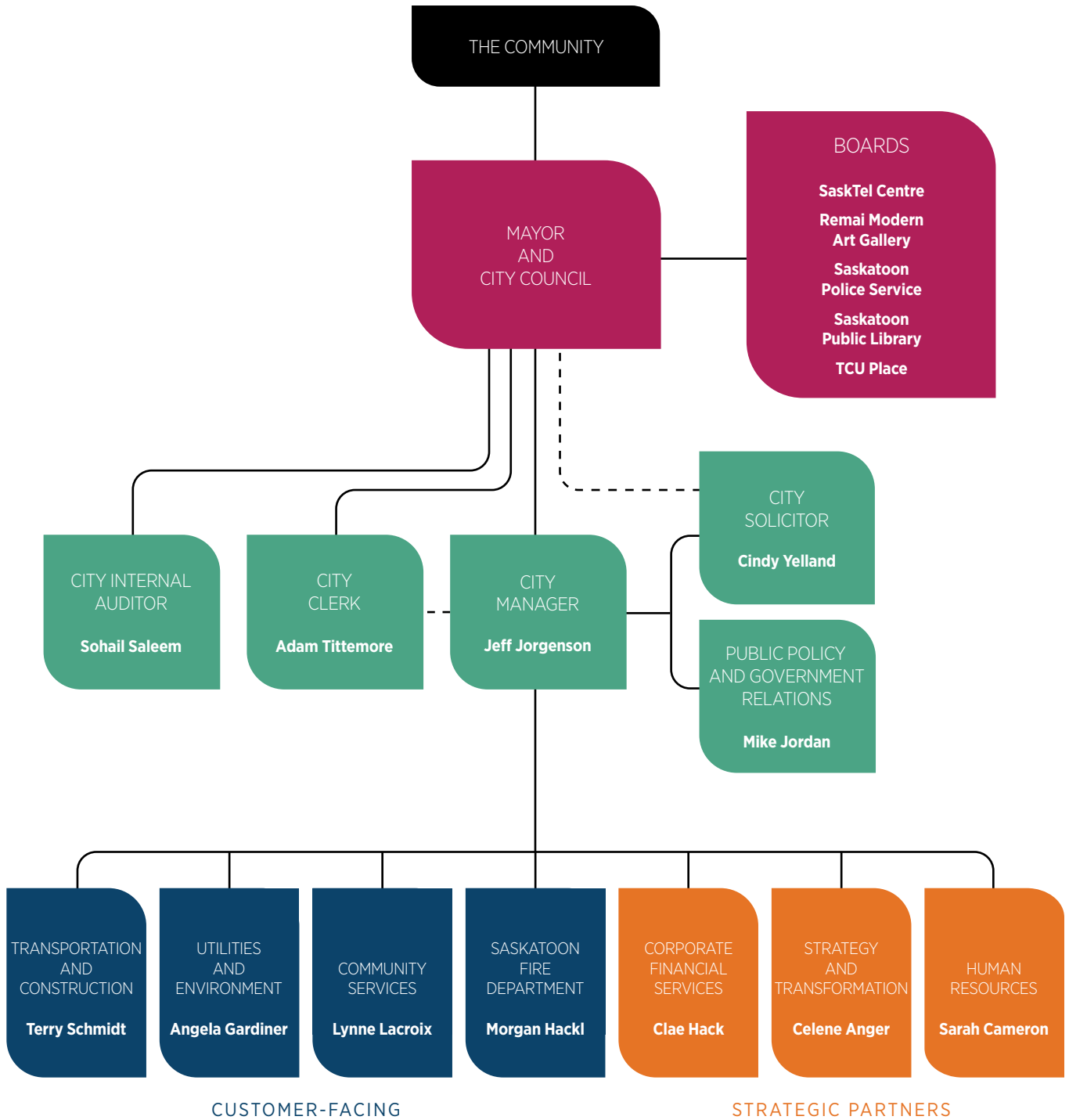
APPENDICES (Unaudited)

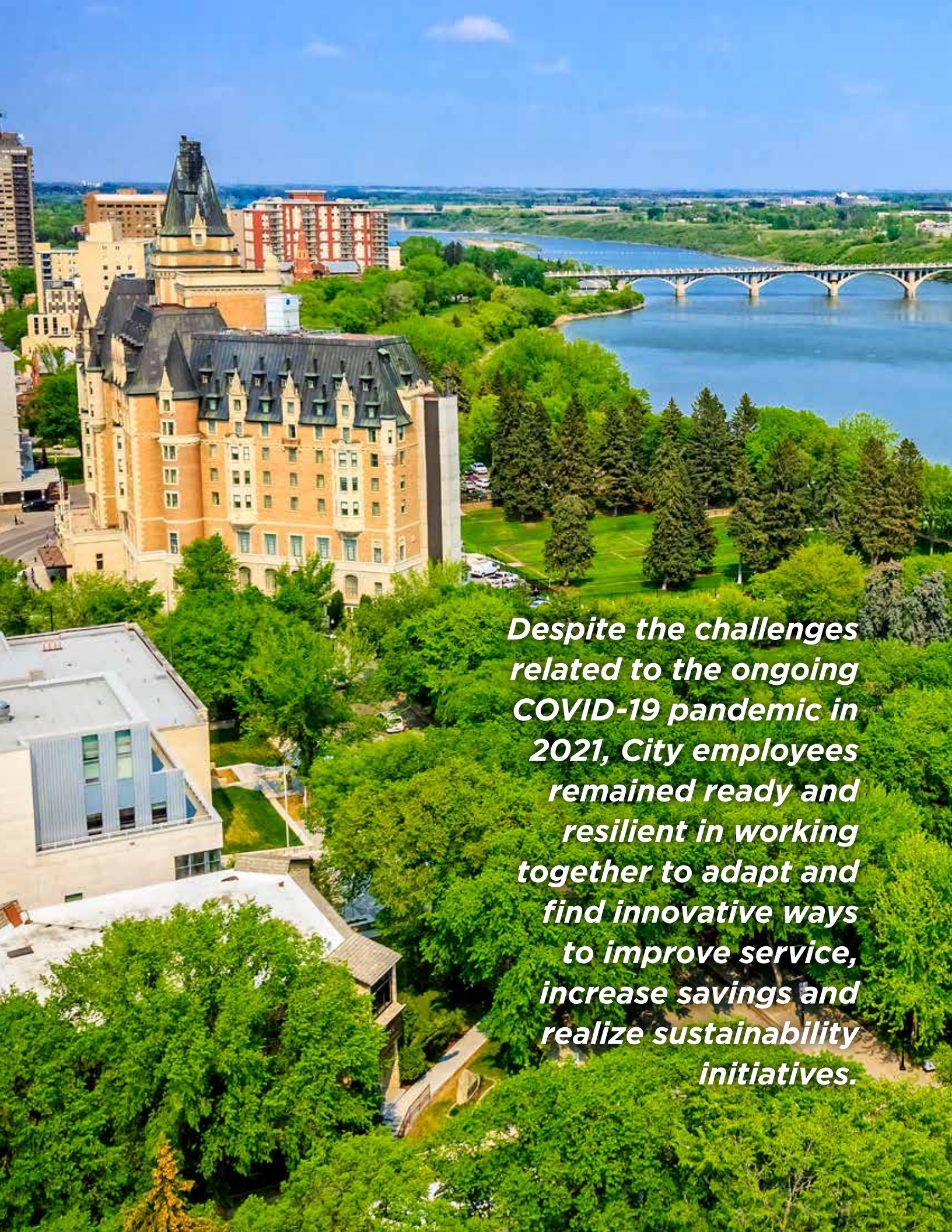
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CITY OF SASKATOON ORGANIZATIONAL CHART 2021





Despite the challenges related to the ongoing COVID-19 pandemic in 2021, City employees remained ready and resilient in working together to adapt and find innovative ways to improve service, increase savings and realize sustainability initiatives.

FINANCIAL AWARDS & RECOGNITION

GFOA RECOGNITION

For the 14th consecutive year, the City of Saskatoon has been recognized with 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 **2020 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 committed to financial transparency and openly communicating to the citizens of Saskatoon with full disclosure in our annual reporting," says Kari Smith, Director of Finance. "We are proud to receive this award and proud of our employees who are dedicated to making the City of Saskatoon a leader in producing high-quality financial reports year after year."

The City's **2020 Annual Report** has been 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.

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.

CITY AWARDED 20TH CONSECUTIVE 'AAA'/STABLE CREDIT RATING FROM S&P GLOBAL

S&P Global Ratings (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 maintained the 'AAA'/Stable credit rating for twenty years since S&P first began affirming the City's credit ratings in 2002.

Given the financial challenges the City and other municipalities continued to weather in 2021 due to the COVID-19 pandemic, this rating is reflective of the City of Saskatoon's ongoing strong governance and financial management practices.



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,

Handwritten signature of Clae Hack in black ink.

Clae Hack
Chief Financial Officer
August 29, 2022

Handwritten signature of Kari Smith in black ink.

Kari Smith
Director of Finance
August 29, 2022



Government Finance Officers Association

**Canadian Award
for
Financial Reporting**

Presented to

City of Saskatoon

Saskatchewan

For its Annual
Financial Report
for the Year Ended

December 31, 2020

Christopher P. Morrill

Executive Director/CEO



MESSAGE FROM THE MAYOR



In 2021, we proved as a city that we are adaptable. As continual challenges were presented by the pandemic, we worked together to navigate difficult obstacles. Safety guidelines were modified amidst changing restrictions from the Province, work remained virtual or hybrid, and the City of Saskatoon, knowing we would face lost revenues as well, needed to be adaptable fiscally as well.

Every challenge brings an opportunity to learn. It allows working together and applying new ways of thinking that produce better outcomes for our residents.

City Council and Administration worked together to respond to challenges and take on every curveball thrown at us. I am so grateful to work with such a dedicated, talented, and dynamic group of people, especially when facing turbulent times.

Our whole community felt the shock and grief with the discovery of unmarked graves across the country and right here at home. We recognized the first National Day for Truth and Reconciliation with numerous events across the city. We moved forward in partnerships with Indigenous-led services, like the extension of Saweyihtotan and partnership with the Saskatoon Tribal Council to operate the Emergency Wellness Shelter.

The City of Saskatoon continued to find ways to break down barriers to employment to make sure our workforce is representative of our community at large. We know we have more work to do to this end. We will continue to work together to create a community that supports everyone.

Saskatoon remains one of the few municipalities in the country to retain a 'AAA'/Stable credit rating with S & P Global Ratings. We've maintained this through making difficult decisions, listening to the community, and Council and Administration working together along with the Federal and Provincial governments.

Throughout 2021, we continued making strides toward becoming a more sustainable city for the future. We launched the HELP program to assist homeowners to make energy-efficient renovations. This program filled immediately on launch and we've worked to secure more funding from partners to expand the program. The City also completed its first dry stormpond to prevent flooding in residential neighbourhoods and continues to work towards our objectives in the Low Emission Community plan.

In Saskatoon, we've seen significant growth leading the Province for the last decade. And more growth is on the horizon. Our job at the City is to make sure that we rise to this opportunity and provide quality services, programs, and infrastructure to support all people who call Saskatoon home with a great quality of life.

We can achieve a better future for ourselves and future generations in our city, supplying the jobs that solve the world's problems and the amenities and services that are necessary to build an attractive city for generations to come.

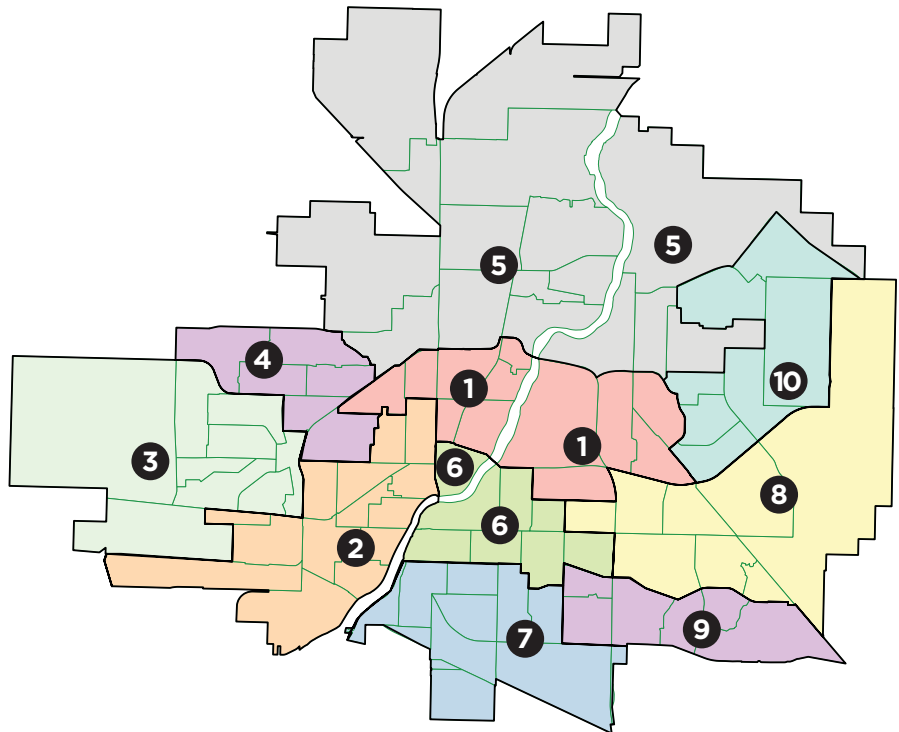
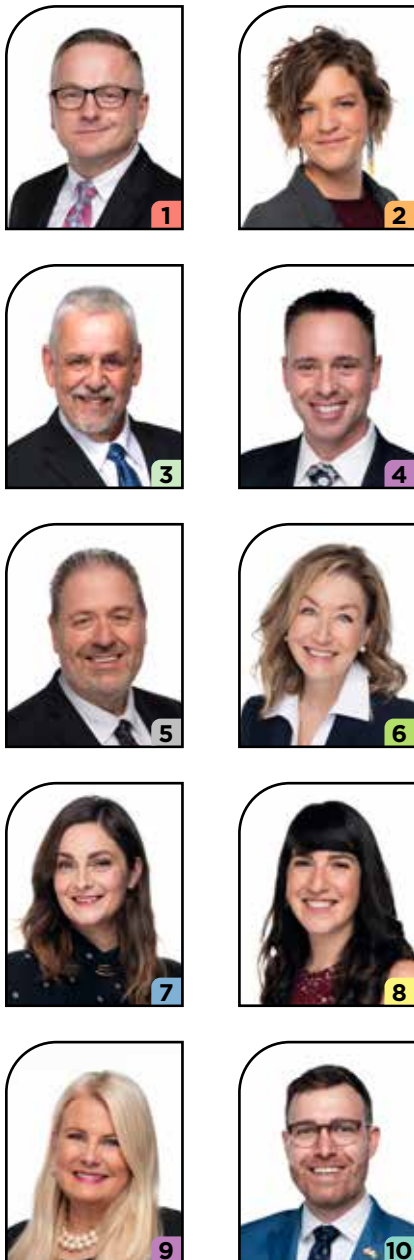
A handwritten signature in white ink, appearing to read 'Charlie Clark'. The signature is fluid and cursive.

Charlie Clark
Mayor

CITY COUNCIL 2021

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

2 HILARY GOUGH
Ward 2 Councillor

3 DAVID KIRTON*
Ward 3 Councillor

4 TROY DAVIES
Ward 4 Councillor

5 RANDY DONAUER*
Ward 5 Councillor

6 CYNTHIA BLOCK*
Ward 6 Councillor

7 MAIRIN LOEWEN
Ward 7 Councillor

8 SARINA GERSHER
Ward 8 Councillor

9 BEV DUBOIS*
Ward 9 Councillor

10 ZACH JEFFRIES*
Ward 10 Councillor

*2021 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 2021 Annual Report which highlights the projects, services and programs we delivered over yet another challenging year. Also included is the progress made on our Strategic Goals as set by City Council and importantly, a full and transparent picture of the City's finances as of December 31, 2021.

2021 required our continued focus on adapting to change and keeping each other and the public we serve safe. Despite the many challenges brought on by COVID-19, we experienced

very little or no disruption to the delivery of key civic services and programs Saskatoon citizens rely on every day. As evidence of this, our 2021 Civic Satisfaction Survey #1 revealed that 86% of residents stated they received 'very good' or 'good' value for the quality of services provided by the City.

In January we achieved a huge milestone with the launch of the first wave of Fusion, our major business transformation project which lays the foundation for a modern and unified approach to managing our resources. While a change of this magnitude is never easy, our employees demonstrated strength, determination and commitment to learning new ways of working and adjusting to the new systems and processes. The work to fully implement Fusion continues into 2022 and it's exciting to know that our planning for additional functionality in Fusion will help us realize greater efficiencies year-over-year as we move forward.

In 2021, S&P Global Ratings reconfirmed the City of Saskatoon's credit rating as the highest rating possible at **'AAA'/ Stable**, citing the City's low debt levels and exceptional liquidity.

As the City continued to experience budgetary pressures from revenue shortfalls due to the pandemic, our teams worked hard to support our capital plans and forge partnerships with other levels of government and community partners.

The City of Saskatoon remained committed to environmental stewardship and building environmentally friendly and sustainable practices for our organization and the community at large. In 2021, over 60 of our initiatives were reviewed by our Triple Bottom Line Policy that mandates the lens of the four pillars of sustainability is applied to all new projects. We also released our first **Climate Action Plan: Progress Report** and reported approximately \$820,000 in savings as part of our **2021 Service, Savings and Sustainability Report**.

We started work on the development of City Council's & Administration's **2022-2025 Strategic Plan** with a draft version of the plan shared with residents and employees. A summary of all feedback received on the draft Strategic Plan was attached to a report presented to Council in November 2021. Input from a wide range of engagement activities was then used in drafting the final version of the Strategic Plan for City Council's approval.

We solidified our commitment to reconciliation, equity, diversity and inclusion by ensuring it was a Council Priority Area in the **2022-2025 Strategic Plan** and made progress on the Truth and Reconciliation Commission of Canada's Calls to Action.

Due to COVID-19, the need for physical distancing continued to impact how the City engaged with the public, stakeholders and our community partners.

Our Public Engagement team shifted focus to online public meetings, workshops and surveys to gather valued citizen input. The Public Engagement team also worked to build and strengthen ongoing relationships with community organizations to help offset obstacles to engaging with Saskatoon's diverse communities during the pandemic.

Looking back, I'm so proud of the courage and resiliency shown by City employees - their hard work and creativity helped us navigate challenges and find new ways to achieve operational efficiencies, drive savings and make progress on our commitment to sustainability.

Working together as One City, we will remain dedicated to our goal of making Saskatoon a great place to live, work, learn and play every day.



Jeff Jorgenson
City Manager



2021 FINANCIAL HIGHLIGHTS



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

Revenues (millions of \$)	2021 Budget	2021 Actual	2021 Budget to 2021 Actuals Variance	2020 Actual	2021 Actuals to 2020 Actuals Variance
Taxation	\$ 297.5	\$ 294.4	(\$ 3.1)	\$ 282.7	\$ 11.7
Grants-in-Lieu of Taxes	\$ 8.6	\$ 8.5	(\$ 0.1)	\$ 7.2	\$ 1.3
User Fees	\$ 416.0	\$ 429.8	\$ 13.8	\$ 409.4	\$ 20.4
Government Transfers - Operating	\$ 63.5	\$ 63.5	\$ 0.0	\$ 83.8	(\$ 20.3)
Government Transfers - Capital	\$ 58.9	\$ 58.9	\$ 0.0	\$ 80.1	(\$ 21.2)
Investment Income	\$ 13.9	\$ 15.2	\$ 1.3	\$ 13.0	\$ 2.2
Contributions from Developers - Operating	\$ 60.0	\$ 60.0	\$ 0.0	\$ 47.5	\$ 12.5
Contributions from Developers - Capital	\$ 85.6	\$ 85.6	\$ 0.0	\$ 58.1	\$ 27.5
Franchise Fees	\$ 19.4	\$ 18.9	(\$ 0.5)	\$ 18.6	\$ 0.3
General	\$ 29.8	\$ 44.2	\$ 14.4	\$ 22.4	\$ 21.8
TOTAL	\$ 1,053.2	\$ 1,079.0	\$ 25.8	\$ 1,022.8	\$ 56.2





EXPENSES: Where does the money go?

BUDGET TO ACTUAL AND PRIOR YEAR COMPARISON

Expenses (millions of \$)	2021 Budget	2021 Actual	2021 Budget to 2021 Actuals Variance	2020 Actual	2021 Actuals to 2020 Actuals Variance
Arts, Culture & Events Venues	\$ 28.1	\$ 28.1	\$ 0.0	\$ 12.0	\$ 16.1
Community Support	\$ 18.4	\$ 18.7	(\$ 0.3)	\$ 18.5	\$ 0.2
Corporate Asset Management	\$ 8.6	\$ 9.5	(\$ 0.9)	\$ 9.2	\$ 0.3
Corporate Governance & Finance	\$ 48.4	\$ 59.2	(\$ 10.8)	\$ 50.7	\$ 8.5
Debt Servicing Costs	\$ 5.8	\$ 5.8	\$ 0.0	\$ 9.7	(\$ 3.9)
Environmental Health	\$ 68.7	\$ 68.7	\$ 0.0	\$ 52.1	\$ 16.6
Fire	\$ 54.3	\$ 55.1	(\$ 0.8)	\$ 55.8	(\$ 0.7)
Land Development	\$ 16.0	\$ 17.2	(\$ 1.2)	\$ 14.3	\$ 2.9
Libraries	\$ 20.4	\$ 22.7	(\$ 2.3)	\$ 10.8	\$ 11.9
Police	\$ 115.5	\$ 116.5	(\$ 1.0)	\$ 122.2	(\$ 5.7)
Recreation & Culture	\$ 56.0	\$ 54.2	\$ 1.8	\$ 61.6	(\$ 7.4)
Taxation & General Revenues	\$ 13.4	\$ 14.1	(\$ 0.7)	\$ 4.8	\$ 9.3
Transportation	\$ 179.3	\$ 180.1	(\$ 0.8)	\$ 204.2	(\$ 24.1)
Urban Planning & Development	\$ 24.6	\$ 25.3	(\$ 0.7)	\$ 26.0	(\$ 0.7)
Utilities	\$ 200.9	\$ 217.1	(\$ 16.2)	\$ 204.5	\$ 12.6
TOTAL	\$ 858.4	\$ 892.3	(\$ 33.9)	\$ 856.4	\$ 35.9



COVID-19: READY AND RESPONSIVE IN 2021

As we navigated the ongoing challenges associated with COVID-19 in 2021, our Emergency Coordination Centre (ECC) continued to coordinate the City’s response in line with all Public Health Orders and guidelines.


Our priority remained to protect residents and City employees, and provide service continuity and quality of life for the people of Saskatoon.


Legend


-  City of Saskatoon
-  Provincial Government
-  Saskatchewan Health Authority


Acronyms


- COS** City of Saskatoon
- GOS** Government of Saskatchewan
- SHA** Saskatchewan Health Authority
- CMHO**.. Chief Medical Health Officer
- PHO**..... Public Health Order
- PPE**..... Personal Protective Equipment
- ECC**..... Emergency Coordination Centre


- 


JANUARY 20
SHA and CMHO identify workplace lunchrooms as high risk for COVID-19 transmission.
COS develops further safety standards for lunchrooms, including inspections.
- 


JANUARY 22
Return to the Workplace timing update.
City staff to continue to work from home until July 1.
- 


JANUARY 26
Enhanced PPE adopted for close contact work.
To protect City staff from COVID-19 transmission, enhanced PPE (medical grade masks and eye protection) implemented for identified close contact work.
- 


FEBRUARY 19
GOS recommends anyone travelling interprovincially during the February break get tested upon return and then seven days post-travel.
Information shared with staff.
- 


FEBRUARY 25
City updates Fit for Duty Form.
Screening questions aligned with the updated GOS Assessment Tool. Seasonal allergies screened out as a requirement for self-isolation.
- 


MARCH 9
SHA and CMHO confirm COVID-19 transmission between City staff during lunch/work breaks.
COS share Lunch Break Safety Protocol with all staff.
- 


MARCH 18
Increase in COVID-19 variant of concern activity in Saskatoon.
COS implements review process for COVID-19 Protocols, Roles & Responsibilities.
- 

APRIL 28
Continued increase in COVID-19 variants of concern.
Planned return to the workplace postponed until September 1.
- 

MAY 8
SHA provides vaccination clinic for COS.
200 City staff receive vaccination at dedicated COS vaccine clinic.
- 

MAY 10
City Staff voluntary testing program started (ended October 6).
Saskatoon Fire Department firefighter/paramedics performed 679 COVID-19 tests for employees at seven City locations.
- 

MAY 31
SHA close contact work PPE to include sealed eye protection (safety goggles).
COS follows SHA recommendation to add use of safety goggles for close contact work to assist with preventing close contact isolation orders in the workplace.
- 

JULY 5
SHA provides second vaccination clinic for COS.
200 City staff receive vaccination at dedicated COS vaccine clinic.
- 

JULY 11
GOS ends all PHOs.
COS follows GOS and all requirements for Exposure Control Plans were removed at this time.

**JULY 16-26**

Planned voluntary return to the workplace for senior City leaders and support teams.

**JULY 26 – SEPTEMBER**

Planned voluntary return to the workplace for other teams at City Hall, CSE and other facilities.

**AUGUST 23**

SHA assesses risk of COVID-19 community transmission in Saskatoon and changes status from “COVID-19 transmission is controlled but there is a risk of community transmission” to “High likelihood that COVID transmission is not controlled” (COVID-19 transmission is out of control). *Exposure Control Plans, in place before July 11, are reviewed.*

**AUGUST 30**

COVID-19 transmission risk is “not controlled” in Saskatoon. *COS returns to full Exposure Control Plans, including mandatory masking (medical grade masks) for City staff who report to the worksite.*

**SEPTEMBER 1**

Planned return to the workplace for all staff is paused. *Return to work postponed due to emergence and impact of the Delta variant.*

**SEPTEMBER 22**

PHO - Mandatory Isolation and Face Covering. *PHO implemented for mandatory face covering in public locations—COS follows this requirement in all City facilities.*

**SEPTEMBER 27**

City Council approves “COVID-19 Risk Mitigation Framework.” *A supplementary framework to any Provincial PHO designed to enhance safety for staff and residents.*

**OCTOBER 1**

Provincial “Employers’ COVID-19 Emergency Regulations” into effect.

COS follows with development of our “Employee Mandatory COVID-19 Proof of Vaccination or Proof of Negative Test” program.

**OCTOBER 1**

GOS PHO requiring individuals age 12+ to show proof of full vaccination or negative COVID-19 test for public access to COS Leisure Centres. *COS develops a plan and process to meet this requirement.*

**OCTOBER 11**

Employee Mandatory Rapid Point-of-Care COVID-19 Testing Program implemented. *Employees who report to a worksite required to submit to mandatory testing provided at worksite every seven days or opt out with proof of full vaccination.*

**NOVEMBER 15**

Employee Mandatory COVID-19 Proof of Vaccination or Proof of Negative Test program. *All City employees required to provide either proof of full vaccination or evidence of negative COVID-19 test result every seven days at their own cost and on their own time.*

**NOVEMBER 17**

Fit for Duty Form updated. *Updated to align with GOS updates to screening processes.*

**NOVEMBER 19**

Return to the Workplace timing update. *Staff who are working from home should plan to return to the workplace in Feb. 2022. Partial return to workplace is encouraged with approval.*

**NOVEMBER 22**

COS Positive Case Response Plan updated. *Updated to align with changes in direction from GOS.*

**NOVEMBER 22**

External organizations implement requirements for proof of vaccination or proof of negative test. *COS ECC works to ensure City Services required to access these locations are in alignment.*

**NOVEMBER 30**

Exposure Control Plans updated. *Changes require physical distancing when near unmasked individuals (lunchrooms, etc.). Protocols for social gatherings put in place.*

**DECEMBER**

Emergence of Omicron Variant. *COS monitors emergence of Omicron and works with SHA to prepare response to keep staff and residents safe.*

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. This includes providing advice and help on municipal operations, investigating and reporting on all matters referred by City Council and Committees of Council, and submitting capital and operating budgets to Council for review.

The City Manager chairs the Administrative Leadership Team, which coordinates all management and operational matters. It is comprised of the department heads 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 past chairs of the Senior Management Team.

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

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

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 *Uniform Building and Accessibility Standards Act*, the National Building

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Code, National Energy Code for Buildings, and the Plumbing and Drainage Regulations.

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 Division 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 Division 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 Division 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 Division is to build an increasingly sustainable community over time, with an enhanced quality of life, consistent with the vision and core strategies of the City's Strategic Plan. Through community engagement and consultation, the

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; and provide cross-departmental support in the areas of Communications and Public Engagement, Indigenous Initiatives, Information Technology, Customer Service, Organizational Performance and Strategic Program Development.

Strategy and Transformation is comprised of four departments: Communications and Public Engagement, Indigenous Initiatives, Information Technology, and Organizational Strategy Execution.

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.

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Organizational Strategy Execution

Organizational Strategy Execution (OSE) consists of Organizational Performance, Service Saskatoon, Race Relations & Cultural Diversity, Corporate Asset Management and Corporate 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. Beginning in 2019, HR undertook a multi-year transformation focused on developing capacity to support a strategic approach to talent management founded in best and leading practices. This multi-year journey will see a focus on the implementation of a new operating model for HR, the streamlining of services through process efficiency and technology, and the development of strategic talent management expertise in key areas.

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.

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SASKATOON FIRE DEPARTMENT

The Saskatoon Fire Department (SFD) is an all-hazards emergency response provider ensuring the safety of the public. The 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.

Community protection and prevention is accomplished by six departments working out of nine strategically-located stations. Fire Service and Dispatch Agreements are held with multiple surrounding municipalities and First Nation communities.

Operations & Communications

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

Staff Development & Safety

Staff Development & Safety ensures all staff have knowledge, skills, and abilities, and that all professional standards are followed in our service to the public.

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 agencies, critical infrastructure partners, and the public to ensure Saskatoon is a resilient community. When an emergency situation arises — be it severe weather, a dangerous goods spill, a pandemic, or an airline crash — Emergency Management collaborates with partner agencies to provide a coordinated response. notifynow, the City of Saskatoon's mass communications system, is utilized to ensure the public receives timely, trusted, and target public safety messages.

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,

SERVICES PROVIDED BY THE CITY OF SASKATOON

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 division and the Water and Waste Operations division, Utilities and Environment Department. 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. Management of the civic vehicle and equipment fleet was incorporated into the division in late 2018.

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.

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.

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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.

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,

SERVICES PROVIDED BY THE CITY OF SASKATOON

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.

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 and Construction	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

2021 AT A GLANCE

Rемаi 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.

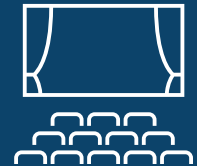
SaskTel Centre

- **15,195** seats
- **33** years in operation
- Return to pre-Covid staffing levels (approximately **800** full-time, part-time, contract and volunteer employees)



TCU Place

- **104,000** square feet of multi-purpose space; **21** different rooms (including **22,400** square foot ballroom) allow multiple configurations
- **2,074**-seat Sid Buckwold theatre hosts international, national and local performances, theatrical productions, speakers and is a unique offering for corporate events.



OPERATING BUDGET

\$8.7
MILLION

CAPITAL BUDGET

\$732,000

MAJOR PROJECTS AND INITIATIVES

Remai Modern

- The Board finalized a new strategic plan that outlines four key goals for the next five years: accessibility, inclusivity and relevance; an institution rooted in place; governance, operations and sustainability; and towards truth, reconciliation and self-determination.
- Welcomed Sultan Ali Sudat to the Remai Modern Board of Directors. Ward 3 City Councillor David Kirton was appointed to the Board.
- Engaged 36,413 participants in public programs. Opened nine major exhibitions, including the Indigenous art collective Postcommodity and the first commissioned outdoor installation, *Va-et-Vient (Coming and Going)* by artist José Luis Torres.
- Initiated a new pilot project, selecting regional artists Monique Blom, Michel Boutin and Alasdair Rees to develop new performance-focused work.
- Implemented donation-based admissions for the month of June in response to the discovery of unmarked mass graves at former residential schools across Canada. This allowed more people to experience an Adrian Stimson installation dealing with the residential school experience and *Kohkominawak* by Linda Young, herself a residential school survivor. Donations raised more than \$11,000 and gifted to the Saskatoon Survivors Circle.
- Programmed and hosted the inaugural WEGO art festival in partnership with the Nutrien Children's Festival of Saskatchewan.
- Launched *Currents* online magazine to engage share stories about the museum.

SaskTel Centre

- Hosted the Saskatoon Tribal Council's Covid-19 vaccination clinic from February to the end of July 2021.
- Returned to hosting community events in August 2021, beginning with a modified Taste of Saskatchewan and sold-out Rock the River.
- Saskatchewan Rattlers played ten home games; Saskatoon Blades and Saskatchewan Rush returned with regular seasons.

- Partnered with Saskatoon Tribal Council to present Every Child Matters on the first national Truth and Reconciliation Day. In October, country music superstar Eric Church performed for a sold-out, COVID-safe crowd. In November, Roar of the Rings – Tim Hortons Curling Trials drew national attention.
- Saskatchewan Place Association and Saskatoon Entertainment Group agreed to a five-year partnership to co-manage the facility.

TCU Place

- Upgrades to improve the visitor experience included a new audio system in the salon ballroom, a WiFi upgrade throughout the building and lobby renovations.
- Welcomed full and part-time staff back to work September 1, 2021. Earned GBAC STAR certification for implementing best practices to prevent the spread of viruses and diseases, like COVID-19. Nominated as a finalist at the SABEX Awards for Safety Culture and COVID Grit.
- Created a Truth and Reconciliation Strategy to guide diversity in operating, recruitment and procurement.
- TCU Place reserves were used to fund losses caused by the pandemic, which meant the line of credit provided by the City of Saskatoon did not have to be used.
- Saskatoon Symphony returned to TCU Place stage in September 2021.
- Hosted Tomorrow's Voices, a zero-cost, audition-free children's program that supports local youth through music. Organized free TCU Place Holiday Party movie event, Small Business Holiday Party and Duelling Pianos event.
- Hosted Charged up, Saskatoon's first annual Electric Vehicle Expo, in collaboration with Sask EV.

PERFORMANCE MEASURES

Performance Targets with Trends – ARTS, CULTURE AND EVENTS VENUES							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	82%	Not Available	Not Available	88%	Improvement	



COMMUNITY SUPPORT

SERVICE OUTCOMES

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

2021 AT A GLANCE

Sport, Recreation, and Culture Participation

- **367,720** visits to cultural facilities, including Remai Modern and virtual visits

Support and Community Investment

- **67** sports organizations
- **56** community outdoor rinks, including Meewasin outdoor rink
- **47** community associations
- **46** social serving agencies



Subsidies

- **4,612** Leisure Access Cards issued to lower-income residents, resulting in **47,242** leisure centre visits
- **3.3%** increase in pet licenses sold and **197** subsidized spay or neuter surgeries were performed
- **40** subsidized interments at Woodlawn Cemetery



Cemetery Services

- Supports **42.45**-hectare park-like setting at Woodlawn Cemetery as well as **7.31**-hectare Nutana Cemetery (Pioneer Cemetery)
- **519** interments at Woodlawn Cemetery



OPERATING BUDGET

\$16.0
MILLION

CAPITAL BUDGET

\$0.0

MAJOR PROJECTS AND INITIATIVES

Anti-Racism Education

- Continued both internal and external engagement across the organization to identify challenges and collaboratively develop an anti-racist strategy to support reconciliation. Included Elders and representatives of racialized groups in planning and delivery of engagement activities. The strategy relies on a collective impact model to move towards transformative community change.

Cemetery Improvements

- Planted 20 new trees and installed 2 new memorial benches at Woodlawn Cemetery. A new piece of earthmoving equipment has significantly reduced the need to repair turf.

Immigration Action Plan

- Provided resources to support access to COVID-19 vaccines for South Sudanese, Karen, Nepalese and Eritrean refugee groups in Saskatoon.
- Facilitated the work of Immigration Partnership Saskatoon.



Indigenous Partnerships

- With Indigenous Services Canada, distributed 500 cleaning kits to families to support the City's response to COVID-19.
- Co-produced the annual Wicihitowin Indigenous Engagement Conference. The virtual conference attracted 2,500 participants from across Canada and around the world.

Social Development Strategy

- Served as a convenor, facilitator, enabler and funder to numerous agencies and organizations in an effort to address issues of community safety and well-being. This included awarding \$545,800 in cash grants to 36 organizations and \$1,045,000 in tax abatements to another 20 organizations.
- Participated in social planning tables that address community safety and well-being, including Saskatoon Poverty Reduction Partnership, Safe Community Action Alliance, Saskatoon Tribal Council - Sawēyihotān, Saskatoon Homelessness Action Plan, Saskatoon Indigenous Community Action Partnership and Saskatoon Housing Initiatives Partnership.

PERFORMANCE MEASURES

Performance Targets with Trends - COMMUNITY SUPPORT							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Number of New Attainable Housing Units	≥200 new units annually across attainable housing continuum	142	145	151	120	Decline	 NEEDS IMPROVEMENT
Participation at City Recreation Facilities	≥6,600 visits/1,000 population	7,613	6,902	2,339*	4,041*	Improvement	 NEEDS IMPROVEMENT

*The COVID-19 pandemic significantly impacted this service.



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, Remail 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.

OPERATING BUDGET

\$14.2
MILLION

CAPITAL BUDGET

\$20.6
MILLION

2021 AT A GLANCE

Assets, Facility Management

- **288,000** square metres of building area
- **180,000** Facility Work Orders executed
- **10,848** assets via Comprehensive Maintenance Program
- More than **4,400** park furnishings in **237** parks
- **365** buildings valued at **\$1.01 billion** with contents valued at **\$89 million**
- Play areas and features, including **220** structures, valued at **\$8.5 million**
- Civic water features, including **8** pools, **31** paddling pools, **18** spray parks and **3** fountains
- Sports field amenities, including **177** ball fields, **169** soccer pitches and **12** tennis facilities (each with multiple courts)
- **400** service requests addressed by Project Services



Fleet Management

- **1,078** active vehicles and equipment with an estimated book value of **\$130 million**
- Dedicated **9,600** square foot shop for Saskatoon Police Service
- **51** user groups supported by Fleet Services



MAJOR PROJECTS AND INITIATIVES

Asset Management and Planning

- City Council approved the Facilities Management Asset Strategy.
- Search began for comprehensive Facility Condition Assessment consultant.
- Work continued on the upgrade of Civic Square East – Window Replacement and Heating and Air Conditioning.

Continuous Improvement




- Work continued on incorporating accessibility design standards in civic facilities and spaces, including discussions with the Accessibility Advisory Committee, Recreation and Sport, Building Standards and other departments on updates to the Accessibility Action Plan.

- Centralized Building Management Automation System project underway; work began on Corporate Space Planning program; initiated Corporate Asset Management Strategy.
- The City’s Energy Performance Contracting project increased energy efficiency in buildings through lighting retrofits and heating, ventilation and air-conditioning upgrades. Work scheduled to address inefficient systems, avoiding maintenance on aged, failing systems and redirecting resources to more efficient new systems.

Fleet Management

- Implemented SAP resource planning system.
- Began construction on new fuel islands project with above ground tanks.

PERFORMANCE MEASURES

Performance Targets with Trends – CORPORATE ASSET MANAGEMENT							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Key Civic Infrastructure Status	B Service Level	B	B	B	B	Neutral	
Overall Satisfaction with Civic Services	≥ 90%	82%	Not Available	Not Available	88%	Improvement	
Reduce the City of Saskatoon’s Corporate Greenhouse Gas Emissions	≥-40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	229,900* tonnes CO ₂ e (+2% relative to baseline)	236,200* tonnes CO ₂ e (+5% relative to baseline)	205,700* tonnes CO ₂ e (-9% relative to baseline)	Pending	Not Available	

*Updated value based on 2014 baseline recalculation.



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

\$66.9
MILLION

CAPITAL BUDGET

\$2.5
MILLION

2021 AT A GLANCE

Finance

- **\$546.6 million** Civic Operating Budget (excluding utilities)
- **\$284.6 million** Capital Budget invested in projects
- **\$55.0 billion** of assessed property
- **\$33.9 billion** in taxable property



Governance

- **12** unions and associations within the City's organizational structure
- **11** elected officials, including the Mayor and **10** Councillors



MAJOR PROJECTS AND INITIATIVES

2022-2025 Strategic Plan

- The City of Saskatoon Strategic Plan is a guiding document that sets the direction and priorities for the organization and community over the next four years.
- In 2021, the City improved its strategic planning process and introduced a new framework for developing future strategic plans. The framework categories the City's work into three major 'pillars' and links them to outcomes and key actions that move the City towards achieving its Strategic Goals.

COVID-19 Response

- Several new questions were added to the 2021 Civic Satisfaction & Performance survey to evaluate the City's response to the COVID-19 pandemic. Survey results were positive: 9 in 10 expressed overall satisfaction with the quality of services provided by the City; 8 in 10 agree the City provided helpful and timely information on impacts to civic services; 8 in 10 agree the City has provided a safe environment to access City Hall or a Civic leisure facility, use Transit or participate in other City programs and facilities; and 7 in 10 agree the City has provided sufficient online opportunities to conduct business during the pandemic.
- Ongoing communications throughout 2021 kept City employees and leaders informed about internal health and safety protocols, including 55 COVID Manager Alerts, 16 COVID Manager and Staff Learning Sessions, 40 COVID Staff Bulletins, 21 COVID Safety Minutes, onsite posters and billboards, dedicated intranet for COVID information, and staff Toolbox Talks and materials.
- The HR team played a key role in supporting the City's response to the pandemic. The Manager of Health & Safety is the City's Safety Officer for the COVID-19 Pandemic Response oversaw the integration of the integration of COVID-19 health and safety protocols throughout City business units and the many adjustments required to citizen facing services. The entire HR Team was instrumental in supporting the workforce adjustments required throughout the pandemic, working closely with corporate leadership and unions to create flexible solutions that balanced supporting workforce and business objectives.

Fusion - HR Transformation

- Fusion is the City's workplace transformation project and a cornerstone of HR transformation. Wave 1 and 2 of Fusion will implement a comprehensive Payroll and Human Capital Management suite and enable modern business processes that encompass all pillars of talent management (recruiting, onboarding, learning, performance, and goals, succession and development, payroll, and compensation management). The Fusion solution will include self-service employee management capabilities and comprehensive improvements to data and reporting.

Information Technology

- The City enhanced the cybersecurity program to manage and coordinate the various cybersecurity functions and reduce overall corporate risks. The program includes hardware and software security measures, staff awareness and training, and other means of protecting the City's IT infrastructure.
- In 2021, the IT Department made Multi-Factor Authentication (MFA) a requirement for all City accounts and on devices used to carry out any City business. MFA prevents people other than the account holder from logging into the account. As cyber scams grow increasingly sophisticated, MFA has been deemed one of the most effective ways to safeguard data and accounts.
- To improve services to citizens, four paper-based forms (applications for Access to Information (ATI), Online Development Appeals, License Appeals, and Board of Revisions Appeals) were replaced with an online version with integrated payment platform. Citizens can now fill out forms and manage these services from the comfort of their homes.

Leadership Development

- The Supervisory 101 program was redesigned to provide leaders with practical tools, such as understanding the role of supervisor, education on governance structure and strategy, how to lead in a unionized environment, learning the fundamentals of municipal finance and more.

MAJOR PROJECTS AND INITIATIVES

Multi-Year Budget

- The City's second Multi-Year Business Plan and Budget for 2022-2023 was completed and a prioritized list of capital and operating options were approved. The approved budget continues to support key civic services while addressing strategic priorities for 2022-2023.
- 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.

Public Engagement






- Due to COVID-19, all engagement activities were conducted virtually through online public meetings, workshops and surveys. Public Engagement staff also worked with community organizations to help offset obstacles to engaging with diverse communities.
- Public engagement opportunities included Speed Limit Review, Civic Services Surveys, Strategic Plan 2022-2025, College Corridor Plan, Zoning Bylaw Review, 'Hoist the Hoops' Outdoor Basketball Court, Boulevard Garden Guidelines, Renewable Energy Strategy, Water Conservation, Green Infrastructure Strategy, Dundonald Avenue Solar Farm, Park Developments and more.

Reconciliation, Equity, Diversity and Inclusion

- The City continued to champion and model implementation of the TRC Calls to Action by working with community partners to foster collective movement. This included the annual Wicahitowin Indigenous Engagement Conference, which attracted 2,500 participants from across Canada and around the world, and Rock Your Roots for Reconciliation and Reconciliation Saskatoon.

- City-led initiatives included a Virtual Tribute Circle for staff and Council members to honour children discovered in unmarked graves at the site of a former residential school in Kamloops.
- A Second Tribute Circle in September advanced the first ever National Day for Truth and Reconciliation, also known as Orange Shirt Day. This online event provided City staff with information about the true history of Canada and the impacts of the residential school era.
- City Council unanimously agreed to observe September 30 as the National Day for Truth & Reconciliation and a statutory holiday for staff.
- The Indigenous Women and Girls and Two-Spirit Coming Home Report was presented to the Governance and Priorities Committee. The report outlined recommendations and a path forward on responding to the National Inquiry into the Missing and Murdered Indigenous Women & Girls Two-Spirit Calls for Justice.
- The City created an Initiative and action plan to attract, select and engage a diverse workforce representative of the demographic of the City of Saskatoon. Work began on a renewed diversity, equity and inclusion Strategic Plan.
- Reviewed the approach to reconciliation, equity, diversity and inclusion as a part of the City's HR Transformation, with a focus on identifying and addressing systemic barriers in recruitment processes and improving retention practices.
- A comprehensive list of initiatives was designed to address the gap between Saskatchewan Human Rights Commission (SHRC) targets and the number of equity hires at the City.

PERFORMANCE MEASURES

Performance Targets with Trends - CORPORATE GOVERNANCE AND FINANCE							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	82%	Not Available	Not Available	88%	Improvement	 ON-TRACK
Representative Workforce	Indigenous = 14%	7.2%	7.3%	7.1%	7.7%	Improvement	 NEEDS IMPROVEMENT
	Visible Minority = 16.8%	11.7%	11.9%	11.7%	12.5%	Improvement	
	People Experiencing Disabilities = 22.2%	3.8%	3.5%	2.8%	2.9%	Improvement	
	Women = 47%	36.5%	35.7%	31.8%	32%	Improvement	
Lost Time Injury Frequency	Zero	3.26	3.3	3.32	3.04	Improvement	 NEUTRAL
Annual Municipal Property Tax Increase	≤ MPI	3.79%	4.40%	3.70%	2.83%	Improvement	 NEUTRAL
Long-Term Tax-Supported Debt/Capita	≤ \$1,750	\$1,158	\$1,199	\$1,072	\$991	Improvement	 ON-TRACK

*This target includes employee data from the Civic Administration, excluding Saskatoon Fire Department and Boards and Corporations.



ENVIRONMENTAL HEALTH

SERVICE OUTCOMES

- **Environmental Sustainability:** 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.
- **Integrated Waste Management:** 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.
- **Urban Forestry:** To provide tree protection, maintenance and planting.
- **Urban Pest Management Services:** To provide Pest Management services, including prevention of the spread of insect and plant pests, and wildlife management.

OPERATING BUDGET

\$18.7
MILLION

CAPITAL BUDGET

\$1.7
MILLION

2021 AT A GLANCE

Integrated Waste Management

- **130,900** tonnes of material accepted at Saskatoon Regional Waste Management Centre (**94,100** tonnes required burial or garbage; **36,300** tonnes used as clean fill for landfill cover; **500** tonnes of outbound recycling)
- City collection trucks responsible for collecting **64,100** tonnes of material, including **28,800** chargeable tonnes
- 2021 waste diversion rate from the Saskatoon landfill was **25%**, down from **26%** in 2020; waste diversion programs reduced GHG emissions by an estimated **48,000** tonnes CO₂e (**62%** through composting and **38%** through recycling)



- **31,000** tonnes of waste diverted from the Saskatoon landfill: Compost **50%**; Green cart **12%**; Curbside residential recycling **25%**; Multi-unit residential recycling **6%**; Recycling depots **4%**; Landfill recyclables **2%**;
- **154** tonnes of household glass captured through Glass Recycling Partnership between SARCAN Recycling and City of Saskatoon
- **19,067** tonnes of organic material diverted through compost sites; **3,576** tonnes collected through Green Cart program
- **162** tonnes of hazardous materials collected in Household Hazardous Waste program
- **216,000,000** standard cubic feet of landfill gas extracted in 2021; **85%** utilized for electricity generation (9,800 MWh); **15%** destroyed within the facility's enclosed flare.

Urban Forestry

- **110,000** trees in City's urban forest, with approximately **60%** lining city streets and **40%** in civic parks
- **10,000** trees proactively pruned each year
- **2,000** citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals and clarification of tree ownership
- **800** trees planted as part of park and urban reforestation initiatives



Pest Management

- **94,500** hectares of land in and around Saskatoon monitored seasonally to identify and treat mosquito larval habitat.



MAJOR PROJECTS AND INITIATIVES

Environmental Sustainability

- Embedding Sustainability: Since the Triple Bottom Line Policy was enacted in January 2020, the TBL Improvement Tool has been used to identify impacts and look for improvements in over 60 projects. TBL impacts were reported to Council 25 times by the end of 2021. The policy mandates that City initiatives are founded on good governance and seek to attain the greatest benefit through consideration of environmental, social and economic indicators and success measures.
- Green Infrastructure and Environmental Protection: The Green Infrastructure Strategy outlines actions to enhance Saskatoon's Green Network by integrating green infrastructure into land use planning and asset management. Work continued on 5 short-term initiatives: development of green network education materials, collaboration with Meewasin, support for community green infrastructure initiatives, USask collaboration and development of natural areas management plans or restoration work. Work progressed on development of administrative structure and supports for implementation of the Wetland Policy and to assess process improvement opportunities for the Environmental Protection corporate support services.

Integrated Waste Management

- Covid Impacts: Impacts to waste service levels faced minimal disruption in 2021 with most service levels returning to pre-Covid levels. Waste education programs continued to be delivered online where possible and some were cancelled.
- Waste Disposal Services: Ongoing assessment of an accessible waste collection program continued, with a plan for execution in 2022. The contract with Cosmo Industries for processing material from the recycling depots was adjusted to account for market conditions and contamination rates.
- Waste Reduction and Diversion: Work progressed on Recovery Park; curbside residential organics; industrial, commercial and institutional recycling and organics regulations; recycling depot improvements; provincial household hazardous waste regulation; requirements for storage and safe collection of waste at multi-unit buildings; vertical landfill gas well installation. The Solid Waste Reduction and Diversion Plan was delivered to Council in 2021.



Protecting Public Health

- Urban Biological Services continued to monitor mosquito populations and presence of the West Nile virus. The mosquito control program applied 4,500 kilograms of a biological control product to reduce mosquito populations.

Protecting Our Urban Forest

- Urban Biological Services continued to monitor for Dutch elm disease and emerald ash borer. Monitoring programs are reviewed and adjusted as needed to protect Saskatoon's urban forest against invasive pests.
- The Urban Forestry Management Plan was approved in principle by City Council. A project to develop a new Tree Protection Bylaw for City trees was initiated

PERFORMANCE MEASURES

Performance Targets with Trends – ENVIRONMENTAL HEALTH							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Waste Diverted from the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	23%	24%	26%	25%	Neutral	
Reduce the City of Saskatoon's Corporate Greenhouse Gas Emissions	≥-40% from 2014 levels by 2023; -80% below 2014 levels by 2050	229,900* tonnes CO ₂ e (+2% relative to baseline)	236,200* tonnes CO ₂ e	205,700* tonnes CO ₂ e (-9% relative to baseline)	Pending	Not Available	

*Updated value based on 2014 baseline recalculation.



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.

OPERATING BUDGET

\$53.5
MILLION

CAPITAL BUDGET

\$6.8
MILLION

2021 AT A GLANCE

- **93%** structure fires protected and saved by the Saskatoon Fire Department
- **19,932** emergency and non-emergency calls required crews to respond
- **5,820** inspections and re-inspections completed by the Fire Prevention & Investigation section
- **52** Emergency Operation Centre activations involving extreme weather, infrastructure service disruptions, evacuation support, unsafe outdoor living and COVID-19 responses.
- **22** Mobile Command Unit activations
- **4** Public Safety Alerts sent via notify **now**



MAJOR PROJECTS AND INITIATIVES

Continuous Improvement

- Engaged a third-party consultant to conduct an Equity, Diversity and Inclusion (EDI) survey. The survey was used as a temperature check to gain a general understanding of the current state of SFD's workforce and identify where the EDI Committee should focus efforts over the coming years. A final report was provided to the EDI Committee, along with recommended next steps. The Committee is committed to developing a comprehensive EDI plan beginning in 2022.

Enhancing Partnerships

- During 2021, the Emergency Management Organization (EMO) continued activation of the Emergency Operations Centre (EOC) to support the City and residents of Saskatoon. Taking a whole community approach, the EMO worked with dozens of critical infrastructure partners in Saskatoon to ensure a coordinated community response to increasing safety and awareness for all residents.
- Saskatoon Fire Department (SFD) continued its partnership with Crocus Co-op by using Crocus Co-op services for cleaning public spaces. The partnership provided work for 19 Crocus Co-op program participants.
- SFD partnered with Youth Works to perform graffiti removal and cover-ups. The Youth Works program assists youth who have committed a

crime and are looking to redirect their life or make restitution for their actions. Participants gain training and skills that can help shape their future while undertaking community work.

Improving Response and Coverage



- In 2021, SFD began an inclusive process to re-examine all aspects of Fire Services. This process will continue in 2022 and will engage internal and external stakeholders as part of the overall strategic planning. The goal is to deliver a four-year strategic plan for 2022-2025.

Public Education and Safety

- Responded to 1,339 requests for a lift assist and made 424 referrals to Client Patient Access Services. SFD staff and volunteers made over 415 phone calls to residents to help prevent future falls.
- In the summer of 2021, SFD ran a Transport Canada Boater Safety Program. From July to October, SFD hired four Safety Ambassadors to patrol boating access areas along the South Saskatchewan River and educate the public about boating safety. The ambassadors engaged with river users, discussed rules and regulations around the use of the river and collected feedback from residents. Ambassadors also delivered boat safety presentations to organizations, clubs and other user groups.



PERFORMANCE MEASURES

Performance Targets with Trends - FIRE SERVICES							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Fire Response Time	≥ 90% (6.2 minutes)	80%	77.0%	74.25%	73.41%	Decline	 NEEDS IMPROVEMENT
Representative Workforce*	Indigenous = 14.0%	4.5%	4.8%	5.1%	5.6%	Improvement	 NEEDS IMPROVEMENT
	Visible Minority = 16.8%	2.1%	2.1%	2.4%	2.4%	Neutral	
	People Experiencing Disabilities = 22.2%	0.9%	0.3%	0%	0%	Decline	
	Women = 47.0%	10.1%	10.8%	10%	12.5%	Improvement	

*The Saskatoon Fire Department is committed to a workforce that is representative of the diversity of Saskatoon's community population. Targets are modelled after figures from the Saskatchewan Human Rights Commission.



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

\$5.7
MILLION

CAPITAL BUDGET

\$46.0
MILLION

2021 AT A GLANCE

- **\$139.1 million** 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
- **\$41.8 million** in total sales revenues:
- **205** residential lots were sold for a total of **\$32.7 million**
- **123** new residential lots released
- **5** multi-family, **2** institutional, **1** commercial parcel totalling **19.15** acres sold for **\$17.3 million**
- **13** industrial parcels totalling **20.68** acres sold for a total of **\$11.49 million**
- **\$3.4 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 future civic projects
- **8,476 m** water, sanitary & storm sewer mains
- **8,260 m** asphalt pathway
- **6,512 m** laned roadway
- **6,348 m** sidewalk
- **470 m** primary water main



MAJOR PROJECTS AND INITIATIVES




Infrastructure Development

- **Roads:** Initial designs were prepared for subsequent construction of arterial roadways on 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 continued in 2021 for services on 8th Street and Brighton Boulevard. A storm pond was constructed within the Kensington neighbourhood (including all piping). A sanitary trunk sewer proceeded in the Hampton Business Park south of Claypool Drive and a primary water main was completed.

Neighbourhood Updates

- **Aspen Ridge:** A continuation of the water and sewer project in phase C was active north of Feheregyhazi Boulevard and a roadway project was completed west of Henry Dayday, totalling 216 lots.
- **Brighton:** The second phase of local water and sewer occurred, for completion of phase D2B south of Shakamohtaa Street. Sidewalk and roadways construction was the focus east of Brighton Boulevard and west of McOrmond Drive.
- **Kensington:** Some water and sewer work was completed as part of the storm pond work. Further design proceeded for water and sewer as well as roadways, with planned construction in 2022 within the Kensington A3 phase.
- **Marquis:** Further planning was undertaken to complete both water and sewer as well as roadways in phase 9 south of 64th Street on Radu Crescent.

PERFORMANCE MEASURES

Performance Targets with Trends – LAND DEVELOPMENT							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Residential Infill Development (5 Yr. Avg)	Average of 25% Development Over the Last 5 Years	2014-2018 14.8%	2015-2019 13.9%	2016-2020 12.8%	2017-2021 13.3%	Neutral	
Supply of Residential Land (Units)	1-2 Year Supply	3,668	3,799	3,529	4,086	Improvement	
Supply of Industrial Land (Acres)	2 Year Supply	238	242	236	242	Improvement	



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.

2021 AT A GLANCE

- **268,813** calls received, including **107,500** emergency calls
- **20,088** traffic tickets
- **9,386** detention arrests
- **691.33** authorized staff members at SPS:
 - **479** officers
 - **69.5** Special Constables
 - **142.83** FTE Civilians



OPERATING BUDGET

\$104.2
MILLION

CAPITAL BUDGET

\$2.9
MILLION

MAJOR PROJECTS AND INITIATIVES

Crime and Safety

- Addressing crime and community safety in Saskatoon remained the highest priority. Key activities in 2021 included:
 - Focus on firearms in the community, drug investigation and Alternative Response Officers (AROs) to address social disorder
 - Continued efforts regarding partnerships to reduce crime and increase safety in the Downtown and Core Neighbourhood areas
 - Partnering and leading programs that focus on the root causes of crimes

Our People

- The 2020 Equity, Diversity and Inclusion Report was presented to the Board of Police Commissioners. Implementation of the formalized Indigenous Recruitment Strategy enhanced advertising and targeted recruitment initiatives by engaging partners such as the Regina Police Service and Saskatoon Tribal Council.
- SPS continued to address the physical, mental and spiritual well-being of our people. The Clinical Psychologist met with members in pre-employment psychological evaluations, Safeguard program sessions, self-referrals, consults and Early Career program sessions. Additionally, 119 members took advantage of one of 13 suicide awareness presentations.

Partnerships

- SPS continues to maintain partnerships with a variety of organizations and various levels of government, which is crucial to building trust and accountability with all members of the community.

Communication







- In 2021, SPS communication activities focused on maintaining public trust through transparent and timely media releases and awareness campaigns and working closely with the Board of Police Commissioners on understanding relevant and emerging topics regarding policing on local, provincial and national fronts.

Innovation

- SPS continued to focus on increasing the efficiency and effectiveness of service delivery.



PERFORMANCE MEASURES

Performance Targets with Trends – POLICING							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Annual Decrease in Crime Rates	≥ -5.0% Over Previous 5-Year Average	0.2%	-5.8%	-6.0%	-3.7%	Improvement	 ON-TRACK
Annual Decrease in Traffic Collisions	≥ -5.0%	-11.5%	-8.4%	-41.7%	-26.4%	Improvement	 NEEDS IMPROVEMENT
Representative Workforce*	Indigenous = 14.0%	10.1%	10.1%	9.7%	10.0%	Improvement	 NEEDS IMPROVEMENT
	Visible Minority = 16.8%	5.4%	5.7%	6.0%	6.1%	Improvement	 NEEDS IMPROVEMENT
	People Experiencing Disabilities = 22.2%	5.8%	5.6%	5.6%	5.8%	Improvement	 NEEDS IMPROVEMENT
	Women = 47.0%	43.6%	43.7%	43.7%	43.3%	Neutral	 NEEDS IMPROVEMENT

*The Saskatoon Police Service is committed to cultivating a workforce that is representative of the diversity of Saskatoon's community population. Targets are modelled after figures from the Saskatchewan Human Rights Commission. Numbers within this measure represent only the Saskatoon Police Service.



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.

2021 AT A GLANCE

Culture & Open Spaces

- **20** major arts, cultural and heritage organizations supported, attracting **275,920** visits
- **1,286** hectares of open space, including buffers, berms and medians
- **1,046** hectares of park space, including **308** outdoor sports fields
- **49.76** hectares of cemeteries
- **186** km of park pathways
- **14.8** hectares of pathways and green space at River Landing



Facilities & Programs

- **525,434** visits to **6** City-operated indoor Leisure Centres
- **202,000** visits to Nutrien Playland at Kinsmen Park
- **130,904** visits to Forestry Farm Park & Zoo
- **127,645** rounds of golf played
- **111,153** participants in summer playground programs



OPERATING BUDGET

\$38.1
MILLION

CAPITAL BUDGET

\$4.3
MILLION

- **33,108** rental hours booked at Outdoor Pools and indoor Leisure Centres
- **14,285** people registered in recreational activities (**13,471** registered in swimming lessons, **814** in recreation programs)
- Provided programming to children and youth at **47** weekday playground program sites, **14** weekend paddling pool program sites, **9** youth centres and **2** traveling youth programs

MAJOR PROJECTS AND INITIATIVES

Continuous Improvement

- Completed and opened the new 20,000 square foot K&S Multisport Building to support the speedskating oval, track and field facility, cross country skinning and spectator ball diamonds.
- Completed construction on the renovated Shakespeare on the Saskatchewan site and the new accessible washroom facility at Gordon Howe Campground.
- Researched and tendered for the acquisition of a new Grants Management System.

Culture Plan Implementation

- The City invested \$853,700 in 20 major cultural organizations and added vibrancy to Saskatoon streets with the installation of six new artworks.

Forestry Farm Park & Zoo Master Plan

- The Forestry Farm Park & Zoo was recognized with national awards for the new prairie dog exhibit/habitat and education programming delivered during COVID.
- Renovations and upgrades began on the Affinity Learning Centre.

Leisure Centres


- Leisure Centres continued to operate during the pandemic, offering much-needed amenities and services while adapting to changing COVID-19 restrictions, guidelines and capacities.
- Negotiated Leisure Centre Access and Harry Bailey Aquatic Centre Parking Access Agreements with Saskatchewan Polytechnic.
- Implemented a Fitness Framework specifically for Drop-In fitness classes, which have been split into four categories to enable instructors to offer modifications for a range of fitness levels.
- Worked with Project Services and Facilities departments and a third-party consultant to complete accessibility and inclusivity assessments of Lakewood and Lawson Civic Centres and Lathey Outdoor Pool, with a final report expected in 2022.

- Began major capital renovation and accessibility upgrade at Harry Bailey Aquatic Centre. Worked with Project Services and Facilities departments and a third-party consultant to extend the life of the facility and improve accessibility. The final report was reviewed, and a consultant hired for detailed design.
- Gender inclusivity has been identified as a priority objective in the current Recreation and Parks Master Plan. The Transgender Inclusion Working Group met to discuss gender inclusivity initiatives as well as review work completed to date, private shower spaces were added in the women's change room at the Field House and Harry Bailey Aquatic Centre, and signage was updated to change Family Change Rooms to Universal Change Rooms.

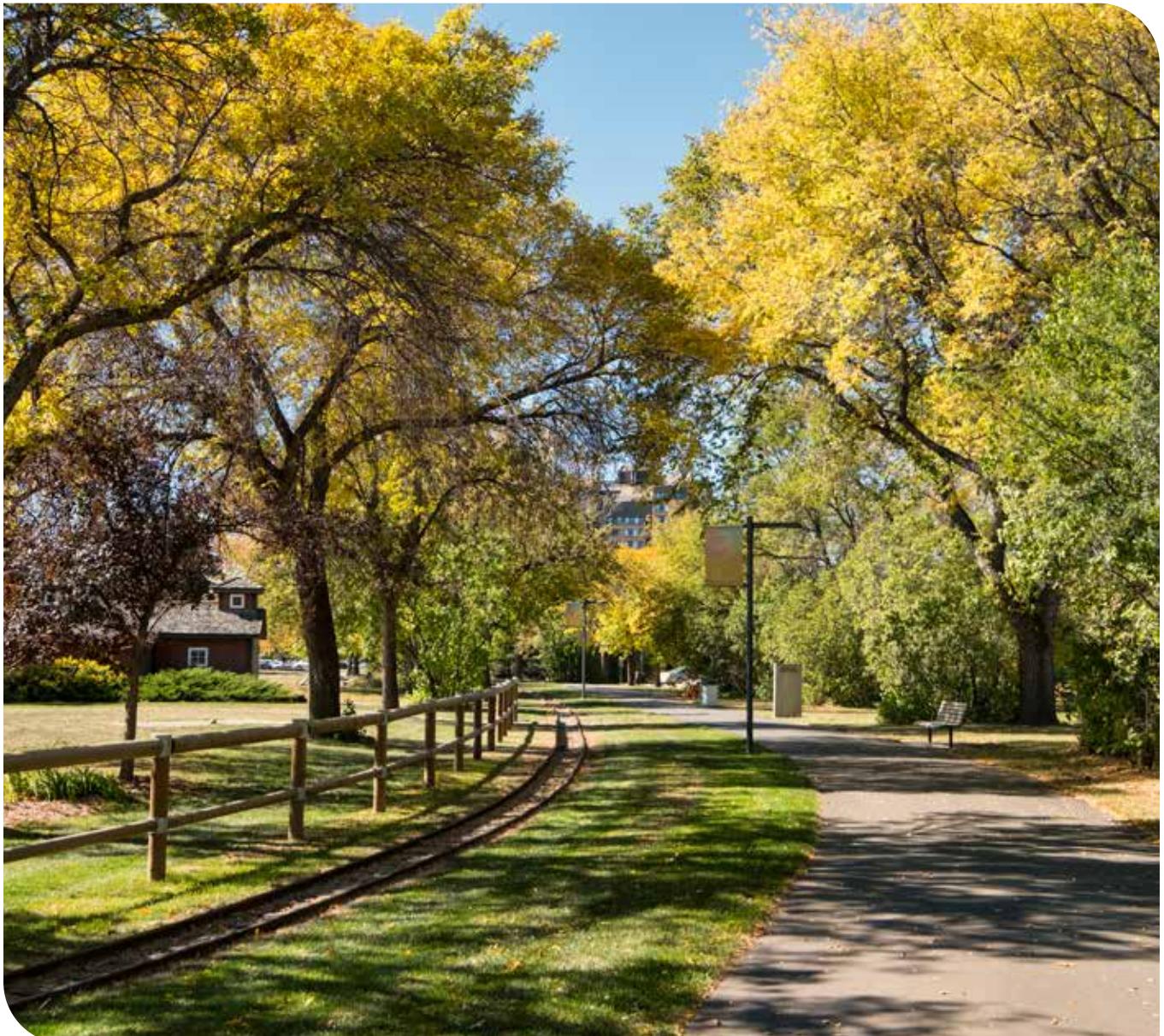
Parks

- Completed infrastructure upgrades to Parc Canada, Aspen Ridge Drainage Channel and Kensington North Entry. Continued playground upgrades to Canon Smith, Meadowlark, Wilson Park, WJL Harvey Park North.
- Work continued on adding washroom facilities, winter warmup areas and summer play program buildings to parks across the city.
- Completed the bulk of work on new Park Development Standards. The document promotes key strategic changes to standards and processes related to Park spaces and sustainability. The standards embrace the Triple Bottom Line framework.
- Through the Water Conservation Strategy, Park irrigation conducted an evapotranspiration-based Irrigation Pilot. The pilot saved a total of 3.8 million litres of water, which is equivalent to \$9,160 in cost savings and 1,630 kg CO_{2e} in 2021.

PERFORMANCE MEASURES

Performance Targets with Trends – RECREATION AND CULTURE							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Participation at City Recreation Facilities	≥ 6,600 Visits/1,000 Population	7,613	6,902	2,339*	4,041*	Improvement	

*The COVID-19 pandemic significantly impacted this service.





TAXATION AND GENERAL REVENUES

OVERVIEW

As required by *The Cities Act*, the City of Saskatoon must pass a balanced operating budget each year. In other words, 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 2021 Budget, approved by City Council on December 2, 2020, saw expenditures increase by **\$14.52 million** while operating revenues increased by **\$17.29 million**, creating a funding gap of **\$7.23 million**. To balance the Operating Budget and reduce the funding gap to zero, a property tax increase of **2.83%** was approved in the original budget.

The City's 2021 Operating Budget included total operating expenditures of **\$546.62 million**, an increase of **\$14.52 million**, or **2.73%**, over the Approved 2020 Operating Budget.

In 2021, **1.00%** of the property tax was equivalent to **\$2.56 million**. Thus, the property tax increase for 2021 generated an additional **\$7.23 million** for the City's Operating Budget.

For 2021, the City invested **\$284.84 million** in various capital projects. This is a decrease increase of approximately **\$52.6 million**, or **13.9%**, over the Approved 2020 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

\$(457.3)
MILLION

CAPITAL BUDGET

\$0.0
MILLION



2021 AT A GLANCE

Final Assessment Roll for 2021

Total Assessment for Saskatoon:	\$55,023,938,800
Total Number of Properties:	98,676
Total Taxable Residential Condos:	24,516
Total Taxable Residential (less than 4 units):	67,387
Total Taxable Assessment:	\$45,081,106,157
Taxable portion:	\$33,863,132,098 (75.1% of total)
Exempt portion:	\$11,217,974,059 (24.9% of total)

PERFORMANCE MEASURES

Performance Targets with Trends - TAXATION AND GENERAL REVENUES							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	82%	Not Available	Not Available	88%	Improvement	ON-TRACK
Annual Municipal Property Tax Increase	≤ Municipal Price Index	3.79%	4.40%	3.70%	2.83%	Improvement	NEUTRAL



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.

2021 AT A GLANCE

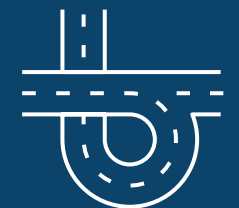
Bridges and Structures

- **51** overpasses
- **24** pedestrian crossings
- **8** bridges
- **30 km** of sound attenuation walls
- **5 km** of retaining walls



Roads and Sidewalks

- **4,236** lane km of paved roadways (**2,139** local, **824 km** collector, **765 km** arterial, **464 km** expressway, **44 km** P3 roads)
- **406** lane km of gravel back lanes
- **30 km** of boundary gravel roadways
- **1,655 km** of sidewalk
- **2,346 km** of curb



OPERATING BUDGET

\$130.7
MILLION

CAPITAL BUDGET

\$47.0
MILLION

Transportation

- **2, 927** paid parking stalls
- **593** traffic count stations
- **409** seasonal decorations on streetlights
- **310** signalized intersections
- **201 km** of cycling-specific infrastructure



Public Transit

- **6.7 million** riders used conventional Transit
- **78,803** riders used Access Transit
- **165** public transit buses (122 conventional 40-foot diesel buses, 26 mid-sized para-transit diesel buses, 9 articulating buses, 8 mid-sized low-floor 30-foot diesel buses)
- **41** bus routes (including 3 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 build a pavement condition baseline, including analyzing 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 Circle Drive overpass at 8th Street.
- Completed 207 km of roadway preservation projects and addressed maintenance, repair or replacement of sidewalks adjacent to those roadways.
- Completed a third year of crack sealing on 29 km of road to help extend life of our roadways.
- Performed various maintenance work on 8 km of sidewalks.
- Used approximately 3,000 tonnes of asphalt for pothole repairs.
- Removed close to 11,000 tonnes of debris through the street sweeping program.
- Graded approximately 400 km and reconstructed 9.9 km of back lanes.

Improving Transit Experience

- Continued to provide Bus Shelter Art at various locations around Saskatoon, including collaborating with the Saskatoon Survivors Circle to develop a piece of art that will pay homage to residential school survivor stories and also serve as a shelter.
- Fully implemented the Mobile Ticketing app; extended On Demand Transit into Brighton.

- An intern from the Johnson Shoyama School of Public Policy began working with Saskatchewan Polytechnic on an enhanced training program for riders called Experience Transit. The free program teaches people with little to no experience using public transit how to travel safely, independently and with spontaneity using the fixed bus route and on-demand transit system in Saskatoon.




Transportation Network

- Work continued on the City's Transportation Strategy, including development of operating procedures, programs charter and draft policy documents.
- Work continued on implementation of the Active Transportation Plan. Revisions to the Bicycle Bylaw were approved and an educational campaign was developed to educate residents.
- Parking Services modified various parking programs to remain responsive to community needs during the pandemic.
- A two-year capital project to remove parking meter posts, repair the amenity strip and re-establish parking space line markings was completed in 2021. A total of 1,157-meter posts were removed.

Snow Removal

- An Emergency Response Plan was developed for extreme/unusual snow events.
- Service level for Snow & Ice Management was revised to include winter maintenance on protected bike lanes and raised cycle tracks.

PERFORMANCE MEASURES

Performance Targets with Trends - TRANSPORTATION							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Transit Rides per Capita	≥ 62	33.7	35.3	16.7*	16.0*	Decline	
Cycling-Specific Infrastructure in Kilometres	10% Increase, for a Total of 188 km by 2023	192 km	200 km	201.2 km	202.0 km	Improvement	
Transportation Choices	20% of People use Cycling, Walking or Transit to get to Work	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
Annual Decrease in Traffic Collisions	≥ -5.0%	-11.5%	-8.4%*	-41.7%*	-26.4%	Improvement	

*The COVID-19 pandemic significantly impacted this service.



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

\$6.4
MILLION

CAPITAL BUDGET

\$3.5
MILLION

2021 AT A GLANCE

Supporting the Community and Economy

- **12,228** licensed businesses operating in Saskatoon
- **4,435** bylaw investigations conducted
- **3,762** building permits issued, with construction value over **\$725 million**
- **1,176** development permits issued



MAJOR PROJECTS AND INITIATIVES

Building and Administration Bylaws

- The new Drainage Bylaw (No. 9772) was implemented to provide a more comprehensive regulatory tool to address drainage issues posed by new developments.

Continuous Improvement

- Through the Cornerstone Project, a focus on customer service and stakeholder support, significant progress was made toward becoming a national leader in permit turnaround times.
- Conducted a review of taxi and transportation network company regulations to ensure parity with the industry.
- City Council approved amendments to the Parking Patio Guidelines to allow parking patios to operate year-round.




Enhancing Partnerships

- Continued planning and engineering work with several First Nations in the process of creating urban reserves in Saskatoon.
- Work progressed on a resource to assist first-time developers in navigating the land development process in Saskatoon.
- Work continued on the University Sector Plan to support University of Saskatchewan development plans.
- Work continued on addressing safe public access to washrooms in the downtown, both in response to COVID-19 and safety concerns in and around existing public washroom facilities.

Legalizing Existing Suites Program

- Continued to offer Legalizing Existing Suites program to qualified property owners, with 34 occupancy permits issued in 2021.

PERFORMANCE MEASURES

Performance Targets with Trends – URBAN PLANNING AND DEVELOPMENT							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Residential Infill Development (5 Yr. Avg)	Average of 25% Development Over the Last 5 Years	2014–2018 14.8%	2015–2019 13.9%	2016–2020 12.8%	2017–2021 13.3%	Neutral	
Number of New Attainable Housing Units	≥ 200 New Units Annually across Housing Continuum	142	145	151	120	Decline	
Vacancy Rates for Rental Housing	Average of 3% Vacancy Rate over the Last 10 Years	2009–2018 5.05%	2010–2019 5.43%	2011–2020 5.48%	2012–2021 4.8%	Decline	



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.

OPERATING BUDGET

\$369.0
MILLION

CAPITAL BUDGET

\$148.6
MILLION

2021 AT A GLANCE

Saskatoon Light & Power

- **60,875** customers
- **16,369** street lights converted to low-energy LED fixtures
- **50,000** tonnes of CO₂e reduced annually and **10 GWh** of electricity generated annually from the Landfill Gas project.



Storm Water Utility

- Storm Water Utility charges were applied to approximately **66,088 single-family residential properties**
- **13,772** catch basins (**13,445** existing, **317** proposed)
- **2,876** service connections
- **768 km** of storm sewers (**737 km** existing, **31 km** proposed), **44 km** of sub-drainage, **4 km** of force mains
- **28** wet ponds, **8** dry ponds (**3** natural ponds and **2** constructed wetlands)

Water Treatment Plant and Distribution System

- **43 million** cubic metres treated per year
- **71,776** service connections
- **16,357** valves
- **7,216** fire hydrants
- **1,281 km** of water mains
- **39,130** lab tests performed to ensure the City of Saskatoon is providing safe drinking water



Wastewater Treatment Plant and Collection System

- **28.3 million** cubic metres of wastewater treated per year
- **71,317** service connections
- **11,569** manholes (storm and sanitary)
- **1,055 km** of sanitary mains, **24** sanitary sewer lift stations, **70 km** of force mains

Waste Services

- **2.6 million** residential curbside garbage collections per year with a **99.97%** success rate
- **72,300** single-family homes provided with curbside recycling services
- **72,300** single-family homes and **839** multi-family properties receive garbage collection services by a fleet of **31** collection trucks, including side loader, rear loader and forklift trucks
- **11,916** green cart program subscribers
- **30,900** tonnes diverted from the landfill, for a diversion rate of **24.7%**



MAJOR PROJECTS AND INITIATIVES

Power Generation Initiatives

- Presented Council with an asset management plan to address Saskatoon Light & Power's (SL&P) infrastructure renewal issues, growth requirements and service levels.
- Completed the LED Streetlight Conversion program funded by the federal Low Carbon Economy Fund. The project came in under budget, allowing additional lights to be added.
- Completed the rebuild of the Bunn Substation, which serves the north-east portion of the franchise boundary.
- A feasibility study for the Parcel M Utility-Scale Solar Power project (Dundonald Avenue Solar Farm) concluded that the project was technically and financially feasible as well as environmentally and socially sustainable. Positive feedback from community engagement with Montgomery Place residents and businesses combined with the City's success in securing approximately \$2.5 million in federal and provincial funding led to City Council approving implementation of the project.
- Collaborative project with SaskPower on an upgraded transmission line along Attridge Drive commenced with SL&P infrastructure relocations and cooperative construction planning.

Sustainability Initiatives

- Provided advisory services on management of impacted sites (13 projects) and implementation of the City's Wetland Policy.
- The Yellowfish Road program reached 357 students and painted 338 storm drains in 12 neighbourhoods. The Prevent Irritable Sewer

Syndrome program reached 231 students through 9 presentations. The Compost Coaches program delivered 16 compost bin rebates, 148 rain barrel rebates, 18 workshops and supported 112 residents and organizations with compost education.

Wastewater Initiatives

- Work continued on Wastewater Treatment Plant primary effluent pump 6, bioreactor gate replacement and digester tank a refurbishment, new Spadina lift station and force main, lift station PLC upgrade strategy and biosolids handling facility force main twinning.
- Lined 13.2 km of sanitary sewer main.




Water Initiatives

- Work continued on Water Treatment Long-term Capital Strategy, Water Treatment Plant Permit to Operate Study, chemical system upgrades, redundancies and replacements, raw water intake screen refurbishment and replacement, transfer pumping and electrical upgrades, North East Sector Reservoir and Acadia Pump replacement.
- Replaced 4.6 km of water main.
- Implementation of Advanced Metering Infrastructure project continued, with 87% of all water meters in Saskatoon now equipped with smart communication modules to allow remote readings.

Watershed Initiatives

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

PERFORMANCE MEASURES

Performance Targets with Trends - UTILITIES							
Measures	Target	2018	2019	2020	2021	Year-Over-Year Progress	Long-Term Progress
Waste Diverted from the Landfill	Divert 70% of Saskatoon's Waste from Landfills by 2023	23%	24%	26%	25%	Neutral	
Reduce the City of Saskatoon's Corporate Greenhouse Gas Emissions	≥-40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	229,900* tonnes CO ₂ e (+2% relative to baseline)	236,200* tonnes CO ₂ e (+5% relative to baseline)	205,700* tonnes CO ₂ e (-9% relative to baseline)	Pending	Not Available	
Key Civic Infrastructure Status	B Service Level	B	B	B	B	Neutral	

*Updated value based on 2014 baseline recalculation.

FINANCIAL MANAGEMENT AND CONTROL

Corporate Planning Process

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

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

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

Annual Financial Reports

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

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

Financial Policies

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

Property Tax Policies

In 2017, City Council resolved that commercial property 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, 2021

FINANCIAL DISCUSSION AND ANALYSIS

December 31, 2021

The City of Saskatoon's 2021 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 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:

- Remail Modern Art Gallery of Saskatchewan (operating as Remail 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 \$1.08 billion in 2021, including \$144.5 million in capital contributions. Significant revenue sources included:

- \$429.8 million in user charges;
- \$294.4 million in taxation; and
- \$122.3 million in government transfers.

These revenues were used to deliver various civic programs and utility services as recognized by \$892.3 million worth of consolidated expenses in 2021, which resulted in a net surplus of revenues over expenses of \$186.7 million. Overall, the City has increased its accumulated surplus to \$4.8 billion, an increase of 4.04% over the prior year.

Consolidated Financial Position

The City's total net financial assets increased from a balance of \$79.2 million in 2020 to \$160.8 million in 2021. This improvement was attributed to an increase in cash, balances as well as a decrease in Term Debt of \$19.3 million, due to long-term debt payments in 2021.

	Category	2021	2020	Change
A	Financial Assets	\$ 795.9	\$ 677.6	\$ 118.3
B	Liabilities	\$ 635.1	\$ 598.4	\$ 36.7
C	Net Financial Debt (A minus B)	\$ 160.8	\$ 79.2	\$ 81.6
D	Non-Financial Assets	\$ 4,648.9	\$ 4,543.8	\$ 105.1
E	Accumulated Surplus (C plus D)	\$ 4,809.7	\$ 4,623.0	\$ 186.7

As at December 31 in thousands of dollars.

Detailed above, the City's accumulated surplus increased by \$186.7 million largely due to the net increase in tangible capital assets (purchased and donated) of \$112.1 million.

The City's long-term debt rating continued at 'AAA'/Stable by S&P Global throughout 2021 and was reaffirmed at the same rating at the beginning of 2022.

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*.

	2021 Budget	2021 Actuals	Variance	Percent
Revenues	\$ 546,616	\$ 531,830	(\$ 14,786)	(2.71%)
Expenses	\$ 546,616	\$ 532,937	(\$ 13,679)	(2.50%)
Preliminary Surplus (Deficit)		(\$ 1,107)	(\$ 1,107)	(0.21)

In thousands of dollars

The City’s year-end deficit for tax-based operations before transfer from the Fiscal Stabilization Reserve in 2021 was \$1.1 million, which is equivalent to a 0.21% variance from the approved budget.

The following sections provide an overview of the largest operating revenue challenges the City faced in 2021.

Waste Handling Services

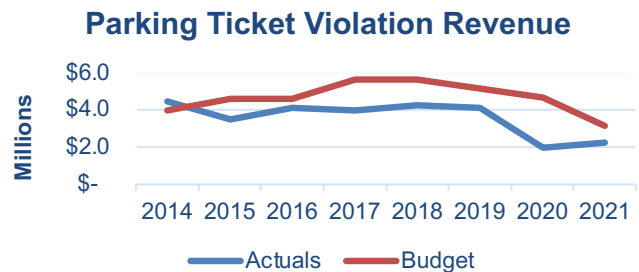
Waste Handling Services experienced a \$0.72 million surplus. In prior years this service line has been in a deficit position because of revenue shortfalls, in part due to the operation of competing landfills in the Saskatoon metropolitan area. These competing landfills have shifted collection volumes away from the Saskatoon Landfill, resulting in lower sales revenues. However, 2021 revenues were near budget and savings were realized in the building and grounds maintenance through deferring non-essential maintenance to decrease spending and a reduced provision to the Landfill Replacement Reserve due to lower tipping fees. This resulted in a surplus.



Parking Revenue

Parking experienced a deficit of \$0.55 million. Revenues were under budget by \$1.30 million due to decreased parking terminal revenue and temporary reserve parking achieving only 77% and 50% respectively of the budgeted revenue. The revenues were partially offset by staff vacancies, reduced commissionaires’ costs, vehicle and equipment savings, and training and office expenditures.

Parking ticket violation revenue also had an unfavourable variance of \$0.91 million largely due to reduced parking from COVID-19 restrictions (77% of budgeted revenue).



Other User Charges

- Indoor Rinks and Leisure Centres had a combined deficit of \$0.98 million. Indoor rinks deficit was due to additional staffing and Zamboni repairs. Revenues were lower than expected in the leisure centre facilities (achieving between 12% to 65% of budgeted revenue) which were offset partially by reductions to staffing, utilities, contract instructors, and operational expenditures.
- Transit Operations revenues were \$0.76 million unfavourable due to reduced ridership. Expenditure savings from fuel and salary savings from deferred hiring due to adjusted scheduling, as well as less overtime, training, advertising, and office expenditures which were partially offset with additional spending in unbudgeted computer and licensing expenditures. This resulted in an overall surplus of \$1.63 million.

Franchise Fees

- Franchise fees revenue received from the provincial Crowns were lower than budget by \$0.52 million due to SaskEnergy shortfall offset by a surplus from SaskPower.

Grants-in-Lieu of Taxes

- Grants-in-Lieu of Taxes (GIL) had a deficit of \$0.21 million due to a lower payment from the Provincial and Federal entities offset by a surplus in the amount received from Saskatoon Light & Power.

Return on Investment

- To help offset the overall corporate deficit an additional \$1.72 million Return on Investment (ROI) from the Water and Wastewater Utility was completed.

Municipal Revenue Sharing

- Municipal Revenue Sharing (MRS) revenue is received from the provincial government and is based on Provincial Sales Tax revenue. The amount received was lower than budgeted by \$0.75 million.

Reserve Transfers

Snow and Ice Management Reserve

The deficit within the Snow and Ice Program was partially offset by a transfer from the Snow and Ice Management Contingency Reserve of \$0.49 million. Due to the deficit of \$2.65 million in this program, the full balance was transferred to this reserve to help offset the deficit. This will leave \$0 within this reserve.

Fiscal Stabilization Reserve

To balance the operating results, the remaining deficit of \$1.11 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 \$6.67 million at the end of 2021.

Cash Flow

The City's Cash and Cash Equivalents increased by \$103.4 million over 2021 to a balance of \$133.8 million. This increase in cash was attributed to a change in the timing of the month-end transfers, additional cash on hand for year-end expenditures and a decrease in investment holdings of \$15.0 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, 2021 Cash Balance	\$ 30,476
Cash from Operating Activities	\$ 326,171
Increase in Investment Holdings	(\$ 15,022)
New Debt Issued Net of Repayments	(\$ 19,314)
Acquisitions of Capital Assets	(\$ 218,478)
December 31, 2021 Cash Balance	\$ 133,877

In thousands of dollars

Cash from Operating Activities

Cash provided by operating activities in 2021 was \$326.1 million compared to \$284.2 million in 2021. In addition to the annual surplus (\$186.7 million), the increase was largely driven by \$145.7 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 positive \$15.0 million, mainly due to normal business operations and transfers between cash and investment accounts.

In addition, financing activities provided a decrease of \$19.3 million due to debt payments throughout 2021.

Cash Used for Capital Acquisitions

In 2021, \$218.4 million was used for the acquisition of capital assets. Some of the notable capital projects under construction or completed in 2021 are:

- Underground network connectivity;
- Electrical utility; and
- Various roadway maintenance and rehabilitation projects.

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

Revenues	2021 Budget	2021 Actual	2021 Budget to 2021 Actuals Variance	2020 Actual	2021 Actuals to 2020 Actuals Variance
Taxation	\$ 297.5	\$ 294.4	(\$ 3.1)	\$ 282.7	\$ 11.7
Grants-in-Lieu of Taxes	\$ 8.6	\$ 8.5	(\$ 0.1)	\$ 7.2	\$ 1.3
User Fees	\$ 416.0	\$ 429.8	\$ 13.8	\$ 409.4	\$ 20.4
Government Transfers - Operating	\$ 63.5	\$ 63.5	\$ 0.0	\$ 83.8	(\$ 20.3)
Government Transfers - Capital	\$ 58.9	\$ 58.9	\$ 0.0	\$ 80.1	(\$ 21.2)
Investment Income	\$ 13.9	\$ 15.2	\$ 1.3	\$ 13.0	\$ 2.2
Contributions from Developers - Operating	\$ 60.0	\$ 60.0	\$ 0.0	\$ 47.5	\$ 12.5
Contributions from Developers - Capital	\$ 85.6	\$ 85.6	\$ 0.0	\$ 58.1	\$ 27.5
Franchise Fees	\$ 19.4	\$ 18.9	(\$ 0.5)	\$ 18.6	\$ 0.3
General	\$ 29.8	\$ 44.2	\$ 14.4	\$ 22.4	\$ 21.8
TOTAL	\$1,053.2	\$1,079.0	\$ 25.8	\$1,022.8	\$ 56.2

Consolidated revenue for 2021 was \$1.08 billion compared to \$1.02 billion in 2021. The main reason for this year-over-year increase is due to the following:

Taxation Revenue was approximately 4.0% higher than 2020 revenue, primarily due to an increase in the tax rate of 2.83% and growth in the assessment base as the city's physical inventory of houses and commercial properties continue to grow.

User Fees Revenue increased from a balance of \$409.4 million, up 5.0% or \$20.4 million from 2020 revenues. This increase was partially due to the reclassification of the 2020 amounts with general revenues and user fees to ensure proper categorization and also due to the partial recovery of the reduced 2020 revenues from the COVID-19 pandemic.

Revenues from Transit, Leisure Centres and Parking are still below the pre-pandemic levels, but all have increased from 2020 revenue amounts. The budgets for 2021 were adjusted down using the best estimate at the time on what the revenues would be. There was a great deal of uncertainty in the revenue budgets due to the COVID-19 impact.

- **Transit revenues** were under budget by \$0.75 million however the revenues did recover slightly from the lower amount of \$8.07 million in 2020 to \$8.20 million in 2021.
- **Parking revenues** were under budget by \$1.30 million but the revenues did recover slightly from the lower amount of \$3.68 million in 2020 to \$3.99 million in 2021.
- **Leisure Centre** revenues were under budget by \$1.49 million but did recover from the lower amount of \$8.00 million in 2020 to \$8.90 million in 2021.

Government Transfers - Operating Revenues decreased to \$63.5 million, down \$20.3 million from 2020. This decrease is due to the receipt of one-time funding of \$19 million from the federal government for the Safe Restart program in relation to COVID-19 in 2020.

Government Transfers - Capital Revenues, for the most part, are received for a specific program and are not ongoing regular funding. This means the amounts will have a high degree of fluctuation between fiscal years. There was a decrease in revenues to \$58.9 million, down \$21.2 million from 2020. This decrease is due to the City receiving more federal and provincial Building Canada funding in 2020. Details surrounding capital contributions are included in Schedule 2 of the Financial Statements.

Contributions from Developers - Capital increased in 2021 to \$85.6 million from \$58.1 million. 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.

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

Expenses*	2021 Budget	2021 Actual	2021 Budget to 2021 Actuals Variance	2020 Actual	2021 Actuals to 2020 Actuals Variance
Arts, Culture & Events Venues	\$ 28.1	\$ 28.1	\$ 0.0	\$ 12.0	\$ 16.1
Community Support	\$ 18.4	\$ 18.7	(\$ 0.3)	\$ 18.5	\$ 0.2
Corporate Asset Management	\$ 8.6	\$ 9.5	(\$ 0.9)	\$ 9.2	\$ 0.3
Corporate Governance & Finance	\$ 48.4	\$ 59.2	(\$ 10.8)	\$ 50.7	\$ 8.5
Debt Servicing Costs	\$ 5.8	\$ 5.8	\$ 0.0	\$ 9.7	(\$ 3.9)
Environmental Health	\$ 68.7	\$ 68.7	\$ 0.0	\$ 52.1	\$ 16.6
Fire	\$ 54.3	\$ 55.1	(\$ 0.8)	\$ 55.8	(\$ 0.7)
Land Development	\$ 16.0	\$ 17.2	(\$ 1.2)	\$ 14.3	\$ 2.9
Libraries	\$ 20.4	\$ 22.7	(\$ 2.3)	\$ 10.8	\$ 11.9
Police	\$ 115.5	\$ 116.5	(\$ 1.0)	\$ 122.2	(\$ 5.7)
Recreation & Culture	\$ 56.0	\$ 54.2	\$ 1.8	\$ 61.6	(\$ 7.4)
Taxation & General Revenues	\$ 13.4	\$ 14.1	(\$ 0.7)	\$ 4.8	\$ 9.3
Transportation	\$ 179.3	\$ 180.1	(\$ 0.8)	\$ 204.2	(\$ 24.1)
Urban Planning & Development	\$ 24.6	\$ 25.3	(\$ 0.7)	\$ 26.0	(\$ 0.7)
Utilities	\$ 200.9	\$ 217.1	(\$ 16.2)	\$ 204.5	\$ 12.6
TOTAL	\$ 858.4	\$ 892.3	(\$ 33.9)	\$ 856.4	\$ 35.9

*In millions of dollars

Overall, consolidated expenses for the year ended December 31, 2021, totalled \$892.3 million, up by \$35.9 million from the 2021 total of \$856.4 million. The main reason for the increase in expenses is due to the City's Approved 2021 Business Plan and Budget, which included over \$17.0 million in new expenses.

The 2021 Budget included growth and inflation allocations in order to continue providing the same service level over an expanding service network and contractual increases.

In addition, the estimated landfill closure and post-closure liability and offsetting expenditure increased from \$9.70 million in 2020 to \$17.9 million in 2021.

Financial Analysis – Expenditures Compared to Prior Year

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

Arts, Culture and Events Venues expenses were \$16.1 million higher than in 2020 due to a reclassification of the Remai Modern from the Recreation and Culture business line and slightly higher expenditures due to recovery from the COVID-19 pandemic. This is offset by a reclassification of the Libraries expenditures from this business line to the Libraries.

Corporate Governance and Finance expenses were higher than in 2020 by \$8.5 million due in large part to negotiated salary increases, additional Information Technology expenditures and insurance premiums.

Environmental Health expenses were \$16.6 million higher than in 2020 due in large part to the increase in the landfill closure and post-closure accrual.

Debt Servicing Costs expenditures were \$3.9 million lower than in 2020 as there was no additional borrowing in 2021 and the interest payments were lower on outstanding debt.

Land Development expenditures were \$2.9 million higher than in 2020 due in part to fluctuations in the expenditures that were originally approved as capital in the City's budget but were reclassified as operating, as required by PSAS, which resulted in the increased expenditures.

Libraries expenditures were \$11.9 million higher than in 2020 due to a reclassification from the Arts, Culture and Events Venues business line to better align the expenditures.

Taxation and General Revenue expenditures were \$9.3 million higher than in 2020 due to additional fines and penalties expenses from resumption of services that were reduced in 2020 due to the COVID-19 pandemic. Additionally, in 2021, the full amount of annexation costs that had previously been amortized annually was expensed in the amount of \$6.4 million.

Financial Analysis - Expenditures Compared to Budget

An overview of the significant variances (greater than 15%) as compared to budget can be found below:

Corporate Governance and Finance had a \$10.8 million unfavourable variance on a consolidated basis compared to budget. This business line contains the budget for \$4.40 million of the global reduction or targeted savings (which includes the corporate reduction of 1% as approved by City Council at the 2021 Business Plan and Budget Deliberations). Many of these savings are recognized throughout the various other business lines. Additionally, insurance premiums and information technology expenditures were higher than budgeted.

Liquidity and Debt

The City's financial position as at December 31, 2021, is as follows:

Financial Assets	Actual 2021	Actual 2020	Actual 2019
Cash	\$ 133,877	\$ 30,476	\$ 74,637
Receivables	\$ 167,925	\$ 136,228	\$ 113,114
Other Assets	\$ -	\$ 876	\$ 4,922
Investments	\$ 494,087	\$ 509,109	\$ 458,331
Accrued Pension Asset	\$ -	\$ 959	\$ -
Total Financial Assets	\$ 795,889	\$ 677,648	\$ 651,004

Financial Liabilities	Actual 2021	Actual 2020	Actual 2019
Accounts Payable and Accrued Liabilities	\$ 175,388	\$ 132,222	\$ 148,965
Deferred Revenue	\$ 109,935	\$ 100,191	\$ 83,034
Term Debt	\$ 295,110	\$ 314,424	\$ 331,412
Accrued Pension Liability	\$ 7,284	\$ -	\$ 12,517
Employee Benefits Payable	\$ 47,406	\$ 51,608	\$ 45,692
Total Financial Liabilities	\$ 635,123	\$ 598,445	\$ 621,620
Total Net Financial Assets	\$ 160,766	\$ 79,203	\$ 37,465

In millions of dollars

In 2021, net financial assets increased by approximately \$81.6 million due to an increase in cash holdings of \$133.8 million as well as a decrease in Term Debt of \$19.3 million due to long-term debt payments in 2021.

Term Debt

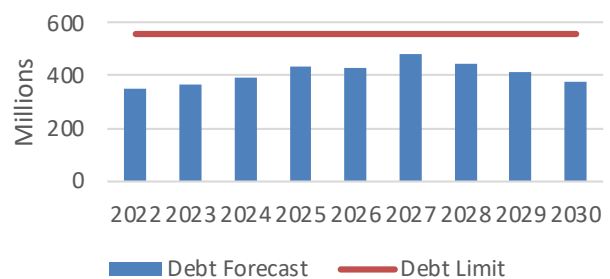
Changes in net financial debt are included as part of the City's Long-Term Financial Plan and funding models. In January 2022, S&P Global affirmed the City's 'AAA'/Stable longer-term issuer credit and senior unsecured debt ratings.

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 low and liquidity exceptional. Furthermore, we expect the city's strong financial management and very predictable and well-balanced institutional framework will continue 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 City of Saskatoon uses debt conservatively. The current debt level of \$295.1 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 2027 at approximately \$479.3 million, as shown in the following graph.

Debt Forecast (2022-2030)

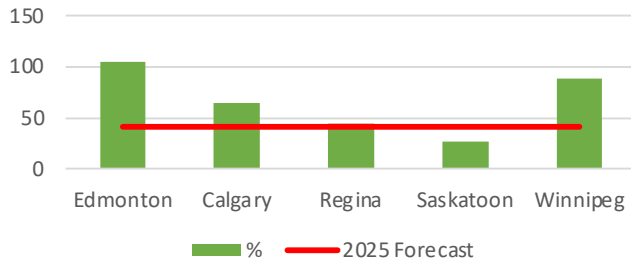


This forecast includes future borrowing for:

- 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.

2021 Debt as a Percentage of Operating Revenue

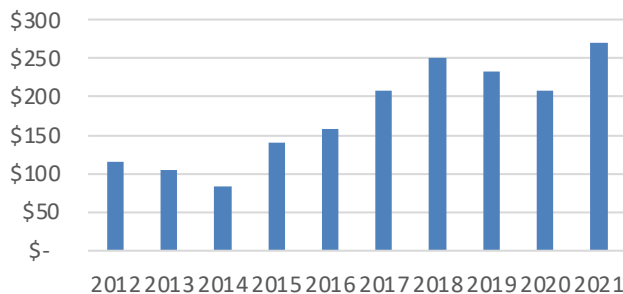


Source: 2021 Municipal Annual Reports

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 2021, reserve balances increased by \$61.7 million to a year-end balance of \$270.4 million.

Ten-Year Reserve Balance History



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

1. Many reserves receive appropriate increases as per City Council-approved policies or bylaws.
2. Included in these balances are several land development reserves which vary considerably from year to year based on market conditions and stages of development. Reserves such as Prepaid Services, Land Bank and Property Realized increased by \$35.1 million over 2020.

3. Reserve for Capital Expenditures increased from \$2.6 million to \$10.0 million due to additional reallocated funds that will be utilized in 2022 and 2023 as allocated during the 2022/2023 Business Plan and Budget Deliberations.

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 \$111.8 million in 2021. The largest increase was seen in underground networks (such as water, sewer and storm water infrastructure), which had an additional \$42.9 million in assets.

Roadways continue to be the largest asset category with a net book value of \$1.3 billion followed by underground networks with a net book value of \$1.1 billion.

Financial Control and Accountability

On an annual basis, the City of Saskatoon adopts a variety of financial policies and principles to ensure ongoing strong fiscal management, accountability policies and transparent practices. The Strategic Goal of Asset and Financial Sustainability is a key driver of this objective.

Strong Management and Fiscal Responsibility is one of the City's Leadership Commitments and it drives the Corporation in its daily activities and how we work to achieve progress towards our Strategic Goals. This commitment, along with the other Leadership Commitments, builds a strong foundation for financial governance, long-term sustainability and financial flexibility. Our strong financial controls and accountability have supported the City in retaining its S&P Global 'AAA'/Stable credit rating.

Outlook

Saskatoon continues to enjoy strong economic development and steady growth as it recovers from the uncertainty of the past two years. The City weathered unprecedented challenges and impacts on the way we performed our work due to the Covid-19 pandemic. As we maintained our key service delivery in 2020 and 2021, the use of one-time funding greatly assisted in helping avoid further impact on residents and businesses by not adding additional increases to the property tax.

Additional work is required in the future to ensure the City's budget and service plan remain sustainable and reflect the City's post-pandemic financial reality. We look forward to working through these challenges and are confident that our commitment to transparency and sustainability will continue to serve the City well as we continue financial and economic recovery as a community.

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 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 on 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, 2021

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

Report on the Audit of the Consolidated Financial Statements

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, 2021, 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, 2021, 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 Matter - Unaudited Supplementary Information

We draw attention to the fact that the supplementary information included in all schedules and appendices immediately following the notes to the financial statements do not form part of the financial statements. We have not audited or reviewed this supplementary information and, accordingly, we do not express an opinion, a review conclusion or any other form of assurance on this supplementary information.

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.

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 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 skepticism 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, 2022

Consolidated Statement of Financial Position

As at December 31, 2021

(in thousands of dollars)

		2021	2020 (Note 23)
Financial Assets			
Cash and Cash Equivalents		133,877	30,476
Accounts Receivable and User Charges	(Note 2)	152,492	118,386
Taxes Receivable	(Note 3)	15,433	17,842
Other Assets		-	876
Pension Asset	(Note 5)	-	959
Investments	(Note 6)	494,087	509,109
Total Assets		795,889	677,648
Financial Liabilities			
Accounts Payable and Accrued Liabilities	(Note 7)	175,388	132,222
Deferred Revenue	(Note 8)	109,935	100,191
Long-Term Debt	(Note 9)	295,110	314,424
Pension Liability	(Note 5)	7,284	-
Employee Benefits Payable	(Note 10)	47,406	51,608
Total Financial Liabilities		635,123	598,445
Total Net Financial Assets		160,766	79,203
Non-Financial Assets			
Prepaid Expenses		6,347	13,623
Inventories	(Note 4)	27,495	26,901
Tangible Capital Assets	(Note 11)	4,615,101	4,503,304
Total Non-Financial Assets		4,648,943	4,543,828
Accumulated Surplus	(Note 12)	4,809,709	4,623,031

Commitments and Contingent Liabilities (Note 13)

Consolidated Statement of Operations
For the Year Ended December 31, 2021
(in thousands of dollars)

	2021 Budget (Note 22)	2021	2020 (Note 23)
Revenues			
Contribution from Developers & Others - Capital	85,592	85,592	58,125
Contribution from Developers & Others - Operating	59,995	59,995	47,506
Franchise Fees	19,410	18,894	18,633
General Revenues	29,773	44,174	22,067
Government Transfers - Capital (Note 17)	58,887	58,887	80,105
Government Transfers - Operating (Note 17)	63,475	63,475	83,752
Grants in lieu of Taxes (Note 18)	8,562	8,515	7,174
Investment Income	13,967	15,191	12,993
Taxation (Note 18)	297,454	294,413	282,690
User Fees	416,065	429,843	409,370
Total Revenues	1,053,180	1,078,979	1,022,828
Expenses (Note 19)			
Arts, Culture and Events Venues	28,060	28,145	11,981
Community Support	18,400	18,668	18,481
Corporate Asset Management	8,602	9,487	9,199
Corporate Governance & Finance	48,431	59,220	50,748
Debt Servicing	5,817	5,817	9,673
Environmental Health	68,725	68,721	52,052
Land Development	15,968	17,228	14,257
Recreation and Culture	55,964	54,165	61,587
Saskatoon Fire	54,381	55,050	55,789
Saskatoon Police Service	115,477	116,501	122,225
Saskatoon Public Library	20,389	22,680	10,813
Taxation and General Revenues	13,373	14,062	4,797
Transportation	179,296	180,079	204,212
Urban Planning and Development	24,597	25,347	25,936
Utilities	200,907	217,131	204,636
Total Expenses	858,387	892,301	856,386
Surplus of Revenues Over Expenses	194,793	186,678	166,442
Accumulated Surplus, Beginning of Year	4,623,031	4,623,031	4,456,589
Accumulated Surplus, End of Year (Note 12)	4,817,824	4,809,709	4,623,031

Consolidated Statement of Cash Flows

For the Year Ended December 31, 2021

(in thousands of dollars)

	2021	2020
Operating Activities		
Surplus of Revenues over Expenses	\$ 186,678	\$ 166,442
Items Not Affecting Cash:		
Amortization	145,696	149,643
Contributed Tangible Capital Assets	(39,015)	(10,241)
Net Change In Non-Cash Working Capital Items:		
Accounts Receivable and User Charges	(34,106)	(21,847)
Taxes Receivable	2,409	(1,879)
Other Assets	876	4,046
Loans Receivable	-	612
Pension Asset	959	(959)
Prepaid Expenses	7,276	(1,318)
Inventories	(594)	(1,574)
Accounts Payable and Accrued Liabilities	43,166	(9,287)
Deferred Revenue	9,744	17,157
Pension Liability	7,284	(12,517)
Employee Benefits Payable	(4,202)	5,916
	326,171	284,194
Investing Activities:		
Purchase of Investments	\$ (32,444)	\$ (136,605)
Proceeds on Sale of Investments	47,466	85,827
	15,022	(50,778)
Financing Activities:		
Long-Term Debt Repaid	\$ (19,314)	\$ (24,444)
Capital Activities:		
Acquisition of Tangible Capital Assets	\$ (218,823)	\$ (253,133)
Proceeds on Sale of Tangible Capital Assets	345	-
	(218,478)	(253,133)
Increase (Decrease) in Cash and Cash Equivalents	\$ 103,401	\$ (44,161)
Cash and Cash Equivalents - Beginning of Year	30,476	74,637
Cash and Cash Equivalents at End of Year	\$ 133,877	\$ 30,476

Consolidated Statement of Changes in Net Financial Assets

For the Year Ended December 31, 2021

(in thousands of dollars)

	2021 Budget	2021	2020
Surplus of Revenues over Expenses	194,793	186,678	166,442
Acquisition of Tangible Capital Assets	(242,990)	(218,823)	(253,133)
Proceeds on Sale of Tangible Capital Assets	-	345	-
Contributed Assets	-	(39,015)	(10,241)
Amortization	143,796	145,696	149,643
Net Change in Prepaid Expenses	-	7,276	(1,318)
Net Change in Inventories	-	(594)	(9,655)
Increase in Net Financial Assets	95,599	81,563	41,738
Net Assets, Beginning of Year	79,203	79,203	37,465
Net Assets, End of Year	174,802	160,766	79,203

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(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 as a village and 1906 as a city and operates under the provisions of *The Cities Act* effective January 1, 2003.

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

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 amounts 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 25.36 percent (2020 – 25.37 percent) interest in the SILS, which has been proportionately consolidated.

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.

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

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.

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

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.

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

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.

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

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 2021 fiscal year are \$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 2021 fiscal year are \$892,310. Budget information is presented on a basis consistent with that used for actual results. The budget was approved by City Council on November 27, 2019. Any Council-approved changes made to capital budgets throughout the fiscal year have been excluded from the 2021 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.

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

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, 2021.

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.

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

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. COVID 19

In March of 2020, there was a global outbreak of COVID-19 (Coronavirus), which had a significant impact on businesses through the restrictions put in place by the Canadian, Provincial and Municipal Governments regarding travel, business operations and isolation/quarantine orders. At this time, revenues from many areas of the City such as leisure centre facilities, parking ticket violations and Saskatoon Transit had an ongoing impact in 2021 from the COVID-19 pandemic. These revenues were lower in 2021 than pre-pandemic levels. The reduced revenues were partially offset through reductions in staffing costs and also a corporate-wide reduction in other expenditures, such as training, materials, and office supplies.

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

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, 2021, there are no material transactions for disclosure from key management personnel (2020 - nil).

d. Future Accounting Pronouncements

Standards effective for the fiscal year ending December 31, 2023

i) Financial Statement Presentation

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

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.

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

1. Significant Accounting Policies (continued)

d. Future Accounting Pronouncements (continued)

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.

v) Asset Retirement Obligation

PS 3280, Asset Retirement Obligations establish guidance on the accounting and reporting of legal obligations associated with the retirement of tangible capital assets controlled by a government or government organization. A liability for a retirement obligation can apply to tangible capital assets either in productive use or no longer in productive use.

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.

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

2. Accounts Receivable and User Charges

Accounts receivable consist of the following:

	2021	2020
Trade and Other Receivables	102,256	78,462
Utility Receivable	33,276	32,514
Government Transfers Receivable	16,960	7,410
Total	152,492	118,386

The City also calculates an allowance for uncollectable accounts relating to utility billings. At December 31, 2021 this amount is \$50 (2020 - \$50) and is included in Accounts Receivable and User Charges.

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

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 \$0 (2020 - \$0) for uncollectable taxes is included in the balance of taxes receivable.

4. Inventories

Inventories consist of the following:

	2021	2020
Materials and Supplies	20,212	19,284
Land	7,283	7,617
Total	27,495	26,901

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).

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 3,733 employees accruing service under the five main Plans is 43.94 years, the Plans provide benefits for 2,252 retirees and surviving spouses; benefit payments were \$80,567 in 2021 (2020 - \$76,160).

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

5. Pension Asset (Liability) (continued)

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 2021, employee contributions for current and past service for the five main Plans were \$27,972 (2020 - \$27,766), and the City's contributions were \$30,540 (2020 - \$30,672). 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:

	2021	2020
Accrued Benefit Obligation	\$(1,578,976)	\$(1,530,453)
Pension Fund Assets		
Marketable Securities	1,687,087	1,571,511
	108,111	41,058
Unamortized Actuarial Losses	(43,628)	(1,653)
Accrued Benefit Asset	64,483	39,405
Valuation allowance	(71,767)	(38,446)
Net Carrying Value of Accrued Benefit Asset (Liability)	\$ (7,284)	\$ 959

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, 2021 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 2018 valuation extrapolated to December 31, 2021. The unamortized actuarial loss is amortized on a straight-line basis over the expected average remaining service life of the related employee groups applicable to each of the Plans which is 13 years on average.

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

The expected inflation rate is 2.25 percent (2020 - 2.25 percent) for the five Plans. The discount rate used to determine the accrued benefit obligation is 6.00 percent (2020 - 6.00 percent) for the General Plan, 6.25 percent (2020 - 6.25 percent) for the Police TB Plan, 6.00 percent (2020 - 6.00 percent) for the Police DB Plan, 6.30 percent (2020 - 6.30 percent) for the Fire TB Plan and 5.95 percent (2020 - 5.95 percent) for the Fire DB Plan. The earnings increase rate is 3.00 percent (2020 - 3.00 percent) for the General Plan, 3.25 percent (2020 - 3.25 percent) for the Police TB Plan, 3.25 percent (2020 - 3.25 percent) for the Police DB Plan, 3.25 percent (2020 - 3.25 percent) for the Fire TB Plan and 3.25 percent (2020 - 3.25 percent) for the Fire DB Plan. New - TB Pension fund assets are valued using a market-related value which amortizes realized and unrealized gains and losses over a five-year period. The expected rate of return on General Plan assets is 6.15 percent (2020 - 6.15 percent), on Police TB Plan assets is 6.25 percent (2020 - 6.25 percent), on Police DB Plan assets is 6.00 percent (2020 - 6.00 percent), on Fire TB Plan assets is 6.30 percent (2020 - 6.30 percent) and on Fire DB Plan assets is 5.95 percent (2020 - 5.95 percent). The actual rate of return on Plan assets in 2020 was 7.16 percent (2020 - 7.16 percent). The market value of assets at December 31, 2020 was \$1,811,729 (2020 - \$1,613,796).

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

5. Pension Asset (Liability) (continued)

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 \$493 in 2021 (2020 - \$535).

The valuation allowance is comprised of \$47,098 (2020 - \$21,404) for the General Plan, \$9,261 (2020 - \$6,468) for the Fire Plan, and \$15,408 (2020 - \$10,574) for the Police Plan.

The total expenditures related to pensions in 2021 include the following components:

	2021	2020
Current Period Benefit Cost	\$ 47,809	\$ 44,364
Less: Employee Contributions	(29,557)	(27,766)
Amortization of Actuarial Loss (Gain)	(2,879)	2,850
Increase (decrease) in valuation allowance	33,321	(3,849)
Pension Expense Excluding Interest	48,694	15,599
Interest Cost On The Average Accrued Benefit Obligation	89,965	87,442
Expected Return On Average Pension Plan Assets	(93,197)	(90,723)
Pension Interest Expense	(3,232)	(3,281)
Total Pension Expense	\$ 45,462	\$ 12,318

6. Investments

	Cost		Market	
	2021	2020	2021	2020
Investments	\$ 494,087	\$ 509,109	\$ 469,431	\$ 533,586

Investments consist primarily of corporate and government bonds. Maturities are between 2022 – 2031 with effective interest rates of 0.80 percent to 5.25 percent (2020 - 1.14 percent to 5.25 percent) per annum.

Investments contain \$7,687 (2020 - \$6,816) in restricted funds related to sinking funds accumulated to retire debt.

7. Accounts Payable and Accrued Liabilities

Included in accrued liabilities is \$17,876 (2020 - \$9,703) for the estimated total landfill closure and post closure care

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

7. Accounts Payable and Accrued Liabilities (continued)

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, 2021, based on the cumulative capacity used at that date, compared to the total estimated landfill capacity. The change in calculation resulted in \$8,173 (2020 - \$3,453) of liability being recognized in 2021 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 discounted at the City's average long-term borrowing rate of 2.63 percent (2020 - 2.25 percent) is \$36,033 (2020 - \$24,648).

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 - 6,911,256 cubic metres (2020 - 51 percent - 7,020,360 cubic metres) of its total estimated capacity of 13,715,723 cubic metres and its estimated remaining life is 40 years (2020 - 40 years). The period for post closure care is estimated to be 35 years (2020 - 35 years).

The unfunded liability for the landfill will be paid for per the annual approved budget where capital expenses will be funded from the Landfill Reserve. At December 31, 2021, the balance of the Landfill Reserve is \$4,295 (2020 - \$3,018).

8. Deferred Revenue

	2020	Externally Restricted Contributions Received	Non-Restricted Contributions Received	Revenue Recognized	2021
Ticket Sales and Other	8,385	-	26,763	17,295	17,853
Federal Government Transfers	48,055	30,182	-	36,002	42,235
Development Charges	43,751	-	9,184	3,088	49,847
Total	100,191	30,182	35,946	56,385	109,935

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.

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

9. Long-Term Debt

	2021	2020 (Note 23)
Water Utility	\$ 9,198	\$ 12,715
Wastewater Utility	3,697	5,839
Operating Fund	86,774	94,223
Public Private Partnership ("P3") Term Debt	195,441	201,647
Total Term Debt	295,110	314,424
Sinking Funds Accumulated to Retire Debt (Note 6)	\$ (7,687)	\$ (6,816)
Net Term Debt	\$ 287,423	\$ 307,608

Principal on long-term debt principal is repayable as follows:

2022	19,709
2023	15,488
2024	14,296
2025	9,977
2026	8,961
Thereafter	226,679
	\$ 295,110

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 (2020 - \$558,000) as approved by the SMB. The total interest paid by the City for debt in 2021 was \$11,295 (2020 - \$13,528).

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 \$61,194 (2020 - \$69,946) 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 \$7,688 (2020 - \$6,816) 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 - 4.67 percent (2020 - 2.68 percent - 4.67 percent) per annum with principal payments made annually and interest payments made semi-annually.

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

9. Long-Term Debt (continued)

Banker's Acceptance Swap Loans

Banker's acceptance swap loans have a total of \$37,904 (2020 - \$42,084) in outstanding principal with a spread of 0.28 percent - 0.30 percent (2020 - 0.28 percent - 0.30 percent) per annum over the offering rate. As at December 31, 2021 the offering rates were 0.49 percent and 0.50 percent (2020 - 0.48 percent - 0.49 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 (2020 - 3.98 percent) per annum cost of borrowing. Principal and interest for the CMHC loan is made annually with principal of \$571 (2020 - \$747) still 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 \$195,441 (2020 - \$201,647) to be repaid by monthly interest and principal payments over 25 years at an interest rate of 4.50 percent (2020 - 4.50 percent) per annum. 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, 2021 to December 31, 2021 would normally be available to employees after April 1, 2022. The vacation payable balance as at December 31, 2021 is \$25,381 (2020 - \$30,666) 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.

The total of vacation payable and accrued benefit obligation for sick leave benefit plans for the year ended December 31, 2021 amounts to \$47,406 (2020 - \$51,608).

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

10. Employee Benefits Payable (continued)

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:

	2021	2020
Accrued benefit obligation, beginning of year	\$ 20,942	\$ 20,289
Current period benefit cost	539	1,490
Interest on accrued benefit obligation	1,535	517
Less benefits paid	(991)	(1,354)
Accrued benefit obligation, end of year	\$ 22,025	\$ 20,942

Actuarial Assumptions

	Dec-31-18	Dec-31-18
Date of last actuarial valuation		
Discount rate (%)	2.45	2.45
Rate of compensation increase	3.00	3.00
Inflation rate	2.25	2.25
Average remaining service period of active employees	14.40	14.40

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

11. Consolidated Schedule of Tangible Capital Assets

	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	263,370
Buildings and Improv	746,128	17,043	(2,389)	320	761,102	(179,907)	(14,297)	3	(194,201)	566,901	567,330
Electrical Utility	433,374	17,453	(1,607)	50	449,270	(202,909)	(10,890)	1,285	(212,514)	236,756	230,465
Furniture and Fixtures Information and Communication	72,441	1,735	(1,859)	-	72,317	(53,227)	(2,662)	1,833	(54,056)	18,261	15,945
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)	-	(198,336)	169,148	171,750
Machinery and Equipment	58,458	3,767	(670)	-	61,555	(32,868)	(3,884)	600	(36,152)	25,405	24,151
Plants and Facility	433,450	617	-	9,700	443,767	(154,167)	(10,160)	-	(164,327)	279,439	279,282
Roadways et al.	2,280,954	61,513	-	188	2,342,655	(910,105)	(59,118)	-	(969,223)	1,373,432	1,370,887
Traffic Control Underground and Networks	38,225	470	-	-	38,695	(16,719)	(1,138)	-	(17,857)	20,836	21,506
Vehicles	1,467,056	40,658	-	21,423	1,529,137	(398,882)	(19,144)	-	(418,026)	1,111,111	1,068,174
Total	6,767,200	257,370	(8,891)	-	7,015,679	(2,260,151)	(145,695)	5,268	(2,400,578)	4,615,101	4,503,304

Contributed assets totaled \$39,015 (2020 - \$10,241) 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 2021, the write-downs of tangible capital assets were \$nil (2020 - \$nil).

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

12. Accumulated Surplus

	2021	2020
Fund Balances		
Funds to offset taxation or user charges in future years (Schedule 1)	\$30,041	\$ 61,974
Unexpended capital financing (Schedule 2)	(43,040)	(128,461)
Reserves (Schedule 3)	270,403	208,701
	257,404	142,214
Net Investment in Tangible Capital Assets		
Tangible Capital Assets	4,615,101	4,503,304
Capital outlay financed by long-term liabilities to be recovered in future years	78,711	9,059
Capital outlay financed by internal investments	(141,507)	(31,546)
	4,552,305	4,480,817
Total Accumulated Surplus	\$ 4,809,709	\$ 4,623,031

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 2021, the City entered into an agreement to replace the Spadina Lift Station for a total cost of \$16.7 million over two years, of which \$0.97 million has been incurred as of December 31, 2021. The anticipated completion date is October 2023.

During 2021, the City entered into an agreement for the construction of the North East Reservoir for \$36.5 million over three years, of which \$3.3 million has been incurred as of December 31, 2021. The anticipated completion date is August 30, 2024.

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, 2021
(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:

2022	\$	1,547
2023		1,507
2024		1,289
2025		1,157
2026		1,157
Thereafter		2,179
Total	\$	8,836

14. Contaminated Sites

A provision for remediation of known contaminated sites has been accrued in Accounts Payable and Accrued Liabilities in the amount of \$7,713 (2020 - \$9,532). The provision is based on \$10,092 (2020 - \$10,106) in expenditures expected to be incurred over the next 2 years discounted using a rate of 0.83 percent (2020 – 0.55 percent – 1.62 percent) per annum. The liability reflects the City's best estimate at December 31, 2021, of the amount 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 has been completed, 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, 2021, the gross value of the Property Realized Reserve is estimated to be \$196,254 (2020 - \$190,946) itemized as follows:

	2021	2020
Gross Value of Reserve, December 31	\$ 196,254	\$ 190,946
Advances Repayable from Future Revenue Fund Provisions	(1,658)	(1,992)
Property Purchased from Reserve and not yet sold - at estimated cost	(148,408)	(145,661)
Net Balance of Reserve, December 31	\$ 46,188	\$ 43,293

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(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 \$5,876 (2020 - \$5,482) and \$3,201 (2020 - \$2,912), respectively.

17. Government Transfers

The following transfers have been included in revenues:

	2021	2020
Operating Transfers		
Federal	252	21,931
Provincial	63,223	61,821
	63,475	83,752
Capital Transfers		
Federal	32,409	69,751
Provincial	26,478	10,354
	58,887	80,105
Total	122,362	163,857

18. Net Taxes Available for Municipal Purposes

	2021	2020
Gross Taxation Revenue Collected	\$ 386,239	\$ 461,876
Taxes collected on Behalf of Others:		
Saskatoon School Division No. 13	(125,751)	(126,012)
St. Paul's Roman Catholic Separate School Division No. 20	43,838	(44,678)
Business Improvement Districts	(1,398)	(1,322)
Net Taxes Available For Municipal Purposes	\$ 302,928	\$ 289,864
Comprised of:		
Municipal	294,413	282,690
Grants-in-Lieu	8,515	7,174
	\$ 302,928	\$ 289,864

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 statements.

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)

19. Expenses By Object

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

	2021	2020
Contracted and General Services	137,100	176,875
Amortization	145,696	149,643
Donations, Grants and Subsidies	11,466	9,262
Finance Charges	12,000	27,002
Heating, Lighting, Power, Water and Telephone	123,268	112,714
Material, Goods and Supplies	37,757	18,400
Wages and Benefits	425,014	362,490
Total	892,301	856,386

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
2022	\$ 80,338	\$ 1,276	\$ 81,614
2023	38,783	1,276	40,059
2024	37,016	1,276	38,292
2025	16,124	1,276	17,400
2026	16,122	1,276	17,398
	\$ 188,383	\$ 6,380	\$ 194,763

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

**Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2021
(in thousands of dollars)**

21. Segmented Information (continued)

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.

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)
 Surplus (Deficit) of Revenues over Expenses
 i. 2021

	Arts, Culture and Events Venues	Comm. Support	Corp. Asset Mgmt.	Corporate Gov. & Finance	Enviro Health	Land	Rec & Culture	Fire	Police Service	Library	Tax & General Revenues	Trans Planning & Dev.	Utilities	Total
Revenues														
Contribution from Develop & Others	-	-	-	(406)	-	139,930	3,320	-	-	-	-	-	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	44,174
Government Transfers	(248)	155	-	15,332	4,375	-	2,816	-	9,550	760	49,413	6,103	7,563	122,362
Grants in lieu of Taxes	-	-	-	162	-	-	-	-	-	-	8,353	-	-	8,515
Investment Income	469	349	-	-	-	308	-	-	-	214	14,200	-	-	15,191
Taxation	-	-	-	-	-	-	-	461	-	27,448	266,504	-	-	294,413
User Fees	-	1,449	559	503	7,631	6,304	13,713	190	1,745	408	866	12,295	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	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	39,158	33,514	137,100
Amortization	1,841	103	9,317	2,220	19,618	8,780	5,556	1,211	3,653	2,153	-	69,688	14,777	145,696
Donations, Grants and Subsidies	(300)	10,744	(182)	(354)	185	1,697	(12)	(86)	241	86	10	(383)	976	11,466
Finance Charges	750	-	110	7,314	12	(3,427)	184	-	(42)	-	562	(72)	8	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	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	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	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	217,989	892,301
Surplus (Deficit) of Revenues over Expenses	(15,803)	(16,173)	(10,111)	(40,680)	(56,713)	129,380	(34,052)	(53,939)	(104,526)	6,151	359,885	(162,725)	(8,475)	186,678

21. Financial Activities by Segment (continued)
Surplus (Deficit) of Revenues over Expenses (continued)
I. 2020

	Arts, Culture and Events Venues	Comm. Support	Corp. Asset Mgmt.	Corporate Gov. & Finance	Enviro Health	Land	Rec & Culture	Fire	Police Service	Library	Tax & General Revenues	Trans Planning & Dev.	Utilities	Total
Revenues														
Contribution from Developers & Others	472	-	-	-	-	76,320	28,839	-	-	-	-	-	-	105,631
Franchise Fees	-	-	-	-	-	-	-	-	-	-	18,633	-	-	18,633
General Revenues	(3,518)	-	2,901	74	-	-	693	1,051	36	-	-	208	-	21,035
Government Transfers	773	305	-	21,233	27,743	-	6,133	-	9,386	725	49,852	30,347	-	182,262
Grants-in-Lieu	-	-	-	-	-	1,703	-	-	-	5,471	-	-	-	7,174
Investment Income	-	-	-	12,993	-	-	-	-	-	-	-	-	-	12,993
Taxation	-	-	-	-	-	-	-	-	-	-	282,690	-	-	282,690
User Fees	30	-	-	489	16,489	-	23,585	1,400	1,858	28	-	7,583	-	357,908
Total Revenues	(2,243)	305	2,901	34,789	44,261	78,023	73,952	2,451	11,280	6,224	332,542	38,138	-	400,205
Expenses														
Contracted and General Services	2,983	5,633	16,131	10,278	15,042	678	20,471	4,354	13,690	2,742	3,832	35,564	5,456	40,021
Amortization	250	102	9,305	1,973	21,470	8,721	7,625	1,264	3,724	1,180	-	71,667	7,245	15,117
Donations, Grants and Subsidies	-	8,615	-	-	162	41	48	-	6	48	357	-	7	(22)
Finance Charges	918	-	7	1,238	552	-	308	-	30	6	239	14,331	27	9,346
Heating, Lighting, Power, Water and Telephone	1,254	148	8	(3)	85	17	6,083	71	434	2,667	3	7,736	63	94,148
Material, Goods and Supplies	1,406	303	(8,868)	923	554	23	1,528	488	4,330	1,027	-	4,309	185	12,192
Wages and Benefits	5,170	3,680	(7,384)	36,339	14,265	4,777	25,524	49,612	100,011	3,143	257	70,605	12,953	43,538
Total Expenses	11,981	18,481	9,199	50,748	52,130	14,257	61,587	55,789	122,225	10,813	4,688	204,212	25,936	214,340
Surplus (Deficit) of Revenues over Expenses	(14,224)	(18,176)	(6,298)	(15,959)	(7,869)	63,766	12,365	(53,338)	(110,945)	(4,589)	327,854	(166,074)	(25,936)	185,865
														166,442

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2021 (in thousands of dollars)

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.

	2021
Budgeted Revenues as approved by Council on December 2, 2020	915,640
Contributions from Developers & Others - Capital	85,592
Contributions from Developers & Others - Operating	55,865
Government Transfers	122,419
Contributed Assets	39,015
Consolidation- Other Controlled Entities	12,342
Internal Transfers	(7,972)
Elimination Entries	(169,721)
Budgeted Revenues for Financial Statement Purposes	1,053,180
Budgeted Expenses as Approved by Council on December 2, 2020	915,640
Amortization	145,696
Employee Benefits Payable	47,406
Pension Liability	7,284
Landfill Liability	17,876
Contaminated Site Liability	7,713
Transfers to Reserves	(203,976)
Consolidation- Other Controlled Entities	22,244
Elimination Entries	(80,826)
Debt Principle Payments	(20,670)
Budgeted Expenses for Financial Statement Purposes	858,387

23. Comparative Figures

In the current year, a liability for the P3's in the amount of \$7,189 (2020 - \$7,458) was reclassified from Accounts Payable and Accrued Liabilities to Long-Term Debt because the nature of the liability is longer term. Land Inventory Held for Resale in the amount of \$7,283 (2020 - 7,617) was reclassified to Inventory of Materials and Supplies because it is not anticipated to be sold within 1 year. General Revenues and User Fees have been reclassified to align budgeted figures to actual results.

Schedule 1 - Schedule of Funds to Offset Taxation or User Charges in Future Years

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2020
Balance, Beginning of Year	61,974	76,625
Transfer (to) from Revenue Stabilization Reserve	702	(518)
Decrease (Increase) in Employee Benefit Payable	4,202	(5,916)
Decrease (Increase) in Landfill Closure/Post Closure Care Liability	(8,173)	3,453
Decrease in Accrued Debt Principal	(19,314)	(24,444)
Decrease (Increase) in Accrued Pension Liability	(8,243)	13,476
Deficit for the Year (Schedule 4)	(1,107)	(702)
Balance, End of Year	30,041	61,974

Schedule 2 - Schedule of Capital Operations

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Source of Funds			
Disaster Mitigation and Adaptation	3,360	1,439	-
Federal Transit Funding Program	-	429	591
Federation of Canadian Municipalities	-	139	393
Government Of Canada	50	7	-
Grant Revenue - Federal	7,563	7,563	-
Federal Gas Tax program	-	15,251	29,921
Investing in Canada Infrastructure Program - Federal	2,000	5,653	484
Investing in Canada Infrastructure Program - Provincial	1,667	4,702	-
Low Carbon Economy	-	316	-
Municipal Economic Enhancement Program	-	20,361	13,172
Municipal Revenue Sharing	-	-	-
Natural Resource Canada	-	63	-
New Building Canada Fund (Federal)	-	1,415	25,426
New Building Canada Fund (Provincial)	-	1,416	10,294
Province of Saskatchewan	-	-	60
Rail Safety Improvement Program	-	134	6
Taxation	4,743	865	7,558
Utility Contribution	-	7,767	6,959
Contribution from Develop & Others	3,542	5,532	47,510
Appropriations			
Transfer from Reserve	184,840	238,072	136,646
	207,765	311,124	279,020

Schedule 2 - Schedule of Capital Operations

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Application of Funds			
Arts, Culture and Events Venues	732	-	-
Community Support	-	-	78
Corporate Asset Management	20,586	25,066	22,454
Corporate Governance and Finance	2,329	7,891	14,002
Environmental Health	1,733	12,115	6,977
Land Development	45,965	28,718	72,433
Recreation and Culture	4,325	10,234	10,326
Saskatoon Fire	6,780	3,321	(1,139)
Saskatoon Police Service	2,869	2,084	2,830
Saskatoon Public Library	200	2,748	-
Transportation	47,195	48,085	44,014
Urban Planning and Development	3,514	1,287	2,577
Utilities	146,955	84,154	91,208
	283,183	225,703	265,760
Increase (Decrease) in Unexpended Capital Financing	(75,418)	85,421	13,260
Unexpended Capital Financing, Beginning of Year	-	(128,461)	(141,721)
Unexpended Capital Financing, End of Year	(75,418)	(43,040)	(128,461)

Schedule 3 - Schedule of Reserves**For the Year Ended December 31, 2021****(in thousands of dollars)****(unaudited)**

	2021	2020
Maintenance Reserves		
Albert Community Centre	(23)	(24)
Am Grounds Maintenance Equipment	277	197
Automated Garbage Container	(38)	(41)
Bus Replacement	2,194	1,064
Civic Radio Replace/Expansion	(22)	(1)
Civic Vehicles & Equipment	8,583	8,777
Computer Equipment	(4)	(4)
Electrical Distribution	624	3,121
Facility Site	-	-
Fire Apparatus	(879)	21
Fire Small Equipment	672	588
Landfill	4,295	3,019
Leisure Services Equipment	1,996	1,639
Parks Infrastructure	133	188
Police Facility Major Renovation	188	145
Police Radio	42	176
Potashcorp Playland Asset Replacement Maintenance	609	502
Printing & Mail Equipment	-	131
Public Works Weigh Scales	1	1
Radio Trunking System	22	21
Remai Modern Art Gallery	160	-
SaskTel Center	2,503	1,025
Sewage Collection/Treat Replacement	2,941	2,476
SPL Alice Turner	1,080	997
SPL Equipment	2,634	2,531
SPL FMCL	3,015	2,699

Schedule 3 - Schedule of Reserves

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2020
SPL JS Wood	294	246
SPL Mayfair	529	514
Storm Water Infrastructure	2,082	2,557
TCU Place	9,843	5,009
Water & Wastewater Infrastructure	3,447	4,419
Water Supply	41	535
	47,239	42,528
Capital Reserves		
Access Transit	56	104
Active Transportation	14	14
Asset & Financial Management	(104)	(161)
City Clerk	43	150
City Manager	70	60
Community Services	94	11
Corporate	75	914
Corporate Performance	104	52
Fire	454	361
Paved Roadways Infrastructure	131	17
Police	(300)	(212)
River Landing	335	365
Snow & Ice Management Equipment Acquisition	327	392
Street Cleaning/Sweeping Equipment Acquisition	238	238
Transportation & Construction	79	79
Transportation Equipment Acquisition	2	-
Transportation Infrastructure	(1)	48
Utilities Services	3	3
	1,620	2,435

Schedule 3 - Schedule of Reserves

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2020
Stabilization Reserves		
Building Permit	2,266	2,149
Business License	382	241
Cemetery	117	-
Cosmo	30	30
Electrical Revenue	2,498	2,545
Fuel	354	354
Golf Courses	200	200
Impound Program	35	-
Interest	1,066	1,166
Parks Grounds Maintenance	460	460
Recycling	1,735	1,260
SPL Levy	416	415
SPL-Material	166	166
SPS Fiscal	650	-
Storm Water Management	1,356	3,144
Vehicle & Equipment	310	500
Vehicle for Hire	318	265
Water & Wastewater Revenue	8,652	7,315
Fiscal	6,678	4,073
	27,689	24,283
RFE Reserves		
Affordable Housing-Operating	1,444	1,279
Animal Services	242	127
Arbor Creek Parks Maintenance	5	14
Arbor Creek-Parks Equipment Maintenance	1	1
Bridge Major Repairs	6,176	4,545

Schedule 3 - Schedule of Reserves

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2020
Building Reserve 325 3rd Ave N.	241	200
Capital Reinvestment Nutana Kiwanis	77	40
Campsite	216	118
Capital Reinvestment Optimist	40	16
Cemetery Assurance	940	850
CIS Development	15	441
CIS Digital Data	39	74
Civic Building Comprehensive Maintenance	3,694	3,586
Civic Hospitality	303	255
Community Initiatives	31	26
Community Support Grant	72	67
Culture	426	306
Dedicated Lands	542	610
Dedicated Roadways	1,677	1,364
Electrical Distribution Extension	5,190	105
Environmental Sustainability	-	250
Façade Conservation Enhancement Grant	99	72
Forestry Farm Park Superintendent Residence	13	12
Fire Department Uniforms	30	54
Forestry Farm Auditorium	26	24
Forestry Farm Development	29	24
Forestry Farm Park & Zoo Capital	119	152
General Voting	321	186
Golf Course Capital	1,603	759
Grounds Maintenance Equipment Acquisition	142	32
Heritage Fund	75	91
Holiday Park Golf Course Redevelopment	507	401

Schedule 3 - Schedule of Reserves**For the Year Ended December 31, 2021****(in thousands of dollars)
(unaudited)**

	2021	2020
Idylwyld Drive	29	29
Insurance Deductible	1,778	1,794
Internal Audit Program	404	404
Lakeridge Pond	57	57
Land Bank	-	5,534
Land Operations	3,899	3,828
Legal Opinion-Council Member	27	27
Municipal Heritage Adv.	13	13
Park Enhancement	1,058	932
Parking Capital	15	430
Parks & Recreation	100	-
Police Equipment & Technology	419	438
Property Realized-Planning Levy	(209)	(209)
Public Works Buildings Major Repair	15	(16)
Remai Modern Art Gallery	13,423	8,028
Reserve For Capital Expenditures	10,012	2,654
Saskatoon Soccer Capital Investment	2,077	1,951
SaskTel Center	7,888	5,639
Sewage Treatment Capital	2,465	2,476
Snow & Ice Management Contingency	-	-
Special Event Legacy	1	1
Special Events	1,956	1,448
SPL IT	2,027	1,461
SPL Material Purchase	99	-
SPL New Central Library	14,443	11,002
SPL Public Library Capital Expansion	16,551	16,658
Sports Participation	116	116

Schedule 3 - Schedule of Reserves

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2020
Streetscape City Wide	275	332
Streetscape Core BID	1,046	1,582
TCU Place	4,879	4,116
Traffic Noise Attenuation	1,157	845
Traffic Safety	(330)	(534)
Transit Additional Vehicles	1,168	913
Transit Capital Projects	10	132
Transportation Infrastructure Expansion	(98)	(75)
Unified Communications	150	100
Urban Forestry & Pest Management Capital	14	14
Vacant Lot & Adapt Reuse	1,331	1,237
Warranty	684	2,424
Waste Minimization	1,724	1,152
Waterworks Capital Projects	7,867	16,121
Property Realized	46,186	43,293
	169,061	152,428
Prepaid Services	24,792	(12,973)
Total Reserves, End of Year	270,403	208,701

Schedule 4 - Schedule of Revenues and Expenditures

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Revenues			
General Revenue	96,368	59,623	88,137
Government Transfers	81,040	62,962	84,977
Grants In-Lieu of Taxes	44,101	44,054	43,698
Taxation	266,051	266,965	256,528
User Fees	40,635	75,981	31,452
Total Tax Supported Revenues	528,195	509,585	504,792
Non-Tax Supported Revenues			
Building & Plumbing Permits & Standards	5,624	6,900	4,630
Golf Courses	3,911	4,440	3,419
Gordon Howe Campground	460	592	335
Impound Lot	334	406	338
Licenses & Permits	1,266	1,401	1,235
Nutrien Playland	363	380	-
River Landing	724	621	541
Saskatoon Land	5,739	7,505	4,858
Total Non-Tax Supported Revenues	18,421	22,245	15,356
Total Revenues	546,616	531,830	520,148

Schedule 4 - Schedule of Revenues and Expenditures

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Expenses			
Arts, Culture and Events Venues	8,698	8,782	8,552
Community Support	18,551	18,808	17,631
Corporate Asset Management	14,728	14,704	11,291
Corporate Governance & Finance	50,043	57,077	49,851
Debt Servicing	26,819	26,819	27,559
Environmental Health	26,409	25,509	22,851
Saskatoon Fire	54,721	55,058	53,556
Saskatoon Police Service	114,990	115,726	109,718
Recreation & Culture	52,578	51,199	45,526
Taxation and General Revenues	5,505	(16,521)	22,993
Transportation	147,021	146,253	129,388
Urban Planning and Development	7,633	7,199	6,319
Total Tax Supported Expenses	527,696	510,613	505,235
Non-Tax Supported Expenses			
Building & Plumbing Permits & Standards	5,624	6,900	4,630
Golf Courses	3,911	4,440	3,420
Gordon Howe Campground	460	592	336
Impound Lot	439	394	376
Licenses & Permits	1,266	1,401	1,235
Nutrien Playland	538	471	220
River Landing	943	621	540
Saskatoon Land	5,739	7,505	4,858
Total Non-Tax Supported Expenses	18,920	22,324	15,615
Total Expenses	546,616	532,937	520,850
Deficit	-	(1,107)	(702)

Appendix 1- Schedule of Revenues

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021 Budget	2021	2020
Taxation			
Amusement Tax	71	115	-
Municipal Service Agreements	539	1,394	801
Trailer Occupancy Fees	97	116	86
Property Levy	265,344	265,340	255,641
Taxation	266,051	266,965	256,528
General Revenue			
Administration Recovery	10,093	8,770	9,397
Fines & Penalties	14,763	15,567	9,997
Franchise Fees	19,410	18,894	18,521
Gen Revenue	36,552	-	34,611
Investment Income	12,889	14,113	13,091
License & Permits	1,519	1,612	1,414
Other Service Agreement	461	-	461
Special Duty Revenue	-	207	70
Variable Charge Out Revenue	681	460	575
General Revenue	96,368	59,623	88,137
Grants In-Lieu of Taxes			
Civic Utilities	34,802	35,539	34,815
Federal/Provincial Government	8,149	7,249	7,179
Land Bank	1,150	1,104	1,704
TransGas	-	162	-
Grants In-Lieu of Taxes	44,101	44,054	43,698
User Fees			
Access Transit	153	129	110
Albert Community Centre	216	169	125
Animal Services	1	1	1
Assessment & Taxation	-	26	-
Bylaw Compliance	-	16	-
Cemeteries	1,167	1,428	1,136

Appendix 1 - Schedule of Revenues

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
City Accommodation	501	484	413
City Clerk's Office	-	117	-
City Solicitor's Office	325	309	327
Community Development	-	21	-
Community Partnerships	18	9	9
Corporate Support	1	0	-
Development Review	582	454	290
Emergency Management	-	60	-
Facilities Management	73	75	73
Fire Services	106	130	141
Forestry Farm Park & Zoo	930	1,059	488
General Revenue	-	38,449	-
Indoor Rinks	2,102	2,084	1,893
Leisure Centres - Program	3,873	2,372	1,971
Leisure Centres - Rentals	6,558	6,542	6,054
Long Range Planning	1	-	-
Marr Residence	1	-	-
Outdoor Pools	372	262	78
Outdoor Sport Fields	612	611	357
Parking	5,188	3,930	3,405
Parks Maintenance & Design	-	9	-
Policing	1,493	1,745	1,208
Research & Mapping	35	-	29
Revenue Services	-	43	-
Road Maintenance	-	47	-
Transit Operations	8,424	7,756	7,583
Transportation Services	143	9	1
Urban Design	2	-	6
Waste Handling Service	7,496	7,387	5,535
Waste Reduction	262	248	219
User Fees	40,635	75,981	31,452

Appendix 1 - Schedule of Revenues

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021 Budget	2021	2020
Government Transfers	81,040	62,962	84,977
Total Tax Supported Revenues	528,195	509,585	504,792
Non Tax-Supported Revenues			
Building & Plumbing Permits & Standards	5,624	6,900	4,630
Golf Courses	3,911	4,440	3,419
Gordon Howe Campground	460	592	335
Impound Lot	334	406	338
Licenses & Permits	1,266	1,401	1,235
Nutrien Playland	363	380	-
River Landing	724	621	541
Saskatoon Land	5,739	7,505	4,858
Total Non Tax-Supported Services	18,421	22,245	15,356
Total Revenues	546,616	531,830	520,148

Appendix 2 - Schedule of Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Arts, Culture & Events Venues			
Remai Modern Art Gallery	6,380	6,380	6,156
SaskTel Centre	560	645	638
TCU Place	1,758	1,757	1,758
	8,698	8,782	8,552
Community Support			
Animal Services	1,509	1,509	1,486
Cemeteries	1,559	1,777	1,505
Community Development	3,535	3,112	3,021
Community Investments & Supports	11,947	12,410	11,619
	18,551	18,808	17,631
Corporate Asset Management			
City Accommodation	641	522	542
Facilities Management	14,088	14,075	10,650
Fleet Services	-	106	99
	14,728	14,704	11,291
Corporate Governance & Finance			
Assessment & Taxation	3,116	2,869	2,918
City Clerk's Office	3,480	3,532	3,069
City Manager's Office	707	703	713
City Solicitor's Office	2,562	2,985	2,508
Corporate Support	24,275	27,278	21,784
Financial Services	3,421	3,496	3,972
General Services	7,613	11,579	10,431
Legislative	1,724	1,559	1,479
Revenue Services	2,416	2,245	2,099

Appendix 2 - Schedule of Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021 Budget	2021	2020
Service Saskatoon	729	829	878
	50,043	57,077	49,851
Debt Servicing Costs			
Debt Servicing	26,819	26,819	27,559
Environmental Health			
Sustainability	1,648	1,786	1,561
Urban Biological Services	1,097	899	725
Urban Forestry	4,034	4,029	3,491
Waste Handling Service	18,815	17,977	15,723
Waste Reduction	815	818	1,351
	26,409	25,509	22,851
Recreation & Culture			
Albert Community Centre	273	204	217
Community Partnerships	765	762	729
Forestry Farm Park & Zoo	2,927	2,994	2,768
Indoor Rinks	2,714	2,821	2,515
Leisure Centres - Program	12,239	11,887	10,021
Leisure Centres - Rentals	10,969	10,673	10,500
Marketing Services	449	380	413
Marr Residence	23	17	30
Outdoor Pools	1,457	1,080	954
Outdoor Sport Fields	1,534	1,338	1,127
Parks Maintenance & Design	17,132	17,141	15,108
Playground & Recreation Areas	1,049	1,022	423
Program Research & Design	248	200	193
Spectator Ballfields	170	160	159

Appendix 2 - Schedule of Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Targeted Programming	629	520	369
	52,578	51,199	45,526
Fire			
Emergency Management	1,247	1,408	1,027
Fire Services	53,474	53,650	52,529
	54,721	55,058	53,556
Police			
Policing	114,990	115,726	109,718
Taxation & General Revenues			
Fines and Penalties	5,984	7,239	3,883
General Revenue	(1,588)	(25,360)	17,394
Other Levies	444	954	1,068
Property Levy	665	646	648
	5,505	(16,521)	22,993
Transportation			
Access Transit	6,351	4,854	5,095
Bridges, Subways, Overpasses	8,328	8,242	7,767
Engineering	765	825	672
Parking	4,161	3,441	3,519
Road Maintenance	47,050	47,912	30,060
Snow & Ice Management	14,297	16,461	20,917
Street Cleaning & Sweeping	4,624	4,516	4,152
Street Lighting	6,970	6,852	7,338
Transit Operations	46,477	44,094	41,471
Transportation Services	7,998	9,056	8,397
	147,021	146,253	129,388

Appendix 2 - Schedule of Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Urban Planning & Development			
Attainable Housing	533	533	429
Business Improvement Districts	125	125	124
Bylaw Compliance	816	871	792
Development Review	1,753	1,965	1,507
Long Range Planning	284	295	203
Neighborhood Planning	801	732	732
Planning Project Services	183	207	198
Regional Planning	630	530	527
Research & Mapping	518	430	413
Urban Design	1,990	1,511	1,394
	7,633	7,199	6,319
Total Tax Supported Expenses	527,696	510,613	505,235
Non-Tax Supported Expenses			
Building & Plumbing Permits & Standards	5,624	6,900	4,630
Golf Courses	3,911	4,440	3,420
Gordon Howe Campground	460	592	336
Impound Lot	439	394	376
Licenses & Permits	1,266	1,401	1,235
Nutrien Playland	538	471	220
River Landing	943	621	540
Saskatoon Land	5,739	7,505	4,858
Total Non-Tax Supported Expenses	18,920	22,324	15,615
Total Expenses	546,616	532,937	520,850

Appendix 3 - Water Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021 Budget	2021	2020
Revenues			
Miscellaneous Revenue	338	329	283
Penalties/Violations	172	177	76
Permit Fees	-	1	-
User Fee Revenue	96,212	101,208	96,257
	96,722	101,715	96,616
Expenses			
Debt Services	12,201	7,826	8,249
Hydrants	1,599	1,353	1,790
Treatment & Pumping	13,733	12,719	12,132
Water Buildings & Grounds	931	650	664
Water Initiatives	272	279	233
Water Laboratory	727	749	590
Water Management & Administration	28,661	32,455	33,929
Water Meters	2,161	2,138	1,365
Water Services	3,899	3,510	3,164
Water Utilities	15,870	16,832	17,050
Watermains Engineering	643	741	479
Watermains Maintenance	9,534	12,342	8,370
	90,231	91,594	88,015
Surplus Before Transfer from Reserves	6,491	10,121	8,601
Transfer to Stabilization Reserve	(6,491)	(10,121)	(8,601)
Surplus	-	-	-

Appendix 4 - Wastewater Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021 Budget	2021	2020
Revenues			
Hauler Revenue	191	163	161
Infrastructure Levy	22,929	24,264	20,384
Metered Revenue	53,904	55,939	52,544
Miscellaneous Revenue	1,650	1,236	1,447
Penalties/Violations	115	118	51
	78,789	81,720	74,587
Expenses			
Debt Services	7,164	5,173	5,632
Enviro Bylaw Enforcement	-	1	-
Heavy Grit Facilities	400	224	229
Lab Services	702	698	588
Lift Stations	2,059	1,863	1,887
Marquis Liquid Waste Facilities	211	21	-
Sewer Connections	2,292	3,227	2,390
Sewer Engineering	491	730	330
Sewer Inspections	741	487	401
Sewer Maintenance	5,146	5,453	4,271
Sludge Handling & Disposal	1,849	1,445	1,488
Treatment	8,245	7,693	7,054
Wastewater Initiatives	220	227	178
Wastewater Management & Administration	21,626	22,764	22,684
Wastewater Utilities	22,929	24,264	20,384
	74,075	74,270	67,516
Surplus Before Transfer from Reserve	4,714	7,450	7,071
Transfer to Stabilization Reserve	(4,714)	(7,450)	(7,071)
Surplus	-	-	-

Appendix 5 – Storm Water Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Revenues			
Metered Revenue	11,744	12,151	10,092
Penalties/Violations	12	12	5
	11,756	12,163	10,097
Expenses			
Debt Services	54	101	54
Drainage	1,038	883	676
Storm Sewers Engineering	483	474	289
Storm Sewers Maintenance	2,169	2,129	1,169
Storm Water Administration	8,012	8,231	6,298
	11,756	11,818	8,486
Surplus Before Transfer from Reserve	-	345	1,611
Transfer to Stabilization Reserve	-	(345)	(1,611)
Surplus	-	-	-

Appendix 6 – Saskatoon Light & Power Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021	2021	2020
	Budget		
Revenues			
Miscellaneous Revenue	614	1,133	1,040
Municipal Surcharge	15,142	15,633	15,227
Penalties/Violations	300	296	127
Service Connection Fees	390	338	283
User Fee Revenue	152,602	157,488	153,483
	169,048	174,888	170,160
Expenses			
Custom Work	50	188	67
Debt Services	15	542	15
Equipment	7	268	32
Landfill Gas Generation	1,175	629	1,210
Pole Line Feeder	6,223	6,513	5,371
Power Purchased	91,263	92,665	90,473
SLP Buildings & Grounds	874	888	793
SLP Management & Admin	17,088	15,770	19,759
SLP Meters	1,327	949	896
Street Lighting Maintenance	1,774	747	1,666
Substations	1,281	1,137	976
System Operations	171	170	100
Utilities-Capital	-	1,814	-
	121,248	122,280	121,358
Surplus Before Transfer from Reserve	47,800	52,608	48,802
Transfer to Stabilization Reserve	(24,660)	(29,152)	(26,148)
Surplus	23,140	23,456	22,654

Appendix 7 – Waste Services Utility Statement of Revenues and Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021 Budget	2021	2020
Revenues			
Leaves and Grass	733	802	740
Compost	38	38	216
Multi-Unit Recycling	5,093	5,111	4,654
Residential Recycling	6,131	6,483	6,240
	11,995	12,434	11,850
Expenses			
Debt Services	1	1	1
Leaves and Grass	1,362	802	575
Multi-Unit Recycling	4,373	5,133	4,502
Residential Recycling	6,104	5,325	5,859
	11,840	11,261	10,937
Surplus Before Transfer from Reserve	155	1,173	913
Transfer to Stabilization Reserve	(155)	(1,173)	(913)
Surplus	-	-	-

Appendix 8 - Land Operations Statement of Revenues and Expenses

For the Year Ended December 31, 2021

(in thousands of dollars)

(unaudited)

	2021		
	Budget	2021	2020
Land Sale Revenue			
Single, Multi-Family & Commercial	\$ 49,870	\$ 50,028	\$ 40,267
Industrial/Suburban Centre	12,500	14,949	1,557
	62,370	64,977	41,824
Cost of Land Sold			
Single, Multi-Family & Commercial	34,440	33,663	22,436
Industrial/Suburban Centre	6,285	8,443	808
	40,725	42,106	23,244
Net Sales	21,645	22,871	18,580
Other Revenue			
Rock Sales	-	-	-
Cost Recoveries	125	30	7
Property Lease	2,209	3,442	2,013
Interest	50	100	50
Total Other Revenue	2,384	3,572	2,070
Other Expenses			
Salaries & Benefits	1,934	1,781	1,700
Operating Expenses	703	606	579
Grants-in-Lieu of Taxes	1,150	1,168	1,645
Maintenance	219	247	223
Interest	572	534	680
Marketing	1,765	131	699
Contribution to Reserves	984	2,099	525
Total Other Expenses	7,327	6,566	6,051
Surplus	\$ 16,702	\$ 19,877	\$ 14,599

Consolidated Revenues and Expenses**For the Years Ended December 31, 2021 to 2017****(in thousands of dollars)****(unaudited)**

	2021	2020	2019	2018	2017
Revenues					
Taxation	\$ 294,413	\$ 282,690	\$ 269,351	\$ 254,221	242,886
Grants-in-Lieu of Taxes	8,515	7,174	6,836	4,167	6,183
User Charges	429,843	409,370	453,193	442,347	414,509
Government Transfers	122,362	163,857	89,445	161,177	137,373
Investment Income	15,191	12,993	16,782	13,537	11,913
Contribution from Developers & Others	145,587	105,631	74,144	148,928	121,037
Franchise Fees	18,894	18,633	18,497	16,055	15,818
General	44,174	22,480	22,938	22,474	7,729
Total Revenues	1,078,979	1,022,828	951,186	1,062,906	957,448
Expenses					
Arts, Culture & Events Venues	28,145	11,981	7,830	10,454	11,959
Community Support	18,668	18,481	17,630	17,706	17,154
Corporate Asset Management	9,487	9,199	9,168	5,672	(7,902)
Corporate Governance & Finance	59,220	50,748	42,125	48,791	38,429
Debt Servicing Costs	5,817	9,673	10,895	12,127	14,132
Environmental Health	68,721	52,052	55,696	54,553	52,581
Fire	55,050	55,789	52,703	49,972	47,737
Land Development	17,228	14,257	8,282	8,006	26,060
Library	22,680	10,813	13,756	23,521	23,035
Police	116,501	122,225	108,272	104,558	102,199
Recreation & Culture	54,165	61,587	65,597	69,142	65,598
Taxation & General Revenues	14,062	4,797	6,176	7,040	6,697
Transportation	180,079	204,212	195,704	179,942	159,823
Urban Planning & Development	25,347	25,936	33,520	26,706	24,345
Utilities	217,131	204,636	192,202	185,826	184,892
Total Expenses	892,301	856,386	819,556	804,016	766,739
Surplus of Revenues over Expenses	\$ 186,678	\$ 166,442	\$ 131,630	\$ 258,890	190,709

Summary of Expenses by Object**For the Years Ended December 31, 2021 to 2017**

(in thousands of dollars)

(unaudited)

	2021	2020	2019	2018	2017
Wages and Benefits	\$ 425,014	\$ 362,490	\$ 323,687	\$ 331,350	\$ 327,544
Contracted and General Services	137,100	176,875	169,029	159,645	149,564
Heating, Lighting, Power, Water and Telephone	123,268	112,714	115,688	109,870	106,737
Materials, Goods and Supplies	37,757	18,400	30,679	27,200	24,019
Finance Charges	12,000	27,002	26,912	24,266	14,132
Donations, Grants and Subsidies	11,466	9,262	9,415	10,068	10,752
Amortization	145,696	149,643	144,146	141,617	133,991
	\$ 892,301	\$ 856,386	\$ 819,556	\$ 804,016	\$ 766,739

Summary of Accumulated Surplus and Net Financial Assets (Debt)**For the Years Ended December 31, 2021 to 2017**

(in thousands of dollars)

(unaudited)

	2021	2020	2019	2018	2017
Accumulated Surplus	\$ 4,809,709	\$ 4,623,031	\$ 4,456,589	\$ 4,324,959	\$ 4,066,069
Net Financial Assets (Debt)	160,766	86,820	37,465	(29,481)	(114,264)

Summary of Operating Revenues

For the Years Ended December 31, 2021 to 2017

(in thousands of dollars)

(unaudited)

	2021	2020	2019	2018	2017
Taxation	\$ 266,965 \$	256,528 \$	244,393 \$	231,149 \$	220,086
Grants-in-Lieu of Taxes	44,054	43,698	43,352	41,439	38,744
General Revenues	59,623	95,410	104,788	99,307	93,963
User Fees	90,721	34,677	53,917	52,847	51,968
Government Transfers	62,962	84,977	63,015	62,505	64,813
Land Administration Fee	7,505	4,858	2,603	2,905	2,415
	\$ 531,830 \$	520,148 \$	512,068 \$	490,152 \$	471,989

Summary of Operating Expenses**For the Years Ended December 31, 2021 to 2017****(in thousands of dollars)****(unaudited)**

	2021	2020	2019	2018	2017
Arts, Culture & Events Venues	\$ 8,782	\$ 8,552	\$ 8,530	\$ 7,657	\$ 7,183
Community Support	18,808	17,631	18,062	17,569	18,027
Corporate Asset Management	14,704	11,291	12,144	14,240	11,751
Corporate Governance & Finance	57,077	49,851	44,459	48,189	40,230
Debt Servicing Costs	26,819	27,559	28,975	29,135	29,461
Environmental Health	25,509	22,851	20,490	20,552	18,566
Fire	55,058	53,556	53,682	49,209	47,478
Land Development	7,505	4,858	5,204	1,188	2,415
Police	115,726	109,718	106,286	100,635	96,927
Recreation & Culture	57,717	50,419	54,696	52,310	51,069
Taxation & General Revenues	(16,521)	22,993	6,768	7,766	7,605
Transportation	146,253	129,388	138,685	132,357	131,555
Urban Planning & Development	15,500	12,183	13,569	12,364	12,822
	\$ 532,937	\$ 520,850	\$ 511,550	\$ 493,171	\$ 475,089

Summary of Capital Operations

For the Years Ended December 31, 2021 to 2017

(in thousands of dollars)

(unaudited)

	2021	2020	2019	2018	2017
Sources of Funds					
Province of Saskatchewan	\$ -	\$ 60	\$ 216	\$ 26,456	\$ 32,106
Disaster Mitigation and Adaptation	1,439	-	-	-	-
Federal Transit Funding Program	429	591	3,368	4,908	9,513
Federation of Canadian Municipalities	139	361	25	150	-
FCM Green Fund Grant	-	32	22	-	-
Government of Canada	7	-	104	2,701	14,087
Grant Revenue – Federal	7,563	-	-	-	-
Federal Gas Tax Program	15,251	29,921	19,608	649	199
Investing in Canada Infrastr Program – Federal	5,653	484	-	-	-
Investing in Canada Infrastr Program – Provincial	4,702	-	-	-	-
Low Carbon Economy	316	-	-	-	-
Municipal Economic Enhancement Program	20,361	13,172	-	-	-
Municipal Revenue Sharing	-	-	-	-	-
Natural Resource Canada	63	-	-	-	-
Building Canada Fund (FED)	1,415	25,426	1,820	3,749	5,027
Building Canada Fund (PROV)	1,416	10,294	1,640	3,570	4,628
Transport Canada	134	6	53	55,492	3,179
Taxation	865	7,558	2,520	2,249	82
Utility Contribution	7,767	6,959	6,981	7,766	7,011
Contributions from Developers Benefiting Property Owners and Other Users	5,532	47,510	14,306	38,097	24,251
Appropriations					
Reserves	238,072	136,646	226,218	190,906	156,978
	311,124	279,020	276,881	336,693	257,061
Application of Funds					
Community Support	-	78	10	412	625
Corporate Asset Management	25,066	22,454	17,393	18,398	118,042
Corporate Governance & Finance	7,891	14,002	5,051	3,633	2,068
Environmental Health	12,115	6,977	3,734	5,173	3,123
Saskatoon Fire	3,321	(1,139)	2,703	2,256	5,561
Saskatoon Land	28,718	72,433	33,884	29,054	42,237
Saskatoon Police Service	2,084	2,830	3,362	2,333	2,672
Saskatoon Public Library	2,748	-	-	-	-
Recreation & Culture	10,234	10,326	11,466	39,900	15,229
Transportation	48,085	44,014	62,825	304,238	97,489
Urban Planning & Development	1,287	2,577	10,883	5,707	2,996
Utilities	84,154	91,208	72,808	62,966	76,229

	225,703	265,760	224,119	474,070	366,271
Increase (Decrease) in Unexpended Capital Financing	85,421	13,260	52,762	(137,377)	(109,210)
Unexpended Capital Financing, Beginning of Year	(128,461)	(141,721)	(194,483)	(57,106)	52,104
Unexpended Capital Financing, End of Year	\$ (43,040)	\$ (128,461)	\$ (141,721)	\$ (194,483)	\$ (57,106)

Summary of Public Utilities Operating Results

For the Years Ended December 31, 2021 to 2017

(in thousands of dollars)

(unaudited)

	2021	2020	2019	2018	2017
Net surplus after deducting operating expenses, debt charges and contributions to reserves:					
Saskatoon Light & Power	\$ 23,456	\$ 22,654	\$ 23,016	\$ 22,697	\$ 25,660
Net Surplus	23,456	22,654	23,016	22,697	25,660
Amount contributed by Utilities to Revenue as Return on Investment	\$ 23,456	\$ 22,654	\$ 23,016	\$ 22,697	\$ 24,660

Summary of Reserves and Surplus

For the Years Ended December 31, 2021 to 2017

(in thousands of dollars)

(unaudited)

	2021	2020	2019	2018	2017
Reserves					
Property Realized	\$ 46,188	\$ 43,293	\$ 43,781	\$ 40,734	\$ 30,901
Replacement	47,238	42,116	42,381	43,099	35,268
Future Expenses	178,084	123,994	145,729	169,694	141,136
Surplus (Deficit)	(1,107)	(702)	518	(3,019)	(3,100)
	\$ 270,403	\$ 208,701	\$ 232,409	\$ 250,508	\$ 204,205

Summary of Term Debt and Required Sinking Fund Consolidation of All Obligations**As at December 31, 2021 to 2017****(unaudited)**

	2021	2020	2019	2018	2017
Total Term Debt	\$ 295,110,388	\$ 314,424,628	\$ 331,413,653	\$ 358,983,525	\$ 349,153,177
Population Estimate at July 31 (1)	282,900	279,900	272,200	278,500	273,010
Gross Debt per Capita	\$ 1,043	\$ 1,123	1,218	1,289	1,278
Net Debt per Capita	\$ 1,016	1,072	1,199	1,272	1,265
Mill Rate Supported Debt	\$ 307	337	377	397	441
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	1.27%	1.34%	1.34%	1.53%	1.86%

(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, 2021 to 2017

(unaudited)

	2021	2020	2019	2018	2017
Waterworks Utility	\$ 9,197,660	\$ 12,714,550	\$ 16,140,370	\$ 23,290,018	\$ 30,327,183
Wastewater Utility	\$ 3,697,340	\$ 5,839,250	\$ 7,923,230	\$ 9,955,420	\$ 11,941,150
Gas Tax	\$ -	\$ -	\$ 5,068,033	\$ 9,974,638	\$ 16,627,895
P3	\$ 195,441,398	\$ 201,647,689	\$ 199,750,467	\$ 205,064,241	\$ 169,800,486
Total Debt Not Supported by Civic Mill Rate	\$ 208,336,398	\$ 220,201,489	\$ 228,882,100	\$ 248,284,317	\$ 228,696,714
Total Civic Mill Rate Debt	\$ 86,773,990	\$ 94,223,139	\$ 102,531,553	\$ 110,699,208	\$ 120,456,463
Total Term Debt	\$ 295,110,388	\$ 314,424,628	\$ 331,413,653	\$ 358,983,525	\$ 349,153,177
Sinking Funds Accumulated to Retire Debt	\$ (7,687,775)	\$ (6,816,065)	\$ (5,115,762)	\$ (4,715,417)	\$ (3,706,357)
Net Debt	\$ 287,422,613	\$ 307,608,563	\$ 326,297,891	\$ 354,268,108	\$ 345,446,820
Population Estimate at Dec. 31 (2)	282,900	279,900	272,200	278,500	273,010
Gross Debt per Capita	\$ 1,043	\$ 1,123	\$ 1,218	\$ 1,289	\$ 1,278
Net Debt per Capita	\$ 1,016	\$ 1,072	\$ 1,199	\$ 1,272	\$ 1,265
Mill Rate Supported Debt	\$ 307	\$ 337	\$ 377	\$ 397	\$ 441

(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, 2021****(unaudited)**

Year	Long-Term Debt Maturing	Percentage Yearly	Percentage Reduction Accumulated
2022	19,708,554	6.85%	6.85%
2023	15,488,065	5.38%	12.22%
2024	14,296,339	4.97%	17.19%
2025	9,977,125	3.47%	20.66%
2026	8,961,424	3.11%	23.77%
2027	9,278,424	3.22%	26.99%
2028	9,650,604	3.35%	30.34%
2029	10,041,427	3.49%	33.83%
2030	10,451,046	3.63%	37.46%
2031	10,452,169	3.63%	41.09%
2032	8,101,886	2.81%	43.90%
2043	168,703,325	56.10%	100.00%
Total Debt	295,110,388	100%	-
Sinking funds accumulated to retire debt	(7,687,775)	-	-
Net Debt	\$287,422,613	- %	

Summary of Property Assessment and Tax Levy

For the Years Ended December 31, 2021 to 2017

(unaudited)

	2021	2020*	2019	2018*	2017
Gross Assessments	\$ 45,065,852,585	\$ 46,782,525,892	\$ 46,354,613,030	\$ 45,895,563,135	\$ 45,959,955,680
Exemptions	10,386,666,913	10,529,194,540	10,508,887,425	10,430,652,235	10,066,975,145
Assessed Value for Taxation	\$ 34,679,185,672	\$ 36,253,331,352	\$ 35,845,725,605	\$ 35,464,910,900	\$ 35,892,980,535
Tax Rate:					
General	7.87	7.08	6.82	6.54	6.29
Library	0.81	0.72	0.70	0.65	0.65
Education:					
Public/Separate Board	4.12	4.12	4.12	4.12	4.12
Total	12.80	11.92	11.64	11.31	11.06
Property Roll Collections:					
Current	\$ 447,515,043	\$ 449,695,485	\$ 438,524,761	\$ 422,067,470	\$ 406,646,405
Arrears	29,546,210	11,193,256	11,504,573	10,188,342	10,484,884
Total Collected	\$ 477,061,253	\$ 460,888,741	\$ 450,029,334	\$ 432,255,812	\$ 417,131,289
Percentage of Levy Collected:					
Current	92.43%	95.72%	96.28%	96.98%	95.74%
Current and Arrears	92.58%	92.30%	96.11%	96.84%	95.96%
Taxes Outstanding:					
Current	\$ 10,192,586	\$ 11,479,306	\$ 11,226,572	\$ 10,497,249	\$ 9,513,185
Arrears	4,112,887	4,897,882	3,546,299	3,448,714	2,919,214
	\$ 14,305,473	\$ 16,377,188	\$ 14,772,871	\$ 13,945,963	\$ 12,432,399

* Reassessment Year

Saskatoon Economic Statistics

For the Years Ended December 31, 2021 to 2017

(unaudited)

	2021	2020	2019	2018*	2017
Saskatoon population (December 31)*:	282,900	279,900	272,200	268,188	262,993
Annual change	1.07%	1.69%	1.50%	1.98%	2.45%
Saskatoon inflation rate - annual change	2.47%	0.90%	1.60%	2.30%	1.80%
Saskatoon unemployment rate - annual average	7.48%	9.58%	5.85%	6.63%	7.90%
Number of Persons Employed in Saskatoon	172,085	173,248	179,771	174,800	170,050
Saskatoon Building Permits					
Total Number	3,750	3,746	3,369	3,566	3,998
Total Value	\$ 724,687	\$ 541,695	\$ 648,900	\$ 642,595	\$ 762,082
Annual Change	0.11%	11.19%	(5.52)%	(10.81)%	1.22%

* 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**2021 Taxable Assessment****(in thousands of dollars)****(unaudited)**

Midtown Plaza Inc.	\$	268,417
Mainstreet Equity Corp.		166,336
Boardwalk REIT Properties Holdings Ltd.		148,988
Concorde Group Corp.		123,194
Centre at Circle & Eighth Property Inc..		118,354
Boulevard Real Estate Equities Ltd.		114,962
Nexus Holdings Inc.		103,629
Calloway REIT Saskatoon South		102,589
101042414 Saskatchewan Ltd.		88,330
Saskatoon West Shopping Centres Limited		86,146
Pillar Properties Real Estate Corp.		85,641
The Saskatoon Co-operative Association Limited		81,631
River Landing GP Inc.		81,349
959630 Alberta Inc.		80,902



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