



2017 Annual Report



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Prepared by City of Regina

- Finance Department
- Corporate Performance Branch
- Communications & Customer Experience Department

Audited by:

- MNP LLP

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Regina for its Annual Financial Report for the fiscal year ended December 31, 2016. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports. To be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily-readable and efficiently-organized annual financial report with content that conforms to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments and address user needs.



Government Finance Officers Association

**Canadian Award
for
Financial Reporting**

Presented to

**City of Regina
Saskatchewan**

For its Annual
Financial Report
for the Year Ended

December 31, 2016

Christopher P. Morill

Executive Director/CEO

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Introduction

Message from the City Manager

May 28, 2018

His Worship, the Mayor and Members of City Council.

I am pleased to submit the City of Regina's 2017 Annual Report, pursuant to Section 155 of *The Cities Act*.

In April, the City of Regina approved its amended 2017 Budget in response to changes to our fiscal landscape. Since that time, we have diligently responded and found in excess of \$9 million worth of savings for residents. In 2017, we finalized a new strategic plan for the period from 2018 to 2021. The priority of this plan is developing the systems and processes to ensure the sustainable delivery of reliable services now and into the future.

I am proud to say that the Annual Report goes beyond reporting on financial performance to include an overview of our performance for the past year. It meets our commitment to the public to report our progress on *Design Regina: The Official Community Plan (OCP)*. As well, it provides a progress report on our strategic plan. Finally, we report on our operational performance using national benchmarks from Municipal Benchmarking Network Canada (MBN Canada), which identifies Regina as the most efficiently managed municipality in the MBN Canada network.



The consolidated financial statements are prepared by management in accordance with Canadian Public Sector Accounting Standards (PSAS) as recommended by the Chartered Professional Accountants of Canada (CPA Canada). Included in the consolidated financial statements are those entities that are accountable to and owned or controlled by the City of Regina. These entities include: Regina Public Library, Economic Development Regina Inc., Buffalo Pound Water Treatment Corporation, The Regina Exhibition Association Limited (operating as Evraz Place); Regina Downtown Business Improvement District and Regina's Warehouse Business Improvement District.

City Council appointed the accounting firm of MNP LLP to perform an audit of the City's 2017 financial statements. Their report is included in this document. The City's system of internal controls helps maintain the integrity of our financial information. The Finance and Administration Committee reviews the external auditor's audit plan and ensures corrective action is taken for weaknesses identified in the City's internal control system.

The City's operations are typically segmented (General Operating, General Capital, Utility Operating and Utility Capital) for budgeting and reporting purposes. In the financial statements, segment disclosure is also provided by divisional areas.

Based on the consolidated information, the following points are noted for 2017:

The City's (consolidated entity) net financial debt decreased in 2017 by \$42.1 million to a total of \$28.9 million. This is generally attributable to the financing of major capital projects, namely the Mosaic Stadium project and the Wastewater Treatment Plant upgrade.

Total revenues in 2017 were \$740.4 million, a decrease of \$5.3 million from 2016. Total expenses in 2017 were \$578.9 million, an increase of \$21.5 million from 2016.

Planning, development and monitoring of the annual operating and capital budgets are fundamental to the City's financial administration. For 2017, the City's General Operating Fund ended the year with an operating surplus of approximately \$7.2 million. The surplus is determined on a basis consistent with the presentation of the 2017 General Operating Budget before PSAS standards are consolidated and applied.

The City's achievement in providing accurate and articulate financial statements in 2017 were recognized by the Government Finance Officers Association of the United States and Canada (GFOA) for the 25th consecutive year.

Respectfully submitted,



Chris Holden
City Manager

Message from the Mayor

May 28, 2018

Dear Regina citizens,

On behalf of City Council, I am pleased to present to you the 2017 City of Regina Annual Report.

This year has seen Regina continue to thrive and act as a beacon for people from across Canada, and even around the world. New census data from Statistics Canada revealed that we are the second fastest-growing city in all of Canada by population, with the highest per-capita rate of international immigration in the country. We have known for some time that our city has been seeing incredible growth in the diversity of our population, and it is very exciting to see so many different cultural communities coming together in our caring city.



A major infrastructure project, māmawêyatîtan centre, opened this fall. This \$42 million project includes the Regina Public Library, the Regina Police Service, the Public School Board's Scott Collegiate, Scott Infant and Toddler Centre, Chili for Children, the North Central Community Association and a neighbourhood food store provided by REACH (Regina Education and Action Against Child Hunger). In addition to these important services, the centre also acts as an important community hub that provides plenty of space for meetings and community groups to gather.

The highest-profile infrastructure project to be completed in 2017, of course, is Mosaic Stadium. This iconic new facility has already wowed tens of thousands of residents and visitors, hosting a terrific season of CFL football, concerts by big-name rock and roll bands like Guns n' Roses, Our Lady Peace and Bryan Adams, university and high school football, and an international friendly soccer match by professional teams from New York and Italy. The stadium also played host to I Love Regina Day and other community events, and the lounge spaces have hosted many different groups as well. Combined with the opening of the brand new International Trade Centre — a \$33 million joint project between all three levels of government and the private sector — this year has given us a great idea of the endless potential that exists at Evraz Place.

The City is also able to support a number of marquee events coming to Regina in 2018. This year saw funding and in-kind support pledged to the MasterCard Memorial Cup, the Tim Hortons Brier, the LPGA's CP Women's Open and more. These major events are expected to bring more than 20,000 people to our city this year, generating at least \$40 million in economic activity.

Cultural concerns have been top of mind for City Council this year as we have worked hard to continue advancing our efforts on reconciliation. We recently hosted the first public meeting of Reconciliation Regina after nearly a year of work behind-the-scenes. Reconciliation Regina welcomed all residents to learn more about this community-based initiative, which is working towards the creation of a locally-focused action plan to continue addressing the Truth and Reconciliation Commission's 94 Calls to Action.

All of this and more was achieved despite a difficult start to the year. Unexpected changes to the grants provided by the provincial government meant City Council had to re-open the 2017 budget in April to deal

with the funding shortfall of over \$10 million. Thanks to the hard work by Council and our Administration we were able to find significant temporary and ongoing savings to keep property tax increases to a minimum.

Another notable challenge in 2017 was an unusually-high number of water main breaks experienced throughout the city. Extremely dry conditions triggered the highest number of breaks seen in over 30 years, far exceeding record amounts. Our staff was extremely responsive, with crews working around the clock to fix as many breaks as fast as possible. Workers were also redeployed from utility construction projects and other regular department work in order to address priority breaks, ensuring that we were able to make repairs as quickly as possible.

These are just some of the many more worthy items contained in this report. I encourage all Reginans to take the time to peruse this document and learn more about what the City of Regina has accomplished in 2017. Our successes are your successes and we rely on feedback from the public to ensure we remain on the right track. As the most accessible level of government in Canada, we look forward to hearing directly from you, be it through our monthly City Council meetings, through communications directly with myself and City Councillors, or through social media.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Fougere', with a long horizontal flourish extending to the right.

Michael Fougere
Mayor

Vision, Mission and Values

City Council and Administration are committed to meeting our community's goals. In 2013, the City adopted a new Official Community Plan, *Design Regina*. That plan, which outlines the Community's priorities and the policy goals and actions to be achieved over the next 25 years, was based on our Vision and Values and has become the foundation for our strategic planning.

Our Vision

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

- **Vibrant:** Young people and creative spirits are inspiring dynamic neighbourhoods and an exciting downtown, all of which feature first-rate facilities for health, wellness and artistic expression.
- **Inclusive:** Our community welcomes people. We live the values of respect and trust and celebrate the strength that comes from our diversity.
- **Attractive:** Residents and visitors choose Regina because it's clean, green, lively, friendly, affordable and fun.

- **Sustainable:** People forge a balance between the economic, social, environmental and cultural dimensions of their decisions by serving as stewards of the resources we share and by demonstrating leadership.
- **Harmony:** Empathy and understanding come from, and lead to, being safe in our homes and neighbourhoods; building strong social networks throughout the community creates synergy and sense of belonging.
- **Opportunity:** The entrepreneurial spirit powers Regina as a centre of success where research, innovation and excellence abound.

Our Mission

In 2017, the City embarked on the development of a new strategic plan. As part of that work, we revised our mission and values to make them more concise and useful to all employees. The new mission is: ***We are dedicated to building a strong community by providing reliable, sustainable services.***

Our Values

Our new values are:

- Accountability
- Respect
- Collaboration

City Council

City Council is responsible for the governance of the City of Regina, subject to Provincial legislation. Members of City Council are elected every four years in a municipal election with the last held October 26, 2016. The City of Regina uses a ward system for electing Regina City Council, with the City divided into 10 wards. The Mayor is elected at large and one Councillor elected in each ward. City Council's primary responsibility is to provide policy direction for the operation of the City.

Council also sets the long-range service goals, and approves operating and capital budgets.

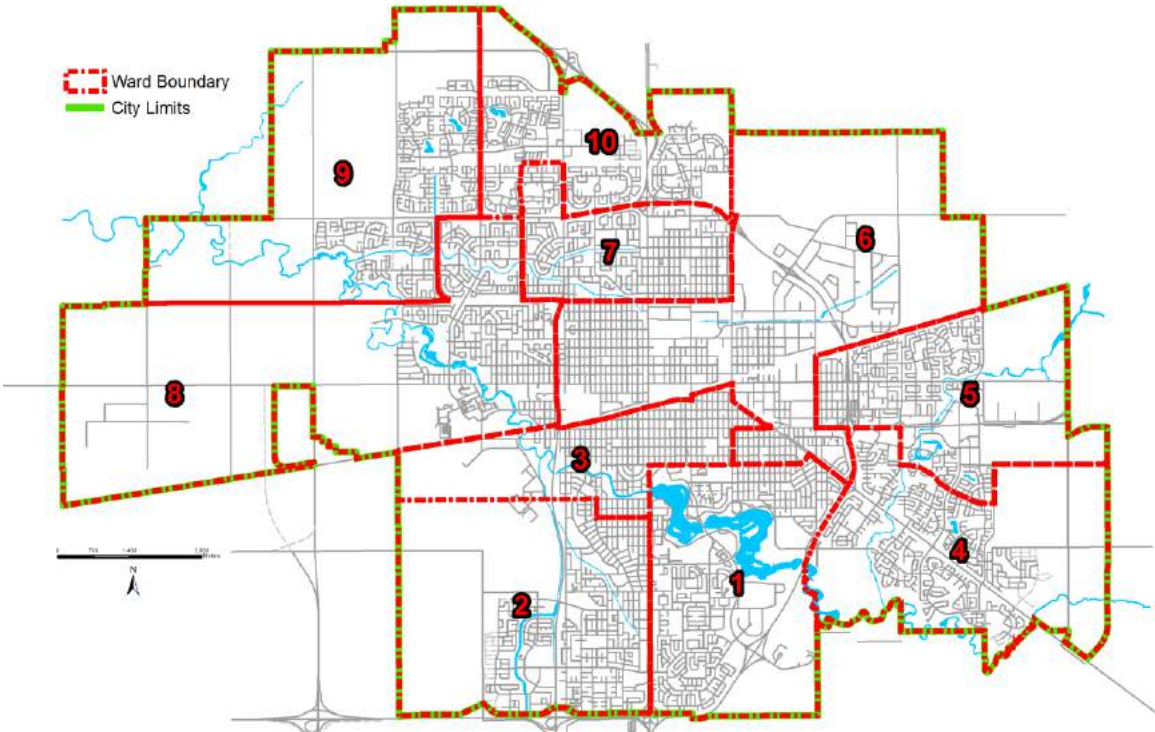
The Mayor presides at all meetings of City Council and is the ceremonial head of the municipal government. The Mayor and City Clerk are the municipality's symbolic and official signing officers, respectively. City Council members for the 2016-2020 term are shown in the picture below.



City Council members for the 2016-2020 term are:

L-R: Councillor Joel Murray, Councillor Lori Bresciani, Councillor Bob Hawkins, Councillor Barbara Young, Councillor Jerry Flegel, Mayor Michael Fougere, Councillor Andrew Stevens, Councillor Sharron Bryce, Councillor Mike O'Donnell, Councillor Jason Mancinelli, Councillor John Findura

Map of Electoral Wards



Major Highlights of 2017

Launching a new stadium and bidding farewell to an old friend.

A journey that started in 2011 is now complete. The City of Regina’s iconic Mosaic Stadium officially opened in 2017. With a standard capacity of 33,000 — expandable to 40,000 spectators for major events — the stadium provides a modern fan experience and open south end zone connecting the stadium to the community. Its unique features include a sunken lower bowl, individual seating and a 360 degree main concourse.

During 2017, the stadium hosted a full season of Saskatchewan Roughrider games, two major concerts,

an international soccer match and numerous smaller events.

At the same time, Regina residents bid farewell to the grand old Taylor Field, which was decommissioned in 2017. A wide range of assets were auctioned off, including 114,500 square feet of turf and 880 benches. Deconstruction work began in September once all salvageable assets were removed from the facility. Fans were able to witness the controlled collapse of the west side grandstand. All above grade elements were removed by December 2017. The space will be fully ready for a future phase of the Regina Revitalization Initiative — the Taylor Field Neighbourhood — in the spring of 2018.



Figure 1: Mosaic Stadium



Figure 2: The controlled collapse of the west grandstand at Taylor Field.

A new fiscal landscape

There was no greater priority at the City of Regina in 2017 than working to respond to a changing fiscal landscape. The 2017-18 Provincial Budget, itself responding to a significant reduction in revenues, introduced a number of changes that affected municipalities. That budget announced an estimated \$10 million revenue loss to the City of Regina in 2017.

In response, the City revised its already approved 2017 budget and rolled up its sleeves to prepare for 2018. Each department scrutinized its services in an effort to minimize the effect of the Provincial Budget on property taxpayers. What resulted was in excess of \$9 million in ongoing savings, which were achieved while still maintaining core service levels and critical investment in infrastructure renewal. The City was also able to assure continued support for Regina Police Service.

A key element of the City's efforts moving forward will be to find ways to continue to deliver the reliable services residents expect while ensuring the financial sustainability of those services so that they remain affordable for our children and grandchildren.

Celebrating Canada's 150th birthday

Regina residents and visitors alike were treated to a memorable set of festivities in the summer of 2017 as Canada's 150th Anniversary of Confederation celebrations ensued. On Canada Day, celebrations included free live entertainment, an interactive 'living flag', a simultaneous drumming initiative, Round Dance, a Citizenship Reaffirmation program, food and craft vendors, interactive displays, children's sporting challenges, artistry, dance, free transit, fireworks and much more.

One of the City of Regina's key Canada 150 projects was the renewal of the historic Confederation Park, adjacent to the Mosaic Stadium site. The park is one of Regina's oldest parks and ninety years after its creation, it is seeing a new life.

The park was originally created to commemorate the 60th anniversary of Confederation.

The City worked with several stakeholders to bring Confederation Park back to life:

- Working closely with stakeholders to tell the story of Confederation from multiple perspectives, the story is written on panels in the park in three languages: English, French and Cree.



Figure 3: Display panels in Confederation Park

- Local artists Jori Cachene and Bruno Hernani worked with more than 50 students from eight high schools in Regina to create public art work that tells the story of Confederation and Regina’s role in it. Their work is displayed on panels in the park and addresses the missing voices from Confederation.
- Local artist Larissa Kitchemonia worked closely with the Royal Saskatchewan Museum to create public art displayed on panels in the park, with the majority depicting historical indigenous culture.
- Restoration work on the fountain was undertaken and included a collaboration with the University of Regina to craft new frog pieces to replace the original cast zinc frogs that were part of the fountain when it was installed in 1927.
- The construction of a gateway arch welcoming visitors to the park. The form of the archway was designed to be reminiscent of a band shell that originally stood at the south end of the park.
- The park landscape has been renewed back to its former state with the addition of new trees, shrubs and benches according to the park’s original design and with modern conveniences such as an irrigation system and pathway lighting.

The park officially opened on June 30.

Reconciliation Regina

Reconciliation Regina, co-facilitated by the City of Regina and the Office of the Treaty Commissioner (OTC), comprises 70-plus local organizations and includes community leaders, educators, Elders/Knowledge Keepers, newcomers, survivors, cultural and arts groups, governments, youth, businesses, faith groups and individuals committed to working in partnership to create a strengthened, healthy, vibrant, inclusive community.

While Reconciliation Regina only publicly announced its presence to the public in March of 2018, much of 2017 was spent developing the work behind the scenes. In addition to the Reconciliation Regina general meetings, a Steering Committee has been created along with a Communications Subcommittee and a Governance Subcommittee.

Reconciliation Regina now has a page on the OTC website and has adopted Vision, Mission and Values Statements that describe its purpose and goals, in collaboration with the community. Its Mission is to encourage, advocate, support, promote, take care and facilitate truth and reconciliation initiatives at the local level. As progress is made, and Reconciliation Regina evolves and grows, specific targets will be created and measured on an ongoing basis. The next step for Reconciliation Regina is the creation of a made-in-Regina community blueprint or Community Action Plan that will respond to the Calls to Action as a community. The plan will ensure reconciliation continues to be a living process, based on information sharing and coordination of joint activities and initiatives that reflect a celebration of diverse cultures, resilience, healing, respect and strengthened partnerships for the wellbeing of all people living in our community.

A few initiatives undertaken by the City of Regina, include:

- Partnering in the designation of the Regina Indian Industrial School Cemetery as a heritage property, both municipally and provincially.
- The City of Regina and the Federation of Sovereign Indigenous Nations (FSIN) signed a Memorandum of Understanding (MOU) dedicated to the elimination of racism. The MOU commits to providing educational initiatives for City staff and elected officials on the history of Treaty, residential schools and the inherent rights of Indigenous people. The City is making significant progress on this initiative.
- City of Regina and the File Hills Qu’Appelle Tribal Council (FHQTC) signed a Protocol of Recognition, Partnership and Respect. This Protocol demonstrates the importance of the strong relationship between the City and FHQTC and sets out a respectful, collaborative process to ensure discussion and dialogue on issues of mutual importance continues.

The Transportation Master Plan

In May of 2017, Council approved the City’s first Transportation Master Plan (TMP). Aligning with *Design Regina: The Official Community Plan* Community Priority “Creating Better, and More Active Ways of Getting Around,” the TMP is a comprehensive and

multi-modal transportation policy and planning document.

The TMP also delivers more detailed policy direction on the five *Design Regina* Transportation Policy Goals found in Section D3 of the OCP. In developing the TMP, the policies, actions and future transportation networks are structured around seven transportation directions based on guiding principles of accessibility, environmental protection, social equity, technology, fit for four seasons and safety.

New and existing neighbourhoods will be tailored to provide a variety of travel options by incorporating transit as a competitive travel choice and by establishing a network of sidewalks, multi-use pathways and bikeways to promote healthier communities.

The City will invest in affordable and durable infrastructure that maximizes the life span and optimizes the road network while reflecting the community context and modern design standards. As well, the plan emphasized the efficient and effective movement of goods and people in support of economic growth.

By developing a transportation system that balances all modes and promotes sustainable transportation choices, the City of Regina can promote the development of connected and complete neighbourhoods and create a healthy and vibrant city for all residents. Improving transportation choices for all residents requires shifting how the City invests in

and manages transportation infrastructure now and in the future.

The TMP provides policy direction to inform decisions that are made by administration and Council as part of the annual budget process.

Innovation to house Regina Police Services

The City, on behalf of Regina Police Service (RPS), purchased the former Saskatchewan Transportation Company (STC) bus depot and head office in 2017. The site will be home to a new downtown RPS headquarters complex.

A new police headquarters was the City's number one facility priority. The size, condition and location of the STC site, which is adjacent to the current RPS headquarters, provided a unique opportunity to create a campus, or compound, that allows RPS to maintain a centralized location that will serve the community for the next 25 years.

By utilizing this new building along with the existing headquarters, the RPS can be provided with a completely refurbished home for a significantly lower cost than to build a new headquarters. The approximately \$37 million required to purchase the STC building, two parking lots, and enhancements to the current headquarters, is about one-third the estimated \$140 million cost to construct a new police headquarters. The space is anticipated to be ready for staff in late 2019.



Figure 4: The former Saskatchewan Transportation Company head office and new home for the Regina Police Services

mâmaxwêyatitân centre opens

A journey of many years was realized in 2017 with the official opening of mâmaxwêyatitân centre in Regina's North Central neighbourhood.

Initially conceived in 2003 as the North Central Shared Facility, mâmaxwêyatitân centre brings together many public and community services aimed at building, strengthening and celebrating North Central, its residents and all Regina citizens who may live, work or play in the neighbourhood.

A Cree word meaning "let's be all together," mâmaxwêyatitân (pronounced ma-ma-waya-ta-tan) speaks to the shared use of the building and the cooperation of the partners.

The centre includes the high school, library, community policing centre, daycare, recreational complex and gymnasium, community centre, multipurpose room and Elders' room. Outdoor plans for mâmaxwêyatitân centre include a garden, basketball court, soccer pitch and a cultural space with elements drawn from Indigenous traditions. An outdoor greenspace called the "Heart of the Site," will offer a natural sanctuary and gathering place for the community. The Heart of the Site will provide a natural learning environment for cultural teachings and storytelling. It will feature fruit trees and edible plants, and create opportunity for Indigenous Knowledge Keepers and Elders to share their knowledge about care, upkeep and use of native grasses, plants, trees and shrubs.

Environmental Innovation – Opening of the Gas to Energy Facility

In March, the City officially unveiled the Landfill Gas to Energy Facility, which uses waste gas from the landfill to generate electricity.

This innovative facility collects methane gas, produced from the decomposition of organic waste in the landfill and uses it to fuel an engine to generate one megawatt of electricity, enough to power 1,000 homes. The system captures a previously unused gas and turns it into a green energy source.

The City of Regina and SaskPower entered into a 20-year Power Purchase Agreement, which is a contract for the sale of electricity from this facility to SaskPower. The power produced by this facility will generate approximately \$1 million in revenue for the City each year. The cost to build the facility was just under the estimated budget of \$5 million.

The new facility reduces harmful greenhouse gas emissions by about 30,000 tonnes per year, the equivalent of taking 8,000 vehicles off the road.

This system closely aligns with goals outlined in *Design Regina: The Official Community Plan*, by exploring processes where waste and waste by-products of one activity are used as a resource for another.

Keeping the water flowing

The impact of a hot, dry summer was not seen only on residents' lawns. Ground shifting several meters below the surface impacted City water pipes and service connections, resulting in the highest number of water main breaks in a single year. In the peak period of August and September, the City was averaging about seven new water breaks a day (see Figure 5).

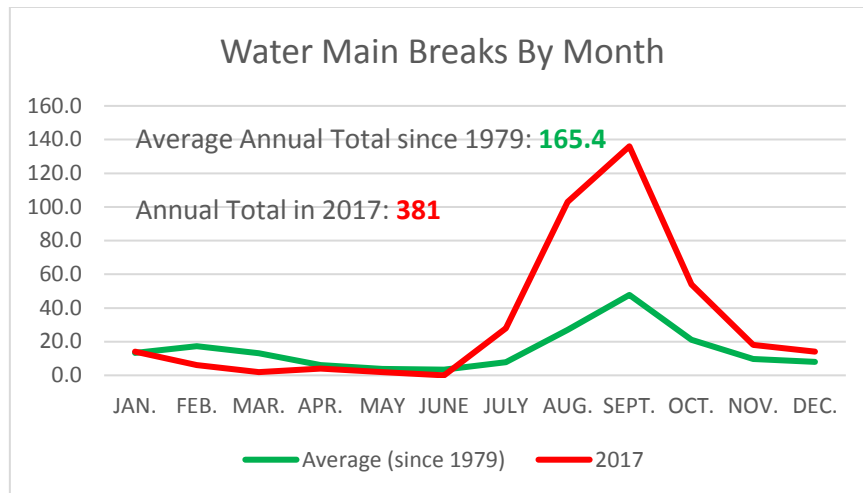


Figure 5: Regina's water main breaks in 2017

To manage the work while continuing to make providing water to residents a priority, the City's Water Works Department took a number of steps:

- When breaks were reported, City staff prioritized them based on severity (whether residents were without service and how many were out of service due to a single break).
- Staff stopped work on lower impact breaks to fix higher impact ones. At the peak, all City crews were frequently assigned to priority breaks and could not move to another break until their repair work was completed.
- The City pulled crews off Water Works capital construction and slowed down some other regular program work, like water main flushing, to redeploy these employees to assist in this effort.

These measures allowed the City to respond to water main breaks more quickly and safely. During this period the City also took a variety of actions to ensure water was provided to affected households, including bringing in large water storage containers for the neighbourhood to draw from, delivering water through hoses connected to a water source or connecting water service between neighbours.

The Environment in Which We Work

Community Profile

The City of Regina is Saskatchewan's capital. It has a population of 230,725 and serves a larger metropolitan area of 253,000.

Regina's growth was affected by over a decade of strong growth in its resource-based economy. However, even with slower economic growth, it remained the second fastest growing metropolitan area in Canada in 2017.

Design Regina: The Official Community Plan (OCP) projects the population will grow to 300,000 in the next 25 years.

While Regina is the provincial capital and has a large public service sector, it also depends on a resource-based economy featuring the oil and gas, potash and agricultural sectors. Regina is the home base for companies such as the Co-op Refinery Complex, the world's first cooperatively-owned refinery; EVRAZ, a vertically-integrated steel, mining and vanadium

business; and Viterra, a leading grain and oilseeds marketer and handler.

The City also serves as head office for several provincial Crown corporations including SaskEnergy, SaskPower, SaskTel and SGI CANADA.

In recent years, Regina has diversified into sectors such as banking and finance, computer and information technology, along with manufacturing and telecommunications.

The intense pace of Regina's growth in recent years leveled off in 2015, resulting in slower, more sustainable growth forecast through to 2022 (Figure 6). One of Regina's economic highlights is the construction sector, where building permits reached an all-time high in 2012 and, despite the economic slow-down, continues to be strong (Figure 7).

Regina Economic Indicators	2015	2016	2017	2018f	2019f	2020f	2021f	2022f
Real GDP at Basic Prices (2007 \$ millions)	13,838	13,785	14,102	14,408	14,705	14,964	15,254	15,585
Percentage Change	-1.0	-0.4	2.3	2.2	2.1	1.8	1.9	2.2
Total Employment (000s)	138	139	140	141	143	144	146	148
Percentage Change	1.0	0.7	0.7	0.7	1.4	0.7	1.4	1.4
Unemployment Rate (per cent)	4.4	5.3	5.2	5.8	5.4	5.5	5.5	5.5
Household Income per Capita (\$)	52,277	51,343	51,761	52,845	53,971	55,021	56,169	57,386
Percentage Change	3.6	-1.8	0.8	2.1	2.1	1.9	2.1	2.2
CMA Population (000s)	241	247	253	258	263	269	275	280
Percentage Change	1.8	2.5	2.4	2.0	1.9	2.2	2.2	1.8
Total Housing Starts	1,597	1,563	2,008	1,572	1,685	1,701	1,814	1,965
Retail Sales (\$ millions)	5,532	5,623	5,871	5,951	6,116	6,277	6,438	6,575
Percentage Change	-1.9	1.6	4.4	1.4	2.8	2.6	2.6	2.1
CPI (2002 = 1.0)	1.315	1.329	1.346	1.371	1.398	1.427	1.456	1.486
Percentage Change	1.4	1.1	1.3	1.9	2.0	2.1	2.0	2.1

Figure 6: Regina's economic indicators from the Conference Board of Canada *Winter 2018 Metropolitan Outlook*

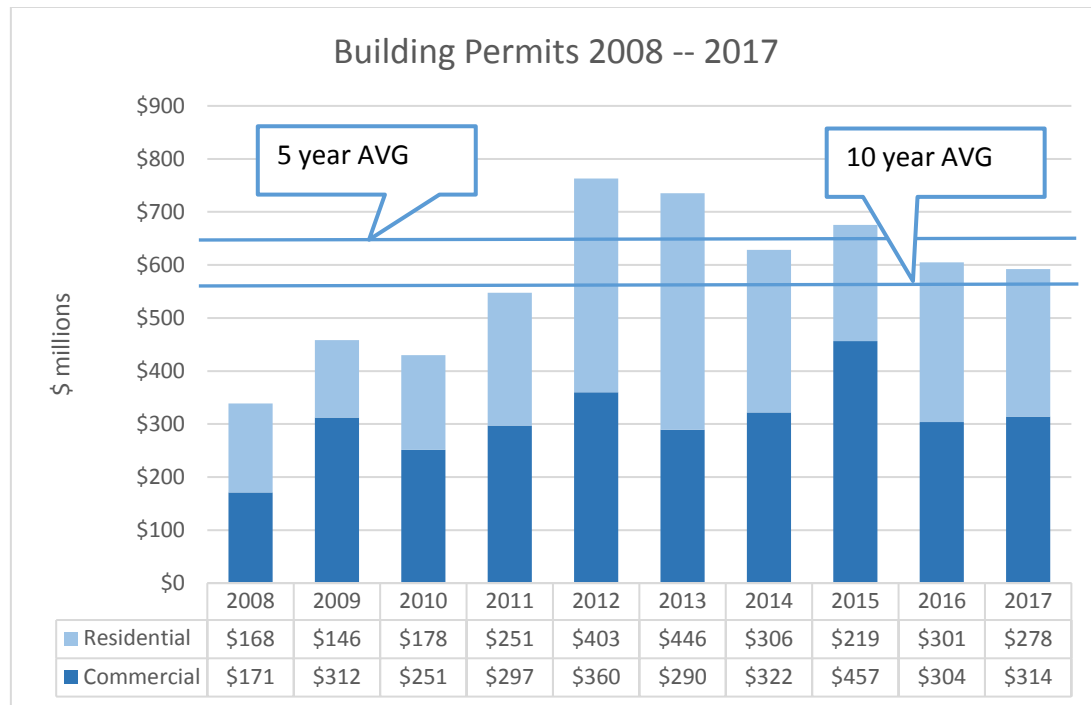


Figure 7: Building Permit activity (2008-2017). Note: ICI represents Industrial, Commercial and Institutional building permits

Organization Profile

The City delivers its services in a variety of ways, led by approximately 2,500 permanent employees, as well as casual and part-time workers who account for the equivalent of another 330 full-time positions. Many services are also delivered in partnership with community organizations such as sport, culture and recreation programs, and by private businesses such as Paratransit and the Wastewater Treatment Plant.

City services include:

- Public safety and security
 - Policing
 - Fire & Protective Services
 - Construction permitting and inspection
 - Bylaw enforcement
- Quality of life
 - Urban planning and development
 - Parks and open spaces
 - Recreation services (including a wide range of indoor and outdoor public facilities)
 - Grants to community service organizations
- Public health and well-being
 - Water treatment and distribution
 - Drainage and flood management
 - Wastewater collection and treatment
 - Waste removal
 - Recycling
- Movement of goods and people
 - Roads and bridges (including winter road maintenance)
 - Transit
 - Traffic control

The City is able to provide these services thanks to a range of revenue sources. While about half of its revenue comes from property taxes, the City also charges user fees, secures grants from other levels of government and collects revenues from a variety of other sources.

The City's organization structure is designed to support corporate planning and coordinated service delivery across all service areas (Figure 8). Accountability for results is clear.

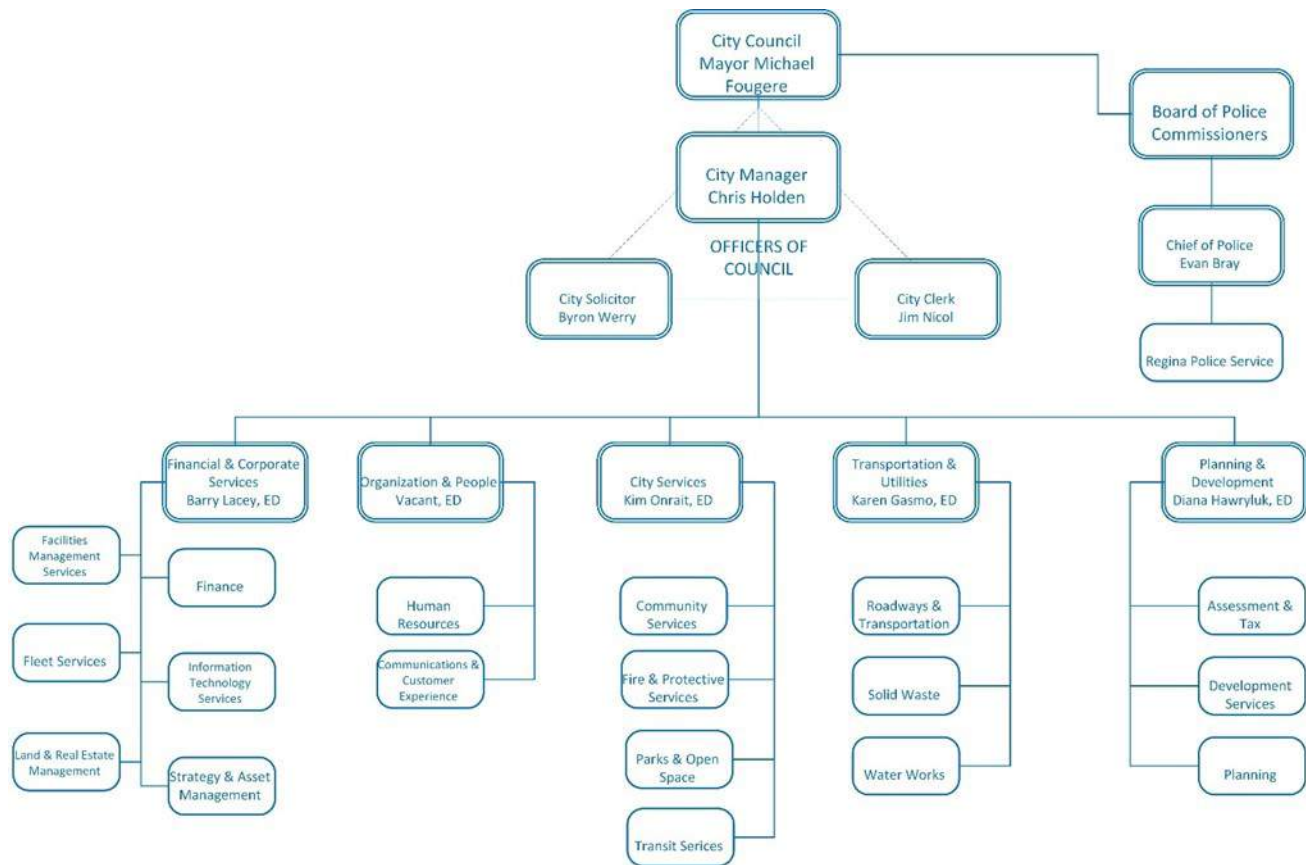


Figure 8 City of Regina’s organizational structure (2017)

Strategic Context

The past year represents the last year of *Building the Foundation*, the first strategic plan developed to implement *Design Regina: The Official Community Plan (OCP)*.

While the growth trajectory that drove the development of the OCP and *Building the Foundation* was, in 2017, no longer as robust, many of the same issues needed to be tackled.

Recent growth relied on using excess capacity from infrastructure developed in the 1970s. Early in the economic boom, the city reached the limits of that excess capacity. Significant new investment was required to allow Regina to grow to the next level.

Furthermore, two decades of deferred infrastructure renewal had created a backlog that, in 2012, the City estimated would take an additional investment of \$93 million per year for 20 years to address. This included such things as the renewal of residential roads, recreation facilities and the various facilities in which the City conducts its business. It did not include the maintenance and renewal of new assets such as those in new neighbourhoods.

As part of the strategic plan, the City began to work diligently to increase its investment in infrastructure:

- Creating the Residential Roads Program
- Undertaking the development of master plans for water, wastewater, facilities and recreation
- Increasing its annual investment in capital

However, much remains to be done as the City moves forward.

Another key context that emerged in 2017 was changes to the level of financial support from the Provincial Government caused by significantly reduced revenues due to changes to the economic environment. The Province's austerity efforts resulted in a loss of more than \$15 million annually to the City of Regina. This reduction resulted in a year of significant review, finding efficiencies and revamping services.

In light of these trends, it is even more urgent that the City of Regina continues to identify how to improve revenue growth and reduce costs. A key element of this effort will be to develop policies, incentives and programs that will improve the population density of the community. Costs can be managed more

effectively if some of the new population coming to Regina can be accommodated without building new roads, sidewalks and other infrastructure.

But it will also require that the City reviews what and how it delivers its service. Residents need to be confident that the City is operating as efficiently as possible. Within that context, the City can engage with the public to find the right balance between affordability and the desired level of service.

Key Risks Facing the City of Regina

There are a number of risks that, if realized, could affect the City's ability to sustain current service levels. There are three risks with potentially significant impacts.

Asset condition: In the absence of thorough asset condition information, there is a risk that one or more assets could deteriorate or even fail, resulting in an interruption or reduction in service levels to citizens.

The development of good asset condition information and plans to address asset weaknesses is a priority for the City. This was a focus of activity beginning in 2016 and will continue.

Succession planning: In the economic environment of low unemployment and rising incomes, the City was poorly positioned to compete in the labour market. While labour market pressures have eased, one-third of the City's workforce is eligible to retire in the next six years. Not only will the City need to recruit replacement workers, it will also lose significant experience and service knowledge.

A key element of the City's strategic plan to deal with the recruitment and retention of employees will include strategies to ensure they have the knowledge, skills and abilities to meet the service expectations of Regina residents.

Slowing Economy: The City of Regina secures resources to deliver services to residents in a variety of ways. The main revenue sources are property taxes, user fees for municipal services and government grants. While property taxes are structured so that they are at a reduced risk of decline through periods of low economic growth, other sources of revenue are not.

Activities such as utilization of the City's recreation facilities are discretionary family expenditures and participation levels are impacted by changes in personal income. Grants from other levels of government are also at a higher risk of decline. In addition, other levels of government, in dealing with the challenges of a changing economy, may transfer some areas of service delivery and asset management to the municipal level.

Major changes in revenue and responsibility with little advance notice can impose a high level of risk on the City's ability to follow through on the delivery of its plans.

In periods of slower economic growth, other levels of government may choose to increase funds available for new infrastructure to stimulate the economy. The City is prepared to take advantage of these opportunities to leverage additional funding for infrastructure renewal.

Planning Our Future

Design Regina: The Official Community Plan

At the culmination of a four-year planning process, the City adopted *Design Regina: The Official Community Plan* (OCP) in 2013. Traditionally, Regina's OCP has served primarily as a land use plan. In addition, the OCP includes broad social, economic, environmental, cultural and other important policy goals. These goals were established in response to eight Community Priorities that expand upon the City's Vision and articulate what the City and the community wish to achieve together. The Community Priorities and resulting policy goals are intended to be achieved over a 25-year period.

The OCP directs growth and change in the community as Regina grows to 300,000 people. The development of the OCP included extensive public and stakeholder engagement in creating a plan to address the community's priorities. The resulting plan presents a bold vision for what a Regina of 300,000 people will offer residents and visitors. Achieving the full scope of the OCP will take leadership on the part of City Council and Administration, and require action from other businesses, industry stakeholders and the community at large.

Overview of the Plan

The OCP is the City's highest order plan and the basis upon which other policies and plans will be developed.

The citywide plan of the OCP consists of three major components: a set of financial policies that establish a framework for ensuring the long-term financial sustainability of the City; a growth plan that directs where and how growth will occur; and citywide policy sections that speak to various topics directly and indirectly related to the growth plan.

The OCP was developed with several subordinate plans of which many are complete or in development.

Those subordinate plans are not typically referenced, but they remain the mechanisms through which the OCP will be realized. Such documents as the Open Space Management Strategy, the Urban Forest Management Strategy and the Recreation Facility Plan will continue to guide the City and will respond to the goals and policies of the OCP. Future updates to those documents will be based on the OCP, as will development of new strategies and plans.

Plan Outcomes

The OCP will be implemented over the next 25 years and is intended to result in the following changes, organized by Community Priority:

Develop complete neighbourhoods

- New neighbourhoods and revitalized existing neighbourhoods that provide:
 - Multiple transportation options, including roads and express transit, cycling and pedestrian routes
 - A variety of housing types and sizes
 - Easy access to the daily life necessities such as shopping, employment, parks
- Connected community destinations, such as activity centres and parks, to enable walking, cycling and other active ways of getting around

Embrace built heritage and invest in arts, culture, sports and recreation

- Recreational programming and spaces that address the changing needs of the community
- Protection of existing neighbourhood character while also providing opportunities for new housing options
- Improved civic identity and pride with increased focus on traditions, historic places and stories
- Increased awareness and encouragement of cultural activities, places and their value

Support the availability of diverse housing options

- Increased housing supply
- Improved diversity of housing throughout the city
- Availability of additional housing options including family-sized rental units, compact “micro-apartments” and housing for those with specific-needs
- Renewal of housing to revitalize existing neighbourhoods
- Better solutions for worker housing

Create better, more active ways of getting around

- Expansion of on and off-street pathways
- Increased use of transit and carpooling, as well as walking, cycling and other active modes of transportation
- A transit system that features more express buses and/or additional buses on existing routes, and consideration of a future rapid transit system
- Improved winter road maintenance to address the needs of seniors and people with disabilities

Promote conservation, stewardships and environmental sustainability

- Become a resilient city through greater energy efficiency, reduction of greenhouse gas emissions, green building design, access to locally produced food and diverse sources of power and energy
- Enhanced green space, urban forests and tree canopy
- Improved protection of our urban natural spaces and species, including water bodies, parks and wildlife

Achieve long-term financial viability

- Growth in new areas as well as development within the existing city

- Improved use of existing roads, pipes and other City infrastructure in the provision of water, collection and management of solid waste, management of storm water, etc.
- New and existing developments contribute fairly to the cost of new and existing City facilities and services
- Seek new and innovative tools and methods for financing the construction and maintenance of infrastructure
- Introduction of financial policies to guide the implementation of the plan and its policies

Foster economic prosperity

- A thriving city centre that is supported by better transportation connections between downtown, surrounding neighbourhoods and the new Mosaic Stadium
- Coordinated commercial and industrial development within the city and the broader region
- Create a more beautiful city through better design of neighbourhoods, public spaces and buildings
- A more diverse and sustainable economy

Optimize regional cooperation

- Collaboration with neighbouring communities to explore opportunities for shared services, such as infrastructure, recreational programs, etc.
- A transportation system that links to the broader region
- Proactive planning with the Rural Municipality of Sherwood for a city population of 500,000, focusing on areas of mutual strength and benefit

Strategic Plan

In many ways, the City will deliver on the policies of the OCP simply by doing what we do best—delivering reliable services to the residents of Regina. We will continue to work to effectively and efficiently deliver the services residents expect.

However, the vision and policy goals of the OCP require more than just continuing to do what we have always done.

The City's four-year strategic plan, *Building the Foundation*, represents the first in a series of strategic plans that will, over the next 25 years or so, ensure we make the required changes to truly transform the city from what it is today to the city envisioned in *Design Regina*. The plan lays out the critical first steps so that the City will be well-positioned to deliver on the OCP in the future.

Building the Foundation represents the City's early choices in response to three drivers:

- Policy directions identified in the OCP that can be directly addressed in the short term
- Internal organizational systems, tools and capacity — strengths and weaknesses that must be leveraged or addressed in support of the future implementation of the OCP
- External economic and social environment factors — opportunities and threats that must be advanced or mitigated to assure the future realization of the OCP

The City of Regina will operate from a position of strength to achieve the Design Regina Community Priorities. The City will be recognized in particular for its long term financial sustainability strategy and its increased ability to deliver innovative services in a fiscally responsible manner.

The strategic plan provides the framework for all areas of the City to align their efforts and resources to focus on a few essential outcomes.

We cannot deliver on any of this without the dedication and commitment of our employees. Hence, the strategic plan includes activities to ensure that we are providing a safe, attractive and rewarding work environment.

The OCP provides the City with the opportunity to respond to both the current circumstances the City is facing and desired future and policy goals as outlined in the OCP. In 2014, the City launched its first four-year strategic plan since the approval of the OCP. That strategic plan is intended to *Build the Foundation* (the title of the plan) for the delivery of the OCP in the future. Each four-year strategic plan will build on this foundation, reflecting the integrated sets of choices that will drive the implementation of the OCP and the achievement of its Vision and Community Priorities.

The last year of the implementation of *Building the Foundation* was 2017; however, much remains to be done. In 2017, the City developed a new strategic plan that continues some of the key themes of *Building the Foundation*.

Figure 9: City of Regina's strategic focus in *Building the Foundation*, the strategic plan for 2014-17

Building the Foundation is based on four strategic directions, which are outlined below:

Direction 1: Manage Growth

The City of Regina will manage growth within the city, collaborate with the surrounding region and encourage the development of liveable neighbourhoods.

By managing growth, the City will invest to accommodate a growing population without jeopardizing the sustainability of the community as a whole, or access to services by future generations of residents.

Objectives:

- 1.1 Revenues are optimized to support sustainable growth.
- 1.2 Renewal of the city is fostered through intensification.
- 1.3 The City has adopted a policy framework that aligns decision making to the Community Priorities.
- 1.4 A regional plan and approach to land use and servicing is established.

Direction 2: Improve Financial Viability

Residents of Regina will benefit from the City's increased financial capacity to renew and replace critical infrastructure.

Improving decision making on allocating limited resources, determining the right trade-offs between maintenance, repair and rehabilitation of infrastructure, and identifying what services are delivered and how, requires better data and analysis than the City historically had at its disposal. Strong models for financial planning and asset management will support the City to make choices within the context of long-term implications.

Objectives:

- 2.1 A full life-cycle Asset Management approach is being used to support infrastructure renewal decisions.
- 2.2 The City is optimizing financial capacity and improving the future allocation of resources.
- 2.3 Decisions about programs and assets reflect future service needs.

Direction 3: Engage and Develop Staff

The City of Regina will create a work environment where employees are engaged and are positive leaders of change for their community.

Employees who are fully involved in and enthusiastic about their work deliver better quality service to residents and seek out opportunities to be innovative, efficient and otherwise demonstrate leadership. They are less likely to leave the City in pursuit of other opportunities and contribute to a culture that can attract other like-minded employees. The City is committed to fostering engaged and skilled staff by investing in leadership development and structures that support safe workplaces and effective processes.

Objectives:

- 3.1 Strong and effective leaders are developed at all levels of the organization.
- 3.2 Our employees receive the supports they need to be safe, efficient and effective.
- 3.3 Our employees are engaged to support the City's delivery of the Community Priorities.

Direction 4: Engage Citizens

The City of Regina will develop new processes that seek to engage our citizens and responsibly address their evolving needs.

Residents rely on services provided by the City to maintain and enhance their quality of life. The sustainability of those services is not assured, particularly as expectations for new and enhanced services continue to grow while revenues to pay for them fail to keep pace. To achieve the Vision and Community Priorities developed and affirmed by citizens through the *Design Regina* public engagement process, the City must continue to engage residents in discussions about their expectations for service. Emphasis must not only be on ensuring efficient approaches for meeting expectations but also on defining reasonable methods for funding services that address both affordability and sustainability concerns.

Objectives:

- 4.1 Reconcile service expectations against the fiscal realities of the City.

4.2 The City is responsive to customers' needs by meeting established Customer Service Standards.

Guided by this process, the City and its employees maintain a focus on where we want to go in the long term as we decide what to do today.

Achieving the OCP requires a complex series of actions and accountabilities. The City's strategic planning process defines components that move from broad application across the organization over a long time period to increasingly time-bound, shorter term goals that cascade to the level of individual employees. The City's Planning and Performance Framework is outlined in Figure 10.



Figure 10: City of Regina's Planning and Performance Framework



City of Regina Performance 2017

Assessing our Performance

An integral component to the OCP was a commitment to annually report on progress, including the development of a performance measurement framework.

Because the City has developed a planning framework that is driven by the OCP, measurement of progress on the strategic plan and measurement of the delivery of reliable services for residents should generally cover the scope of the OCP.

Measurement of progress on the strategic plan

The following measures were developed in tandem with the strategic plan and provide feedback on how implementation of the plan is progressing.

1. **The measurement of the delivery of day to day service to residents** including:
 - a. Key performance indicators, such as service levels, service effectiveness and service efficiency, are established to measure performance. As part of our effort to measure our delivery of reliable service, the City has joined a national performance benchmarking network, the Municipal Benchmarking Network Canada (MBN Canada). These measures can provide a starting point for performance measurement upon which other measures can be built.
 - b. The delivery of master plans and other service plans are in development or will be developed that are based on the policy objectives of the OCP and are designed to ensure long-term sustainable service delivery (including the assets required to deliver the service, where necessary). These plans may include performance, financial or other targets essential to the sustainability of the service.

2. **An outline of the decisions and actions that have been undertaken by the City in response to the OCP since it was approved.**

This approach recognizes that the implementation of the OCP takes place in many ways. Progress is often incremental and will be made through small or major policy and program decisions and actions. These decisions and actions may not be evident in other forms of performance measurement, but are certainly driven by the OCP.

3. **Reporting on performance targets that appear in the OCP**

The OCP contains a few direct performance targets and may actually imply others. Those that are articulated directly include:

- a. **Intensification Targets:**
 - i. At least 30 per cent of new population is directed to existing urban areas.
 - ii. At least 10,000 new residents will be located in the City Centre.
- b. **New Neighbourhood Density Target:** Minimum gross population density of 50 persons per hectare in new neighbourhoods.
- c. **Urban Forest Target:** One tree per person in public spaces.
- d. **Office Development Target:** At least 80 per cent of total office floor area in the city, pertaining to medium and major office development, is located in the downtown/central city office area.
- e. **Plan Monitoring Targets:** Amendments to the OCP are identified and implemented between reviews to improve the plan or to renew and update it between reviews in response to changing circumstances, using the community priorities and plan goals as guidance.

As progress is made on the OCP and master plans are finalized, other implied performance targets may be identified for future monitoring.

Official Community Plan Results

Official Community Plan Progress on Targets

Progress on OCP targets is being tracked and reported in this Annual Report. In future years, trend information will also be provided.

a. Intensification Targets

The OCP recognizes that compact urban design serves a wide range of purposes from community safety, improved transit and cost savings. Thus, the OCP includes targets that would see the City of Regina become more densely populated.

i. *At least 30 per cent of new population is directed to existing urban areas:* In 2017, approximately five per cent of estimated population growth was accommodated through the intensification of established areas of the city. The City anticipates that the intensification rate will vary from year-to-year as has been the case in the past. In 2014, 2015 and 2016 the intensification rates were approximately 26 per cent, 12 per cent and 11 per cent, respectively. The cumulative intensification rate since the adoption of the OCP (2014-17) is approximately 14 per cent. The split between greenfield and infill growth is a measure the City will continue to monitor closely.

ii. *At least 10,000 new residents will be located in the City Centre:* Infill development and the residential intensification of the City Centre are regularly monitored. Analysis of building permit data indicates that, since the OCP was approved, approximately 84 additional residences have been added to the City Centre. This number is expected to increase in the later years of the OCP as plans for the Railyard Renewal Project and Taylor Field Neighbourhood are finalized and implemented.

b. New Neighbourhood Density Target

Minimum gross population density of 50 persons per hectare in new neighbourhoods.

Since the adoption of the OCP, secondary plans have been adopted for the Westerra, Southeast Regina and Coopertown neighbourhoods. There

are very limited inhabitants in new neighbourhoods (300,000) with housing construction starting within Westerra only; therefore, it is premature to track the population density of these future Regina neighbourhoods. The City will have a better sense of densities in new neighbourhoods once they are more built out and following future Statistics Canada data from the 2021 Census. The plans were, however, approved with land use strategies intended to exceed the 50 people per hectare threshold.

c. Urban Forest Target

One tree per person in public spaces.

Regina is proud of its urban forest — recognizing that every tree in the community has been planted. In 2017, Regina had 176,188 trees in public spaces, or 0.76 trees per person. This is a small decline from 2016, when we had 0.81 trees per person. While the number of trees increases every year, at the current time they are increasing at a rate slower than our population growth.

Year	Trees	Trees per Person
2016	173,720	0.81
2017	176,188	0.76

d. Office Development Target

At least 80 per cent of total office floor area in the city, pertaining to medium and major office development, is located in the Downtown/Central City office area.

The distribution of medium and major office space is reviewed annually. In 2016, 83 per cent of medium and major office space was located in the Downtown/Central City Office area. In 2017, a review was undertaken based on Fall 2016 information that resulted no changes to the OCP office development policies. While 2017 information was not ready in time for this report, office distribution is not estimated to have changed much in 2017 from 2016. Office policies will be reviewed as part of the 5-year review of the OCP in 2018.

e. **Plan Monitoring Targets**

Amendments to the plan are identified and implemented between reviews to improve the plan or to renew and update the plan in response to changing circumstances, using the community priorities and plan goals as guidance. The most recent amendments to the OCP were approved by the Provincial Government in early 2017 and are now in effect. The Province is also reviewing amendments to Part B (Secondary Plans) of the OCP for Coopertown and the Southeast Regina Neighbourhood Plans.

Activities and Decisions to Implement the Official Community Plan

The City of Regina took a number of actions and decisions that advanced the OCP in 2017.

Some of the key actions and decisions in response to the community priorities are presented below. A detailed listing of actions and decisions of 2017 is provided in *Appendix 1 – Activities and Decisions to Implement the OCP in 2017*. These are organized by the policy categories within the OCP.

A full listing of all decisions and actions taken to implement the OCP since its adoption can be found at DesignRegina.ca/OCPIImplementation.

Community Priorities

Develop complete neighbourhoods

Create safe and inclusive neighbourhoods that are easy to get around and that have a mix of housing choices, amenities and services. Community input will drive a proactive approach to city planning.

The City reviewed a comprehensive secondary plan for the northwest neighbourhood, Coopertown. The Coopertown Neighbourhood Plan provides an overarching policy framework for guiding future land-use, development and infrastructure servicing for the northwest growth area. Council adopted the plan in 2017, which is awaiting final approval by the Province. Council also adopted a concept plan for the Rosewood Park neighbourhood within Coopertown.

Community engagement was conducted for the Rosewood Park, Coopertown Neighbourhood and Chuka Creek Business Park concept plans.

The grand opening of m̄maw̄yatit̄an centre in the North Central Community was held in 2017. This centre acts as an activity centre for the community where programs and services are provided to create a more vibrant, inclusive and healthy community.

Embrace built heritage and invest in arts, culture, sport and recreation

Enhance quality of life, community identity and pride by supporting heritage preservation, arts, culture and four season sport and recreation activities that will foster community vibrancy and cohesiveness.

In conjunction with the opening of Mosaic Stadium, the grand re-opening of Confederation Park took place in 2017. The renewal of one of the oldest parks in Regina included the restoration of the historic Confederation Fountain along with the installation of public art features portraying the lost voices of Confederation and the importance of the park in the development of Regina.

The City initiated a review of the procedures for updating properties listed in Bylaw No. 8912 (commonly known as the Heritage Holding Bylaw) under the Heritage Conservation Program. The review is aimed at ensuring a Heritage Conservation Program that tells the complete story of Regina's history.

Work on the development of the Recreation Master Plan continued in 2017. The plan will assist Council in making strategic decisions regarding investments in recreation programs and facilities. The first round of community engagement was completed in 2017, with further engagement planned for 2018.

The City worked through the early stages of developing a policy to support major sport and cultural event attractions.

Support the availability of diverse housing options

Support a variety of housing choices to ensure people from all walks and stages of life are welcomed to live in Regina.

The Infill Housing Guidelines consultant's recommendations document was released to the public in October of 2017. Work is ongoing to determine how best to translate the recommended guidelines into enforceable regulations.

Minor amendments were made to the Housing Incentives Policy to ensure the program continues to meet funding targets while addressing the areas of greatest housing need including affordable rental projects and giving priority to developments of non-profit housing providers.

Create better, more active ways of getting around

Make it easier for people of all abilities to travel by investing in public transit in appropriate locations and planning for all active forms of transportation. This includes providing access routes so all people can more easily travel from home to work and to other destinations.

The Transportation Master Plan (TMP) was approved by Council in 2017. The TMP is a comprehensive and multi-modal transportation policy and planning document for all modes of transportation (walking, cycling, transit and vehicles), which encompasses the investment and operation of transportation infrastructure.

The City installed Saskatchewan’s first Transit Priority Signal on Arcola Avenue at Ring Road. The new signal and addition of a priority bus lane are designed to improve transit travel time to the downtown during peak hours.

The Parks & Open Space Department defined a priority sequence for clearing asphalt pathways after snowfalls during the winter months to ensure residents continue to have options for travel around Regina as well as the ability to continue recreational activities in the winter months.

Promote conservation, stewardship and environmental sustainability

Reduce the City’s environmental footprint, prioritize the conservation of land, water and energy, and embrace new operational measures, such as leading practices for waste management.

The City endorsed the declaration on the right for a healthy environment as part of the Blue Dot Movement in 2017. The City’s existing policy framework guides current and future actions to ensure Regina residents reside within a healthy environment.

The City increased public communication and education on proper waste disposal and recycling practices.

Work advanced on the remaining residential services approved in Waste Plan Regina, including a permanent solution for leaf and yard waste, organics and the future of the Big Blue Bin Program.

Phase 1 of the Wastewater Master Plan was completed. The plan will provide direction for capital investments in the wastewater collection system over the next 25 years and work towards meeting our provincial regulator’s commitments.

The upgrades to the Waste Water Treatment Plant were completed in 2017. The plant will improve the quality of water to downstream users through improved wastewater treatment.

Achieve long-term financial viability

Spend money wisely to ensure the City’s ability to manage its services and amenities both now and in the future. This includes considering the full costs of operating before committing to projects or services and to search out new ways to generate revenue to ensure the City has the financial resources to meet customers’ needs.

The Long Range Financial Plan and supporting model were put in place to better understand the long-term impact of financial decisions made today. This work will help manage resources over the long-term and provide more flexibility to meet growth-related infrastructure requirements while maintaining a low, manageable level of debt to support ongoing services and fiscal sustainability.

The review will ensure an alignment of the Reserve Policy and Bylaw, *Design Regina: The Official Community Plan*, Long Range Financial Model and Financial Policies Framework to ensure the long-term financial goals of the City are achieved. Ensuring healthy reserves is critical to meeting the City’s strategic goal of achieving long term financial viability.

Foster economic prosperity

Support a vibrant and diverse economy that provides opportunities for residents to prosper and Regina to flourish.

Work progressed on the Regina Revitalization Initiative Railyard Renewal Project, which included public engagement activities.

Work also progressed on the Regina Revitalization Initiative Taylor Field Neighbourhood, including the deconstruction and demolition of Mosaic Stadium at Taylor Field.

The development of employment lands was supported by Council approval of the Chuka Creek Business Park Concept Plan within the Southeast Neighbourhood Plan area.

An amended servicing agreement fee (SAF) for industrial development was approved by Council in November 2017 following policy research and analysis. The new rate for industrial development is one-third of the servicing agreement fee or development levy rate for other uses based on analysis demonstrating that industrial development puts a lower demand on City services compared to residential or commercial development.

Optimize regional cooperation

Work cooperatively with surrounding municipalities, agencies, levels of government and other stakeholders to determine and evaluate opportunities to collaborate, to plan for and potentially deliver services regionally.

Collaborative work continued with our regional partners through the White Butte Regional Planning

Committee (includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), the Moose Jaw Regina Industrial Corridor and the Rural Municipality (RM) of Sherwood Committee. Work plans have been developed with each group to establish work/projects for the year (e.g. Trans Canada Trail, Water Treatment partnership with the RM, Solid Waste, Utility Corridor).

Advanced projects with the RM of Sherwood: proposed a boundary alteration, RM Zoning Bylaw, a complementary agreement to avoid unfair competition and a civic addressing service to the RM.

The City reached a signature in principle on the operating agreements with the Global Transportation Hub Authority. As well, water connection and access agreements with Sakimay First Nation were finalized.

Stakeholders from the greater region participated in the feedback and development of the Recreation Master Plan. As well, residents in the surrounding region were encouraged to participate through online and telephone surveys as part of the community engagement process.

Regina Fire & Protective Services continues to work closely with surrounding municipalities to provide fire services, mutual aid and information sharing. The department received approval from the Community & Protective Services Committee to enter into a Fire Services Agreement with the RM of Edenwold in April 2017. The agreement aligns with the work plan of the White Butte Regional Planning Committee (WBRPC), which includes fostering and updating regional mutual aid agreements.

Strategic Plan Results

The City's strategic plan sets out to accomplish two objectives:

1. Advance the long-term achievement of the OCP
2. Address issues, risks and opportunities in the shorter term that will ultimately affect the City's capacity to achieve the OCP

Building the Foundation sunset in 2017 and a new strategic plan was developed. The following represents the highlights resulting from the entire strategic plan implementation.

Manage Growth

A number of guiding documents that establish the policy, which define how services are provided at the

City, have been reviewed to ensure they are aligned with the policies in the OCP. This work will continue over the next three years.

To date, the following policies have been reviewed:

- Service Agreement Fee and Development Levy Policy
- Housing Incentives Policy
- Neighbourhood Road Renewal Program
- Regina Fire & Protective Service Standards of Cover
- Tax Exemptions Review
- Reserve Policy
- Recreation Facility Plan
- Regina Fire Bylaw No. 2005-18

The City also established a Regional Planning Branch that has significantly improved relations with surrounding municipalities, allowing for improved coordination of growth plans.

Improve Financial Viability

The City is moving toward implementing full life-cycle asset management across all asset categories. As a result of this strategic plan, the organization has completed six first generation asset management plans.

Long Range Financial Model and Financial Policy Framework were also developed to ensure we have tools to manage the long term financial sustainability of the organization.

Finally, the City has implemented a new budgeting and financial system that will be able to present financial information in a “service-based view”. This will help us communicate to the public about the full, long term cost of delivering service and inform future discussions about the balance between affordability and service levels.

Engage and Develop Staff

The City of Regina is facing a risk to the delivery of service because of impending retirements that could potentially see the City lose up to one-third of its employees in the next six years.

In response to this issue, the City started work to improve the work environment and make it more

attractive to current and new employees. This includes:

- Each branch and department was required to identify activities to improve the engagement of their employees in the work place. Activities ranged from increasing the number of team meetings to the availability of professional development.
- There has been a city-wide emphasis on workplace safety that has reduced time-lost injuries by 47 per cent since 2011, with the biggest gains coming in 2014. Improvements were retained throughout 2015 and 2016. The City lost ground in 2017, but this effort will be carried on to the new strategic plan with expanded supports.
- The City, in partnership with the University of Regina, began delivering a city-specific program to support leaders so they have the skills to create a positive and productive work place. Since 2015, six groups of 24 individuals each participated in the training program.
- The City started delivery of the new Management Skills Series, an internal certificate program for both current and aspiring leaders in the organization. Tactical in nature, it provides learning modules to support leaders with practical knowledge, best practice information and city-specific process and tools in eight learning modules.

Engage Citizens

The City joined MBN Canada to improve its ability to report its effectiveness and efficiency to citizens. The benchmarking system allows the City to compare its performance, including the cost of its service delivery with other municipalities in Canada. By the end of 2018, it will fully report on all benchmarks relevant to its service offerings.

The City also focused on direct customer service and saw significant improvement in its responsiveness to customer requests.

Operational Performance Measurement

Performance Measurement

In 2014, the City made a decision to improve its capacity to measure and report on its operational performance. In 2015, the City identified a municipal benchmarking partnership that would allow us to compare our performance to that of other municipalities across a standard bundle of services. This information will assist residents in determining whether or not they are receiving good value for their tax dollar investments, both from the perspective of cost and service performance.

Through MBN Canada, formal reporting on our performance began in 2016 for the first 15 service areas. In 2017, reporting expanded to 24 services. Reporting on all 28 services that align with the MBN Canada framework will be achieved in 2018. However, MBN data demonstrates that the City is one of the most efficiently operating municipalities in the system (Figure 11).

Full results are available in *Appendix 2 – Municipal Benchmarking Network Canada 2017 Results*.

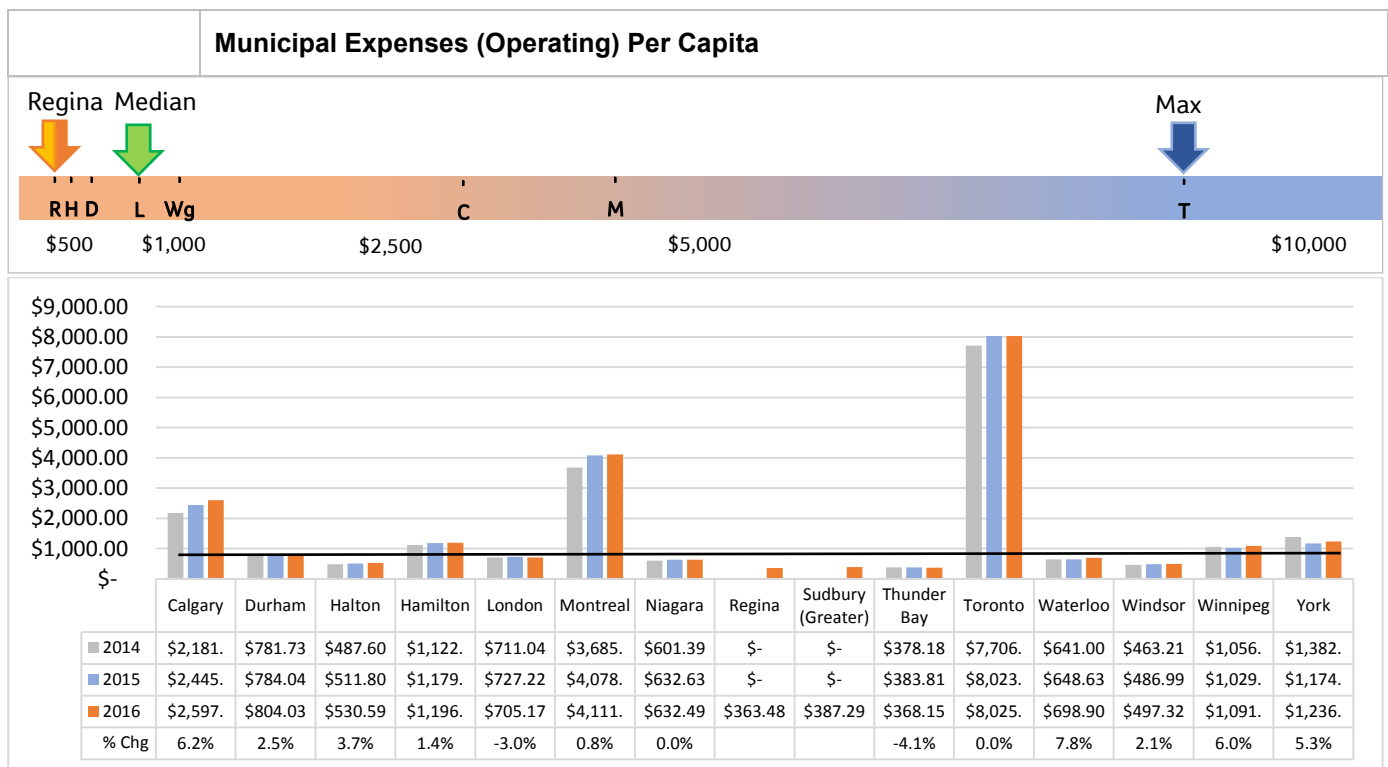


Figure 11: Municipal Expenses (Operating) per Capita; MBN Canada

Operational Highlights

Assessment and Taxation

- 2017 was a reassessment year, which means all property values in the City of Regina were updated. The 2017 reassessment included the delivery of customer service and communication

plans, as well as a slight increase in assessment appeals.

- The Assessment and Taxation self-service online portal was launched in 2017. The portal contains two streams for customers to interact with the City electronically. eServices was created for law firms and mortgage companies to submit and receive requests electronically and eProperty was

created to give property owners the ability to view records and update information pertaining to their property, such as TIPPS, school supports and mailing addresses.

Communications & Customer Service

- Completed Regina.ca redesign planning phase.
- Created public engagement tools and processes and an internal practitioner circle.
- Provided ongoing communication support for the City's major projects— Railyard Renewal, Mosaic Stadium construction and Waste Water Treatment Plant construction.
- Launched CityConnect, the City's new intranet.
- Initiated the development of a Business Continuity Plan for Service Regina to ensure that time critical business functions can continue with predetermined levels of interruption or change.

Community Services

- Work on the Recreation Master Plan, including the first round of community engagement, continued throughout 2017.
- Worked through the early stages of developing a policy to support major sport and cultural event attraction.
- Continue the implementation of a management plan for City Square Plaza to ensure a coordinated approach for City services and to better enable positive use of the space.
- Council approved a partnership with the Regina Downtown Business Improvement District to raise funds for and construct a welcome pavilion on City Square Plaza.
- The implementation of the City's Cultural Plan will continue.
- A new facility was constructed at Douglas Park to support Leibel Field users and continue a partnership with Regina Minor Football to improve the park as an activity centre.

Development Services

- Continued to advance Zone Forward, the comprehensive zoning bylaw review.
- The Planning and Building Software project, which started in 2016, continued to progress in 2017. Potential software vendors were evaluated and a vendor was selected. Additional activity in 2017 focused on requirements gathering and the start of implementation work.

- The department worked with provincial and industry leaders to implement the National Building Code of Canada, 2015, and review the municipal Building Bylaw. National Building Code of Canada, 2015 was adopted by the Province on January 2, 2018 and has been implemented by the City. The City's Building Bylaw will be amended in 2018.
- A review of a component of the Heritage Conservation Program on the evaluation criteria for properties on the Heritage Holding Bylaw was initiated.
- The Building Standards Branch continued to focus on process improvements in the review of building permit applications, including improved communication with industry and the general public to increase awareness of projects, important notices and process changes. Extensive updates have been made to the building pages on Regina.ca.
- In accordance with the OCP, work was initiated on reviewing planning and building fees to move towards full cost recovery.

Facilities Management Services

- In 2017, the first generation of a formal Facilities Asset Management Plan was developed following the City's new Asset Management Governance adoption policy framework.

Finance

- A new system for planning, budgeting and forecasting was built and tested in 2017. The new system will be rolled out to end users in 2018 and will provide management with access to timely and accurate data that will support improved information for decision-making.
- The Long Range Financial Plan and supporting model were implemented and used to understand the long-term impact of financial decisions made today. This work will help manage resources over the long-term and provide more flexibility to meet growth-related infrastructure requirements, while maintaining a low, manageable level of debt to support ongoing services and fiscal sustainability.
- For the first time, a mid-year performance report was delivered to Council to provide information on actual year-to-date costs versus planned

spending to support transparency and public reporting.

Fire & Protective Services

- In 2017, Regina Fire & Protective Services (RFPS) was awarded accredited status for a second five-year term. Regina is only the seventh Canadian fire department out of 3,500 to achieve international accreditation. Other Canadian accredited departments include Calgary, Edmonton, Red Deer, St. Albert, Ottawa and Guelph. Regina is the only fire department in Saskatchewan to achieve and maintain fire accreditation. As of August 2017, only 239 out of 33,500 departments in North America have been awarded accredited agency status.
- The department brought the Regina Smoking Bylaw into effect in July 2017.
- Fire Headquarters renovations were completed in 2017. Headquarters (HQ) staff moved back into the building from their temporary office spaces and Bylaw Enforcement staff vacated City Hall and are now permanently located in HQ.
- A revised Standards of Cover (SOC) document was brought into effect in 2017 by the department. The SOC documents how RFPS determines the appropriate level of service given Regina's unique characteristics and risks, how it plans and delivers services to respond to those considerations and how successful it has been in achieving its defined performance objectives.

Fleet Management Services

- Collaborative work with other departments resulted in successful completion of projects related to Federal and Provincial infrastructure funding programs.
- Completion of a life cycle review for the Civic and the Transit Fleet resulted in cost savings for the City due to the lengthening of the life cycles of the fleet.

Human Resources

- The Work Ready project was successfully launched in June 2017. Work Ready is designed to minimize and eliminate workplace injuries. The program focuses on identifying the high-risk processes and tasks that cause our workplace injuries. Safe processes, tools and training will be implemented in our high-risk areas and it is

anticipated that all workplace injuries can be reduced by 20 per cent over the next several years.

- The City of Regina Corporate Mental Health Strategy (CMHS) was approved by the Executive Leadership Team in April and officially implemented during Mental Health Week on May 1, 2017.
- A new Supervisor Training Program was successfully piloted in 2017. The program is intended to provide City employees with the skills necessary for effective supervisory practices in a municipal environment. The program is currently being revised based on input from the pilot participants.
- Working in collaboration with a corporate diversity and inclusion committee, a new Diversity and Inclusion Program was developed in 2017. The program will be launched in 2018.

Information Technology Services

- Many of IT Services' initiatives involved supporting other parts of the organization in the implementation of IT solutions within the departments.
 - The Communications & Customer Experience Department updated the City's internal website and work continues on the external website redesign.
 - The Finance Department implemented an integrated planning and budgeting tool.
 - The Planning and Development Services departments are implementing an integrated solution for development and building permits, which will also streamline processes.

Land & Real Estate Management

- Established a new department in 2017.
- The department managed 56 leases/licenses on City owned property and the sale of 332 residential lots in 2017.
- Approximately 10.75 million sq. m. of land was leased or licensed.
- \$11 million in revenue was generated in 2017.
- Purchased the STC building and land for the Regina Police Service.

- Progressed work on the Regina Revitalization Initiative Railyard Renewal Project and Taylor Field Neighbourhood, including public engagement activities and the deconstruction and demolition of Mosaic Stadium at Taylor Field.

Office of the City Clerk

- A significant amount of time and resources was directed towards the new Council orientation and their roles on committees and boards.
- City of Regina Archives spent the summer of 2017 gathering stories that reflect the history of Regina and Canada through memories and knowledge shared by Regina's Indigenous community. Stories will be shared online through the City's virtual archives.
- The Protocol of Recognition, Partnership and Respect Between the City and File Hills Qu'Appelle Tribal Council was completed, serving as a partnership with the intent to strengthen relationships, improve lives, promote better understanding of cultures and cooperation on mutual issues of concern are integral to the overall wellbeing of the city, community and province.
- The City and the Federation of Sovereign Indigenous Nations (FSIN) completed a Memorandum of Understanding (MOU) on the Elimination of Racism throughout our Ancestral Lands/Province. The protocol recognizes that all Canadians, levels of government and community stakeholders have a responsibility and role to play in the reconciliation process. As such, it is integral to the health and wellbeing of the community, province, nation and society, in general, that the City, as an organization, participate in advancing the process of Canadian reconciliation.

Parks & Open Space

- Inventoried 30,000 trees using GIS technology as part of a long-term goal of having a complete asset register of the urban forest that can be used to formulate changes to the Regina Urban Forest Management Strategy.
- Parks & Open Space maintenance service levels were reviewed to address new open space maintenance requirements as a result of growth, redevelopment and the financial impacts of the 2017 provincial budget.

- Replaced irrigation infrastructure to address deteriorating assets at the end of their life cycle.

Planning

- In 2017, the department successfully obtained an agreement in principle with the Global Transportation Hub (GTH) for capital contributions and ongoing operating services, which were later endorsed by Council. The terms of the agreement will be drafted into a final contract that will be signed by both parties in 2018.
- Council approved concept plans for the Chuka Creek Business Park as well as the Towns and Coopertown Neighbourhood Plans. The approval of these concept plans advances the residential and employment objectives of the OCP and provides opportunities for expanding the City's population to 300,000 and beyond.
- Council approved an amendment to servicing agreement fees (SAF) for industrial lands.
- The department started the review of the Intensification Levy Policy in continuation of the City's SAF and Development Levy (DL) Policy review and an Underutilized Land Study, which will be used to establish a strategy to encourage development of underutilized land.

Roadways & Transportation

- Over \$296,000 in revenue was generated at the Snow Storage Site.
- Completed a successful trial of liquid salt, which is anticipated to result in safer roads, better winter driving conditions and a reduced amount of sand and salt usage.
- The Restorative Seals project was piloted to extend asphalt, concrete and paving life cycle. This was done as a result of research and evaluation of options for preventative maintenance. In total, 260,000 m² of City roads were treated.
- The asset management plans for the Asphalt Plant and Roadway Infrastructure were completed in 2017.
- Standard construction specification was reviewed and updated and necessary changes to improve roadway performance were identified.
- The third year of the Residential Road Renewal Program saw the completion of 67 projects covering 18.7 km of roadways. As well, 25

projects covering 15.5 km were completed through the Street Infrastructure Renewal Program.

- Four bridge replacements (Ring Road over Victoria Avenue Overpass, Wascana Parkway over Ring Road Overpass and two pedestrian bridges over the South Storm Channel) were completed. The bridge work on Ring Road over Victoria Avenue Overpass was completed ahead of schedule.
- Saskatchewan's first Rapid Rectangular Flashing Beacons were installed at three crosswalk locations to improve and enhance safety for pedestrians at un-signalized intersections and mid-block pedestrian crossings.
- Saskatchewan's first Transit Priority Signal was installed on Arcola Avenue at the Ring Road

Solid Waste

- A framework was developed to manage unwanted substances entering our wastewater and landfill.
- Implement the recommendations brought forward through the Airspace Efficiency Audit, a report outlining best practices for the City's landfill, improving operations and user experience, increasing landfill life and enhancing environmental protection at the landfill.
- Reviewed landfill and recycling fees to meet the financial policies outlined in the OCP.
- Advanced work on the development of sustainable waste management programs, including a permanent solution for leaf and yard waste and organics.
- Opened the Landfill Gas to Energy Facility, which collects methane gas produced from the decomposition of organic waste and uses it to fuel an engine to generate electricity.

Strategy & Asset Management

- Reported on 24 services as part of the national municipal benchmarking organization, MBN Canada.
- Led the development of the 2018-2021 Strategic Plan: *Making Choices Today to Secure Tomorrow* along with the Corporate Balanced Scorecard to support its implementation.

- Created the City's first version Service Inventory for use in Service-Based Budget view and Levels of Service projects.
- Created an Asset Management Roadmap along with four Asset Management Plans.

Transit

- Council approved funding of \$17.2 million for Transit Capital projects. This funding was made possible through the Public Transit Infrastructure Fund (PTIF), which is shared funding with the federal and provincial governments. Projects worked on in 2017 include:
 - purchase additional buses for a new express route on Arcola Avenue and the overall spare fleet
 - purchase additional buses for the overall spare fleet of both conventional and paratransit fleet
 - purchase 17 replacement 40 foot buses
 - purchase nine replacement paratransit buses
 - update conventional bus stops with new concrete pads and accessibility enhancements
 - purchase more modern bus shelters
 - purchase and implement new dispatch software for the conventional operations
- Paratransit continues to provide additional service and utilize taxis to reduce the amount of unaccommodated trips. In 2017, Paratransit was able to reduce its unaccommodated trip rate to approximately 0.24 per cent of all trips requested.
- Increase in Ridership by three per cent to a total of 6.6 million rides.
- Charter Service increased dramatically for 10 Saskatchewan Roughrider games and two Music Concerts at Mosaic Stadium. The average for each event was 6,620 transit customers with an overall total of 79,444 rides.

Water Works

- Phase 1 of the Wastewater Master Plan was completed. The plan will provide direction for capital investments in the wastewater collection system over the next 25 years and work towards meeting our provincial regulators commitments.
- A third forcemain was constructed from the McCarthy Boulevard Pumping Station to the Waste Water Treatment Plant. The additional

forcemain will allow the City to pump more wastewater during major rainfall events and reduce the risk of wastewater overflows and sewer backups.

- The technical analysis and report for the Water Master Plan was completed. The plan will provide direction for capital investments in the water system over the next 25 years.
- Construction was completed on a new Ultra Violet Facility at the Buffalo Pound Water Treatment Plant, which improves the overall water treatment process.
- The City repaired a record number of watermain breaks, which was directly attributed to extreme dry weather causing ground shifting.

- The City proactively rehabilitates and replaces both water and wastewater mains as part of our renewal program. In 2017, over 25 km of wastewater mains were relined and approximately five kilometers of water mains were relined and replaced.
- The upgrades to the Waste Water Treatment Plant achieved final completion.
- Ongoing drainage upgrades were advanced along 5th Avenue North and 12th Avenue, which will reduce the risk of flooding and assist in reducing the rainwater out of the wastewater system.

Service Partners

The City works with a number of related organizations whose financial results are consolidated with those of City operations for the purposes of financial reporting. Most of these service partners also publish their own performance results annually. Some highlights from each service partner follow.

Regina Police Service

The Regina Police Service takes a lead role in providing public safety in the city of Regina. Recognition of this role is embodied in the Service's vision statement of "Working together to keep Regina safe."

2017 Highlights

The Strategic Plan 2015-2018 is based on four strategic themes: service; communication; our people; and improvements. Below are highlights from 2017 under each of these strategic themes.

Service

- Regina launched its Community Hub on January 1, 2018. The Hub is a coordinated approach, involving police and other stakeholders in community well-being, both identifying individuals and/or families experiencing acutely elevated risk factors and providing immediate and integrated responses to address these risks.
- All front-line officers in the Community Services Division received training regarding proper response and investigations regarding intimate partner violence. In addition, a new domestic conflict policy was created.
- A Gun Amnesty Program was piloted in February, during which police would pick up unwanted firearms and grant amnesty for certain *Criminal Code* offences related to firearm possession. There were 157 guns taken in through this very successful pilot.

Communication

- Reconciliation training was developed in 2017 to be delivered to all sworn and civilian staff in 2018.

- The Regina Police Service hosted two luncheons for family members of missing and murdered Indigenous women and girls. The purpose of these luncheons was to give family members an opportunity to speak openly about their experiences, foster the development of mutual trust and understanding, and to support the healing process.
- The Department of Justice Studies at the University of Regina once again conducted a bi-annual community perceptions telephone survey. Respondents provided their input on crime, policing and feelings of safety. The full results of the survey are available on the Regina Police Service website.
- Police services in Saskatchewan became accountable to the *Local Authority Freedom of Information and Protection of Privacy Act* (LA FOIP) beginning January 1, 2018. A great deal of preparation was required to get ready for this change, including training, developing policies and processes, and creating positions to accommodate the increased workload related to LA FOIP requests.

Our People

- The 125th anniversary for the Regina Police Service was July 19. Celebrations included an internal logo design contest, a lunch BBQ for the community on the anniversary date and an October gala that raised funds for United Way Regina.
- A voluntary self-identification survey was conducted among staff to determine our progress in reaching our employee equity goals.
- A strategy and new policy regarding fentanyl has been implemented. Training on Narcan has also been added to annual CPR training.

Improvements

- Automated reports that utilize our data to measure the activities and workload of patrol members have been developed. These reports

reflect the volume and types of calls for service, measure our ability to meet our call response standards, inform our deployment strategies and determine if patrol officers are able to meet reactive and proactive objectives.

- A comprehensive operational review of both the Community Services Division and Criminal Investigation Division was conducted. The recommendations from this review will help inform budgetary and strategic decisions in the coming years.
- The Regina Police Service now has a fully supported audio recording system for both radio and telephone.
- This was the second in a three-year process to train and equip 50 per cent of patrol members with carbine rifles. Carbine rifles are more effective than shotguns in a critical situation (e.g. an active shooter).

Buffalo Pound Water Treatment Corporation

The Buffalo Pound Water Treatment Corporation had a very successful year for operations in 2017. The Buffalo Pound Water Treatment Plant treated a record volume of water in 2017 breaking the previous record set in 2001, a serious drought year, while continuing to meet regulatory requirements and criteria for the production of safe drinking water.

The issues with poor raw water quality, which have impacted operations in recent years, improved due to increased water flows from Lake Diefenbaker and releases from Buffalo Pound Lake. The improvement in the raw water quality resulted in a reduction in chemical costs.

With the reorganization in late 2016, a Maintenance & Engineering Manager was recruited in mid-2017, which completes the staffing for the three divisions; Water Lab & Research, Operations & Safety and Maintenance & Engineering. The Collective Bargaining Agreement with Unifor 595 was successfully negotiated for 2017-2019.

The Corporation was able to complete the following significant projects: Procurement and reserve policies; transfer of assets from the Cities to the new legal corporation; adoption of initial Bylaws; risk registry audit and review; strategic plan and the creation of the Capital Projects Committee.

The safety management system continued to be developed and implemented throughout the organization in 2017. The system went through a third party gap analysis in the fall and will be audit ready for the spring of 2018 to achieve a Certificate of Recognition through the Safety Association of Saskatchewan Manufacturers.

A major research study was commenced that examines alternative processes for dealing with the organic matter present in our lake water. This will enable us to reduce the production of unwanted by-products without compromising the efficiency of disinfection.

Continuous Improvement is one of the core of values of the Corporation. We are implementing a new Computerized Management Maintenance System to further strengthen our maintenance practices and collect high quality maintenance data. The system will enable us to execute the maintenance business processes in consistent manner and will help us make better operational and capital decisions and reduce corporation risks.

The Ultraviolet Treatment System was completed and commissioned this past year. It provides another barrier of protection with increased disinfection while allowing us to reduce the amount of chlorine added.

The Electrical Capital Upgrade Project was accelerated for the Main Plant and Lake Pump Station Substations and Transmission Line, which will renew the end of life assets, modernize and increase the efficiency of the raw water pumping capabilities and will include backup generators to increase the Plant's reliability. Construction will commence in early 2018. In order to accelerate this work, the Corporation obtained its first loan of \$45 million.

The Plant Renewal Business Case and Implementation Strategy were completed and approved by the Board of Directors, which set the long term plan for the

Plant's Renewal. This project is currently estimated to cost between \$127 and \$224 million, if completed by 2023.

The Corporation received \$4.6 million for capital work in 2017 from water sales and interest earned. All projects completed or underway totalled \$2.5 million during the year. Project work totaling \$3.8 million was carried forward to 2018 to complete projects initiated in 2017. Due to record water sales, revenues were \$11.82 million and expenses were \$10 million resulting in a surplus of approximately \$2 million at year end.

The Buffalo Pound Water Treatment Corporation thanks Derrick Bellows, past Board Chair, and Chuck McDonald, the outgoing Board Chair, for their leadership during the significant transition of the past few years and their mentorship of the Corporation's senior staff. Thanks are also due to the Buffalo Pound Water Management team and staff for their collective hard work and dedication to ensure that the Corporation met its regulatory requirements, mandate and objectives during the course of the year. Finally, the Corporation also recognizes the Board of Directors for their continued insight and input to ensure it is able to meet its mandate and mission.

Economic Development Regina

Economic Development Regina (EDR) continues to pursue the City's growth plan to a population of 300,000 by 2040 and the tens of thousands of new jobs that it will require.

For several years EDR set goals to leverage greater private sector revenue flows as we build upon the base of consistent foundational funding from the City of Regina. In 2017, we took a great leap forward in this by launching our Investment Partnership Program, which provides an opportunity for companies and organizations to invest directly in the work of EDR. Though the initiative only began in Q3, it has produced new partnerships with ten groups to date, resulting in new revenues of \$250,000 per year, for three years, or a total of \$750,000. This total is expected to rise to over \$1 million as more partnerships are signed. The Investment Partnership Initiative is a clear indication of confidence in the

direction and performance of EDR from the local business community.

While our smart growth sector strategy follows a long-term path, it allows us to be nimble when new strategic opportunities present themselves. Such was the case for our Agri-value Strategy this year, as we seized a once-in-a-generation chance to change the nature of building value in agricultural products, through the Government of Canada's Supercluster Initiative.

As a result of extraordinary collaboration and co-operation, we helped facilitate the creation of Protein Industries Canada (PIC), which raised over \$300 million in private investment and secured over \$153 million in Federal Government funding. The proposal and strategy when realized, will result in transformative private sector projects in the Greater Regina Area (GRA). PIC and its associated projects have the potential to turn Regina and Saskatchewan into the global headquarters for value added plant protein production and to feed the world sustainably.

After nearly two years of research and stakeholder consultation, 2017 saw the first stage launch of the Regina Advantage, a program to articulate and project a strong, competitive identity for the GRA. This aggressive campaign will articulate our community's best assets, foster pride of place within the community and raise the profile of our key economic sectors. It began with the launch of our new website and the first phase of a multi-year marketing and communication campaign to assist local companies in attracting employees and new investment as they grow.

These examples illustrate the importance of thinking big, planning long term and realizing the fruits of collective labor over an extended horizon. The continuation of these initiatives is an important component of EDR's 2018 strategic priorities, along with new developments including the execution of the Entrepreneurship Strategy, co-created with stakeholders, to build a strong entrepreneurial culture in the GRA.

The Regina Exhibition Association Limited (Evraz Place)

Evraz Place is a community gathering spot where we bring people together through outstanding facilities, great hospitality and excellent service. As the hub of sports, entertainment and business events in Regina, Evraz Place is the centre of our community and the place where everything happens. We are providers of memorable experiences and each visit to the Evraz Place property is a new opportunity for our team to create special moments and memories for our guests. Our mission to enrich quality of life in our community is fulfilled through the significant community, social and economic impact we provide year-round.

The Regina Exhibition Association Limited (REAL) is an arms-length not-for-profit corporation owned by the City of Regina and governed by an independent Board of Directors appointed by City Council. Profits are reinvested in the business and the assets of Evraz Place.

2017 highlights:

- Revenues increased from \$12 million to \$47.7 million in the past 15 years.
- Reported a net loss of \$1 million. Cost management has been an ongoing effort year over year and will continue in 2018 to counter some softening of the core events and the entertainment business in the past year.
- Hosted more than 700 events and welcomed approximately 3.5 million visitors, generating \$212 million in provincial GDP and \$151 million in city of Regina GDP.
- The International Trade Centre opened in November 2017, which joins all remaining buildings on the Evraz Place 100-acre property (with the exception of Mosaic Stadium). It makes Evraz Place one of the largest interconnected event complexes of its kind in North America.
- Hosted three signature annual events, including the 40th edition of Canada's Farm Progress Show, Queen City Ex and Canadian Western Agribition.
- Held several trade and consumer events, including indoor car, RV and boat dealers, the Majestic Car Show, Fan Expo Regina and a

number of consumer product shows and craft sales.

- Hosted a range of concert and entertainment events, including Jeff Dunham, I Love the '90s Tour, Miranda Lambert, Thomas Rhett, WWE, Bryan Adams, Johnny Reid, Our Lady Peace, Billy Talent, Thomas Rhett, Joe Bonamassa and Guns N' Roses.
- Mosaic Stadium hosted community events throughout 2017 including:
 - Regina High School Association football games
 - Saskatchewan Roughrider games
 - Corporate Christmas parties
 - Regina Soccer Association games
 - Adult flag football games
 - University of Regina Rams games
 - Regina Thunder games
 - Weddings, corporate receptions, luncheons and galas
 - Regina Rocks Mosaic Stadium concert
 - Soccer Day in Saskatchewan
 - Guns N' Roses concert
- Hosted weekly tournaments in The Co-operators Centre and EventPlex.
- Hosted several exciting sporting events including the inaugural CFL Week, Soccer Day in Saskatchewan, Pinty's Grand Slam of Curling and Skate Canada International.
- The Sport and Recreation business continues to thrive, with continued growth through scheduling efficiencies and the high participation of hockey and soccer stakeholders in Regina.
 - Regina Soccer Association: 3,500 participants
 - Hockey Regina: more than 2,500 participants
 - CCHL Adult Hockey League: 2,000 participants
 - CCHL 3 on 3 Youth Hockey League: 1,200 participants

Regina Downtown

The Regina Downtown Business Improvement District (RDBID) provides a range of business and community services to promote and enhance downtown's unique assets, to improve conditions for businesses operating in the district and to improve the quality of life for those who shop, work, live and play downtown.

Previously, the downtown encompassed the 41 block area between Osler Street, Angus Street, Victoria Avenue, and Saskatchewan Drive. In March 2016, City Council approved the boundary expansion of the business improvement district south to 13th Avenue, along Broad Street between Victoria Avenue and College Drive, and east to Halifax Street from Saskatchewan Drive to 13th Avenue. This area encompasses 125 commercial properties.



Figure 12: Regina's Downtown

Regina Downtown's services supplement those provided by the City of Regina.

Our 2016-2018 strategic plan, *Imagine Downtown – The Continuing Evolution of Regina's Downtown* was launched in March, 2016. In order to achieve our vision of downtown being a place where people want to be and businesses want to invest, we created four key pillars to help realize our objectives and outcomes—membership engagement services, place-making, investment growth/transformational projects and downtown advocacy.

Through our Imagine Downtown engagement process, we found that Regina downtown continues to grow, bolstered by an ever-growing, diverse landscape of unique restaurants and pubs, niche retailers, and marquis events and festivals. More than ever, there are more places to go and more things to see and do.

- In 2017, 18 new businesses opened in downtown Regina. These new businesses included restaurants, coffee shops, professional services, retail and boutiques.
- Twelve restaurants have opened patios throughout downtown, adding to our vibrancy.
- City Square Plaza is home to twelve food trucks, which serve a wide variety of menus throughout the summer months.
- Compared to 2016, our annual 2017 pedestrian count in downtown pedestrian/bicycle traffic remained steady.
- The *Info on the Go* team is Regina Downtown's visitor service team during the summer. They provide support at most downtown events and programs and assist with membership engagement. In 2017, they had a very similar reach to 2016, which was over 12,500 public interactions.
- Attendance at six outdoor Cinema Under the Stars movie nights reached more than 8,500 people.
- Over 5,900 people visited the ice rink and warming hut at Victoria Park during our 2016-2017 season. This was a 500 per cent increase from 2015-2016.
- Fourteen downtown restaurants participated in the third annual 'Regina Restaurant Week'—our most successful and attended event to date that celebrates our culinary offerings by having businesses provide a fixed price three-course meal.
- Downtown Regina played host to hundreds as we collectively celebrated Canada's 150th birthday. Offering everything from live music and games to family friendly activities and even a chef cooking competition.
- We partnered with Regina born business AnyCard to offer our members the opportunity to sell Regina Downtown e-Gift Cards. Over 30 businesses are currently on board with this program, which continues to be promoted online and through various contesting.
- Working closely with us and others, Economic Development Regina prepared an economic impact report for downtown. Through their Strategic & Competitive Intelligence office, they compiled the research that supports the advantages of living, working, playing and investing in Regina's downtown core.

Downtown Regina is also the heart of arts, culture and heritage for the community. Many of our projects and

initiatives embraced Regina's collective cultural values.

- Doors Open Regina— A one day tour on August 19, 2017, offered visitors a behind the scenes look at nine of downtown Regina's most prominent and popular locations. In partnership with the Regina Civic Museum and Heritage Regina, it received extensive media attention and a positive response from the public.
- Onlookers and art enthusiasts enjoyed the fifth annual Pop Up Downtown that ran throughout the summer of 2017. A public art installation, partnership with the Dunlop Art Gallery and Creative City Centre, featured seven original artworks found throughout the downtown core and brought an increased sense of liveliness and were further promoted through audio and walking tours.
- The Downtown Regina Cultural Trailway, a partnership with Heritage Regina, received a 2017 Municipal Heritage award and Lieutenant Governor of Saskatchewan Heritage award for Education, Heritage Events and Publications.

Ensuring downtown Regina is clean and safe is one of our most important mandates. To support our efforts, RDBID employs the Clean Team. The Clean Team performs maintenance and cleaning tasks, including sweeping sidewalks, collecting rubbish, removing litter from public amenities, reporting streetlight outages, as well as removing and reporting graffiti as needed. RDBID also works closely with the Regina Police Service and other community service providers to ensure the safety of everyone who comes downtown.

- In 2017, 780 bags of litter and garbage were collected in the downtown, an increase of 20 per cent from 2016. This is over and above the garbage deposited in City of Regina waste bins.
- Our Clean Team removed 548 graffiti tags from downtown properties and street furniture, a decrease of 29 per cent from 2016.
- Our Clean Team walked 4,327 km in total. That's the distance to Yellowknife, NWT, and back!
- Thanks to an in kind sponsorship with South Country Equipment, we obtained a John Deere Gator that helped transport items and made the task of moving, loading and hauling large obstacles much easier.

- The Regina Police Service has a dedicated group of officers who make up the Downtown Beat team. Two officers are assigned to each of the four shifts that are dedicated to patrolling the downtown area of Regina. Quite often, you will see these officers out walking or riding bikes downtown. In 2017, the Beat officers spent more than 3,700 hours patrolling downtown on foot and over 750 hours on their bikes. Much of what the Beat officers do is proactive policing. They are interacting with the public and business owners downtown in addition to responding to calls for service. Beat officers had over 1,400 contacts with downtown business owners and employees in 2017. You will often see the Beat officers at downtown events ensuring that everyone is enjoying downtown responsibly. They attended over 100 downtown events in 2017.

Warehouse District

Regina's Warehouse Business Improvement District (RWBID) was established in 2003 to promote and enhance the District's unique warehouse area and historical assets, enhance business conditions and improve the quality of life for those that live, work and utilize the area. The Warehouse District services 80 blocks of Regina, within the boundaries of Albert Street to Winnipeg Street and 4th Avenue to the CPR tracks. The Warehouse District is home to both modern and historic Chicago-style buildings, built in the early 1900s.

In 2017, the Warehouse District welcomed a new full time Executive Director and Marketing Coordinator.

Highlights of 2017 in the Warehouse District include:

- Launched the first of three audio walking tours utilizing the izi.mobile walking tour application.
- Work began with our business assessment survey, helping RWBID understand the perspective of the current members in our district.
- Participated in discussions on the City of Regina Railyard Renewal Project.
- Participated in the City of Regina Underutilized Land Study.
- Continued our partnership with the North Central Family Centre Clean-Up Crew in the district from

May through October. The crew was made up of four individuals who also helped support events like the Warehouse Tailgate Party.

- Annual Jane's Walk on May 9 saw 50 individuals attend an informative talk and walk around the Warehouse District led by Robin Adeney.
- Held the first annual Warehouse Tailgate Party, in partnership with the Centennial Shopping Centre, where we gathered to celebrate an away game for our hometown team.
- With the hire of a full time Marketing Coordinator in October, RWBID was able to grow their social media following by approximately 1,000 in two months.
- Held a December Facebook promotion to encourage people to visit the district and increase online engagement with a five day holiday giveaway contest. Local retailers provided prizes, RWBID organized the online campaign and people from across the city participated in the promotion.
- To add additional light in a traditionally dark time for the district, Warehouse initiated the first annual Holiday Light partnership. Get Lit in the District was a way to encourage local businesses to explore different ways to provide interest and light during the holiday season.

Regina Public Library

Regina Public Library (RPL) is an urban library system comprising nine locations: eight branches and a Central Library that includes a Central Children's Library.

RPL offers community gathering places where the joy of reading, discovery and lifelong learning is respected and encouraged.

Through its collections, programs and services, RPL promotes and supports cultural, economic, educational and recreational development in the city.

Corporate strategy

In 2016, the RPL Board of Directors adopted a new vision, mission and values for the Library that articulate our strategic direction. In early 2017, the RPL Board of Directors introduced the library's new strategic plan. The plan outlines a high-level set of

strategic imperatives necessary for the organization to meet its mission and continue to strive toward its vision. It provides direction for the organization's priorities, envisions a desired future and defines actions required to achieve that future.

To achieve the objectives of its strategic plan, Regina Public Library has introduced a framework through which success is measured in seven key outcomes.

Outcome: Community

Libraries are open to everyone. Library staff understand the community's needs and are trusted to provide reliable guidance and support on a wide range of issues. Libraries bring people together in welcoming community hubs, which host local events and provide a shared sense of place for their users—ever more important in an increasingly digital age.

Highlights

- In 2017, RPL had 1.68 million visits to its branches. This number is up 10 per cent since 2013.
- RPL moved its Albert Branch to the new māmawēyatitān centre in July 2017. Since its move, 2017 third-quarter numbers indicate a 23 per cent increase in circulation of materials, an 87 per cent increase in visits and a 64 per cent increase in provision of library cards.
- In 2017, RPL introduced changes to ensure programs are offered to more appropriately fit the lives of Reginans by increasing drop-in programming, after-school programming and volunteer-based programs, as well as increasing our flexibility to add sessions to sold out programs whenever possible.

Outcome: Culture

Cultural and creative opportunities enrich lives. Each are important in developing local quality of life, sense of place and individual well-being. Each also supports social cohesion, builds skills and reduces social isolation by encouraging participation in shared activities. RPL and the community celebrate the library as an integrated cultural institution.

Highlights

- Dunlop exhibitions continue to be an attraction at both the Central Library and Sherwood Village Branch. In 2017, the Central Library gallery

hosted 22,088 visitors, while the Sherwood Village gallery welcomed 11,657 visitors.

- Like commercial and arthouse theatres across North America, patronage at RPL Film Theatre has continued to decline. RPL film theatre attendance dropped 50 per cent from 2012 to 2013. This decline in customers is a concern to RPL—we are undertaking research on a number of fronts to determine what we can learn to turn this decline around.

Outcome: Digital

Public libraries provide a trusted network of accessible locations with free Wi-Fi, computers, scanning, printing and new opportunities through technology such as 3D printing, laptop lending and the up-and-coming digital media lab. As the world becomes more digital, access to technology and the ability to operate confidently and safely online are increasingly important.

Highlights

- Laptop lending was added as a service to help address the increasing demand for library computers.
- RPL launched a new website in April with the intent to improve the online customer experience. Key findings to date indicate the new site is attracting more visitors who are staying longer and exploring more content.
- In just two years, RPL has increased the number of work stations by 33 per cent and now has 202 public-access stations across the system.
- Free Wi-Fi at the library also continues to be a popular offering and use continues to climb.
- The popularity of streaming content continues to increase among customers. RPL has over 470,000 songs in its streaming music collection and over 30,000 streaming television programs and movies. Streaming content is available to customers through two online libraries: Naxos and hoopla.

Outcome: Learning

RPL provides safe and accessible spaces in which people can study, work and connect with each other and the world. This outcome also considers the wealth of resources we offer to support self-directed learning, both in physical and digital formats.

Highlights

- A key priority for the library, the 2017 *Level Up!* program was an expanded approach to the typical summer reading program for elementary school students.
- In 2016, RPL offered 3,000 programs to over 63,000 pre-school children and their caregivers.
- TEDx is a program of local, self-organized events that bring people together to share a TED-like experience. In spring 2017, RPL served as host for a TEDx event in Regina. Five local speakers presented ideas and unique perspectives to a live, sold-out audience as well as to the entire online TED world.
- Through its adult Literacy Unit, RPL provides free literacy assistance for anyone who would like to improve their reading, writing or speaking skills. The program matches volunteer tutors one on one with learners.

Outcome: Prosperity

The prosperity of individuals and the city is crucial for residents' well-being and quality of life. Financial literacy is key to the prosperity of individuals and libraries have an important role to play in this area. Libraries also support businesses to start up and grow by working to signpost businesses to sources of support and advice. Libraries can also help attract businesses into an area and keep them there, by contributing to 'placemaking' and overall quality of life.

Highlights

- RPL has been creating tangible, positive impacts on the local business community to contribute to overall community prosperity. In 2016, RPL hired a business analyst to deliver business programs in three key areas: small business/entrepreneurship, financial literacy and career and employment support. In 2017, RPL offered 80 business programs and attracted 1,210 attendees. Program topics included *Starting a Business*; *Getting Money: What Lenders and Investors Want*; *Small Business Fair*; *Entrepreneur Stories for Students*; and *Financing Your Start Up*.

Outcome: Reading

Reading and literacy are two of the most fundamental skills in life. Libraries provide free access to reading materials for everyone regardless of age, ability,

wealth, education, etc. Libraries also extend the range of reading material available through online and digital offerings. This access makes libraries a catalyst for improved reading and literacy skills.

Highlights

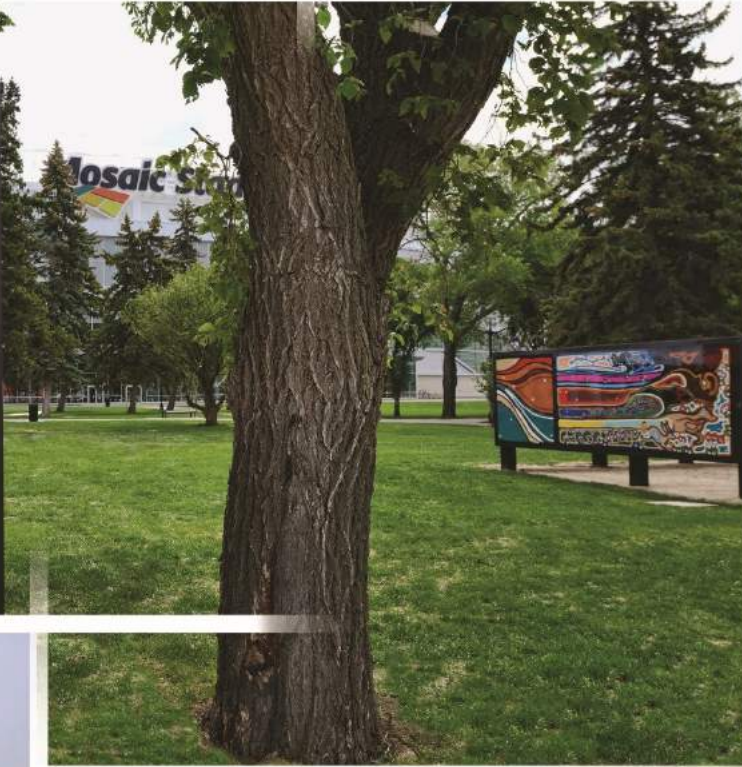
- RPL offers both print and digital reading material. From encyclopedias to graphic novels, westerns, romances and everything in between, RPL offers a range of options when it comes to reading. The people of Regina continue to appreciate physical, hard-copy books, though the popularity of digital books — eBooks and eAudiobooks — continues to increase.
- In 2017, RPL staff began curating our own, Regina-specific lists including reading lists of materials popular at RPL, titles that will soon be available to our customers, works by authors honoured through the Saskatchewan Book Awards and more.
- RPL has had a steady customer base for its Book Club in a Bag service, which provides clubs with multiple copies of one title, book reviews, author biographies and discussion questions.

Outcome: Well-being

Libraries offer a wide range of health information, both online and through quality-assured reading lists dealing with the more common health conditions, as well as through programming devoted to individual well-being. In their role as community hubs, libraries also offer non-clinical spaces in localities where health and well-being groups can work with the community in a trusted and non-threatening venue.

Highlights

- RPL's Outreach Services Unit provides customized services to Regina customers who can't read printed material and/or can't visit the library due to reasons of illness, age or disability. There are presently over 300 people making use of Outreach Services.
- Each month, RPL visits Chip and Dale Homes Inc., an organization that supports individuals with intellectual and physical disabilities to have the best quality of life possible.



Financial Statement Discussion and Analysis

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

INTRODUCTION

The discussion and analysis of the City of Regina's financial performance provides an overall review of the City's financial activities for the fiscal year ended December 31, 2017. The intent of this discussion and analysis is to look at the City's financial performance as a whole; readers should review the "Introduction" and "City of Regina Performance in 2017" contained within the Annual Report, notes to the financial statements and financial statements to enhance their understanding of the corporation's service efforts and accomplishments from both financial and non-financial perspectives.

HIGHLIGHTS

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

- Regina Downtown Business Improvement District
- Regina's Warehouse Business Improvement District
- Economic Development Regina Inc.
- Regina Public Library
- Buffalo Pound Water Treatment Corporation (BPWTC)
- Regina Exhibition Association Limited (REAL)

Key financial highlights for 2017 are as follows:

- The 2017 Consolidated Financial Statements report net financial debt of \$28.9 million, a decrease of \$42.1 million from \$70.9 million at the end of 2016. The net financial debt position is due to the financing of major capital projects, the Mosaic Stadium project and the Wastewater Treatment Plant upgrade, to meet the City's present and future demands.
- The 2017 Consolidated Financial Statements also show an annual surplus of \$161.5 million compared to \$188.4 million in 2016.
- The City's accumulated surplus increased from \$2.0 billion at the end of 2016 to \$2.1 billion at December 31, 2017. Virtually all of the accumulated surplus is tied up in non-financial assets, such as tangible capital assets, which represents the service capacity available for future periods. Non-financial assets were \$2.2 billion at the end of 2017.
- Revenues decreased by \$5.3 million and expenses increased by \$21.5 million from 2016. The decrease in revenues is due to reduced provincial government funding of over \$10 million. The increase in expense is due to the consolidation of REAL whose expenses increased as well as amortization expense and debenture debt expense on the Mosaic Stadium.
- The City's reserves increased by \$14.1 million to \$232.9 million. The general utility reserve increased by \$27.4 million, the general fund reserve increased \$1.3 million, the landfill reserve increased by \$10.5 million and the equipment replacement reserve increased by \$5.1 million in order to fund future expenses. The land development reserve is in a deficit of \$17.1 million and the asset revitalization reserve decreased by \$9.2 million leaving less funding for future periods.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

Demographic and Economic Information

	2017	2016	2015	2014	2013
Population*	230,725	215,106	223,000	217,490	232,090
Building permits					
Number	3,138	3,373	3,504	3,229	3,300
Values (\$000)	592,043	605,248	675,795	628,109	734,737
Urban dwelling starts	2,008	1,452	3,093	1,954	3,122
Inflation rate for Regina (%)	1.7%	1.1%	1.9%	2.4%	1.7%
GDP Growth for Regina (%)	2.3%	1.1%	1.6%	3.3%	3.5%
Unemployment rate (%)					
Regina	5.2%	5.0%	4.1%	4.2%	3.7%
Saskatchewan	6.3%	6.3%	5.5%	3.8%	4.0%
Canada	6.3%	7.0%	6.9%	6.9%	7.1%
Average selling prices of homes (\$)	318,372	312,060	311,235	313,903	311,047

*2016-2017 population figures are based on the 2016 census. 2012 to 2015 population figures were estimated based on the 2011 census population and estimated growth trends.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

REVENUES

The City of Regina had consolidated revenue of \$740.4 million in 2017 as shown below:

Table 1: Revenues - Budget to Actual and Prior Year Comparison

	2017 Budget	2017 Actual	Budget Variance Favourable (Unfavourable)	2016 Actual	Year over Year Increase (Decrease)
Taxation	253,249	252,165	(1,084)	240,148	12,017
Fees and charges	231,276	241,665	10,389	217,716	23,949
Government transfers	73,976	134,965	60,989	118,219	16,746
Electrical distribution	25,647	26,534	887	25,267	1,267
Licenses, fines and levies	13,866	14,542	676	13,846	696
Gas distribution	3,453	5,975	2,522	6,138	(163)
Interest and penalties	1,439	2,810	1,371	2,103	707
Interest on portfolio investments	8,263	10,351	2,088	12,913	(2,562)
Realized loss on portfolio investments	10	(4,145)	(4,155)	4,326	(8,471)
Servicing agreement fees	11,038	13,847	2,809	17,483	(3,636)
Land sales	3,503	5,408	1,905	533	4,875
Other	24,698	8,271	(16,427)	6,884	1,387
Contribution of tangible capital assets	-	26,050	26,050	30,638	(4,588)
Other capital contributions	-	2,003	2,003	49,565	(47,562)
	650,418	740,441	90,023	745,779	(5,338)

The schedule above includes both operating and capital revenues, and controlled subsidiaries.

Taxation revenue for 2017 was \$12.0 million higher when compared to 2016 primarily due to a 6.4 Per cent increase in the mill rate and new properties coming onto the assessment roll during the year.

Fees and charges were \$23.9 million higher than previous year primarily due to an increase in REAL's sales and an increase in water sales.

Government transfers were \$16.7 million higher than 2016 due to P3 Canada funding for the Waste Water Treatment Plant of \$42.5 million; this was offset by reduced funding from the provincial government of over \$10 million and less funding relating to the Stadium.

Electrical distribution revenues reflect a trend of increasing rates for electricity and volatile rates for natural gas. Electrical consumption has been relative steady over the past ten years. Electrical distribution revenues increased by \$1.3 million when compared to 2016.

Servicing agreement fees for 2017 were \$3.6 million lower than 2016. When a servicing agreement is entered into between the City and a developer, the fees collected are inflows of cash or accounts receivable to the City. Parks, roads and dedicated lands are initially recorded as deferred revenue pursuant to the revenue recognition principles. They are recorded as revenue when allocated to eligible projects. Utility servicing agreement fees are recorded as revenue upon receipt or signing of new servicing agreements in accordance with revenue recognition principles. Servicing agreement fees collected in a given year are recorded as revenue or deferred revenue based on these principles.

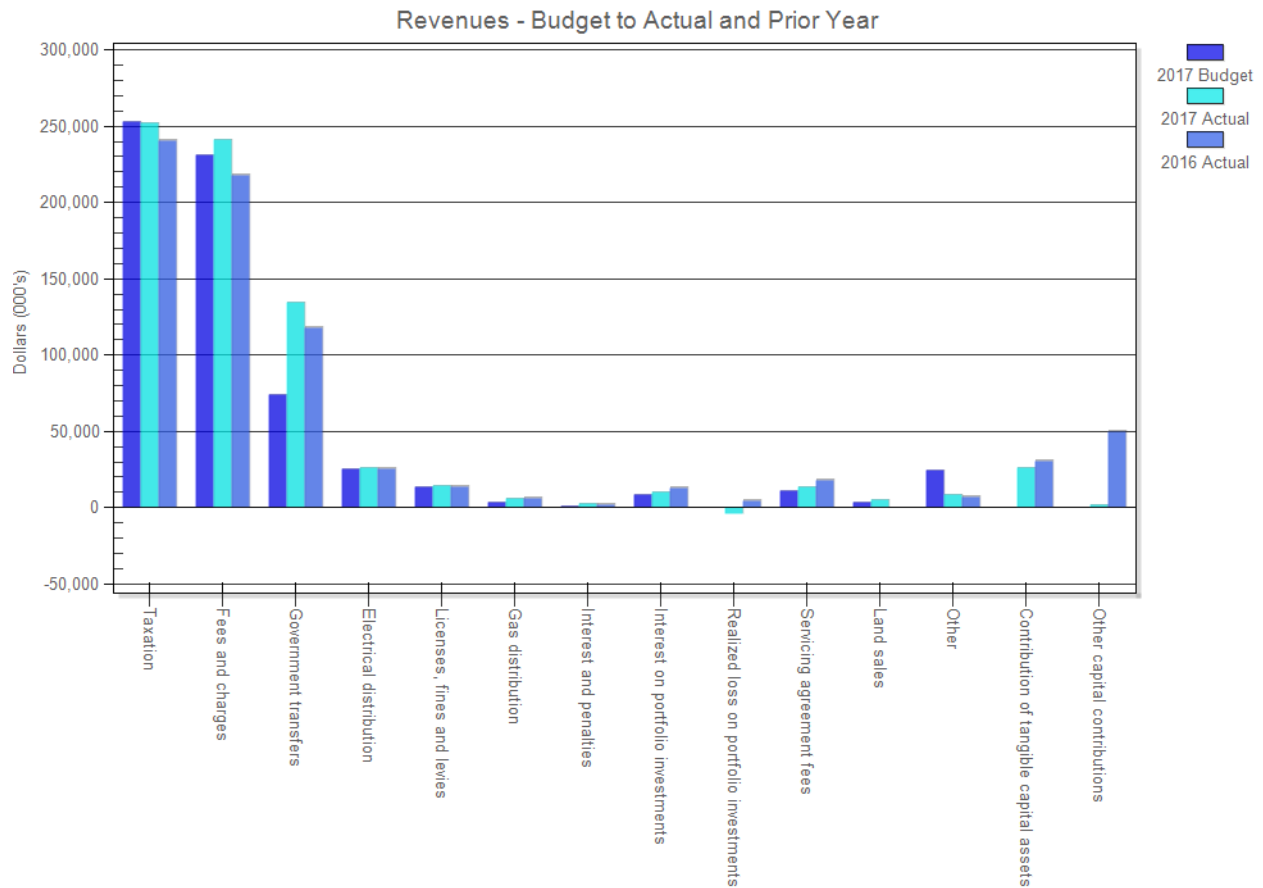
FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Contribution to tangible capital assets for 2017 were \$26 million above budget since this item is not budgeted for. This revenue includes tangible capital assets, such as land, roads, and underground networks that the City receives at no cost or below fair market value as per development agreements. However, the City will be expected to maintain and rehabilitate these assets from this point forward.

Other capital contribution were \$2.0 million in 2017 compared to \$49.6 million in 2016. As the Stadium was substantially complete in 2016 these payments reduced drastically in 2017.

Table 2: Revenues - Budget to Actual and Prior Year

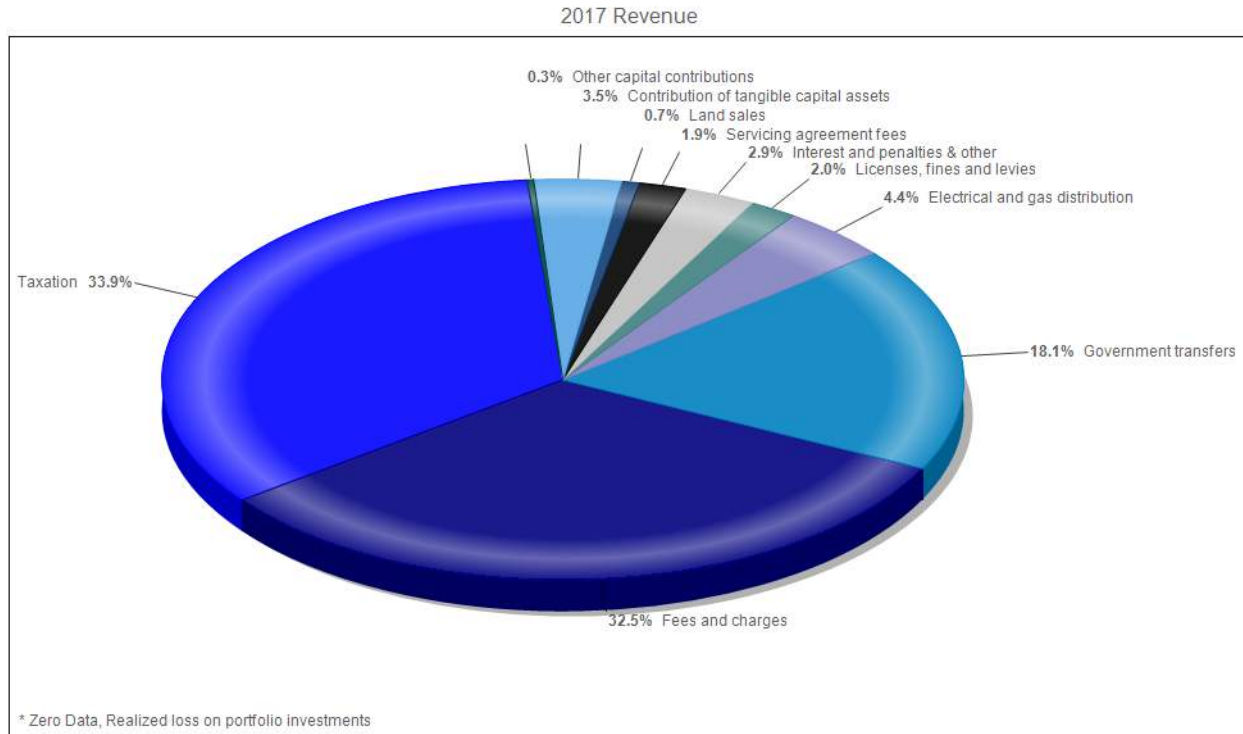


FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Of the total revenue earned in the year, more than 67 Per cent (2016 - 61 Per cent) is attributed to taxation and fees.

Table 3: 2017 Revenue by Type



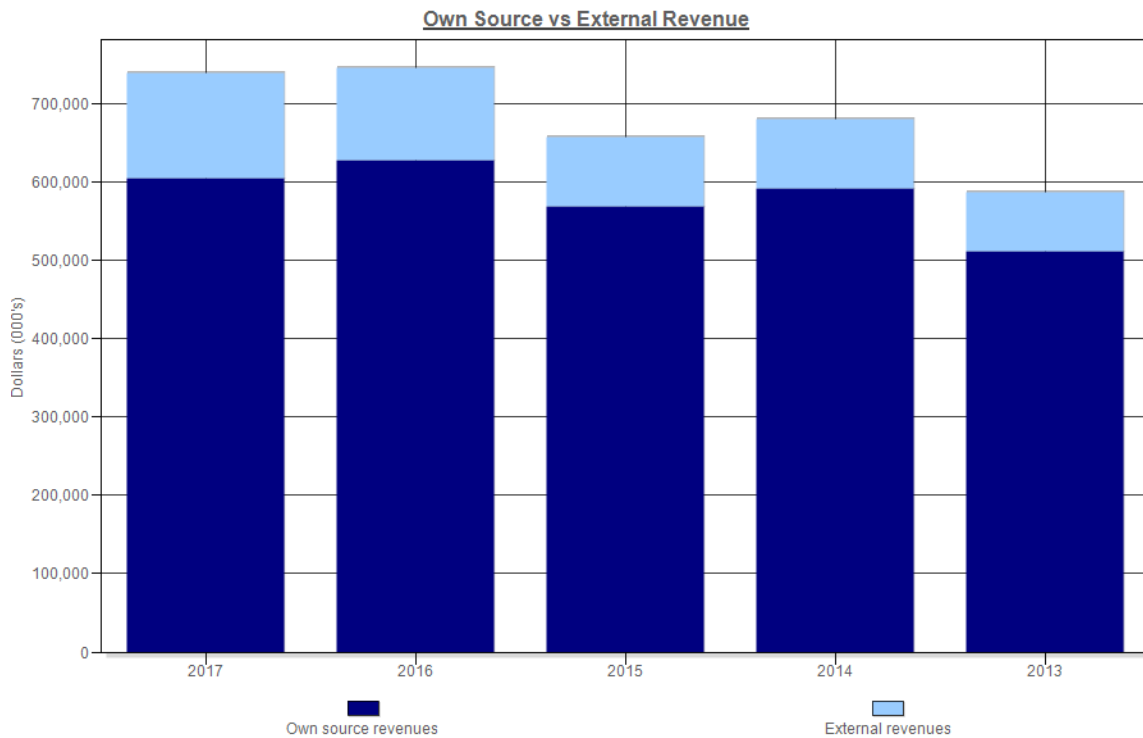
FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

The City's financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public, obligations to creditors, employees and others. Table 4 reflects a comparison of own-source revenue to external revenues.

Table 4: Own Source vs External Revenue



Own-source revenues, which include taxation, have increased over the past five years and generally external revenues have decreased, however in 2017 external revenues were higher due to P3 Canada funding for the Wastewater Treatment Plant for \$42.5 million.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 5 provides a summary of the total revenue collected over the last five years. The top five revenue sources include taxation, government transfers, fees and charges, electrical distribution and contribution of tangible capital assets (Table 5).

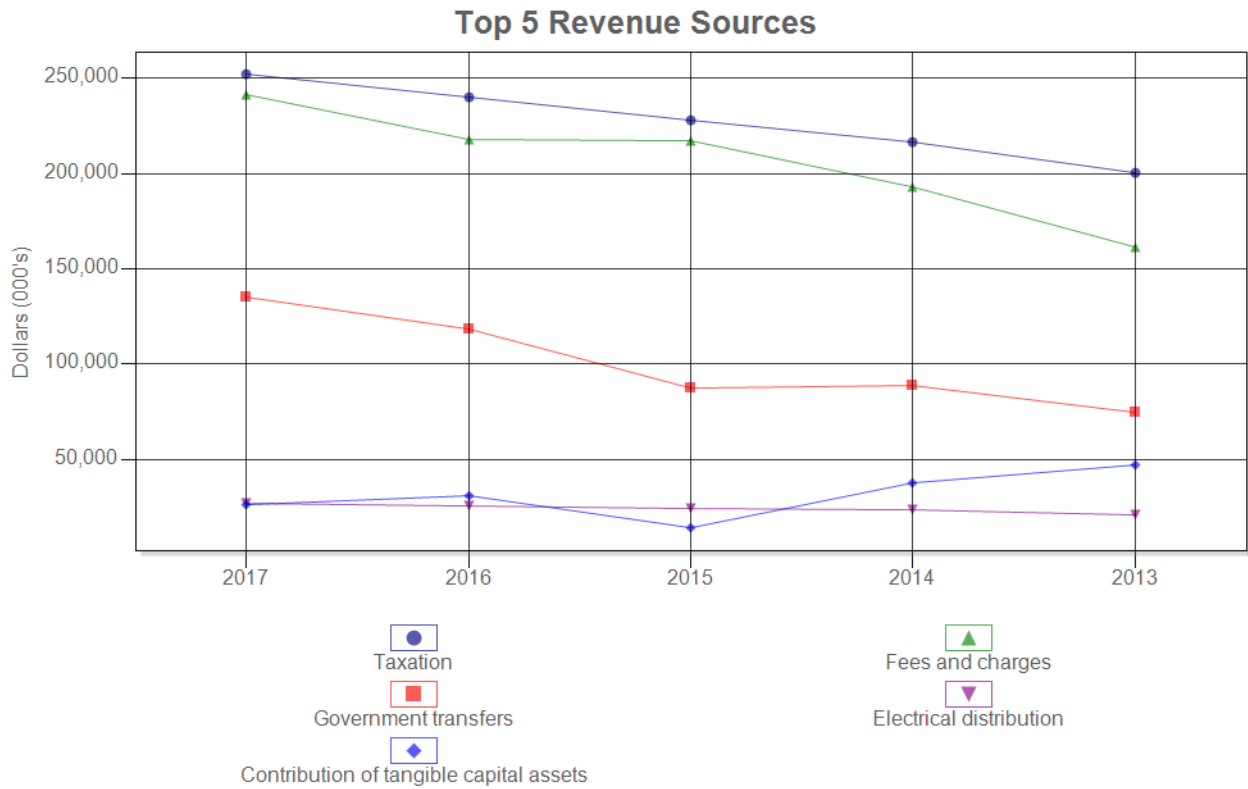
Table 5: Revenue Summary (Five Years)

Revenue Summary	2017	2016	2015	2014	2013
Taxation	252,165	240,148	227,973	216,711	200,326
Fees and charges	241,665	217,716	217,052	193,182	161,208
Government transfers	134,965	118,219	87,661	88,684	74,335
Electrical distribution	26,534	25,267	24,417	23,124	20,596
Licenses, fines and levies	14,542	13,846	14,211	13,394	11,814
Gas distribution	5,975	6,138	7,076	7,587	6,739
Interest and penalties	2,810	2,103	1,833	1,661	1,406
Interest on portfolio investments	10,351	12,913	18,940	15,024	9,665
Realized loss on portfolio investments	(4,145)	4,326	8,311	3,488	(1)
Servicing agreement fees	13,847	17,483	20,339	10,979	25,374
Land sales	5,408	533	3,877	7,735	18,128
Other	8,271	6,884	11,174	7,119	10,060
Contribution of tangible capital assets	26,050	30,638	14,114	37,745	46,980
Restructuring	-	-	-	54,086	-
Other capital contributions	2,003	49,565	-	-	-
	740,441	745,779	656,978	680,519	586,630

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 6: Top Five Revenue Sources



FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Taxation revenue generally increases with growth and tax rate increases.

Taxation revenues result from Municipal and Library Taxes levied on all properties in the city and business improvement levies assessed by the Business Improvement Districts on properties in the districts.

Property taxes are calculated by applying a mill rate and mill rate factor to each property assessment. The mill rate and mill rate factor together are known as the tax rate.

Table 7: Taxable Property Assessment

$$\begin{array}{|c|} \hline \text{Taxable} \\ \text{assessment} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{Mill} \\ \text{rate} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{Mill rate} \\ \text{factor} \\ \hline \end{array} = \begin{array}{|c|} \hline \text{Property} \\ \text{tax} \\ \hline \end{array}$$

Taxable Property Assessment (in thousands of dollars)	
Year	Total
2017	27,932,498
2016	20,613,040
2015	19,700,181
2014	19,182,276
2013	18,611,010

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 8: Mill Rates And Levies

Year	Mill Rates			Business Improvement Levies	
	Municipal	Library	Total	Regina Downtown	Regina's Warehouse Business Improvement District
2017*	7.4483	0.7199	8.1682	0.5708	0.4750
2016	9.5920	0.9594	10.5514	0.7757	0.7588
2015	9.2856	0.9372	10.2228	0.7388	0.7588
2014	8.9371	0.9216	9.8587	0.7388	0.7588
2013*	8.4404	0.8947	9.3351	0.7388	0.7588

* Reassessment year and the mill rates and business improvement levies were restated to revenue neutral rates.

Table 9: Municipal Mill Rate Factors

Property Class/Subclass	Mill Rate Factors				
	2017	2016	2015	2014	2013
Residential	0.91152	0.87880	0.87880	0.87880	0.87880
Condominiums	0.91152	0.87880	0.87880	0.87880	0.87880
Multi family residential	0.91152	0.87880	0.87880	0.87880	0.87880
Commercial and Industrial	1.21040	1.32901	1.32901	1.32901	1.32901
Golf courses	0.78654	0.86359	0.86359	0.86359	0.86359
Agriculture	1.21040	1.32901	1.32901	1.32901	1.32901

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 10: Tax Levies and Collection

	2017	2016	2015	2014	2013
Municipal tax levy	231,346	219,414	208,274	197,821	170,239
Global Transportation Hub Authority	1,916	1,742	1,591	-	-
School boards tax levy	140,355	127,017	122,026	119,687	115,717
Library tax levy	21,391	20,734	19,699	18,890	17,818
Total tax levy	395,008	368,907	351,590	336,398	303,774
Tax levy per capita - Municipal*	1,003	1,020	934	910	807
Tax levy per capita - School boards*	608	590	547	550	548
Tax levy per capita - Library*	93	96	88	87	84
Total tax levy per capita* (\$)	1,704	1,706	1,569	1,547	1,438
Tax levy per household - Municipal**	2,424	2,354	2,281	2,208	1,948
Tax levy per household - School boards**	1,470	1,363	1,337	1,336	1,324
Tax levy per household - Library**	224	222	216	211	204
Total tax levy per household** (\$)	4,118	3,939	3,834	3,755	3,476
Tax arrears, end of year (prior to allowance for doubtful accounts)	11,594	9,658	8,078	4,740	4,740
Arrears as a % of total tax levy	2.94%	2.62%	2.31%	1.41%	1.56%
Tax levy as a % of General operating revenue	31.24%	29.42%	31.70%	29.07%	29.02%
Total taxes collected	388,756	361,920	341,921	331,412	309,372

*2016-2017 population figures are based on the 2016 census. 2012 to 2015 population figures were estimated based on the 2011 census population and estimated growth trends.

** Household figure as obtained from Stats Canada 2016 census. 2012-2015 population figures were based off the 2011 census.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 11: Major Property Taxpayers in Regina in 2017

Registered Owner	Total Taxable Assessment	% of Total Taxable Assessment
1. Harvard Developments Inc.	324,935	1.58%
2. Consumers' Co-operative Refineries Ltd.	297,513	1.44%
3. Boardwalk REIT Properties Holdings Ltd.	255,219	1.24%
4. HDL Investments Inc.	222,794	1.08%
5. Cornwall Centre Inc.	163,788	0.79%
6. SBLP Southland Mall Inc.	133,699	0.65%
7. 101143561 Saskatchewan Ltd.	104,355	0.51%
8. Loblaw Properties West Inc.	92,962	0.45%
9. Regina Airport Authority	80,206	0.39%
10. Westdale Construction Co. Ltd.	72,770	0.35%
11. SGC Holdings Inc.	69,510	0.34%
12. Artis Victoria Square Ltd.	69,393	0.34%
13. First Willow Developments Ltd.	61,402	0.30%
14. Enbridge Pipelines Inc.	53,371	0.26%
15. Regina Downtown Nominee Ltd.	51,559	0.25%
Total	2,053,476	9.97%
Total 2017 taxable assessment	20,613,040	100.00%

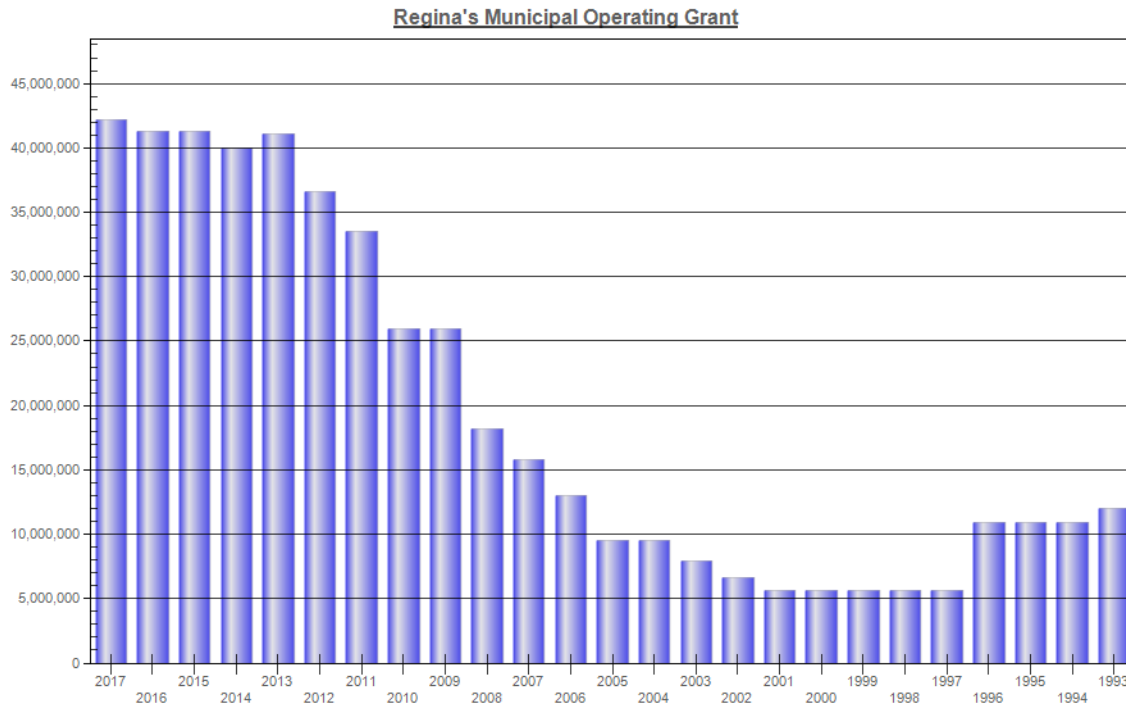
The list of major taxpayers does not include properties where grant or payments in lieu of property tax are paid.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Government transfers include both operating and capital transfers and reflects the variability in various Federal and Provincial capital grant programs. The Provincial municipal operating grant (previously known as the revenue sharing grant) is one of the largest single grant program available to the City of Regina. Table 12 shows the Provincial municipal operating grants received by Regina since 1993.

Table 12: Municipal Operating Grants Trends



FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

EXPENSES

The total operating expenses incurred by the City of Regina totaled \$578.9 million in 2017. The increase in expense was due to an increase in amortization expense for a full year of amortization on the Stadium and Wastewater Treatment Plant. The increase was also due to Interest on Debenture debt for funding these projects.

Table 13: Expenses – Budget to Actual and Prior Year Comparison

	2017 Budget	2017 Actual	Variance Favourable (Unfavourable)	2016 Actual	Increase (Decrease)
Parks, recreation and community services	144,012	146,666	(2,654)	121,148	25,518
Police	87,780	84,605	3,175	80,095	4,510
Legislative and administrative services	75,222	71,812	3,410	86,738	(14,926)
Water, wastewater and drainage	87,894	81,950	5,944	87,518	(5,568)
Roads and traffic	68,903	59,085	9,818	53,095	5,990
Fire	47,928	45,651	2,277	46,319	(668)
Transit	43,040	43,895	(855)	42,032	1,863
Waste collection and disposal	23,003	23,734	(731)	17,648	6,086
Grants	6,298	4,548	1,750	4,051	497
Planning and development	21,665	16,948	4,717	18,766	(1,818)
	605,745	578,894	26,851	557,410	21,484

The schedule above includes both operating and capital expense, and controlled subsidiaries.

Parks, recreation and community services expense exceeded 2016 actual by \$25.5 million due to an increase in amortization expense for a full year of amortization on the Stadium and debenture debt interest for funding the Stadium.

Legislative and administrative services expense were \$14.9 million lower than 2016. This was partially due to decreases in wages and benefits through a hiring freeze and vacancy management; as well, debt interest payments related to the Stadium were moved from Legislative and administrative services to Parks, recreation and community services.

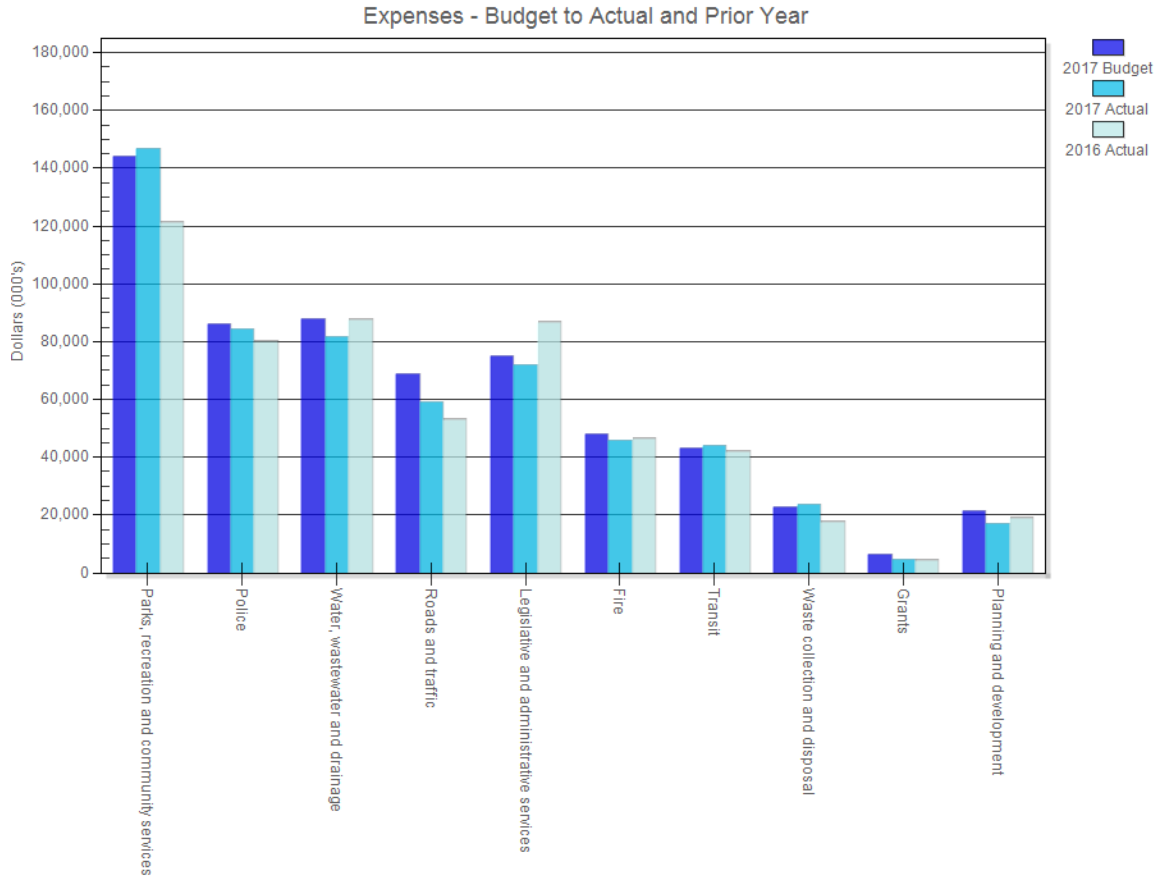
Roads and traffic expense were \$9.8 million lower than budget due to unforeseen circumstances such as an extremely dry summer that resulted in a large number of water main breaks which delayed underground work in roadways projects. Most of the budget will be spent in the beginning of the 2018 construction year.

Waste collection and disposal expense increased \$6.1 million due to an increase in the landfill liability.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 14: Expenses – Budget to Actual and Prior Year



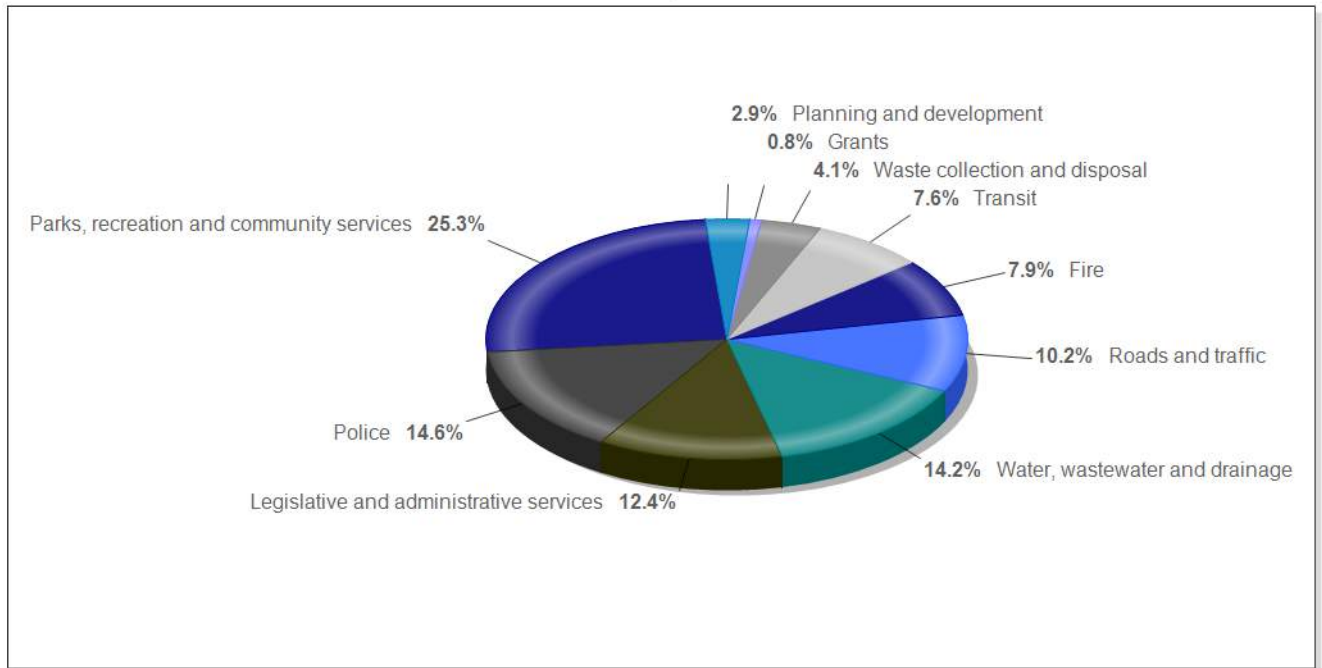
FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Of the total expenditures incurred, almost 66.6 Per cent is attributed to four areas: Parks, recreation and community services; Police; Legislative and administrative services and Water, wastewater and drainage.

Table 15: 2017 Expense by Type

2017 Expenses



FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

An analysis of the significant trends in expenses indicate that while the City of Regina's expenses have increased by \$145.4 million over the last five years (Table 16), the increase is less than the five year increase in revenues indicating that the corporation has maintained sufficient funding to support the current level of services. Table 17 provides a graphic representation on the historical expenses by department.

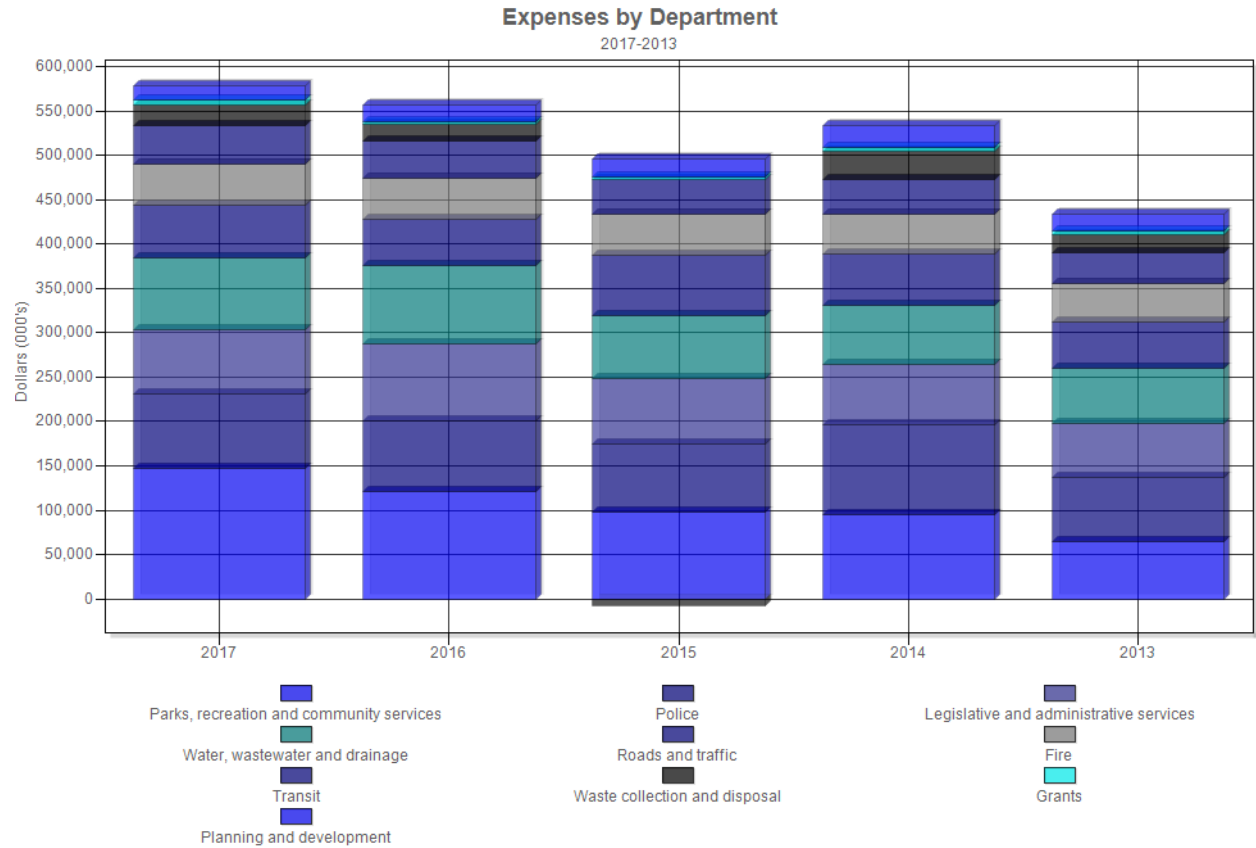
Table 16: Expense Summary (Five Years)

	2017	2016	2015	2014	2013
Parks, recreation and community services	146,666	121,148	98,529	95,132	64,050
Police	84,605	80,095	76,480	101,740	73,308
Legislative and administrative services	71,812	86,738	73,296	67,742	61,147
Water, wastewater and drainage	81,950	87,518	70,690	66,986	61,435
Roads and traffic	59,085	53,095	68,030	56,642	52,085
Fire	45,651	46,319	46,041	45,912	44,083
Transit	43,895	42,032	39,285	38,482	34,312
Waste collection and disposal	23,734	17,648	(8,128)	32,159	19,712
Grants	4,548	4,051	3,559	3,856	4,459
Planning and development	16,948	18,766	19,739	25,192	18,888
Total	578,894	557,410	487,521	533,843	433,479

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 17: Expenses by Department



FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Approximately 78 Per cent of the total expenses incurred by the City of Regina are attributed to wages and benefits, materials and contracted and general services. This has remained relatively constant for the last five years (Table 18) with wages and benefits making up more than 48 Per cent of the costs and material, supplies and contracted services being almost 32 Per cent. Table 19 and 20 provide a graphic representation on the historical expenses by object.

The number of people employed by the City of Regina and its related entities in the last five years, including casual staff, is as follows:

2017 - 5,471*
 2016 - 5,224*
 2015 - 4,896*
 2014 - 3,840**
 2013 - 3,604**

* 2015-2017 This represents the number of employees paid during the year by the City of Regina and its related entities, which include: Buffalo Pound Water Treatment Corporation, Regina Downtown Business Improvement District, Regina's Warehouse Business Improvement District, Regina Public Library, The Regina Exhibition Association Limited and Economic Development Regina.

** 2013-2014 This represents the number of employees paid during the year by the City of Regina and its related entities, which include: Buffalo Pound, Regina Downtown Business Improvement District, Regina's Warehouse Business Improvement District.

Table 18: Expense by Object

	2017	2016	2015	2014	2013
Wages and benefits	281,686	279,101	263,796	282,881	226,631
Materials, supplies and other goods	78,734	66,326	29,834	84,794	70,867
Contracted and general services	90,354	101,843	90,106	71,357	52,065
Transfer payments/grants	5,582	5,840	5,775	4,720	5,485
Utilities	20,799	17,407	18,324	15,380	16,110
Interest and bank charges	13,811	9,118	9,342	8,395	3,567
Amortization of tangible assets	87,928	77,775	70,344	66,316	58,754
Total	578,894	557,410	487,521	533,843	433,479

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

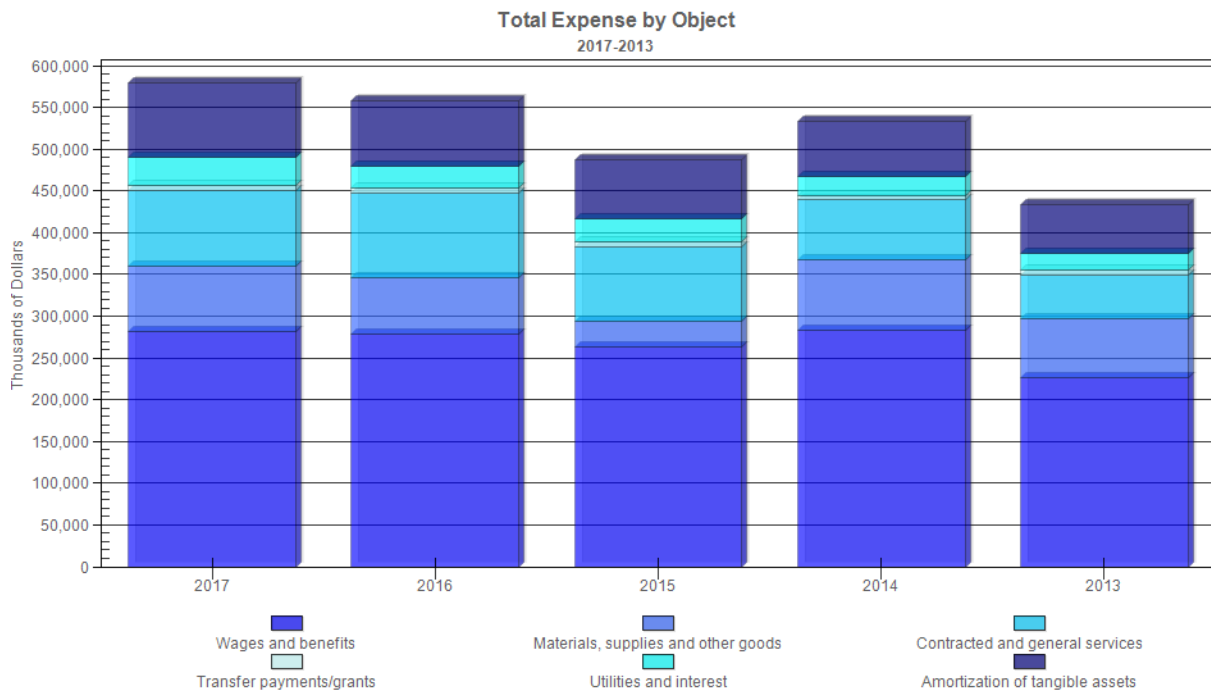
For the Year Ended December 31

Table 19 and 20 illustrate total expenses by object.

Table 19: Expense by Object



Table 20: Total Expense by Object



FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 21: General Capital Fund

	Budget 2017	Actual 2017	Actual 2016	Actual 2015	Actual 2014	Actual 2013
Revenue						
Government transfers						
Federal	11,449	54,109	30,053	2,974	9,090	11,864
Provincial	17,304	17,304	22,950	26,820	29,626	7,051
Servicing agreement fees	8,996	7,000	(4,919)	13,798	1,697	11,126
Other capital contributions	-	2,003	49,565	-	-	-
Other revenues	-	1,660	37,369	16,252	1,513	850
	37,749	82,076	135,018	59,844	41,926	30,891
Expenses	105,015	105,015	107,701	87,578	64,939	63,258
Surplus (Deficit)	(67,266)	(22,939)	27,317	(27,734)	(23,013)	(32,367)

Annually, City Council approves a Capital Plan to support the Strategic Plan and to respond to the service demands of the city, which requires investment in tangible capital assets. The budget details each capital project based on the maximum forecast expenditure for the year to accommodate the planning and scheduling requirements associated with the projects. There is a higher degree of variability between actual and budget for capital projects as there is typically a portion of the budget carried forward to future years for projects not completed within the fiscal year. At the end of 2017, the carry forward amount available in the General Capital and Utility Capital funds was \$177.2 million (2016 - \$144.7 million).

OTHER SIGNIFICANT TRENDS

Other significant trends for the City of Regina can be determined by analyzing the Statement of Financial Position for the past five years.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 22: Statement of Financial Position

	2017	2016	2015	2014	2013
Financial assets					
Cash	137,099	30,678	28,124	28,239	30,455
Short-term investments	20,510	472	271	269	374
Accounts receivable	87,225	91,854	42,877	42,940	62,377
Taxes receivable	6,252	5,668	4,884	4,406	4,527
Long-term investments	276,151	339,843	432,679	522,690	274,238
Land inventory	20,391	8,899	329	329	349
	547,628	477,414	509,164	598,873	372,320
Financial liabilities					
Accounts payable and accrued liabilities	72,967	69,223	147,331	127,406	45,004
Taxes payable to school boards	7,006	6,998	5,990	6,010	5,442
Deferred revenue	77,208	77,173	44,702	44,234	35,452
Capital lease obligations	1,135	1,108	1,105	1,280	1,241
Long-term debt	319,635	293,512	271,651	228,087	77,200
Employee benefit obligations	69,679	75,672	78,948	82,221	52,743
Landfill closure and post-closure	28,862	24,650	29,124	57,630	47,337
	576,492	548,336	578,851	546,868	264,419
Net financial (debt) assets	(28,864)	(70,922)	(69,687)	52,005	107,901
Non-financial assets					
Tangible capital assets	2,146,267	2,025,785	1,835,703	1,549,388	1,324,081
Materials and supplies	7,552	7,971	7,802	7,516	6,754
Prepaid expense	5,404	5,978	6,625	2,077	8,241
ACCUMULATED SURPLUS	2,130,359	1,968,812	1,780,443	1,610,986	1,446,977
ANNUAL SURPLUS	161,547	188,369	169,457	146,676	153,151

Cash increased primarily due to consolidation of Buffalo Pound Water Treatment Corporation and the sale of long term investments at the end of the year of \$80.0 million to meet required upcoming payments.

Short-term investments increased in 2017 due to a prudent decision by Administration to invest funds in short-term investments because, due to market fluctuations, the return on investment overall was more attractive than investments long-term.

Land inventory increased due to the City developing its own land for resale.

Long-term Investments fluctuate to reflect the encashment of investments to settle milestone payments relating to major projects, the timing of expenditures of the funding allocated to various capital projects and management of investments to maximize interest revenue.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 23: City of Regina Long-Term Debt

	2017	2016	2015	2014	2013
Total debt outstanding, beginning of year	293,512	271,651	228,087	77,200	81,550
Debt issued during year	33,300	28,015	49,603	200,400	-
Debt repayments during year	(7,177)	(6,154)	(6,039)	(49,513)	(4,350)
Total debt outstanding, December 31	319,635	293,512	271,651	228,087	77,200
General municipal debt outstanding, end of year	201,143	206,236	211,484	216,617	21,124
Water & Sewer Utility debt outstanding, end of year	8,752	9,658	10,564	11,470	56,076
WWTP debt outstanding, end of year	76,440	77,618	49,603	-	-
Buffalo Pound Loan Payable	33,300	-	-	-	-
Total debt outstanding	319,635	293,512	271,651	228,087	77,200
Authorized debt limit, December 31	450,000	450,000	450,000	450,000	450,000
Debt per capita (\$)*	1,385	1,364	1,218	1,049	333
Debt per household (\$)***	3,348	3,149	2,975	2,546	883
Debt per community assessed value	1.14%	1.42%	1.38%	1.19%	0.41%
Debt as a multiple of revenue	43.2%	39.4%	41.3%	33.5%	13.2%

*2016-2017 population figure figured was obtained from the 2016 census. 2013-2015 population figures were based off the 2011 census.

** Household figure as obtained from Stats Canada 2016 census. 2013-2015 population figures were based off the 2011 census.

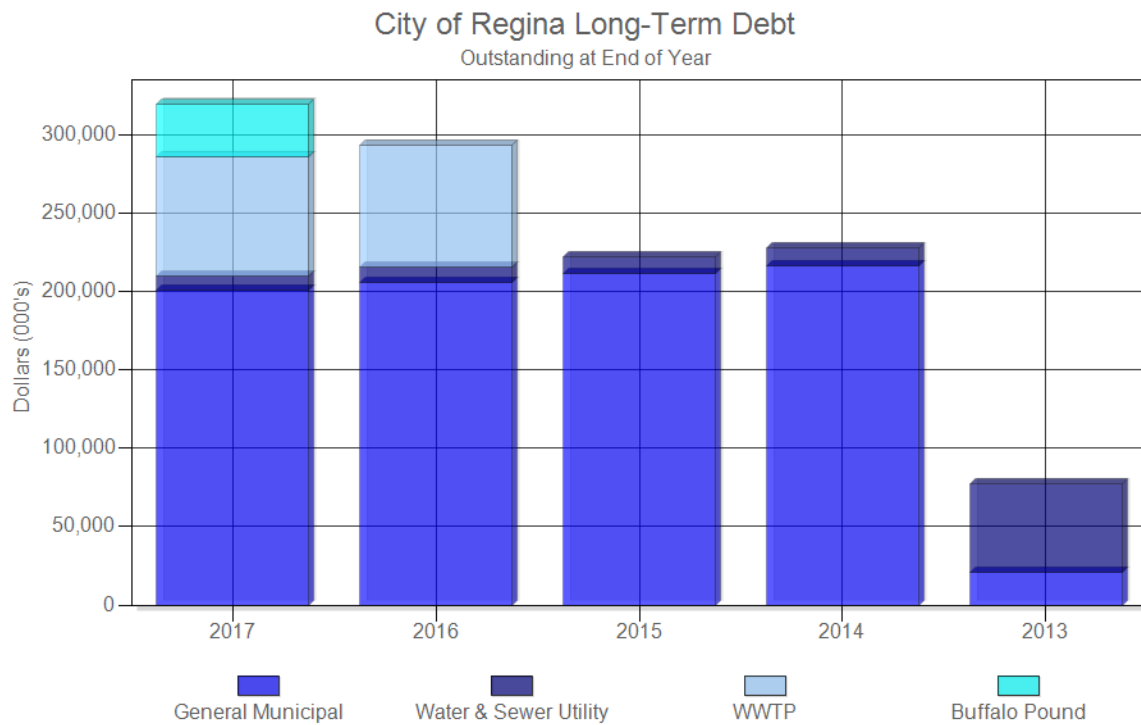
FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Long-Term Debt

The City of Regina has an authorized debt limit of \$450.0 million. This amount remains unchanged from July 5, 2013. The debt limit is approved by the Saskatchewan Municipal Board pursuant to the provisions of *The Cities Act*. The City is \$130.4 million below its current debt limit.

Table 24: City of Regina Long-Term Debt



FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

The cost of servicing the debt over the past five years is presented in the Table 25.

Table 25: City of Regina Debt Service Cost

City of Regina Debt Service Costs

	2017	2016	2015	2014	2013
General municipal debt					
Principal	5,214	5,066	4,924	3,652	2,844
Interest	8,410	8,622	8,811	7,392	1,127
	13,624	13,688	13,735	11,044	3,971
Water and Sewer Utility					
Principal	906	906	906	44,606	1,506
Interest	456	496	531	1,684	2,256
	1,362	1,402	1,437	46,290	3,762
Total	14,986	15,090	15,172	57,334	7,733
Debt service costs as a % of total expenses	2.6%	2.7%	3.1%	10.7%	1.8%

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Employee Benefit Obligations

Employee benefit obligations include liabilities for pensions, sick and severance, vacation and overtime. The increase in employee benefit obligations from 2013 to 2017 primarily reflects the impact of general wage increases and employees reaching the age of retirement. As a larger proportion of the City's work force reaches retirement age over the next five to 10 years, the cash outlays relating to this obligation will continue to grow.

Employee benefit obligations also include the liability for the Regina Police Pension. The Regina Civic Superannuation and Benefits Plan includes a larger group of employees, but since it is a multi-employer plan, it is not possible to determine the City's portion of the deficit and thus no amount is included in the Consolidated Statement of Financial Position for this Plan. As disclosed in note 10 d) of the Consolidated Financial Statements, an actuarial extrapolation completed of the plan for accounting purposes indicates a surplus of plan assets over the benefit obligation of \$43.8 million at December 31, 2017 (2016 - \$47.4 million deficit).

	2017	2016	2015	2014	2013
City of Regina employer contributions	15,138	14,671	14,548	13,907	13,285

Tangible Capital Assets

Tangible capital assets are capitalized on the Statement of Financial Position at cost and amortized over their estimated useful lives on the Statement of Operations. The City's tangible capital assets include land, buildings, vehicles and equipment, roads and bridges, and underground and other networks.

	2017	2016	2015	2014	2013
Tangible Capital Assets - Net Book Value	2,146,267	2,025,785	1,835,703	1,549,388	1,324,081

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

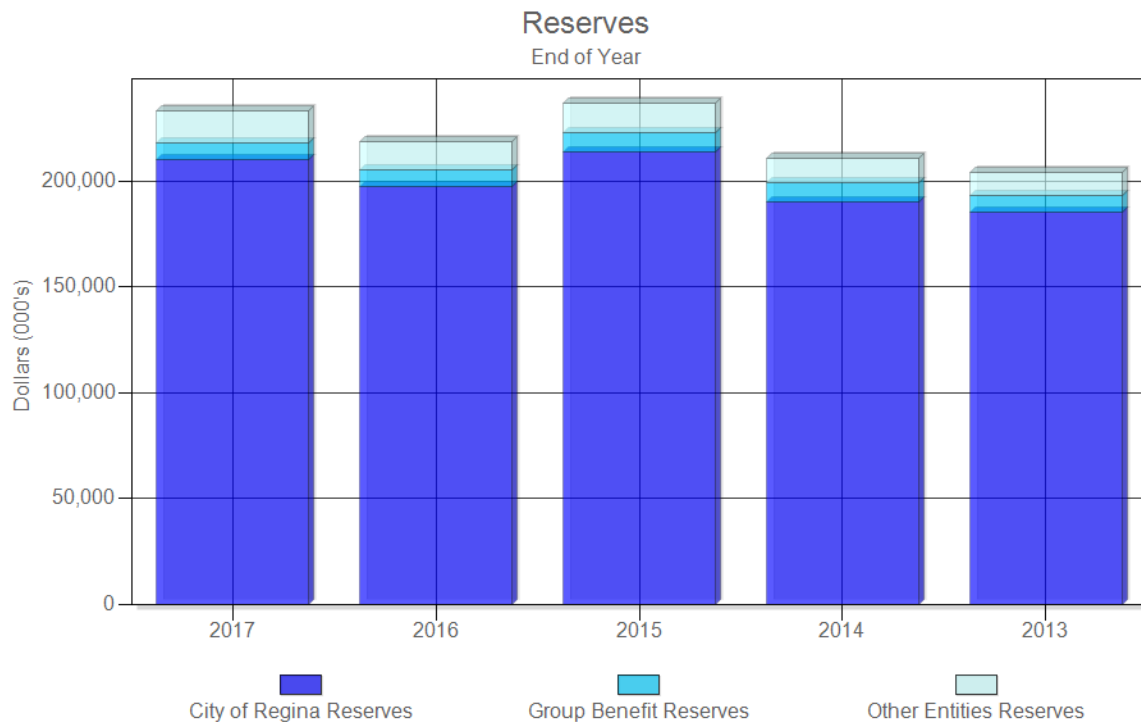
For the Year Ended December 31

Reserves and Accumulated Surplus

The City allocates funds to reserves to meet specific future operating and capital requirements. The largest reserves are the General Utility Reserve and General Fund Reserve, which are intended to provide funding in the event of an operating deficit, as well as for one time initiatives.

Table 26: Reserves

	2017	2016	2015	2014	2013
Reserves					
City of Regina Reserves	209,923	197,616	213,733	190,131	185,150
Group Benefits Reserves	7,759	7,732	9,010	8,827	8,041
Other Entities Reserves	15,171	13,416	13,977	11,714	10,617
	232,853	218,764	236,720	210,672	203,808



General utility reserve increased by \$27.4 million primarily due to a lower allocation from the reserve to fund capital projects. However, \$55.0 million is approved in the 2018 capital budget to fund capital projects.

Landfill reserve increased by \$10.5 million due primarily to a lower allocation to fund capital projects; \$13.7 million is budgeted in 2018 to fund capital projects from this reserve.

Equipment replacement reserve increased by \$5.1 million due to the Public Transit Infrastructure Fund which is federal funding; this reserve allocated less funding to capital projects.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Asset revitalization reserve decreased by \$9.2 million due to the the Public Transit Infrastructure Fund funding requirement that the City allocate approximately \$8.0 million to transit fleet.

Land development reserve is in a deficit of \$17.1 million; this is due to \$16.0 million of upfront investment in land development. The City expects to receive revenues from this development activity going forward.

MEASURING FINANCIAL VIABILITY

The Public Sector Accounting Standards (PSAS) issued a Statement of Recommended Practice for governments that supports discussions about a government's financial condition. This financial condition is reflected in the overall economic and financial environment, the City's ability to meet service commitments to the public, as well as financial obligations to creditors, employees and others. It takes into account sustainability, flexibility and vulnerability.

Sustainability

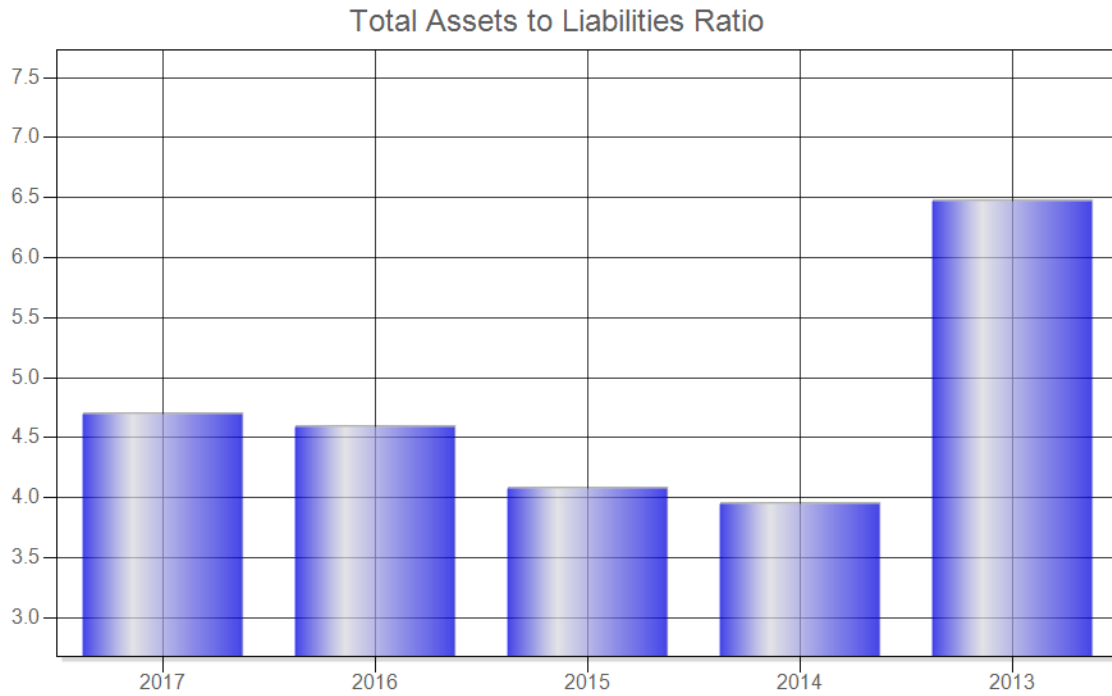
Sustainability is the degree to which a government can maintain its existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.

The total assets to liabilities ratio has decreased from 6.47 to 4.69 from 2013 to 2017 (Table 27). The City's financial assets to liabilities ratio has decreased from 1.44 to 0.95 from 2013 to 2017 (Table 28). A number of large infrastructure renewal projects currently underway have resulted in an increase in overall debt levels but this is consistent with the approved plan.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 27: Total Assets to Liabilities Ratio



FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Table 28: Financial Assets to Liabilities Ratio



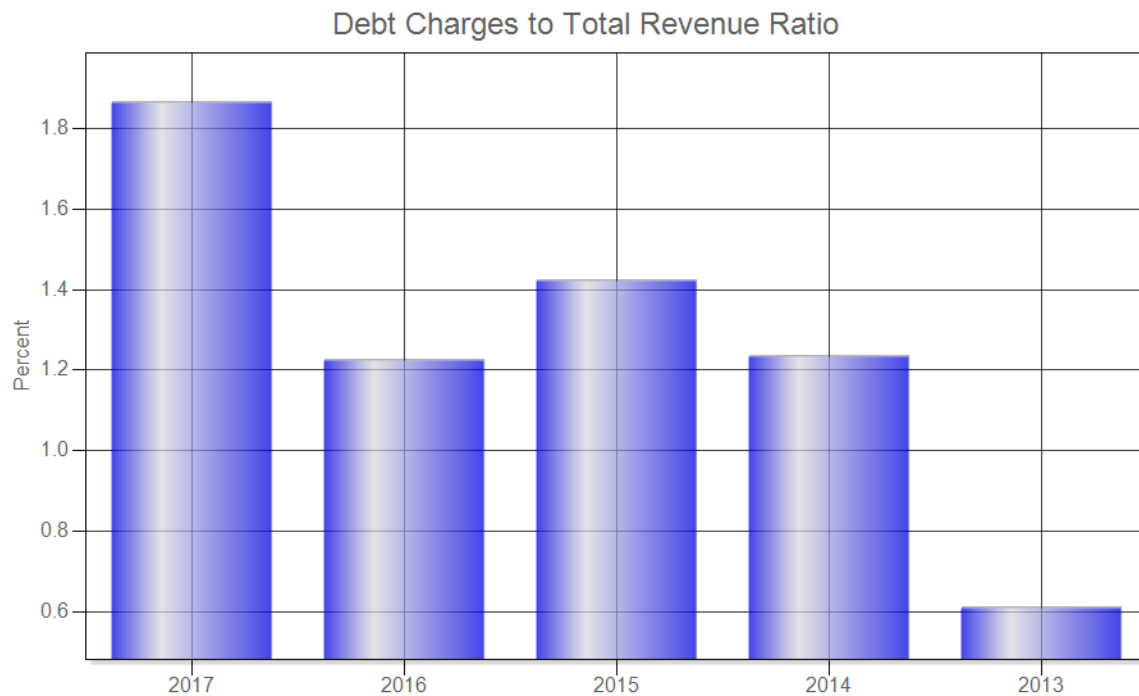
FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Flexibility

One measure of flexibility is debt charges to total revenue. This ratio, often referred to as the interest bite, indicates the proportion of total revenue that is required to pay interest charges on debt and therefore, is not available to pay for program costs. It illustrates the extent to which past borrowing decisions present a constraint on a government's ability to meet its financial and service commitments in the current period. Specifically, the more government uses revenues to meet the interest costs on past borrowing, the less will be available for program spending. This indicator is important because, when this indicator increases for an extended period of time and assuming relatively stable interest rates, it means that the government has consistently chosen borrowing over increases in taxation or user fees to meet its financial and service commitments. This will eventually have an effect on its flexibility because once a government borrows, its first commitment must be to service its debt. Failing to do so would impair its future ability to borrow or to roll over its existing debt.

Table 29: Debt Charges to Total Revenue Ratio



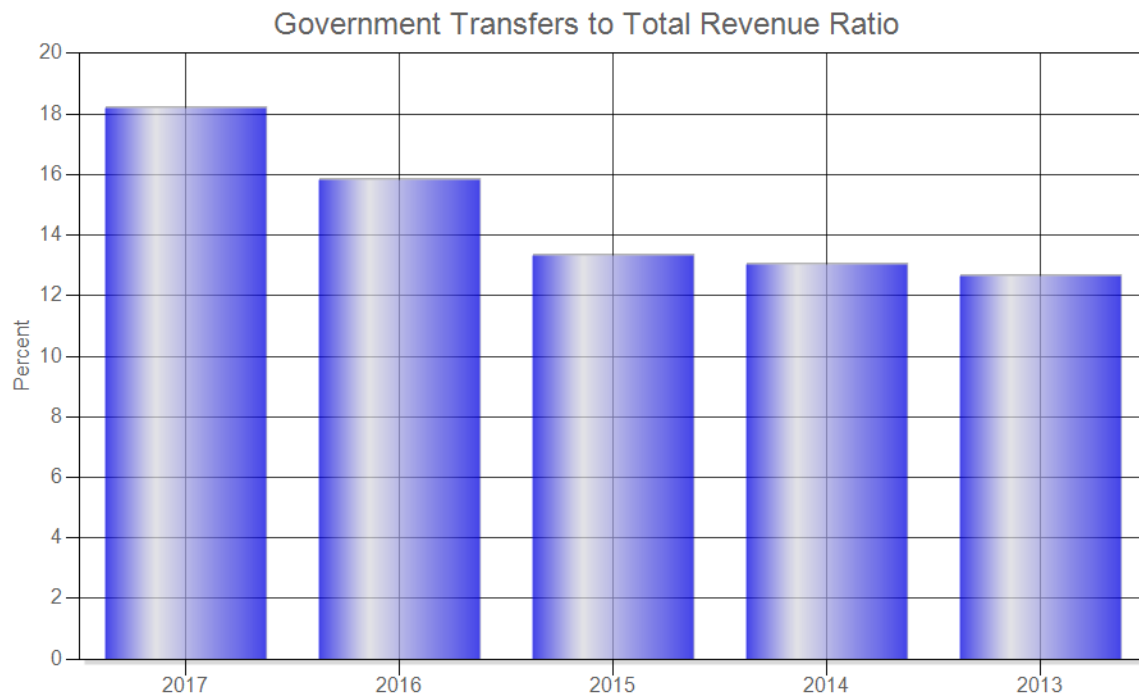
FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Vulnerability

This is the degree to which a government is dependent and therefore vulnerable to, sources of funding outside of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues. Vulnerability is measured by calculating the ratio of revenues from senior governments to the City's own-source revenues. Government transfers to total revenue was higher in 2017 due to P3 funding from the federal government for the wastewater treatment plant.

Table 30: Government Transfers to Total Revenue Ratio



CREDIT RATING

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's Rating Services, about a borrower's overall creditworthiness. It focuses on the borrower's capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when borrowing.

Standard and Poor's undertakes a detailed analysis of the borrower's financial condition, using a robust set of criteria, and updates it annually. The City of Regina's credit rating by Standard & Poor's for 2016 was AA+ (Stable). Regina has received this rating since its first one was issued in 1989. According to Standard & Poor's, this consistently strong performance reflects the City's ongoing commitment to sound fiscal management.



Consolidated Financial Statements

MANAGEMENT'S REPORT

RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying consolidated financial statements and all other information contained in this 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 judgments of management. Financial data elsewhere in this report is consistent with that of the consolidated 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 the financial records are reliable for the preparation of financial statements.

The Finance and Administration Committee, established by City Council, comprises five elected officials, along with the Mayor as an ex-officio member. The Committee, in addition to considering a variety of financial and administrative issues, reviews the content of the annual financial report for presentation to City Council, and reviews external audit reports.

MNP LLP, the City's appointed external auditors, have audited the consolidated financial statements. Their report to the Mayor and City Council, stating the scope of their examination and opinion on the consolidated financial statements, follows.



Barry Lacey
Executive Director, Financial & Corporate Services



Chris Holden
City Manager

May 28, 2018

Independent Auditors' Report

To His Worship the Mayor and Members of Council of the City of Regina:

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

Management's Responsibility for the Consolidated Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

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

Other Matter

The consolidated financial statements for the year ended December 31, 2016 were audited by another auditor who expressed an unmodified opinion on those consolidated financial statements on May 29, 2017.

Regina, Saskatchewan

May 28, 2018



Chartered Professional Accountants

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31

(in thousands of dollars)

	2017	2016
FINANCIAL ASSETS		
Cash	\$ 137,099	\$ 30,678
Short-term investments (Note 3)	20,510	472
Accounts receivable (Note 4)	87,225	91,854
Taxes receivable	6,252	5,668
Long-term investments (Note 5)	276,151	339,843
Land inventory (Note 6)	20,391	8,899
	547,628	477,414
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	72,967	69,223
Taxes payable to school boards	7,006	6,998
Deferred revenue (Note 7)	77,208	77,173
Capital lease obligations (Note 8)	1,135	1,108
Long-term debt (Note 9)	319,635	293,512
Employee benefit obligations (Note 10)	69,679	75,672
Landfill closure and post-closure (Note 11)	28,862	24,650
	576,492	548,336
NET FINANCIAL DEBT	(28,864)	(70,922)
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 12)	2,146,267	2,025,785
Materials and supplies	7,552	7,971
Prepaid	5,404	5,978
ACCUMULATED SURPLUS (Note 13)	\$ 2,130,359	\$ 1,968,812

*Commitments and contingent liabilities (Note 15)**See accompanying notes to consolidated financial statements.*

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the Year Ended December 31

(in thousands of dollars)

	Budget (Note 1j)	Actual	Actual
	2017	2017	2016
REVENUE			
Taxation (Note 16)	\$ 253,249	\$ 252,165	\$ 240,148
Fees and charges	231,276	241,665	217,716
Government transfers (Note 17)	73,976	134,965	118,219
Electrical distribution	25,647	26,534	25,267
Licenses, fines and levies	13,866	14,542	13,846
Gas distribution	3,453	5,975	6,138
Interest and penalties	1,439	2,810	2,103
Interest on portfolio investments	8,263	10,351	12,913
Realized loss on portfolio investments	10	(4,145)	4,326
Servicing agreement fees	11,038	13,847	17,483
Land sales	3,503	5,408	533
Other	24,698	8,271	6,884
Contribution of tangible capital assets	-	26,050	30,638
Other capital contributions	-	2,003	49,565
	650,418	740,441	745,779
EXPENSES			
Parks, recreation and community services	144,012	146,666	121,148
Police	87,780	84,605	80,095
Legislative and administrative services	75,222	71,812	86,738
Water, wastewater and drainage	87,894	81,950	87,518
Roads and traffic	68,903	59,085	53,095
Fire	47,928	45,651	46,319
Transit	43,040	43,895	42,032
Waste collection and disposal	23,003	23,734	17,648
Grants	6,298	4,548	4,051
Planning and development	21,665	16,948	18,766
	605,745	578,894	557,410
ANNUAL SURPLUS	44,673	161,547	188,369
ACCUMULATED SURPLUS, BEGINNING OF YEAR	-	1,968,812	1,780,443
ACCUMULATED SURPLUS, END OF YEAR	\$ 44,673	\$ 2,130,359	\$ 1,968,812

See accompanying notes to consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL DEBT

For the Year Ended December 31

(in thousands of dollars)

	Budget (Note 1j)	Actual	Actual
	2017	2017	2016
Annual surplus	\$ 44,673	\$ 161,547	\$ 188,369
Acquisition of tangible capital assets	-	(221,544)	(289,600)
Amortization of tangible capital assets	-	87,928	77,775
Proceeds on disposal of tangible capital assets	-	1,040	686
Loss on disposal of tangible capital assets	-	12,094	21,057
	-	(120,482)	(190,082)
Net change in materials and supplies	-	419	(169)
Net change in prepaid	-	574	647
	-	993	478
Decrease (increase) in net financial debt	44,673	42,058	(1,235)
NET FINANCIAL DEBT, BEGINNING OF YEAR	(70,922)	(70,922)	(69,687)
NET FINANCIAL DEBT, END OF YEAR	\$ (26,249)	\$ (28,864)	\$ (70,922)

See accompanying notes to consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended December 31

(in thousands of dollars)

	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES:		
Annual surplus	\$ 161,547	\$ 188,369
Non-cash items		
Amortization of tangible capital assets	87,928	77,775
Loss on disposal of tangible capital assets	12,094	21,057
Contribution of tangible capital assets	(26,050)	(30,638)
Realized loss (gain) on portfolio investments	4,145	(4,326)
Net change in non-cash working capital balances		
Decrease (increase) in accounts receivable	4,629	(48,977)
Increase in taxes receivable	(584)	(784)
Increase (decrease) in accounts payable and accrued liabilities	3,744	(78,108)
Increase in taxes payable to school boards	8	1,008
Increase in deferred revenue	35	32,471
Decrease in employee benefit obligations	(5,993)	(3,276)
Increase (decrease) in landfill closure and post-closure liability	4,212	(4,474)
Increase in land inventory	(11,492)	(8,570)
Decrease (increase) in materials and supplies	419	(169)
Decrease (increase) in prepaid	574	647
	235,216	142,005
CASH FLOWS USED IN CAPITAL ACTIVITIES:		
Acquisition of tangible capital assets	(195,467)	(181,341)
Proceeds on disposal of tangible capital assets	1,040	686
	(194,427)	(180,655)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of short-term investments	(20,038)	(201)
Sale of long-term investments	59,547	97,162
	39,509	96,961
CASH FLOWS USED IN FINANCING ACTIVITIES:		
Debt issued	33,300	-
Repayment of long-term debt	(7,177)	(55,757)
	26,123	(55,757)
INCREASE IN CASH	106,421	2,554
CASH, BEGINNING OF YEAR	30,678	28,124
CASH, END OF YEAR	\$ 137,099	\$ 30,678

See accompanying notes to consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

The City of Regina (the City) is a municipality in the Province of Saskatchewan, Canada and operates under the provisions of *The Cities Act*.

1. SIGNIFICANT ACCOUNTING POLICIES

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

a. Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, changes in accumulated surplus, changes in net financial assets and cash flows of the reporting entity. The reporting entity is comprised of all organizations and enterprises which are controlled by the City, namely:

- General operating and capital funds
- Water and sewer utility operating and capital funds
- Regina Public Library Board (RPL)
- Economic Development Regina Inc. (EDR)
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- The Regina Exhibition Association Limited (REAL)
- Buffalo Pound Water Treatment Corporation (BPWTC)

Inter departmental and inter organizational transactions and balances have been eliminated.

On January 1, 2016 the City of Regina and the City of Moose Jaw incorporated a non-profit corporation under the *Non-Profit Corporations Act, 1995 (Saskatchewan)*. The City has a 74.00% interest in the Buffalo Pound Water Treatment Corporation (BPWTC) which has been proportionately consolidated.

The Regina Public Library has a 21.75% (2016 - 21.75%) interest in the Saskatchewan Information and Library Services Consortium Inc. (SILS), which has been proportionately consolidated.

On January 1, 2016, Economic Development Regina Inc. (EDR) incorporated under *The Non-Profit Corporations Act, 1995*, with the City of Regina as its sole voting member.

The Regina Exhibition Association Limited (REAL) was incorporated in 1907 pursuant to an act of the Legislature of the Province of Saskatchewan, being C. 41, Statutes of Saskatchewan and transitioned to *The Non-profit Corporations Act, 1995 (Saskatchewan)* on January 1, 2014.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

b. Revenue recognition

Revenues are recorded using the accrual basis of accounting whereby revenues are recognized as they are earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Property tax revenue is based on assessments determined in accordance with provincial legislation and the formulas, principles and rules in the Saskatchewan Assessment Manual. Tax mill rates are established annually. Taxation revenues are recorded net of a provision for potential losses on outstanding assessment appeals and uncollected taxes. By their nature, these provisions are subject to measurement uncertainty and the impact on the consolidated financial statements of future periods could be material (Note 16). Penalties on overdue taxes are recorded in the period levied.

Electrical distribution revenue consists of the municipal surcharge and payments in lieu of taxes received from SaskPower. The municipal surcharge revenue and payments in lieu of taxes are equal to 10% and 5%, respectively of the value of the supply of electrical energy provided by SaskPower to customers within the City limits.

Gas distribution revenue mainly consists of the payments in lieu of taxes received from SaskEnergy and TransGas. The payment in lieu of taxes received from SaskEnergy is equal to 5% of the fees levied by SaskEnergy to customers within the City limits. The payment in lieu of taxes received from TransGas is equal to 5% of the transportation fees and the deemed value of the gas transmitted by TransGas to consumers within the City limits. Pursuant to an agreement with the City for two major consumers who are served by TransGas, the 5% payments to the City in lieu of taxes are based on the transportation costs and the deemed value of the fuel stock consumed.

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, eligibility criteria have been met, and reasonable estimates of the amounts can be made.

c. Expense recognition

Expenses are recorded using the accrual basis of accounting whereby expenses are recognized as they are incurred and measurable based upon receipt of goods and services and/or the legal obligation to pay.

d. Use of estimates

The preparation of consolidated financial statements in conformity with PSAS requires management to make estimates and use assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and reported amounts of revenues and expenses during the year. Actual results could differ from those estimates. Significant estimates include accrued liabilities, employee benefit obligations, landfill closure and post-closure obligations, contribution of tangible capital assets, provision on tax appeals, the amortization of tangible capital assets, or any provision for impairment of investment values.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e. Materials and supplies

Inventories of materials and supplies are valued at the lower of net realizable value and average cost.

f. Taxes collected for others

The City collects taxes for the Regina Separate School Board, the Regina Public School Board and the Global Transportation Hub Authority. These taxes, which are not included in the City's financial results, are remitted to the respective entities less an amount to offset cancellations relating to school taxes and the City's cost in carrying the receivables.

g. Deferred revenue

The City receives servicing agreement fees, payments in lieu of parking and payments in lieu of dedication of land for public reserve under the authority of provincial legislation and City bylaws. The City also receives special taxes levied pursuant to Section 275 of *The Cities Act*, which are to be expended on alley maintenance. As well, the City receives various government grants for special programs offered by either the Provincial or Federal governments and also receives deposits on lots. These funds are restricted as to their use and are not recognized as revenue until the fiscal period in which they are used to make qualifying expenses.

Deferred revenue also includes monies received in advance for taxes, transit passes, servicing and sub-division revenue, prepaid cemetery revenue and pre-season sales from the various recreational facilities.

h. Employee benefit plans

The City participates in contributory defined benefit or defined contribution pension plans for virtually all of its employees. Under the defined contribution plan, the City's obligations are limited to its contributions. These contributions are expensed in the period in which they are due and payable.

Costs related to defined benefit pension plans considered to be single-employer plans are recognized when earned by plan members. Pension benefit obligations are actuarially determined using the projected benefit method prorated on service and the pension plan administrator's best estimate of expected salary and benefit escalation and retirement ages of employees. Market rates are used to measure the accrued benefit obligation, as well as the assets of the pension plans. Actuarial gains and losses on pension obligations and/or pension fund assets are amortized over the average remaining service life of the related employee groups.

For defined benefit plans considered to be multiemployer plans, contributions are expensed when they are due and payable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

h. Employee benefit plans (Continued)

The City has various post-employment benefits and termination benefit obligations earned by employees and expected to be provided to them when they are no longer providing active service.

The obligations for vested sick leave, service or retirement allowances and other post employment benefits have been determined on an actuarial basis. The obligations for vacation pay and banked time in lieu of overtime have been accounted for at an undiscounted value at the current rate of pay.

i. Tangible capital assets

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

General

Land improvements	10 to 100 years
Buildings and building improvements	15 to 75 years

Vehicles and equipment

Fire trucks and buses	15 to 30 years
Police vehicles	4 to 10 years
Other vehicles	2 to 25 years
Equipment	4 to 50 years

Office and information technology

Hardware	2 to 15 years
Software	2 to 10 years
Other	10 years

Infrastructure

Plants and facilities	5 to 100 years
Roads	1 to 40 years
Underground networks	5 to 100 years
Bridges and other structures	15 to 70 years

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

i. Tangible capital assets (Continued)

Assets under construction are not amortized until the asset is available for productive use. Interest on debt used to purchase tangible capital assets is not capitalized.

Tangible capital assets received as contributions, which are primarily roads and underground networks, are recorded at their fair value at the date of receipt and also are recorded as revenue. Fair value is determined based on an estimate of the cost to construct the contributed asset.

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

Land under roads that is acquired other than by a purchase agreement is valued at a nominal cost. Works of art and historical treasures are not recognized in these consolidated financial statements.

j. Budget information

Budget information is presented on a basis consistent with that used for actual results. The budget was approved by Council on February 13, 2017, the budget was then amended and approved on April 10, 2017.

k. Investments

All investments are recorded at cost less write downs to reflect other than temporary declines in value. Investment transactions are accounted for at the trade date. Interest income is recorded on the accrual basis.

l. Foreign currency

Monetary items denominated in foreign currency are translated to Canadian dollars at exchange rates in effect as at December 31, and non-monetary items are translated at rate of exchange in effect when the assets were acquired or obligations incurred. Revenue and expenses are translated at rates in effect at the time of the transactions or at rates of exchange established by the terms of the forward foreign exchange contract. Gains (losses) on foreign currency translation are included as revenue (expenses).

m. Land inventory

Land for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

n. Loan Guarantees

Periodically the City provides loan guarantees on specific debt issued by related authorities and other entities not consolidated in the City's financial statements. Loan guarantees are accounted for as contingent liabilities and no amounts are accrued in the consolidated financial statements of the City until the City considers it likely that the borrower will default on the specified loan obligation. Should a default occur, the City's liability would be recorded in the consolidated financial statements.

2. NEW STANDARDS AND AMENDMENTS TO STANDARDS

Standards and amendments effective for financial statements on or after April 1, 2017:

PS 2200, Related Party Disclosures

PS 3210, Assets

PS 3320, Contingent Assets

PS 3380, Contractual Rights

PS 3420, Inter-entity Transactions

Standards and amendments effective for financial statements on or after April 1, 2018:

PS 3430, Restructuring Transactions

Standards and amendments effective for financial statements on or after April 1, 2019:

PS 1201, Financial Statement Presentation

PS 2601, Financial Currency Translation

PS 3041, Portfolio Investments

PS 3450, Financial Instruments

The extent of the impact on adoption of these standards is not known at this time.

3. SHORT-TERM INVESTMENTS

Short-term investments are recorded at cost and have a fair value approximating cost. The investments are in a money market fund, holdings of which may include a combination of treasury bills, commercial paper, bankers' acceptances or promissory notes. The average yield earned from investments was 1.51% (2016 - 0.75%).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

4. ACCOUNTS RECEIVABLE

	2017	2016
Trade and other receivable	65,890	70,417
Water and sewer receivable	16,574	15,683
Government transfers receivable	4,761	5,754
	87,225	91,854

The allowance included in accounts receivable for 2017 is \$2,246 (2016 - \$1,869).

5. LONG-TERM INVESTMENTS

Long-term investments include investments in a pooled bond fund.

	Carrying Value		Fair Value	
	2017	2016	2017	2016
Pooled bond fund	276,151	339,843	267,992	329,430

A pooled bond fund is a group of individual bonds managed by an investment manager. The fair value of the pooled bond fund units is based on the market price per unit, which is determined by the overall market values of each of the bonds in the fund. The average yield earned from investments was 3.03% (2016 - 3.08%).

6. LAND INVENTORY

Property acquired through the tax enforcement process and held for sale is recorded at the lesser of cost and net realizable value. Cost is equal to the outstanding taxes including any applicable penalties, as well as the costs incurred in acquiring the land. The valuation allowance reflects a potential reduction in carrying value that may be realized upon sale. Land acquired other than through the tax enforcement process and held for re-sale is recorded at the lower of cost or net realizable value. Land inventory also includes acquisition costs of the land and the improvements to prepare the land for sale or servicing. Related development costs incurred to provide infrastructure are recorded as capital assets under their respective function.

	2017	2016
Land held for re-sale	19,763	4,161
Long-term inventory	628	4,073
	20,391	8,234
Acquired property held for resale, net of allowance	-	665
	20,391	8,899

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

*(in thousands of dollars)***7. DEFERRED REVENUE**

	December 31, 2016	Externally restricted inflows	Revenue earned	December 31, 2017
Servicing agreement fees	51,438	26,398	(23,082)	54,754
Property taxes	809	773	(809)	773
Paved alleys	2,508	-	(321)	2,187
Gravel alleys	761	67	-	828
Cemetery internments	626	48	-	674
REAL	4,776	-	(1,993)	2,783
Other	16,255	-	(1,046)	15,209
	77,173	27,286	(27,251)	77,208

8. CAPITAL LEASE OBLIGATIONS

The following is a schedule of future minimum lease payments under capital leases for computer equipment, software and building contracts along with the balance of the capital lease obligation:

2018	512
2019	338
2020	185
2021	100
	1,135

9. LONG-TERM DEBT**Debenture debt**

The City's long-term debt consists of \$209,732 (2016 - \$215,853) of unsecured debentures issued in the form of fully registered certificates held by The Canadian Depository for Securities Ltd. (CDS), on behalf of beneficial owners as direct and indirect participants of CDS. The debentures are issued for 10 or 30-year terms with principal payable either annually or semi-annually and interest payable semi-annually.

Obligation under long-term financing agreement – Public Private Partnership (P3)

The long-term debt represents the deferred capital payments portion of the Wastewater Treatment Plant (WWTP) based on the terms of the P3 agreement. The City amortizes the accumulated cost of the completed project over its useful life, expenses the annual interest cost and settles the long-term liability over the term of the P3 project agreement. The City has \$76,440 (2016 - \$77,618) of deferred capital payments that it has recorded as long-term debt. The long-term debt has a 27-year term with principal and interest payable monthly. The entire principal is due 2044.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

9. LONG-TERM DEBT (CONTINUED)

Term loan

During the year, the City of Regina and the City of Moose Jaw approved BPWTC to enter into a non-revolving term loan with the Bank of Montreal. BPWTC entered into an interest rate swap agreement for a 25 year term to fix the interest rate at 3.46%. The term loan is subject to renewal on November 30, 2027. The City has guaranteed its proportionate share of the term loan.

	2017	2016
City of Regina unsecured debentures and loan		
Operating fund	200,981	206,195
Utility fund	8,752	9,658
WWTP debt - long-term	76,440	77,618
Term loan	33,300	-
Loans payable	162	41
Total debt	319,635	293,512

Authorized debt limit	450,000	450,000
Interest rates	0.95-6.462%	3.40-6.462%
Interest costs for year	13,771	9,118

Bank indebtedness

Pursuant to *The Regina Administration Bylaw No. 2003-69*, the City can incur bank indebtedness. Interest on this indebtedness is calculated at the prime rate of interest less 0.55%, payable monthly and the City has pledged certain revenues as security for the debt obligation. At December 31, 2017, the City had no bank indebtedness. The City has access to an unsecured line of credit of up to \$20,000 to cover any bank overdrafts arising from day to day cash transactions. A letter of credit for \$650 was outstanding on the line of credit but was not cashed.

The long-term debt is repayable as follows:

2018	7,180
2019	26,611
2020	6,542
2021	6,826
2022-2044	272,476
	319,635

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

10. EMPLOYEE BENEFIT OBLIGATIONS

The City's employee benefit obligations to be funded in the future are as follows:

	Total 2017	Total 2016
Defined benefit pension plans		
Regina Police Superannuation and Benefits Plan	20,233	23,498
RPPP Supplemental Pension Plan	3,437	2,767
Target Retirement Income Plan	(6,284)	(4,534)
	17,386	21,731
Other benefit plans		
Termination payments	23,679	25,106
Continuation of group life, medical and dental benefits	9,098	9,526
	32,777	34,632
Other plans and arrangements		
Vacation	14,770	14,575
Overtime	4,307	4,322
Group life, medical and dental plans	439	412
	19,516	19,309
	69,679	75,672

a. Defined benefit pension plans

The Regina Police Superannuation and Benefits Plan is a defined benefit pension plan. As required by provincial legislation, an actuarial funding valuation is completed at least triennially.

By Memorandum of Agreement dated January 21, 2013, the City and the Employees' Pension Committee agreed to freeze the Regina Police Pension Plan (RPPP) as of June 30, 2014, and to establish the Target Retirement Income Plan (TRIP) for the Regina Police Service as of July 1, 2014. All active members in the RPPP moved over to the TRIP for service on or after July 1, 2014. There are no longer any active members accruing service in the RPPP.

Effective July 1, 2014, the Regina Police Superannuation and Benefits Pension Plan was amended per Amendment 2014-1 which served to close the plan to new entrants, freeze pensionable service, cease employee contributions and change the cost sharing arrangement of the Plan, such that the City assumes full responsibility for all past and future unfunded liabilities in the plan. Prior to this amendment, and as shown in the consolidated financial statements for prior years, the City was responsible for reporting approximately 51% of the Plan's accrued benefit liability. As a result of the amendment to the Plan effective July 1, 2014, the City is now responsible for reporting 100% of the Plan's accrued benefit liability and assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

10. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

a. Defined benefit pension plans (Continued)

An actuarial valuation of the defined benefit pension plans is performed using the projected benefit method prorated on service to determine the accrued benefit obligation and the expense to be recognized in the consolidated financial statements.

The results of the most recent actuarial valuations and significant assumptions utilized in these valuations are as follows:

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan	Total 2017	Total 2016
Fair value of plan assets, beginning of year	23,672	306,909	-	330,581	317,371
Employees' contributions	5,340	-	-	5,340	5,125
Employer contributions	5,233	3,722	-	8,955	8,651
Actual return on plan assets	3,230	27,344	-	30,574	17,728
Less benefits paid	(137)	(18,205)	-	(18,342)	(18,294)
Fair value of plan assets, end of year	37,338	319,770	-	357,108	330,581
Accrued benefit obligation, beginning of year	21,250	323,966	2,767	347,983	335,719
Current period benefit cost	8,865	-	-	8,865	8,283
Interest on accrued benefit obligation	1,665	21,411	182	23,258	22,434
Actuarial loss	1,287	23,743	671	25,701	-
Less benefits paid	(137)	(18,205)	(183)	(18,525)	(18,453)
Accrued benefit obligation, end of year	32,930	350,915	3,437	387,282	347,983
Funded status, plan surplus (deficit)	4,408	(31,145)	(3,437)	(30,174)	(17,402)
Unamortized net actuarial loss (gain)	1,876	10,912	-	12,788	(4,329)
Accrued benefit asset (liability)	6,284	(20,233)	(3,437)	(17,386)	(21,731)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

*(in thousands of dollars)***10. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)**

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan	Total 2017	Total 2016
Current period benefit cost	8,865	-	-	8,865	8,283
Amortization of actuarial (gain) loss	171	(577)	-	(406)	(683)
Employee contributions	(5,340)	-	-	(5,340)	(5,125)
Interest expense	1,665	21,411	182	23,258	22,434
Expected return (deficit) on plan assets	1,878	(20,377)	-	(18,499)	(18,958)
Change in valuation allowance	1,986	-	-	1,986	862
Benefit expense	9,225	457	182	9,864	6,813

The actuarial valuations were performed by Aon.

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan
Date of most recent valuation	Dec 31, 2016	Dec. 31, 2016	Dec 31, 2016
Discount rate (%)	6.3	6.0	6
Inflation rate (%)	2.25	2.25	2.25
Long term return rate on plan assets (%)	6.3	6.0	n/a
Rate of compensation increase (%)	2.75	2.75	2.75
Expected average remaining service years	12.4	11.6	11.6
Contribution rate as a percentage of salary:			
Members prior to July 1, 2014	n/a	11.33%-12.83%	0.00%
Members post July 1, 2014	6.80%-10.70%	0.00%	0.00%
City prior to July 1, 2014	n/a	11.83%-13.33%	variable
City post July 1, 2014	8.50%	6.19%	variable

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

10. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

b. Other benefit plans

Pursuant to union agreements, eligible employees are entitled to termination payments based upon their unused sick leave or years of service.

Group life, medical and dental benefits represents the obligation for the continuation of group life insurance, dental and medical benefits for employees on long-term disability and the City's share of group life insurance for early retirees.

Retirees may continue group life insurance coverage to age 65 on a 50% cost-shared basis with the City. Employee and employer premiums for continuation of group life insurance for employees on long-term disability are fully funded through contributions maintained in a reserve. Medical and dental coverage for employees on long-term disability is provided on a 50% cost shared basis between the employee and employer.

A group life insurance plan is administered by Saskatchewan Blue Cross on a self-insured basis, with a stop loss provision limiting losses to claims in excess of 150% of premiums for any calendar year. The primary components of the plan are funded equally by employer and employees. Dental and medical plans are also provided for most employees on a cost-shared or employer-funded basis.

For group life insurance, the balance of the employer and employee premiums collected in excess of claims are held in group insurance reserves, which are intended for future benefits and stabilization of premiums. The employer's portion of the obligations under the group insurance plan that will be funded from the reserves is reflected in Other Benefit Plans. Amounts held in the reserves that reflect obligations to be funded from employee contributions have been included in Accounts Payable and Accrued Liabilities. The balance of the group life insurance reserves, after reflecting the liabilities for the employee and employer share of future obligations is \$4,905 (2016 - \$4,398). This amount has been included in Group Benefits reserves (Note 14).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

10. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Actuarial valuations are performed to determine the accrued benefit obligation and the expense to be recognized in the consolidated financial statements. The results of and significant assumptions utilized in these valuations are as follows:

	City employees	Library employees	Group life, medical and dental plans	Total 2017	Total 2016
Accrued benefit obligation, beginning of year	24,043	1,063	9,256	34,362	32,037
Current period benefit cost	1,852	61	1,079	2,992	3,913
Interest on accrued benefit obligation	499	18	260	777	718
Actuarial gain	(1,952)	(61)	(421)	(2,434)	(779)
Less benefits paid	(1,834)	(47)	(1,076)	(2,957)	(1,642)
Unamortized net actuarial gain	-	37	-	37	115
Accrued benefit liability - unfunded	22,608	1,071	9,098	32,777	34,362
Current period benefit cost	1,852	61	-	1,913	1,932
Amortization of actuarial loss (gain)	397	(24)	-	373	373
Interest expense	499	18	-	517	500
Benefit expense	2,748	55	-	2,803	2,805

	AON	AON	Mercer
Date of most recent valuation	Dec 31, 2017	Dec 31, 2017	Dec 31, 2017
Discount rate (%)	2.8	2.8	2.0-3.0
Rate of compensation increase (%)	2.75-3.65	2.75-3.65	2.2
Expected average remaining service years	10-13	10-13	n/a

c. Other plans and arrangements

Employees are entitled to vacation pay and overtime as outlined in administrative policies and/or contractual agreements. The liability for these benefits is determined using current rates of pay and is undiscounted.

Out of scope employees are contractually entitled to certain pensions and termination payments. BPWTC employees are entitled to termination payments based upon years of service or unused sick leave. Benefits start to vest after 10 years of service and are recognized as expenses when they are vested. During the year, BPWTC Board of Directors approved a decision to end the vesting of termination payments for out-of-scope employees as December 31, 2017. Out-of-scope employees were provided the option to have their severance paid out on December 31, 2017 or to elect to defer the payment until they leave BPWTC.

Group life, medical and dental plans represents the liability for claims in progress and claim fluctuations under those plans at the end of the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

10. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

d. Multiemployer defined benefit plans

Two multiemployer defined benefit plans provide benefits to employees of the City of Regina, the Regina Qu'Appelle Health Region (the Regina General Hospital Division and Community Health Division), Buffalo Pound Water Treatment Corporation, Regina Public Library, and the non-teaching staff of the Board of Education of the Regina School Division No. 4 of Saskatchewan. The following represents the amounts for these plans:

	Superannuation & Benefit Plan	Long-Term Disability Plan	Total 2017	Total 2016
Benefit expense	14,647	672	15,319	17,132
Surplus of plan assets over benefit obligation per plan financial statements	43,772	33,940	77,712	(11,598)
Contribution rate as a percentage of salary:				
Members	7.8 - 13.1%	0.46%		
Employers	8.8 - 14.6%	0.46%		
City employee contributions	13,564	621	14,185	14,357
Date of most recent actuarial valuation	Dec 31, 2016	Dec 31, 2016		

The contributions by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. The portion of the annual benefit costs and of the asset surpluses (deficits) that are attributable to the City cannot be easily determined. Accordingly, the multiemployer plans are accounted for on the defined contribution basis. No portion of the asset (deficit) surplus of the plans are recognized in these consolidated financial statements. The benefit expense reflected in the consolidated financial statements is equal to the City's contributions for the year.

A valuation was performed as at December 31, 2014 establishing a minimum funding requirement. In accordance with the Minimum Funding Regulations and the Plan's funding policy, the unfunded liability determined by the December 31, 2014 valuation is amortized over a period of no more than 20 years which began January 1, 2016. The cost sharing arrangement was amended such that 60% of the unfunded liability for service prior to January 1, 2016 was to be funded by the participating employer contributions and 40% from employee contributions.

e. Defined contribution pension plan

The Casual Employees' Superannuation and Elected Officials' Money Purchase Pension Plan is a defined contribution plan. Pension fund assets are invested in marketable investments of organizations external to the City. Benefit expense is limited to the City's contributions to the plan.

	2017	2016
Casual employee members' contribution rate	3.00%	3.00%
Elected official members' contribution rate	6.95%	6.95%
Members' contributions	333	309
Benefit expense	333	309

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

11. LANDFILL CLOSURE AND POST-CLOSURE

Legislation requires closure and post-closure care of solid waste landfill sites. Closure care includes final covering and landscaping of the landfill and implementation of drainage and gas management plans. Post closure care requirements include cap maintenance, groundwater monitoring, gas management system operations, inspections and annual reports.

	2017	2016
Estimated closure and post-closure costs over 40 years after capacity is reached	57,135	57,233
Discount rate	3.40%	3.91%
Expected year capacity will be reached	2030	2030
Capacity (m3):		
Used to date	11,580,162	11,203,072
Remaining	2,913,963	3,291,053
Total	14,494,125	14,494,125
Percent utilized	79.90%	77.29%
Landfill liability	28,862	24,650

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 groundwater and leachates from the site, ongoing environment monitoring, site inspection and maintenance. The liability recognized in the consolidated financial statements is subject to measurement uncertainty. The recognized amounts are based on the City's best information and judgment. Amounts could change by more than a material amount in the long term.

The unfunded liability for the landfill will be paid for per the annual approved budget where capital expenditures will be funded from the Landfill reserve and operational expenses will be funded through the operating budget, resulting in a reduction in the transfer to the Landfill reserve.

Financial assurance on projects related to a construction liability, including landfill are handled as follows: Requirement of a Performance Bond and a Labour & Material Payment Bond, both in the amount of 50% of the total contract price for each contract. The Performance Bond is typically in place through the two-year warranty period and provides assurance that the contractor will perform and complete the contracted work. If they do not, the bonding company will either take over the project to completion or compensate the owner up to the value of the bond for completion of the work.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

11. LANDFILL CLOSURE AND POST-CLOSURE (CONTINUED)

The labour & material payment bond protects the owner from a general contractor not paying their subcontractors or material suppliers. The bonding company would pay any unpaid subcontractors or material suppliers up to the value of the bond.

Builder's Lien Holdback - A provincial act requires that the City withhold payment each progress certificate for 45 days. Similar to the Labour & Material Payment Bond, the intent is to protect subcontractors and material suppliers who do not get paid by the general contractor.

Deficiency Holdback - The City contract provides the right for the owner to withhold payment for deficient work. Typically the holdback is not released until the deficiency is corrected and in some case's will not be released if the contractor decides to not complete the work.

Insurance - The City contract requires the general contractor to have insurance jointly in the name of the City for each project. The City has fairly significant general requirements for all contracts and include special insurance requirements for unique projects such as environmental insurance for environment selective projects.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

*(in thousands of dollars)***12. TANGIBLE CAPITAL ASSETS**

	Net Book Value	
	2017	2016
General		
Land	126,378	123,285
Land improvements	71,597	67,499
Buildings and building improvements	441,658	388,542
Vehicles and equipment	175,088	146,482
Office and information technology	19,428	19,744
Infrastructure		
Plants and facilities	368,800	345,578
Roads	373,504	357,849
Underground and other networks	483,922	468,602
Bridges and other structures	32,072	23,819
	2,092,447	1,941,400
Assets under construction	53,820	84,385
	2,146,267	2,025,785

For additional information, see the Consolidated Schedule of Tangible Capital Assets (Schedule 3).

Tangible capital assets of \$168,591 and a related accounts payable and accrued liability of \$1,178 (2016 - \$1,107) and long-term debt of \$76,440 (2016 - \$77,618) were recorded in relation to the Wastewater Treatment Plant.

During the year write downs of assets were \$nil (2016 - \$nil). In addition, tangible capital assets contributed to the City totalled \$26,050 (2016 - \$30,638), which were capitalized and recorded as revenue at their fair value at the time of receipt. The breakdown of contributed assets is as follows:

	2017	2016
Land	6,594	6,922
Land improvement	4,868	6,255
Roads	9,937	11,909
Underground networks	4,347	4,638
Vehicles and equipment	304	914
	26,050	30,638

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

13. ACCUMULATED SURPLUS

Accumulated surplus represents the equity of an organization. In determining accumulated surplus, revenue and expenses are recognized as they are earned and incurred, according to PSAS.

Council, through its annual budget process and other policies and bylaws, may fund certain amounts on a basis that differs from the expense recognition basis prescribed by PSAS.

Unappropriated surpluses represent equity relating to certain entities consolidated within the City's financial statements that have not been designated for a specific use by that entity.

Appropriations for capital projects and reserves represent amounts that have been internally restricted for specific purposes.

Obligations to be funded from future revenues represent amounts recognized as expenses according to PSAS, that will be funded from future revenues.

Infrastructure to be funded from future service agreement fees represent infrastructure that has been constructed by the City, of which the costs are expected to be funded from future service agreement fees.

	2017	2016
Unappropriated surplus:		
Regina Downtown Business Improvement District	157	44
Economic Development Regina Inc.	15	50
Regina Public Library Board	1,817	10
Regina's Warehouse Business Improvement District	75	75
The Regina Exhibition Association Limited	(7,179)	(1,477)
Buffalo Pound Water Treatment Corporation	758	(97)
Tangible capital assets	2,146,267	2,025,785
Appropriated surplus:		
General capital projects	102,855	117,027
Utility capital projects	73,586	27,859
Buffalo Pound capital projects	33,300	-
Reserves (Note 14)	232,853	218,764
Infrastructure to be funded from future servicing agreement fees:		
Water, wastewater and drainage	(34,834)	(24,286)
Obligations to be funded from future revenues:		
Long-term debt (Note 9)	(319,635)	(293,512)
Employee benefit obligations (Note 10)	(69,679)	(75,672)
Landfill closure and post-closure (Note 11)	(28,862)	(24,650)
Capital lease obligations (Note 8)	(1,135)	(1,108)
Accumulated surplus	2,130,359	1,968,812

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

14. RESERVES

	2017	2016
City of Regina reserves:		
General utility reserve	94,143	66,695
Facility reserve	260	1,230
General fund reserve	27,464	26,211
Landfill reserve	41,382	30,854
Regina revitalization initiative - stadium reserve	6,441	20,770
Land development reserve	(17,143)	(8,085)
Asset revitalization reserve	19,988	29,184
Equipment replacement reserve	10,137	4,997
Social development reserve	7,638	5,929
Operational commitments reserve	642	482
Planning & sustainability reserve	3,826	6,936
Winter road maintenance reserve	8,690	6,474
Regina Police Service general reserve	403	829
Asphalt reserve	2,078	2,307
Grants reserve	284	306
Golf course reserve	2	48
Technology reserve	792	607
Employer provided parking reserve	1,712	872
Cemetery reserve	446	483
Pest management reserve	520	413
Regina Police Service radio equipment reserve	218	74
	209,923	197,616
Group Benefits reserves:		
Group life insurance reserve	4,905	4,398
Dental benefits reserve	1,945	2,116
Medical - City of Regina reserve	633	740
Police services premium reduction reserve	214	350
Police long-term disability reserve	62	128
	7,759	7,732
Other Entities reserves:		
Regina Public Library reserves	10,589	10,639
Buffalo Pound Water Treatment Corporation/Administration Board	4,017	2,011
Regina Downtown Business Improvement District reserve	285	546
Regina's Warehouse Business Improvement District infrastructure reserve	280	220
	15,171	13,416
	232,853	218,764

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

15. COMMITMENTS AND CONTINGENT LIABILITIES

1) As at December 31, 2017, the expected commitment related to the Wastewater Treatment Plant is \$259,541. The P3 Canada Fund has approved federal funding for up to 25% of the eligible costs, the City has received funding of \$42,527. The Wastewater Treatment Plant is a P3 project and has qualified for P3 funding from the Government of Canada. On May 29, 2014 the City announced that EPCOR Water Prairies Inc. as the preferred proponent to design, build, finance, operate and maintain the City's new Wastewater Treatment Plant. EPCOR has taken on operations for the existing facility. EPCOR will also operate the new facility until June 2044.

The payment schedule, including capital payments on long term debt, is as follows:

	Total
2018	10,206
2019	13,256
2020	10,244
2021	9,965
2022 through 2044	215,870
	259,541

2) m̄maw̄yatit̄n centre Development Agreement - The agreement is made between the Board of Education of the Regina School Division No. 4 of Saskatchewan, the City and the Regina Public Library Board. The City and the Regina Public Library's share is 27.15% and based on that have authorized a maximum contribution of \$11,300. As at December 31, 2017 the total contributed was \$10,132 (2016 - \$7,810).

3) Taylor Field Neighbourhood – This project relates to the development of the area where the former Mosaic Stadium was located. The stadium was decommissioned in 2017.

4) Railyard Renewal – This project relates to the development of the old CP Railyard.

5) Animal Services Agreement - The agreement made on January 1, 2015 between the City and the Regina Humane Society Inc. (RHS) for animal services and the capital cost of a new facility. The City's share is 46% of the capital costs of the RHS Facility. The commitment includes an annual fee of \$1,290 for services; share of the capital cost of the facility \$9,660; financing costs for the financing of the City's share; and an amount equal to 10% of the value of all licenses sold or renewed through RHS.

6) On November 27, 2017 City Council approved the purchase of the former Saskatchewan Transportation Company (STC) Bus Depot for \$16,255 as part of a long-term affordable solution to address the Regina Police Service facility requirements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

*(in thousands of dollars)***16. TAXATION**

	Budget (Note 1j)	Actual	Actual
	2017	2017	2016
Total taxation revenue levied	-	394,436	368,907
Taxes levied on behalf of others:			
Regina School Division No. 4	-	(97,013)	(87,905)
Global Transportation Hub Authority	-	(1,916)	(1,742)
Regina Roman Catholic Separate School Division No. 81	-	(43,342)	(39,112)
Taxation revenue	253,249	252,165	240,148
City of Regina			
Municipal levies	206,772	205,704	189,989
Grants in lieu	20,286	20,413	24,906
Supplementary taxes	1,600	1,684	1,211
Other	2,300	2,216	2,021
	230,958	230,017	218,127
Regina Public Library			
Taxation levies	19,454	19,440	19,407
Grants in lieu	1,401	1,379	1,327
	20,855	20,819	20,734
Regina Downtown Business Improvement District levies	1,194	1,081	1,043
Regina's Warehouse Business Improvement District levies	242	248	244
	253,249	252,165	240,148

Taxation revenue is recorded net of an allowance for uncollectible outstanding taxes and a provision for potential losses on assessment appeals outstanding. As at December 31, 2017, the following amounts are reflected in the Consolidated Statement of Financial Position for these provisions:

	2017	2016
Allowance for doubtful outstanding taxes netted against taxes receivable	4,892	3,990
Provision for assessment appeals included in accounts payable	5,800	4,789

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

17. GOVERNMENT TRANSFERS

	Budget (Note 1j)	Actual	Actual
	2017	2017	2016
Operating transfers			
Federal	126	169	42,455
Provincial	49,208	52,888	9,927
	49,334	53,057	52,382
Capital transfers			
Federal	17,926	13,162	22,973
Provincial	6,716	68,746	42,864
	24,642	81,908	65,837
	73,976	134,965	118,219

Government transfers do not include grants in lieu of taxes received from the Federal and Provincial governments. These amounts are included with taxation revenue (Note 16).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

18. GOVERNMENT PARTNERSHIPS

BPWTC was incorporated in 2016 as a non-profit membership corporation by the City of Regina and the City of Moose Jaw. Its purpose is to operate the assets of the Buffalo Pound Water Treatment Plant. BPWTC is responsible for reliable and efficient provision of safe, high quality and affordable drinking water to the Cities. Based on the provisions of unanimous membership agreement, BPWTC is intended to operate a full cost recovery model and is mainly funded by water rates as paid by the Cities.

The following is a schedule of relevant financial information as stated within the financial statements of BPWTC for the year ended December 31, 2017 in thousands of dollars. There are no known contractual obligations or contingencies as at December 31, 2017. These amounts represent 100% of the financial position and activities:

	2017	2016
Financial assets	53,005	3,680
Financial liabilities	46,711	1,327
Net financial assets	6,294	2,353
Inventory	159	113
Tangible capital assets	39,034	-
Accumulated surplus	45,487	2,466
Statement of Operations		
Revenue	55,524	11,757
Contribution from Buffalo Pound Water Administration Board	-	2,056
Expenses	12,503	11,347
Annual surplus	43,021	2,466
Accumulated surplus, beginning of year	2,466	-
Accumulated surplus, end of year	45,487	2,466

The financial statements shown are proportionately consolidated within the consolidated financial statements at 74.00%, representing the City's interest in BPWTC. After eliminating inter-company transactions, the following amounts have been included in the consolidated financial statements:

	2017	2016
Statement of Financial Position		
Financial assets	39,967	2,277
Financial liabilities	34,532	990
Non-financial assets	29,003	84
Net assets	34,438	1,371
Statement of Operations		
Revenue	2,018	1,534
Expenses	9,057	4,882
Annual deficit	(7,039)	(3,348)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

18. GOVERNMENT PARTNERSHIPS (CONTINUED)

Restructuring transaction:

BPWTC entered into an Agreement to Transfer Assets with the City of Regina and the City of Moose Jaw on December 29, 2017 whereby each City agreed to transfer their respective ownership interest of Plant Assets that were used, operated and maintained by BPWTC. The Agreement to Transfer Assets was accounted for as a restructuring transaction within BPWTC in accordance with PS 3430 Restructuring Transactions. The purpose of the restructuring transaction was to ensure the Plant Assets were properly reflected in the financial statements of BPWTC. The restructuring transaction occurred on December 31, 2017. The purchase price was equal to the aggregate of the net book value of the Plant Assets as calculated on December 31, 2017 and was deemed to have been paid as of December 31, 2017. This restructuring transaction has been eliminated upon proportionate consolidation.

Prior to the asset transfer on December 29, 2017, the plant assets of the Buffalo Pound Water Treatment Plant were under the joint control of the City of Regina and the City of Moose Jaw.

The condensed supplementary financial information of the Buffalo Pound Water Treatment Plant as of December 31, 2016 was as follows:

Statement of Financial Position	2016
Tangible Capital Assets	21,677
Statement of Operations	
Revenue	1,911
Expenses	1,797
Annual surplus	114

The financial statements shown were proportionately consolidated within the consolidated financial statements at 74.00%, representing the City's interest in the Buffalo Pound Water Treatment Plant as at December 31, 2016. After eliminating inter-company transactions, the following amounts were included in the consolidated financial statements as at December 31, 2016:

Statement of Financial Position	2016
Tangible Capital Assets	16,041
Statement of Operations	
Revenue	-
Expenses	1,330
Annual deficit	(1,330)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

18. GOVERNMENT PARTNERSHIPS (CONTINUED)

The City of Regina and the Regina Public Library have entered into a master agreement with the Board of Education of the Regina School Division No. 4 to construct an integrated educational/library/community facility in the North Central area of the City of Regina known as the māmawēyatitān Centre. Construction began in 2015 and obtained substantial completion in 2017. The purpose of the partnership is to develop and operate a Facility as an integrated gathering place of the community and to deliver programs and services to the public. Any distribution (recovery) of annual operation surplus (deficit) is shared between the partners according to their respective usage of services.

The condensed supplementary financial information of the māmawēyatitān Centre is as follows:

	2017	2016
Tangible Capital Assets	35,515	29,568

The above financial information has been proportionately consolidated with the City and the Regina Public Library's partnership share of 27.15% (2016 - 27.15%). After adjusting the accounting policies to be consistent with those of the City's and Regina Public Library and eliminating transactions between the partnership and the City, the following amounts have been included in the consolidated financial statements:

	2017	2016
Tangible Capital Assets	9,642	7,810

19. FUNDS HELD IN TRUST

The City of Regina administers the following trusts. As related assets are not owned by the City, the trusts have been excluded from the consolidated financial statements. Following is a summary of the net assets of the trusts:

	2017	2016
Perpetual Care Trust	2,654	2,644
Williamson Driver Award	5	5
	2,659	2,649

20. SEGMENTED INFORMATION

The City is a diversified municipal government institution that provides a wide range of services to its citizens, including police, fire, and public transit, and water. The organizational structure includes Legal, City Clerk and Governance, Corporate services, Human Resources, City services, Transportation and Utilities, Planning and Development and Regina Police Services. The segmented information in these statements reflect the organizational structure described. For management reporting purposes, the City's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. The financial activities of the City reported by Fund are included in Schedule 1. City services are provided by groups/divisions and their activities are reported in these funds. Certain divisions that have been separately disclosed in the segmented information in Schedule 2, along with the services they provide, are as follows:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

20. SEGMENTED INFORMATION (CONTINUED)

a. City services

City service includes Service Regina, Regina Revitalization Initiative, Wastewater Treatment Plant Upgrade, Project support office, Community services, Parks & Open Space and Transit services provide external customer services to public residents.

b. Transportation and Utilities

Transportation and Utilities is responsible to ensure the City's infrastructure systems are effectively preserved, funded, and operated. This division preserves and operates municipal infrastructure involving roadways, traffic, water, drainage, waste water and solid waste to meet regulatory requirements and community needs.

c. Planning and Development

Planning and Development provides a long-term comprehensive approach to planning, engineering and development processes to ensure the efficient use of land and community infrastructure. The division encompasses land use, neighbourhood, transportation and infrastructure planning, long range capital planning, development review, building permits and inspection, and real estate services.

d. Regina Police Service

Regina Police Service is responsible for the delivery of policing services within the municipality and dedicated to a safe and caring community.

e. Corporate Services

Corporate services provides support to both internal and external customers, enabling City Operations to maximize effectiveness and potential. Corporate Services includes Finance, Information Technology Services, Human Resources, Fleet Services, Strategy Management and Facilities Management Services.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1. For additional information see the Consolidated Schedule of Operations by Segment (Schedule 2).

CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION**Schedule 1**

For the year ended December 31

(in thousands of dollars)

	General Operating	Utility Operating	General Capital	Utility Capital	Total City of Regina
REVENUE					
Taxation	230,543	-	-	-	230,543
Fees and charges	69,067	134,671	24	-	203,762
Government transfers	53,056	-	22,750	54,343	130,149
Electrical distribution	26,534	-	-	-	26,534
Licenses, fines and levies	14,542	-	-	-	14,542
Gas distribution	5,975	-	-	-	5,975
Interest and penalties	2,492	217	-	-	2,709
Interest on portfolio investments	10,351	-	-	-	10,351
Realized loss on portfolio investments	(4,145)	-	-	-	(4,145)
Servicing agreement fees	1,649	-	7,000	5,198	13,847
Land sales	5,408	-	-	-	5,408
Other	4,854	938	1,660	2,640	10,092
Contribution of tangible capital assets	-	-	21,798	4,347	26,145
Other capital contributions	-	-	2,003	-	2,003
	420,326	135,826	55,235	66,528	677,915
EXPENSES					
Parks, recreation and community services	59,414	-	10,297	-	69,711
Police	81,115	-	763	-	81,878
Legislative and administrative services	48,455	-	10,727	-	59,182
Water, wastewater and drainage	(21)	57,216	-	24,554	81,749
Roads and traffic	21,641	-	12,706	-	34,347
Fire	44,361	-	12	-	44,373
Transit	37,919	-	941	-	38,860
Waste collection and disposal	22,065	-	489	-	22,554
Grants	6,268	-	9,300	-	15,568
Planning and development	16,948	-	-	-	16,948
Amortization	-	-	59,780	18,528	78,308
	338,165	57,216	105,015	43,082	543,478
Annual surplus	82,161	78,610	(49,780)	23,446	134,437

CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION

Schedule 1

RDBID	EDR	BPWTC	RPL	RWBID	REAL	Consolidation adjustments	Consolidated 2017
1,081	-	-	21,391	248	-	(1,098)	252,165
-	2,833	12,141	771	-	40,724	(18,566)	241,665
72	-	-	1,031	-	14,681	(10,968)	134,965
-	-	-	-	-	-	-	26,534
-	-	-	-	-	-	-	14,542
-	-	-	-	-	-	-	5,975
-	-	101	-	-	-	-	2,810
-	-	-	-	-	-	-	10,351
-	-	-	-	-	-	-	(4,145)
-	-	-	-	-	-	-	13,847
-	-	-	-	-	-	-	5,408
72	-	22	-	-	2,600	(4,515)	8,271
-	-	12,682	-	-	-	(12,777)	26,050
-	-	-	-	-	-	-	2,003
1,225	2,833	24,946	23,193	248	58,005	(47,924)	740,441
1,185	2,904	-	18,583	241	43,149	(9,462)	126,311
-	-	-	-	-	-	-	81,878
-	-	-	-	-	-	-	59,182
-	-	7,658	-	-	-	(27,442)	61,965
-	-	-	-	-	-	-	34,347
-	-	-	-	-	-	-	44,373
-	-	-	-	-	-	-	38,860
-	-	-	-	-	-	-	22,554
-	-	-	-	-	-	(11,020)	4,548
-	-	-	-	-	-	-	16,948
71	19	1,458	2,448	14	5,610	-	87,928
1,256	2,923	9,116	21,031	255	48,759	(47,924)	578,894
(31)	(90)	15,830	2,162	(7)	9,246	-	161,547

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT**Schedule 2**

For the year ended December 31

(in thousands of dollars)

	City Services	Transportation and Utilities	Planning and Development	Regina Police Service	Corporate Services	Total City of Regina
REVENUE						
Taxation	4,216	-	219,419	-	6,908	230,543
Fees and charges	30,867	23,746	5,787	1,185	142,177	203,762
Government transfers	8,311	66,808	-	7,046	47,984	130,149
Electrical distribution	-	-	-	-	26,534	26,534
Licenses, fines and levies	5,140	-	5,414	-	3,988	14,542
Gas distribution	-	-	-	-	5,975	5,975
Interest and penalties	-	-	2,093	-	616	2,709
Interest on portfolio investments	670	-	-	-	9,681	10,351
Realized loss on portfolio investments	-	-	-	-	(4,145)	(4,145)
Servicing agreement fees	3,089	-	7,395	-	3,363	13,847
Land sales	-	-	5,408	-	-	5,408
Other	2,618	3,868	118	1,834	1,654	10,092
Contribution of tangible capital assets	5,267	14,284	-	-	6,594	26,145
Other capital contributions	-	-	-	-	2,003	2,003
	60,178	108,706	245,634	10,065	253,332	677,915
EXPENSES						
Wages and benefits	76,113	37,858	16,551	71,293	40,729	242,544
Materials, supplies, and other goods	29,855	6,146	2,001	4,930	18,099	61,031
Contracted and general services	8,835	30,273	14,718	5,324	45,976	105,126
Utilities	400	7,599	-	376	17,662	26,037
Transfer payments/grants	4,086	15	893	83	11,584	16,661
Interest	8,037	-	-	-	5,734	13,771
Amortization	18,507	44,444	-	2,727	12,630	78,308
	145,833	126,335	34,163	84,733	152,414	543,478
Annual surplus	(85,655)	(17,629)	211,471	(74,668)	100,918	134,437

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

Schedule 2

RDBID	EDR	BPWTC	RPL	RWBID	REAL	Consolidation adjustments	Consolidated 2017
1,081	-	-	21,391	248	-	(1,098)	252,165
-	2,833	12,141	771	-	40,724	(18,566)	241,665
72	-	-	1,031	-	14,681	(10,968)	134,965
-	-	-	-	-	-	-	26,534
-	-	-	-	-	-	-	14,542
-	-	-	-	-	-	-	5,975
-	-	101	-	-	-	-	2,810
-	-	-	-	-	-	-	10,351
-	-	-	-	-	-	-	(4,145)
-	-	-	-	-	-	-	13,847
-	-	-	-	-	-	-	5,408
72	-	22	-	-	2,600	(4,515)	8,271
-	-	12,682	-	-	-	(12,777)	26,050
-	-	-	-	-	-	-	2,003
1,225	2,833	24,946	23,193	248	58,005	(47,924)	740,441
548	1,487	2,753	12,672	1	21,681	-	281,686
244	80	1,667	5,885	21	17,058	(7,252)	78,734
393	1,337	1,668	-	205	972	(19,347)	90,354
-	-	1,570	-	-	3,438	(10,246)	20,799
-	-	-	-	-	-	(11,079)	5,582
-	-	-	26	14	-	-	13,811
71	19	1,458	2,448	14	5,610	-	87,928
1,256	2,923	9,116	21,031	255	48,759	(47,924)	578,894
(31)	(90)	15,830	2,162	(7)	9,246	-	161,547

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT**Schedule 2**

For the year ended December 31

(in thousands of dollars)

	City Services	Transportation and Utilities	Planning and Development	Regina Police Services	Corporate Services	Total City of Regina
REVENUE						
Taxation	3,148	-	203,193	-	12,274	218,615
Fees and charges	29,355	24,434	5,930	1,063	130,894	191,676
Government transfers	33,774	24,587	319	7,219	39,484	105,383
Electrical distribution	-	-	-	-	25,267	25,267
Licenses, fines and levies	3,639	1,188	5,038	-	3,981	13,846
Gas distribution	-	-	-	-	6,138	6,138
Interest and penalties	-	-	1,861	-	219	2,080
Interest on portfolio investments	123	-	-	-	12,790	12,913
Realized gains on portfolio investments	-	-	-	-	4,326	4,326
Servicing agreement fees	584	-	5,662	-	11,237	17,483
Land sales	-	-	533	-	-	533
Other	325	96	208	1,736	27,876	30,241
Contribution of tangible capital assets	7,169	16,547	-	-	6,922	30,638
Restructuring	25,000	-	-	-	24,565	49,565
	103,117	66,852	222,744	10,018	305,973	708,704
EXPENSES						
Wages and benefits	81,338	36,693	17,997	66,698	42,546	245,272
Material, supplies and other goods	15,220	18,690	86	5,434	26,526	65,956
Contracted and general services	12,164	57,150	7,407	5,210	19,340	101,271
Utilities	219	16,708	-	348	4,003	21,278
Transfer payments/grants	71	114	5,396	45	20,704	26,330
Interest	-	-	-	-	9,118	9,118
Amortization	13,603	41,562	-	2,441	12,069	69,675
	122,615	170,917	30,886	80,176	134,306	538,900
Annual surplus	(19,498)	(104,065)	191,858	(70,158)	171,667	169,804

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

Schedule 2

RDBID	EDR	BPWTC	RPL	RWBID	Real	Consolidation adjustments	Consolidated 2016
1,043	-	-	20,734	244	-	(488)	240,148
-	988	8,659	679	-	26,710	(10,997)	217,715
77	1,720	-	968	-	19,567	(9,496)	118,219
-	-	-	-	-	-	-	25,267
-	-	-	-	-	-	-	13,846
-	-	-	-	-	-	-	6,138
-	-	23	-	-	-	-	2,103
-	-	-	-	-	-	-	12,913
-	-	-	-	-	-	-	4,326
-	-	-	-	-	-	-	17,483
-	-	-	-	-	-	-	533
91	-	18	-	3	2,600	(26,068)	6,885
-	-	-	-	-	-	-	30,638
-	-	-	-	-	-	-	49,565
1,211	2,708	8,700	22,381	247	48,877	(47,049)	745,779
517	1,355	2,542	12,383	2	17,030	-	279,101
132	73	1,663	5,413	13	8,685	(15,609)	66,326
429	1,209	1,358	-	148	961	(3,533)	101,843
-	-	1,274	-	-	2,266	(7,411)	17,407
6	-	-	-	-	-	(20,496)	5,840
-	-	-	-	-	-	-	9,118
62	20	1,325	2,273	13	4,407	-	77,775
1,146	2,657	8,162	20,069	176	33,349	(47,049)	557,410
65	51	538	2,312	71	15,528	-	188,369

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS

Schedule 3

For the year ended December 31

(in thousands of dollars)

	General				
	Land	Land improvements	Buildings and building improvements	Vehicles and equipment	Office and information technology
Cost					
Balance, beginning of year	123,285	143,165	468,842	273,284	34,140
Add:					
Additions during the year	7,105	7,604	38,475	41,376	6,168
Transfers from assets under construction	-	239	28,350	11,825	6
Less:					
Disposals during the year	4,012	377	6,976	12,083	2,743
Balance, end of year	126,378	150,631	528,691	314,402	37,571
Accumulated amortization					
Balance, beginning of year	-	75,666	80,300	126,802	14,396
Add:					
Amortization	-	3,745	12,605	23,122	6,490
Less:					
Accumulated amortization on disposals	-	377	5,872	10,610	2,743
Balance, end of year	-	79,034	87,033	139,314	18,143
Net Book Value	126,378	71,597	441,658	175,088	19,428

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS

Schedule 3

Infrastructure						
Plants and facilities	Roads	Underground and other networks	Bridges and other structures	Assets under construction	2017	2016
440,936	723,695	661,941	36,004	84,385	2,989,677	2,778,492
19,221	39,692	24,294	9,591	40,795	234,321	289,600
30,938	-	-	-	-	71,358	343,487
17,175	10,717	-	906	71,360	126,349	421,902
473,920	752,670	686,235	44,689	53,820	3,169,007	2,989,677
95,358	365,846	193,339	12,185	-	963,892	942,789
9,781	22,604	8,974	607	-	87,928	77,775
19	9,284	-	175	-	29,080	56,672
105,120	379,166	202,313	12,617	-	1,022,740	963,892
368,800	373,504	483,922	32,072	53,820	2,146,267	2,025,785



General Trust Fund

Independent Auditors' Report

To His Worship the Mayor and Members of City Council of the General Trust Fund of the City of Regina:

We have audited the accompanying financial statements of the General Trust Fund of the City of Regina, which comprise the statement of financial position as at December 31, 2017, and the statement of revenue, expenditures and change in fund balance for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the General Trust Fund of the City of Regina as at December 31, 2017 and the results of its operations for the year then ended in accordance with Canadian public sector accounting standards.

Other Matter

The financial statements of the General Trust Fund for the year ended December 31, 2016, were audited by another auditor who expressed an unmodified opinion on the financial statements on May 29, 2017.

Regina, Saskatchewan

May 28, 2018



Chartered Professional Accountants

General Trust Fund

STATEMENT OF FINANCIAL POSITION
(in thousands of dollars)

As at December 31

	Perpetual Care Trust	Williamson Driver Award	Total 2017	Total 2016
FINANCIAL ASSETS				
Cash	88	-	88	90
Long-term investments (Note 4)	2,647	5	2,652	2,673
Total Assets	2,735	5	2,740	2,763
FINANCIAL LIABILITIES AND FUND BALANCES				
Due to the City of Regina	81	-	81	114
Fund balance	2,654	5	2,659	2,649
Total Liabilities and Fund Balances	2,735	5	2,740	2,763

See accompanying notes.

General Trust Fund

STATEMENT OF REVENUE, EXPENDITURES AND CHANGE IN FUND BALANCE*(in thousands of dollars)*

As at December 31

	Perpetual Care Trust	Williamson Driver Award	Total 2017	Total 2016
REVENUE				
Contributions	10	-	10	10
Investment income	81	-	81	115
Total Revenue	91	-	91	125
EXPENDITURES				
Cemetery maintenance	81	-	81	114
Total Expenditures	81	-	81	114
Excess of revenue over expenditures	10	-	10	11
Fund balance, beginning of year	2,644	5	2,649	2,638
Fund balance, end of year	2,654	5	2,659	2,649

See accompanying notes.

General Trust Fund**NOTES TO FINANCIAL STATEMENTS***(in thousands of dollars)*

As at December 31

1. PURPOSE OF FUND

The General Trust Fund comprises the assets, liabilities, revenues and expenses of the following two trusts administered by the City of Regina (the City):

- (a) Perpetual Care Trust - In accordance with *The Cemeteries Act, 1999*, a portion of the monies received by the City from the sale of cemetery plot rights is put into a trust and invested. The income from the trust is used to pay for care and maintenance of the plots. Special approval is needed from the Registrar of Cemeteries before trust capital can be used to fund care and maintenance. The amendment to the Act exempted municipal owned cemeteries being required to contribute the 15% dollar value of plot sales to the perpetual care fund beginning in 1999. Since that time the City has not made this contribution to the fund and this funding has been part of the annual revenue to the Cemetery reserve.
- (b) Williamson Driver Award - When a bond was bequeathed to the City of Regina with trust conditions attached, a trust was established under *The Trust Act*. Each year the income from the bond is used to provide a safe-driving award to a Regina Transit employee.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting standards, as recommended by the Chartered Professional Accountants of Canada (CPA Canada). The following policies are considered to be significant.

- (a) The preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and use assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates.
- (b) Investments are recorded at cost less writedowns to reflect other than temporary declines in values. Any gains or losses are recognized on disposition of the investments.
- (c) Investment revenue is recorded on the accrual basis.

General Trust Fund

NOTES TO FINANCIAL STATEMENTS*(in thousands of dollars)*

As at December 31

3. FINANCIAL INSTRUMENTS

The carrying value of the amount due to the City of Regina approximates fair value due to its short-term nature.

Long-term investments are primarily exposed to foreign currency, interest rate, and market risk.

Interest rate risk refers to the adverse consequences of interest rate changes on the General Trust Fund's cash flows, financial position and excess of revenues over expenditures. This risk arises from differences in the timing and amount of cash flows related to the General Trust Fund's assets and liabilities.

Foreign currency risk arises from holding investments denominated in currencies other than the Canadian dollar. Fluctuations in the relative value of the Canadian dollar against these foreign currencies can result in a positive or negative effect on the fair value of investments held in the pooled bond fund.

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual investment, or factors affecting all securities traded in the market.

4. LONG-TERM INVESTMENTS

The long-term investments consist of a pooled bond fund. A pooled bond fund is a group of individual bonds managed by an investment manager. The market value of the pooled bond fund units is based on the market price per unit which is determined by the overall market values of each of the bonds in the fund.

	2017	2016
Investment cost	2,652	2,673
Market value	2,631	2,666

5. STATEMENT OF CASH FLOWS AND CHANGE IN NET FINANCIAL ASSETS

The statement of cash flows and the statement of change in net financial assets have not been prepared for the year ended December 31, 2017, as they would not provide additional information.



Appendices

Appendix 1 – Activities and Decisions to Implement the OCP in 2017

The City of Regina took a number of actions and decisions that advanced the OCP in 2017.

Below is a detailed listing of the activities and decisions of 2017 responding to the OCP and presented organized by the OCP policy categories.

Financial Policies

Policy 1.1: *Allocate the cost of delivering programs and services based on the benefits model.*

- The 2018-2021 Strategic Plan: *Making Choices Today to Secure Tomorrow* that was developed in 2017 includes the strategic objective ‘Increase Understanding of Service Costs and Revenues Relative to Levels of Service’ as well as measures and targets intended to focus organizational efforts on these OCP Financial Principles over the next four years.
- Reviewed landfill and recycling fees to increase compliance and enhance alignment with the guidelines outlined in the OCP.
- Implementation of a Snow Site user fee for non-City Operational users. Generated over \$296,000 in revenue in 2017.
- Cemetery Bylaw amendments were approved with a new two-year fee schedule to ensure full cost recovery and financial sustainability to the cemeteries program and develop new assets required to meet sales demand. This will allow for a consistent allocation for the 100 per cent cost recovery model for the two City cemeteries.
- An amended servicing agreement fee (SAF) for industrial development was approved by Council in November 2017, following policy research and analysis. The new rate for industrial development is established at one-third of the servicing agreement fee or development levy rate for other uses based on analysis that demonstrated that industrial development places a lower demand on city services compared to residential or commercial development.

Policy 1.3.1: *Establish an asset management framework and program.*

- An asset management framework was approved in 2017 that will be adopted by all City departments.
- An asset management roadmap that identifies the initiatives to be completed over the next several years to advance the asset management program was endorsed in 2017.
- Re-assessed the current landfill design to increase the useful life of the landfill.
- Prepared long term plans and financial models for operation and capital planning of the landfill.
- An asset management plan for roadway infrastructure was completed in 2017.
- The Water Master Plan was substantially completed and Phase 1 of the Wastewater Master Plan was completed in 2017. These plans will help to ensure that the City’s services and amenities are financially sustainable.

Policy 1.3.2: *Provide affordable and cost-effective services and amenities in accordance with available financial resources and capabilities.*

- The 2018-2021 Strategic Plan: *Making Choices Today to Secure Tomorrow* that was developed in 2017 includes the strategic objective ‘Increase Understanding of Service Costs and Revenues Relative to Levels of Service’ as well as measures and targets intended to focus organizational efforts on these OCP Financial Principles over the next four years.
- Process improvements in the Bylaw Enforcement Branch (such as the introduction of the ward system) means resources are being deployed more efficiently, resulting in faster response times and resolutions to bylaw enforcement complaints.

Policy 1.3: *Optimize the use of existing services/amenities.*

- The City sold the North Pipeline Corridor (approximately 37 hectares), considering all aspects of the sale – revenue generated, protection of assets and infrastructure through easements, reduction to operating expenses for maintenance.

Policy 1.3.3: *Require that new development meets City standards for infrastructure servicing and require the development proponent to provide any upgrades necessary as a result of the new development.*

- In the review of various new secondary and concept plans, the City directed development to align the servicing strategy with City standards and upgrade existing infrastructure when required to support the development.

Policy 1.5: *Provide infrastructure that meets expected growth and service levels, in accordance with financial resources and capabilities.*

- The Planning Department worked on reviewing and updating design standards for new infrastructure associated with water, wastewater, storm water, transportation and open space.
- The Servicing Agreement Fee and Development Levy policy was updated to reflect the impact industrial greenfield development has on the City's infrastructure systems. As a result, the fee was reduced to 1/3 of the overall greenfield rate.
- A project was initiated to determine how the fee for development resulting in intensification should be charged.

Policy 1.6: *Make decisions on capital investment based on an understanding of the strategic priorities of the City and overall fiscal limitations.*

- The five-year capital plan of the City is based on longer term asset management plans that integrate growth components with the long-term cost of operating.
- The Transportation Master Plan, approved in 2017 by Council, identified funding requirements over the next 25 years to meet the plan's goals to accommodate population growth by improving and expanding multi-modal transportation networks.
- The City's current utility rate structure is easy to understand and supports the sustainability and affordability goals in the OCP. The rate structure helps the City achieve community priorities of

long-term financial viability, while fostering economic prosperity.

Policy 1.14: *Work with other levels of government to secure sustainable sources of municipal funding for both capital and operating needs of the City.*

- The City received \$750,000 in funding from Multi-Material Stewardship Western, a stewardship program funded by paper and packaging generators to offset the cost of recycling their products. These funds are used to support the City's recycling program.

Policy 1.17: *Consider options for allocating costs to non-residents for the use of City of Regina services, which are not fully cost recovered through user fees.*

- Initiated discussion with the White Butte Regional Planning Committee on the regional landfill to extend its life by encouraging more waste diversion.

Growth Plan

Policy 2.1: *Endeavor to ensure that lands contained within the long-term growth area (500,000) are protected over the long-term to accommodate a city population of 500,000, as conceptually shown on Map 1 – Growth Plan.*

- In the ongoing review of new development area plans, the City sought to ensure lands were protected for the continued growth to a population of 500,000, which included considerations such as protection for road right-of-way for future interchanges and services considered for extension into the 500,000 long-term growth area. The Coopertown Neighbourhood Plan approved by Council in 2017 includes planning for lands beyond the 300,000-growth boundary to ensure land use planning and infrastructure considered the larger content.

Policy 2.3: *Direct at least 30 per cent of new population to existing urban areas as the City's intensification target.*

- In 2017, approximately five per cent of estimated population growth was accommodated through the intensification of established areas of the city.
- The City anticipates that the intensification rate will vary from year-to-year as has been the case in the past. In 2014, 2015 and 2016 the intensification rates were approximately 26 per cent, 12 per cent and 11 per cent, respectively. The cumulative intensification rate since the adoption of the OCP (2014-17) is approximately

14 per cent. The split between greenfield and infill growth is a measure the City will continue to monitor closely. The City intends to analyse the intensification rate further through the 5-Year OCP review in 2018.

Policy 2.4: *Make use of residual capacity of infrastructure in existing urban areas.*

- Regina Fire & Protective Services continues to conduct annual emergency response time modelling for current neighbourhoods and newly proposed development areas to ensure all residents receive essential emergency services.
- The Water Master Plan was substantially completed and Phase 1 of the Wastewater Master Plan was completed in 2017. These plans aim to maximize the efficient use of existing and new infrastructure over the long-term.

Policy 2.6: *Phase and stage development in accordance with a phasing and financing plan.*

- The approval of the Rosewood Park and Chuka Creek Business Park concept plans, along with other concept plan applications and amendments, was in accordance with the phasing and financing policies in the OCP (14.19-14.20, Map 1b).

Policy 2.7: *Direct future higher density intensification to the City centre, existing urban centres and corridors and adjacent intensification areas where an adequate level of service and appropriate intensity and land use can be provided.*

- In 2017, the City completed a pre-design study for improvements to storm water management of Drainage Area #10, which includes the downtown but also extends south to Wascana Lake, north the CPR Main Line and east to Winnipeg Street.
- In 2017, the City advanced an Underutilized Land Study that looks at potential regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout the City, including brownfields, and recommends specific actions the City can undertake to improve the viability of redeveloping these lands.
- The City's Housing Incentives Policy includes a tax exemption for any new residential units added to the City Centre area, as identified in the OCP, to encourage additional residential density in the core area of the city. Exemptions differ for new rental versus ownership units. For 2017, there

were no new units eligible for tax exemption in the City Centre area.

- Planning work continued for the Railyard Renewal Project, which will be a major infill development / redevelopment of a brownfield site that will significantly contribute to the City's intensification rate in the future.
- Infill development and the residential intensification of the City Centre are regularly monitored. Analysis of building permit data indicates that, since the OCP was approved, approximately 84 additional residences have been added to the City Centre. This number is expected to increase in the later years of the OCP as plans for the Railyard Renewal Project and Taylor Field Neighbourhood are finalized and implemented.

Policy 2.11: *Require NEW NEIGHBOURHOODS and NEW MIXED USE NEIGHBOURHOODS, as identified on Map 1 – Growth Plan, to:*

2.11.1 *Be designed and planned as complete neighbourhoods in accordance with Policy 7. 1;*
2.11.2 *Achieve a minimum gross population density of 50 persons per hectare (pph).*

- New neighbourhood developments are required to be consistent with policies in the OCP, including the density targets and complete neighbourhood policies. The City reviewed several proposals for secondary and concept plans in 2017. The Coopertown Neighbourhood Plan and the Rosewood Park concept plan within Coopertown were both approved in 2017.
- Since the adoption of the OCP, there are very limited inhabitants in new neighbourhoods (300,000) with housing construction starting within Westerra only; therefore, it is too soon to track the population density of these future Regina neighbourhoods. However, the plans were approved with land use strategies intended to exceed the 50 people per hectare threshold.

Regional Context

Policy 3.2: *Work with regional partners to explore strategic planning initiatives, including but not limited to (3.2.1) an integrated servicing strategy that may include cost-sharing models, corresponding service levels and performance outcomes for long-term views.*

- The City worked with the Rural Municipality (RM) of Sherwood to finalize the completion of the RM's new OCP while ensuring complementary growth in the Joint Planning Area.

- Ongoing participation with the RM of Sherwood through the Memorandum of Understanding (MOU) agreement to review development within the Joint Planning Area.
- Continued discussions with the RM of Sherwood on partnering in the development of an RM Water Treatment Plant for emergency purposes.
- Continued to participate with the proposed East Cottonwood Watershed Association to facilitate a long-term drainage solution for Harbour Landing West.
- Advanced projects that were identified on the White Butte Work Plan (e.g. Trans Canada Trail, Utility Corridor).
- Met with George Gordon First Nation to clarify the City's role in the potential development of reserve land southeast of the city.
- Continue the implementation of the Regional Work Plan projects.
- Completion of the negotiation and execution of the Water Access Agreement with Sakimay First Nations for Salteaux Crossing.
- Completion of the negotiation for the servicing agreements with the Global Transportation Hub Authority.
- Met with regional stakeholders to discuss waste diversion initiatives and the future of the landfill.

Policy 3.3: *Work with surrounding municipalities, the province and other regional partners as necessary to ensure the efficient movement of people and goods within the region.*

- The City participated with the Saskatchewan Ministry of Highways and Infrastructure on value engineering sessions for 9th Avenue North and the west leg of the Regina Bypass.

Policy 3.9: *The RM of Sherwood and the City will collaborate where possible, particularly on the future of the City's aspirations for urban growth outside the city and potential future land use conflict inside the city, to clearly define and differentiate future growth and future required urban land contained within the joint planning area.*

- Work in 2017 on Functional Design Studies for the future extension of Saskatchewan Drive, Pinkie Road and road network planning in the Coopertown Neighbourhood Plan area works towards identifying and protecting for a future road corridor within the Joint Planning Area.
- RM of Sherwood and City representatives continued to meet in 2017 on a regular, monthly

basis as part of the joint-planning committees to discuss matters of mutual interest.

- The City's Regional Planning Branch coordinated the City's review of the RM of Sherwood's zoning bylaw and worked with the RM to come up with solutions for potential conflicts between the City's future growth intentions and existing land use and the RM's draft zoning bylaw.
- The City and the RM developed and adopted a development application review process to streamline how applications for subdivisions, zoning bylaw amendments, road closures, discretionary uses and OCP amendments within the Joint Planning Area in the City and in the RM are handled.
- The City and the RM worked collaboratively on a boundary alteration that involves approximately seven hectares of lands that will come into the City's jurisdiction in the summer of 2018. All details were worked out through the first level of the MOU process (Sherwood Regina Administrative Technical Committee - SRATC). This collaboration meant that the higher-level committees, Sherwood Regina Regional Development Committee (SRRDC) and the Sherwood Regina Governance Committee (SRGC), were not required in the process.
- Agreement with the SRATC to work on updating the MOU in 2018.
- The City reviewed 19 proposed development applications within the RM of Sherwood. This included one concept plan, one zoning bylaw amendment, eight discretionary use and nine subdivision applications.
- The RM was sent all development applications within the Joint Planning Area for review and comment and was also consulted on all secondary and concept plans within the Joint Planning Area such as the Chuka Creek Business Park and Rosewood Park concept plans.
- The City reviewed 15 extra municipal servicing requests for septage hauling and water/sewer connections. Fourteen requests were located within the RM of Sherwood and one in the RM of Pense.

Policy 3.20: *Partner with surrounding municipalities and other stakeholders in preparing a regional natural system.*

- The City, as a member of the White Butte Regional Planning Committee, endorsed and agreed to participate in a project to complete the

Trans Canada Trail (TCT). The project received approval for TCT funding for Phase 1.

- Collaboration with the proposed East Cottonwood Watershed Association to seek regional partnership opportunities for natural system management, environmental conservation and protection, and source water protection.

Environment

Policy 4.1: *Maintain and enhance the NATURAL SYSTEM.*

- Continuation of naturalization initiatives, such as planting of native plants at storm water retention ponds.

Policy 4.6: *Integrate environmental conservation efforts with the surrounding municipalities and the Province.*

- Collaboration by the City with the proposed East Cottonwood Watershed Association to seek regional partnership opportunities for natural system management, environmental conservation and protection, and source water protection.

Policy 4.7: *Maintain and continually expand a healthy and diverse urban tree canopy to improve air quality, increase carbon sequestration, reduce heat island effect and enhance the aesthetic character of the city.*

- The City inventoried 30,000 trees using GIS technology as part of a long-term goal of having a complete asset register of the urban forest that can be used to formulate changes to the Regina Urban Forest Management Strategy.
- Continuing to protect, promote and expand Regina's urban forest and street tree canopy, the City continued its tree planting program, planting 475 new trees and encouraged developers to plant drought and flood-tolerant foliage with low water requirements. The urban forest is now estimated at 176,000 trees.

Policy 4.7.1: *Increase the urban forest to one tree per person in public spaces.*

- Regina is proud of its urban forest— recognizing that every tree in the community has been planted. In 2017, Regina had 176,180 trees in public spaces, or 0.76 trees per person. This is a small decline from 2016, when we had 0.81 trees per person. While the number of trees increases every year, at the current time, they are increasing at a rate slower than our population growth.

Policy 4.8: *Develop strategies to protect the quality and quantity of surface and ground water resources from contamination and impacts.*

- Initiated a program to monitor the quality of sewage sent to the Wastewater Treatment Plant (WWTP) for treatment providing increased protection of the WWTP and the environment.
- The City developed a framework to manage unwanted substances entering municipal wastewater and the landfill.
- Operated the landfill to enhance the protection of groundwater assets.

Policy 4.14: *Work with stakeholders to encourage the reduction of greenhouse gas emissions through the use of alternative energy sources.*

- Completion of the 2016 Greenhouse Gas (GHG) emission inventory for the City along with the anticipated impact of pending GHG regulations or taxes.
- The City implemented recommendations brought forward through the Airspace Efficiency Audit, a report outlining best practices for the City's Landfill. The changes will improve operations and user experience, increasing landfill life and enhancing environmental protection at the landfill.

Transportation

Policy 5.1: *Use the Transportation Master Plan, which shall be consistent with the objectives and policies of this Plan, as the guiding document for transportation policy and planning within the City.*

- The Transportation Master Plan (TMP) was approved by Council in 2017. The TMP is a comprehensive and multi-modal transportation policy and planning document for all modes of transportation, including walking, cycling, transit and vehicles. It encompasses the investment and operation of transportation infrastructure. The TMP consists of seven Transportation Directions, 33 Goals, 216 Transportation Policies and Recommended Actions, Transportation Network Maps for all modes of travel and a Complete Streets Framework.
- With the approval of the TMP, a Road Network classification based on function was adopted to address the diversity of roadway functions.
- Mode share targets were developed and included as part of the TMP for all modes with both short term and long-term goals.

- A portion of the road right-of-way required for the future upgrade to Pinkie Road was acquired and dedicated in 2017.
- Work on Functional Design road network planning and the development and approval of secondary and concept plans identified to protect for future road right-of-way and multi-use pathways in other locations to ensure overall connectivity within the transportation network for all modes.
- Saskatchewan's first Transit Priority Signal was installed at Arcola Avenue at Ring Road.
- Successful experimentation of liquid salt mixed with sand, which is anticipated to result in safer roads, better winter driving conditions and reduced amount of sand and salt usage.
- Rapid Rectangular Flashing Beacons installed at three crosswalk locations to improve and enhance safety for pedestrians at unsignalized intersections and mid-block pedestrian crossings.
- Initiated Rail Safety Program in cooperation with CN and CP Rail.

Policy 5.9: *Plan for and protect EXPRESS TRANSIT CORRIDORS for future transit and rapid transit. These corridors will serve to provide higher levels of transit service and link corridors to TRANSIT NODES.*

- The Council approved Transportation Master Plan (TMP) identifies and provides guidance on the general location of express transit corridors within the city.

Policy 5.11: *Enhance transit service in existing neighbourhoods to support continued residential and employment growth.*

- Council approved funding of \$17.2 million for Transit Capital projects. This funding was made possible through the Public Transit Infrastructure Fund (PTIF), which provides shared funding with the federal and provincial governments. Projects to be worked on in 2017 include:
 - purchase additional buses for a new Express route on Arcola Avenue and the overall spare fleet.
 - purchase additional buses for the overall spare fleet of both conventional and paratransit fleet.
 - purchase 17 replacement 40-foot buses.
 - purchase nine replacement paratransit buses.
 - update conventional bus stops with new concrete pads and accessibility enhancements.

- purchase more modern bus shelters.
- purchase and implement new dispatch software for the conventional operations.
- Increase in Ridership by three per cent to a total of 6.6 million rides.
- Paratransit continues to provide additional service and utilize taxis to reduce the number of unaccommodated trips. In 2017, Paratransit was able to reduce its unaccommodated trip rate to approximately 0.24 per cent of all trips requested.
- Charter Service increased dramatically for 10 Saskatchewan Roughrider games and 2 Music Concerts at Mosaic Stadium. The average for each event was 6,600 transit customers with an overall total of 79,444 rides.
- Council delegated authority to City Administration to negotiate and approve a contract with the Saskatchewan Indian Institute of Technology (SIIT) for a U-Pass program for a duration of three years.

Policy 5.14: *Ensure street patterns in NEW NEIGHBOURHOODS, NEW MIXED-USE NEIGHBOURHOODS and NEW EMPLOYMENT AREAS provide both internal and external connectivity, pedestrian-scaled block sizes and transportation choices.*

- The review and approval of the Coopertown Neighbourhood Plan, Rosewood Park Concept Plan and Chuka Creek Business Park Concept Plan and work on other concept plan applications and amendments integrated transportation and land use planning through the identification of various road classifications, transit routing, on-street cycling and multi-use pathway connections to align with City policy and standards.
- Street design at the concept plan level was considered and identified in all concept plans approved in 2017.

Policy 5.26: *Maintain, enhance and, where feasible, expand the city's multi-use pathway network to new and existing neighbourhoods for all seasons.*

- The City defined a priority sequence for clearing asphalt pathways after snowfalls during the winter months to ensure residents have alternatives for transportation methods around Regina as well as the ability to continue recreational activities in the winter months.
- Lorne Street on-street bikeway extension was completed from Victoria Ave to 12th Avenue.
- Multi-use pathways were constructed by developers as part of new developments in

Fairways West and the Greens on Gardiner. Additionally, the Albert Park Community Association contributed to a new multi-use pathway for Realtors Park.

Infrastructure

Policy 6.2: *Ensure new and reconstructed infrastructure follows industry best practices and overall City standards for design and construction.*

- The City implemented recommendations brought forward through the Airspace Efficiency Audit, a report outlining best practices for the City's Landfill. The changes will improve operations and user experience, increasing landfill life and enhancing environmental protection at the landfill.
- The Water Master Plan was substantially complete in 2017. The plan will ensure the City meets regulatory requirements and industry best practices for design, construction and operation of infrastructure.
- Phase 1 of the Wastewater Master Plan was completed. The Plan will provide direction for capital investments in the wastewater collection system over the next 25 years and work towards meeting the City's provincial regulatory commitments.

Policy 6.3: *Prepare and implement an asset management strategy for infrastructure.*

- A service framework was developed to guide how the City measures success against established service delivery targets (known as 'levels of service').
- The City is building its capability for long-term planning with existing human resources. An additional four asset management plans were developed for a total of six to date, which plan long-term for the operations, replacement and building of new assets. Plans were developed for City Facilities, Waste Water, Roadways and Asphalt Plant.
- Restorative Seals project to extend asphalt, concrete and paving life cycle. This was done following research and evaluation of options for preventative maintenance. In total 260,000 m² of City roads were treated.
- Asset management plans for the Asphalt Plant and Roadway Infrastructure were completed in 2017.

- Reviewed and updated Standard Construction Specification and identified necessary changes to improve roadway performance.
- Implemented third year of the Residential Road Renewal Program by completing 67 projects covering 18.7 km of roadways. Implemented another year of the Street Infrastructure Renewal Program by completing 25 projects covering 15.5 km.
- Four bridge replacements (Ring Road over Victoria Ave Overpass, Wascana Parkway over Ring Road Overpass and two pedestrian bridges over the South Storm Channel) were completed. Bridge work on Ring Road over Victoria Ave Overpass was completed ahead of schedule.
- Traffic signals installed at eight new intersections, traffic signals rehabilitated at seven intersections, four new overhead signal pedestrian corridors, 32 uninterruptible power supplies and 15 new expressway lights with all new ducts and cables.
- The City proactively rehabilitates and replaces both water and wastewater mains as part of its renewal program. In 2017, over 25 km of wastewater mains were relined and approximately five kilometers of water mains were relined and replaced.
- The creation of master plans for water and wastewater will ensure infrastructure decisions result in long-term sustainability of the City's assets.
- The City replaced irrigation infrastructure to address deteriorating assets at the end of their life cycle.

Policy 6.6: *Develop infrastructure plans that will address both short- and long-term growth requirements and manage the impacts of new development on system-wide services.*

- The City, with the developer of Rosewood Park and the developer of Phase 1b within the Coopertown Neighbourhood Plan area, worked towards a solution to transition servicing utilizing existing wastewater pump station to a new larger wastewater pump station to service the entire plan area.
- The City's review of concept plans for new growth areas examined the integration of storm water management into municipal reserves and open space that allowed for the continued operation intended for the open space while providing the

level of protection required by City standards in a major storm event.

Policy 6.8: *Assess infrastructure requirements prior to reconstruction to ensure that the design accommodates future growth, where feasible.*

- A substantial portion of the Water Master Plan was completed in 2017. The plan will ensure infrastructure needed for growth will be planned from a long-term perspective.
- Phase 1 of the Wastewater Master Plan was completed. The plan will provide direction for capital investments in the wastewater collection system over the next 25 years to renew existing infrastructure and plan for new infrastructure in support of growth.

Policy 6.9: *Consider operational aspects, such as providing solid waste management services, in the design of new developments.*

- The City considered the operational aspects, including efficient garbage collection in the road and alley layout of planned new development areas within the various concept plans approved and under review.

Policy 6.12: *Explore waste-to-energy processes whereby waste and waste by-products of one activity are used as resources for another.*

- The Landfill Gas to Energy Facility officially opened. The power is sold to SaskPower. This facility produces enough electricity to power up to 1,000 houses.

Policy 6.13: *Sequence infrastructure based on a phasing and financing plan.*

- The review and approval of new concept plans in 2017 was in line with the phasing and financing policies outlined in the OCP (14.19-14.20, Map 1b); new infrastructure supporting the development will also be in-phase while incorporating the necessary design aspects to consider the longer planning horizon.

Policy 6.14: *Plan and build infrastructure from a long-term perspective and permit servicing only when aligned with the servicing needs for long-term growth.*

- Master plans for water and wastewater will ensure infrastructure needed for growth will be planned from a long-term perspective.

Land Use and Built Environment

Policy 7.1.4: *Opportunities for daily lifestyle needs, such as services, convenience shopping and recreation.*

- The City reviewed a comprehensive secondary plan for the Coopertown Neighbourhood Plan. The Coopertown Neighbourhood Plan provides an overarching policy framework guiding future land-use, development and infrastructure servicing for the northwest growth area. Council adopted the plan in 2017, which is awaiting final approval by the Province of Saskatchewan.
- Progress on a corridor and neighbourhood sequencing plan began in 2017 and will continue into 2018. This work will allow the City to establish criteria to evaluate and determine the order in which updates to neighbourhood plans will occur starting in 2019.

Policy 7.7: *Collaborate with stakeholders to enhance the City Centre.*

- In 2017, Council approved partnership agreements with the Regina Downtown Business Improvement District (RDBID) to construct an addition to the maintenance building in Victoria Park and to construct a welcome pavilion on City Square Plaza in the future. Both projects will assist in providing programs and services and activating the spaces in downtown
- Council approved entering into partnership with the RDBID for the long-term capital maintenance of the pavilion in City Square Plaza.
- Significant work was undertaken to rehabilitate two heritage buildings at the Cornwall Centre, which will improve the 11th Avenue streetscape.

Policy 7.7.6: *Supporting a range of density while respecting the unique characteristics of the neighbourhoods within the area.*

- Saskatchewan Municipal Board decision confirms that the Development Officer's decision on a development permit is guided by Transitional Area Neighbourhood Plan (OCP Part B.3) policies related to retention of streetscape character.

Policy 7.8.6: *Guidelines and regulations for heritage conservation, architecture and urban design, place making and neighbourhood identity.*

- In the City Centre, significant work was undertaken to repair three designated municipal heritage properties (one with financial assistance provided under the Heritage Building Rehabilitation Program).

- Information on the Heritage Conservation Program was sent by mail to all owners of properties designated as either municipal heritage properties or as part of the Victoria Park Heritage Conservation District and properties listed under Bylaw No. 8912 (commonly known as the Heritage Holding Bylaw). Approximately 25 per cent of these properties were represented at information sessions.

Policy 7.9: *Explore actions necessary to convert vacant or underutilized properties to market-ready development sites to realize intensification in the CITY CENTRE.*

- The City advanced an Underutilized Land Study that looks at potential regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout the City. This study will recommend specific actions the City can undertake to improve the viability of redeveloping these lands.
- In 2017, key development approvals related to City Centre infill growth included two adaptive reuse approvals for buildings and Commercial Building Permits for 66 renovations and 15 changes of use in the City Centre.

Policy 7.10: *Support the development or redevelopment of lands within identified URBAN CENTRES and URBAN CORRIDORS*

- In 2017, work began on a Neighbourhood & Corridor Sequencing Plan. The sequencing plan will establish and provide a rationale for prioritized groups of neighbourhoods and corridors to enable Council to make informed decisions around the timing of the creation of new neighbourhood and corridor plans over the short, medium and long term.
- The Infill Housing Guidelines consultant's recommendations document was released to the public in Q4 of 2017. Work is ongoing to determine how best to translate the recommended guidelines into enforceable regulations.

Policy 7.20: *Permit industrial development in NEW EMPLOYMENT AREAS where supported by a secondary plan or concept plan and within EXISTING APPROVED EMPLOYMENT AREAS.*

- Council approved the Chuka Creek Business Park Concept Plan within the Southeast Neighbourhood Plan area, which supports

development of employment lands between the Regina Bypass and east city limits.

Policy 7.28: *Endeavour to ensure, over the life of the Plan, that at least 80 per cent of the total office floor area in the city, pertaining to medium office and major office development, is located in the DOWNTOWN/CENTRAL CITY OFFICE AREA.*

- Office policies in the OCP are reviewed annually respecting the effectiveness and potential impacts the policies may be having on the Regina office market conditions.
- In 2016, 83 per cent of medium and major office space was located in the Downtown/Central City Office area. In 2017, a review was undertaken based on Fall 2016 information that resulted in no changes to the OCP office development policies. 2017 information was not ready in time for this report; however, office distribution is not estimated to have changed much in 2017 from 2016.
- In 2017, a review of the office policies was undertaken based on fall 2016 data, which resulted in no changes to the policies. Office policies will be reviewed as part of the five-year review of the OCP in 2018.

Policy 7.34: *Support design excellence by ensuring that public and private spaces and buildings contribute to a sense of place and an enhanced public realm through high-quality design and strategic location.*

- Design excellence was supported by ensuring that development permit applications for privately-owned properties in the Former Diocese of Qu'Appelle Neighbourhood (also known as Canterbury Park) were assessed for compliance with the design guidelines established under Architectural Control District – 1. As such, new buildings will contribute to a sense of place, which is characteristic of the area.

Policy 7.38: *Consider impacts of alterations, development and/or public realm improvements on or adjacent to an HISTORIC PLACE to ensure heritage value is conserved.*

- Impacts of alterations and development on 10 historic places were assessed for compliance with the Standards and Guidelines for the Conservation of Historic Places in Canada.

Housing

Policy 8.1: Support attainable housing in all neighbourhoods through ownership, rental housing and specific needs housing.

- Minor amendments were made to the Housing Incentives Policy in 2017 to ensure funding for the greatest housing needs including affordable rental projects and the developments of non-profit housing providers.

Policy 8.2: Leverage the City's land assets to increase the supply and diversity of housing.

- In 2017, the City advanced an Underutilized Land Study that looks at potential regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout the city, including brownfields, and recommend specific actions the City can undertake to improve the viability of redeveloping these lands.

Policy 8.7: Use incentives and alternative approaches to increase the supply of attainable housing, adequate specific needs housing and innovative housing developments.

- In 2017, City committed almost \$2.3 million in capital grant funds for affordable housing through its Housing Incentives Policy. In total, funding was committed for 60 affordable rental units and 91 affordable homeownership units. Units receiving capital grant funding for affordability are eligible for a five-year tax exemption.
- In 2017, five-year tax exemptions were approved to begin in 2018 for 522 new rental and affordable ownership units. The projected municipal tax exemption value of the units is \$2,560,000.

Policy 8.8: Support residential intensification in existing and NEW NEIGHBOURHOODS to create complete neighbourhoods.

- 60 affordable units are in intensification areas.
- Three of the six laneway suites approved under the Infill Laneway and Garden Suite Pilot Project began construction.

Policy 8.9: Adopt measures to retain existing housing stock and improve its condition.

- Significant work was undertaken to repair an existing rental apartment building under the Heritage Building Rehabilitation Program. The

building is designated as a municipal heritage property.

- In 2017, the Bylaw Enforcement Branch prioritized maintenance and yard concerns, ensuring the upkeep and regeneration of existing housing stock.

Policy 8.11: Encourage developers to provide a greater mix of housing to accommodate households of different incomes, types, stages of life and abilities in all neighbourhoods.

- The scorecard for the Housing Incentives Policy includes criteria for affordable units to ensure more points are scored for developments addressing targeted housing needs including micro-suites, large units for families, barrier-free units and supportive housing developments.

Policy 8.17: Support non-profit housing organizations through incentives, partnership arrangements and other forms of assistance.

- Minor amendments were made to the Housing Incentives Policy in 2017 to ensure funding for the greatest housing needs including affordable rental projects and the developments of non-profit housing providers.

Policy 8.18: Work with industry partners and investors on alternative housing and financing options to support appropriate worker housing in the city, and

Policy 8.19: Work with federal and provincial governments and other partners to meet the diverse housing needs of the city.

- The National Housing Strategy, released in November 2017, includes provisions to involve municipalities in achieving the goals of the strategy including affordable, mixed-use and mixed-income housing development. The City is working closely with other municipalities and groups to understand the impacts to and role of municipalities in the new federal strategy.

Parks, Recreation and Open Space

Policy 9.3: Co-locate or cluster parks and open space, where possible, with ACTIVITY CENTRES or other community resources

- Spray pads renewals were completed through the Canada 150 grant program to improve on Gocki Park and Rick Hansen Optimist Playgrounds as activity centres.
- The grand opening of the spray pad at the North West Leisure Centre took place in 2017, again

building on the site as an activity centre for the North West area of the city.

Policy 9.5: *Integrate public safety considerations into the planning and design of parks and recreation facilities.*

- All park development and redevelopment plans are reviewed using Crime Prevention through Environmental Design principles.
- In 2017, Fire & Protective Services took the lead on the Regina Smoking Bylaw, which was passed by Council and brought into effect in July 2017. The Regina Smoking Bylaw supports OCP policies for Parks, Recreation and Open Space along with integrating public health and safety considerations into the terms of use for city-owned recreation facilities. Further, the Regina Smoking Bylaw addresses concerns of second-hand smoke pollution in outdoor environments.

Culture

Policy 10.1: *Build partnerships and work collaboratively with community groups, other levels of government and the private and voluntary sectors to encourage cultural development opportunities and conserve historic places.*

- The City participates in a seven-year, multi-party partnership for arts research.

Policy 10.3: *Identify, evaluate, conserve and protect cultural heritage, HISTORIC PLACES and cultural resources, including but not limited to PUBLIC ART.*

- A Lieutenant Governor's Heritage Award was presented to the City of Regina and the City's project team of architects and contractors for the restoration of Old Fire Hall No. 1 on 11th Avenue.
- Council presented four heritage awards under the City of Regina Heritage Awards Program for the Viterra Building, Saskatchewan Legislative Building Dome, St. Paul's Cathedral and the Regina Downtown Cultural Trailway.
- The portion of Tower Road between east Victoria Avenue and Arcola Avenue was renamed Anaquod Road, honouring First Nations elder Glen Anaquod.
- In commemorating and celebrating Regina's cultural heritage, restoration funding for the Glockenspiel was approved in 2017, consistent with the OCP call for conservation of cultural heritage resources.
- Council considered a report seeking municipal heritage property designation for the Broderick Residence.

- Restoration of the fountain in Confederation Park was completed. While the park is not a designated municipal heritage property, the restoration of the fountain was conducted in accordance with the Standards and Guidelines for Historic Places in Canada.
- Information on the Heritage Conservation Program was sent by mail to all owners of properties designated as either as a municipal heritage property or as part of the Victoria Park Heritage Conservation District, along with properties listed under Bylaw No. 8912 (commonly known as the Heritage Holding Bylaw). Approximately 25 per cent of these properties were represented at information sessions. Owners of properties listed under the Heritage Holding Bylaw were encouraged to designate their property. An increased interest in designation can be attributed to promotion of the financial incentives available to designated property under the Heritage Building Rehabilitation Program.
- The City developed a Thematic Framework model using five themes that highlight Regina's diverse cultural, economic and social history.
- The City processed one application under the Heritage Building Rehabilitation Program for St. Matthew's Anglican Church.

Policy 10.13: *Engage with Regina's First Nations, Métis and Inuit communities to determine collaborative strategies and approaches to addressing cultural needs and aspirations.*

- Protocol of Recognition, Partnership and Respect signed between the City of Regina and File Hills Qu'Appelle Tribal Council. This partnership intends to strengthen relationships, improve lives, promote better understanding of cultures and cooperation on mutual issues of concern are integral to the overall wellbeing of the city, community and province.

Health and Safety

Policy 11.2: *Collaborate with stakeholders to ensure the long-term health and safety of Regina's residents.*

- As part of the 2017 Standards of Cover, Regina Fire & Protective Services (RFPS) completed a community risk assessment on over 82,000 properties across the city. Using the most current data available from City of Regina Assessment and Taxation Department and the Department's records management system, RFPS assigned risk levels of low, moderate, high or special for all

property types across the service areas of fire suppression, emergency medical services, hazardous materials and technical rescue.

- Regina Fire & Protective Services initiated a review of the Regina Fire Bylaw with a goal of improving public safety through encouraging behaviour changes.

Policy 11.12: *Provide appropriate crime and fire education and prevention programs in collaboration with community associations and other stakeholders.*

- Work continued to maintain a series of partnerships with external organizations such as Social Services and the Open Door Society to help educate seniors, new Canadians, children and families about fire safety. Another partnership, with the University of Regina, resulted in the publication of the Residential Cooking Fires Research Project Final Report—the culmination of a two-year research partnership between Regina Fire & Protective Services and the Community Research Unit at the University of Regina. Ultimately, the research project seeks to guide development and implementation of evidence-based education strategies designed to reduce these incidents.

Economic Development

Policy 12.2: *Minimize regulatory barriers to economic growth to the greatest possible extent while balancing the needs and aspirations of all Regina residents, fee- and taxpayers, and the sustainability of the city.*

- Industrial Barriers research and SAF policy Support Economic Development Regina work on industrial land inventory

Policy 12.3: *Establish taxation rates and other residential and business fees and charges that consider the sustainability of services.*

- The 2017 Budget sets the fiscal foundations for the City to achieve the goals and objectives in the OCP, while adhering to the community priority of achieving long-term financial viability. The 2017 Budget demonstrates Administration's commitment to reasonable, affordable property tax and fee changes that support planned, sustainable growth and maintenance of the city.

Policy 12.4: *Provide easy access to information about investing in, conducting business in and visiting Regina.*

- The City initiated a project to redesign Regina.ca to provide residents with easier access to information on City programs and services. The

project is intended to improve City communications by providing residents with a website that is easy to use—especially via smartphones.

Policy 12.6: *Collaborate with community economic development stakeholders across the region to leverage shared economic advantages and tourism opportunities.*

- Signed and implemented a water access agreement with Sakimay First Nations to facilitate Treaty Land Entitlement (TLE) land development for commercial and light industrial.
- Met with George Gordon First Nation and Cowessess First Nation to discuss and review options for land development under TLE.

Social Development

Policy 13.1: *Develop community resources to provide opportunities for social activities, events and programming for Regina residents.*

- 2017 marked the grand opening of māmawēyatitān centre in the North Central Community. This centre acts as an activity centre for the community where programs and services will be provided to create a more vibrant, inclusive and healthy community.

Policy 13.3: *Encourage the use of ACTIVITY CENTRES, open space, community resources and other areas within the public realm for neighbourhood gatherings, accommodation of service providers and delivery of community programs.*

- The City participated in the Cold Weather Strategy in collaboration with non-profit and provincial entities to ensure no one sleeps outside during extreme cold. The strategy is in place from November 1 – March 31 of each year.

Policy 13.9: *Support community gardens on public and private land.*

- The City has leased out City-owned land to accommodate six community gardens through the local Community Associations.

Policy 13.10: *Collaborate and seek partnerships to increase access to healthy, diverse and affordable food within neighbourhoods.*

- The māmawēyatitān centre site plan includes community garden plots that will be managed by the North Central Community Association. A conscious decision was made by the partners to include a variety of fruit bearing trees on the site, which will provide local residents with onsite

healthy food opportunities. As well, there will be opportunities for the partners and community to use the fruit onsite in the programming provided at the centre.

Policy 13.13: *Collaborate and partner with other levels of government, stakeholders and the broader community to improve community security.*

- The City is a member of the Canadian Municipal Network on Crime Prevention, a partnership with municipalities across Canada that provides training and information sharing on crime-prevention strategies.
- In 2017, the Bylaw Enforcement Branch placed a greater focus on education and outreach, in combination with an emphasis on proactive enforcement. This supports community safety by mitigating community-identified social issues such as health and safety hazards, and unsightly properties before they become larger problems in the community.

Policy 13.14: *Work with others to ensure that all residents have secure access to basic needs, such as food, housing and other services.*

- In fall 2017, Council approved a motion to support A Plan to End Homelessness for Regina and provide \$60,000 funds towards the creation of the plan. Matching funds were provided by federal Homelessness Partnering Strategy funds. Work on the plan will commence in 2018.

Policy 13.15: *Participate in the development of a comprehensive plan to address homelessness in partnership with other levels of government.*

- The City is a member of the Regina Homelessness Community Advisory Board for the federal government's Homelessness Partnering Strategy. In 2017, \$1.7 million in federal funding was provided including \$1 million for a Housing First program in Regina and \$700,000 to organizations involved in rapid re-housing, housing support, program evaluation and case management services for those experiencing or at risk of homelessness.

Policy 13.22: *Identify opportunities to collaborate with the community and support the improved settlement and integration of international immigrants.*

- The Zoning Bylaw was amended in response to a request by the Islamic Association of Saskatchewan to allow for religious institutions in the Industrial Tuxedo area. This amendment

provides opportunity for all religious affiliations to establish a physical presence and build community in an area of the city that suits their needs.

- The City maintains Welcometoregina.ca, designed for newcomers to the city and including information on accessing basic services, activities and employment.

Realizing the Plan

Policy 14.2: *Assess all proposed City policy, initiatives, practices, guidelines, standards, applications and other decision-making opportunities against the goals and policies of this plan to ensure that proposals that inhibit or deviate from the successful achievement of this plan are not supported or approved.*

- A planning and performance framework has been developed to guide the integration of City policy, plans and business planning to ensure the delivery of the OCP. The framework also provides mechanisms for performance measurement including the monitoring of the OCP implementation.

Policy 14.3: *Review existing City policies, practices, standards and other guiding documents predating approval of this plan, and representing barriers to the successful achievement of this plan.*

- The City continued to advance Zone Forward—a project to comprehensively review the Regina Zoning Bylaw 9250.

Policy 14.6: *Develop a Corporate strategic plan and departmental business plans to steer decision-making and improve understanding of the implications across the City for the implementation of this plan.*

- The 2018-2021 Strategic Plan: *Making Choices Today to Secure Tomorrow* was developed in 2017 to advance the OCP. This plan focuses on the advancements required over the next four years to achieve long-term delivery of effective, reliable services in a way that balances the community needs and wants articulated in the OCP. The strategic plan is cascaded throughout the organization via annual business planning processes and is built in to work plans for implementation.

Policy 14.18: *Regularly report on progress towards the realization and successful implementation of this plan in a public and transparent way that fosters public dialogue.*

- An annual update of progress on the implementation of the OCP has been prepared and published in the Annual Report since 2014.

Policy 14.9: *Ensure that community engagement is a component of the community building process and is a fundamental tool in achieving this plan.*

- Created public engagement tools and processes and launched an internal practitioners circle.
- Launched CityConnect, the City's new intranet, which provides information sharing between departments including business plans and project information.
- The City started developing a social media framework to increase engagement.
- In the early stages of developing a program for naming rights, sponsorships and advertising.
- Started the development of a Corporate City of Regina engagement framework.

Policy 14.21: *Develop or renew City plans, strategies and approaches to ensure the goals and policies of this plan are actionable and realized over time. Such strategies may be cross-department (e.g. strategic plans and business plans) or within a particular subject area or discipline (e.g. master plans).*

- Master plans have been described as the next level of detail from the OCP. Cross-divisional collaboration resulted in the development of guidelines and a template for all City of Regina master plans. This was established to offer corporate consistency in approach and content, but extend enough flexibility for business areas to adapt to any specific needs of each policy document. Some master plans are currently in development with more in business plans for future development over the next few years.

Appendix 2 – Municipal Benchmarking Network Canada 2017 Results

2016 Performance Measurement Report - Summary

The 2016 MBN Canada Performance Measurement Report reflects the results of 10 single-tier and five upper-tier municipalities representing five provinces and includes 173 measures across 36 municipal service areas. MBN Canada continues to provide a forum for municipal staff from across the country to work together, share their knowledge and learn from each other. The data is used as the “jump-off point” to start the conversation about who is doing what and how it is being done. It is this collaboration that continues to strengthen MBNCanada’s partnership, while improving the level of transparency within municipal government.

The following results in the report were made available to the public on November 5, 2017. MBN partners can access results for all measures in the data warehouse at any time. The 2016 Performance Measurement Report includes three years of data wherever possible (2014, 2015 and 2016). However, there are instances where measures that have been introduced in 2015 will only have one year and/or there may only be one or two years of data available for those municipalities who are reporting a service area publicly for the first time. This applies to some service areas from the cities of Calgary, Regina, Winnipeg and Montreal.

City of Regina 2016 Results

This is Regina’s second year of participation in MBN Canada and results for 2016 have been provided in 24 service areas. This appendix contains the comparative results in two different types of graphs (Range Graphs and Column Graphs) and Regina specific commentary on the influencing factors.

Influencing Factors

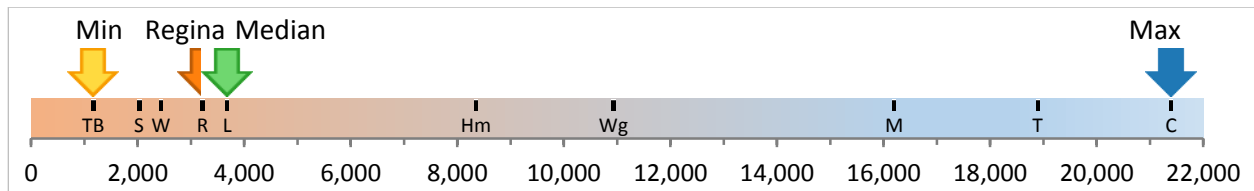
Results can be influenced by a number of factors and the influencing factors pertaining to the measures in the 2016 Performance Measurement Report are found at the front of each service area section. The influencing factors speak to the uniqueness of each municipality such as population, geographic size, organizational form, government type and legislation. They also can include other unique service area or municipal impacts, specific to the reported service. Additionally, in keeping with past practice and where applicable, cost measures are presented based on MBN total cost, which captures operating cost plus amortization. It should be noted that amortization rates and capitalization thresholds are unique to each individual municipality and can lead to significant differences between operating cost and total cost for each municipality. All costs presented in the report are current dollars (dollar value in other time periods; not converted into present-day dollars). Inflation between 2014 and 2016 can easily explain cost increases of four to five per cent even if it impacts all municipalities equally.

How to Read the Graphs

Measure Number and Name of Measure: Refers to the official measure number and name as per the MBN Data Warehouse.

BLDG206	Number of Building Permits Issued in the calendar year
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The **Range Graphs** show the Minimum, Median and Maximum 2016 results from participating municipalities



Unit of Measure (X axis): Refers to the unit of measure, e.g. dollars, percent, number.

Median: The median is the middle value in a set or range of data, i.e., if you had the numbers 1, 3, 5, 7 and 9, the median would be 5.

Label	Min	Median	Max	Regina
Description	Minimum value of all 2016 results from participating municipalities	Median value of all 2016 results from participating municipalities.	Maximum value of all 2016 results from participating municipalities	2015 result for City of Regina
Symbol				

Label	Min (Regina)	Median (Regina)	Max (Regina)	
Description	Regina result is at the Minimum	Regina result is at the Median	Regina result is at the Maximum	
Symbol				

Results from municipalities are shown with the following abbreviations:

C Calgary	D Region of Durham	H Halton Region	Hm City of Hamilton
L City of London	M City of Montreal	N Niagara Region	R City of Regina
S Sudbury (Greater)	TB Thunder Bay	T City of Toronto	Wa Region of Waterloo
W City of Windsor	Wg City of Winnipeg	Y York Region	

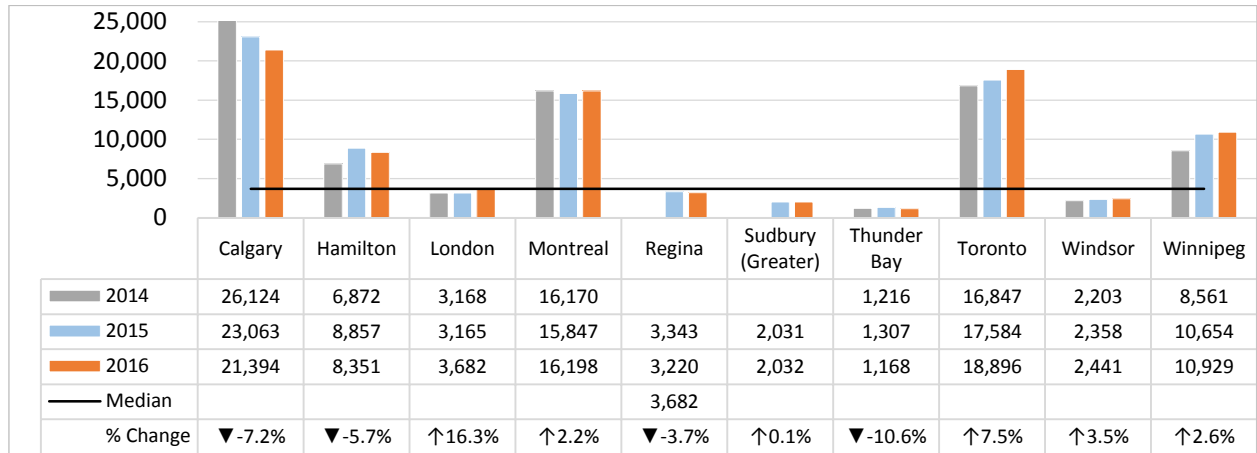
The **Column Graphs** are designed to show how participating municipalities compare with each other on selected service measures. Results for 2016 are shown along with comparative results from 2014 and 2015, where available.

Unit of Measure (Y axis): Refers to the unit of measure, e.g. dollars, percent, number.

Median: The 2016 median is shown as a black line of the column graph.

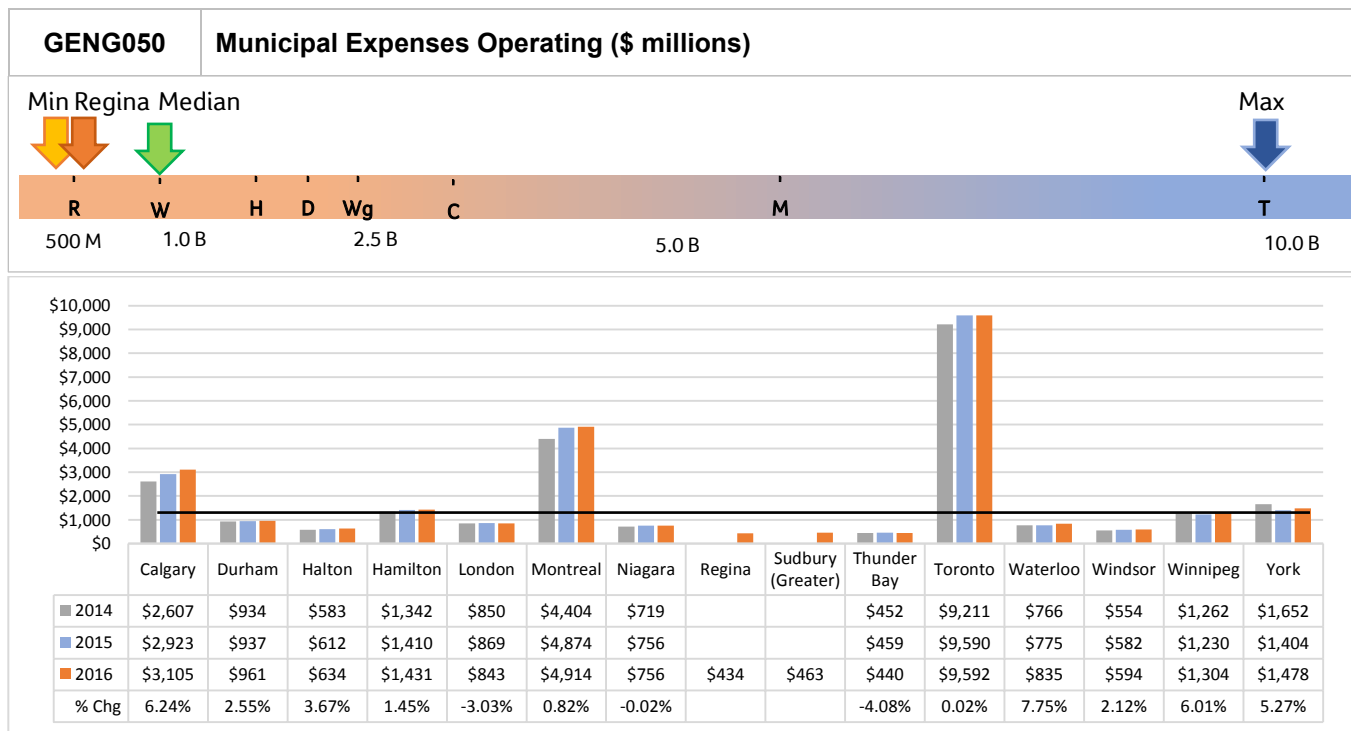
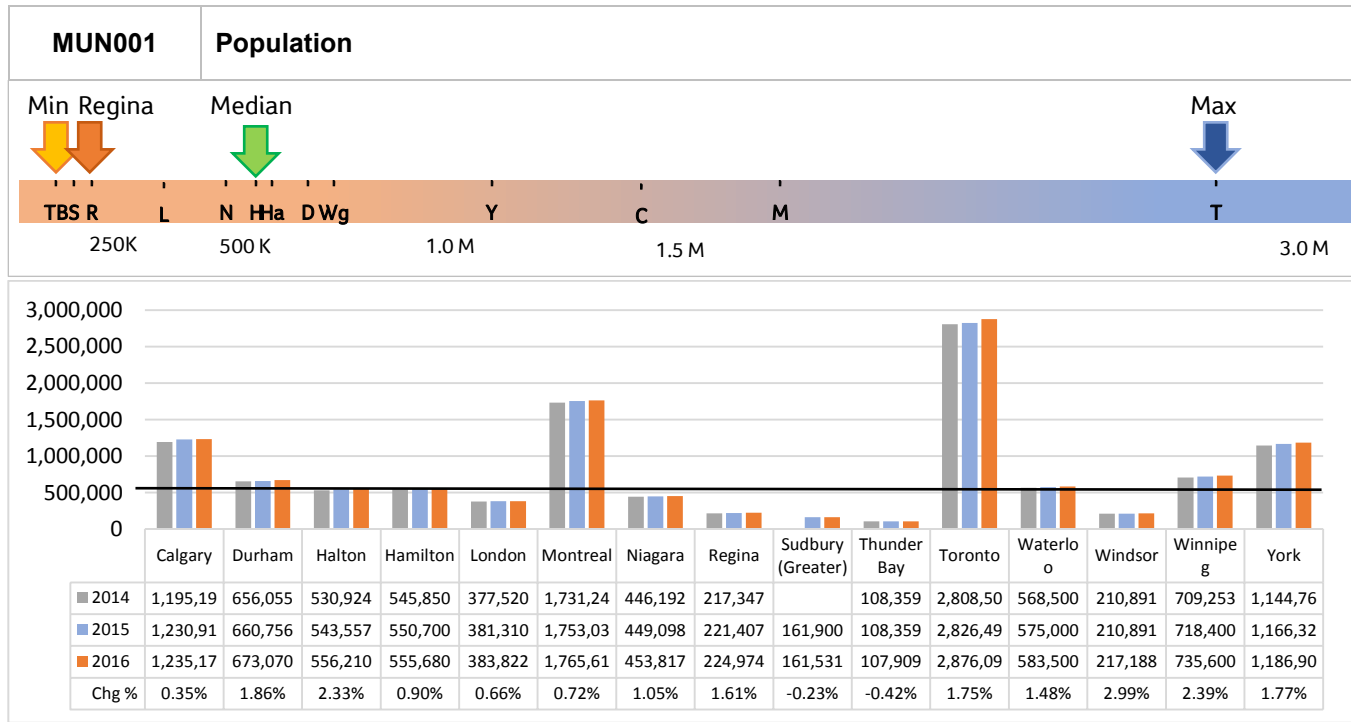
Results: The results for each municipality for 2014, 2015 and 2016 (where available) are shown in the data table beneath the Column Graph. Only those municipalities that participated in that Service Area are shown on the graph. A ‘-’ in the data table indicates the municipality did not have data at the time of printing; or did not collect data for that specific measure in that year.

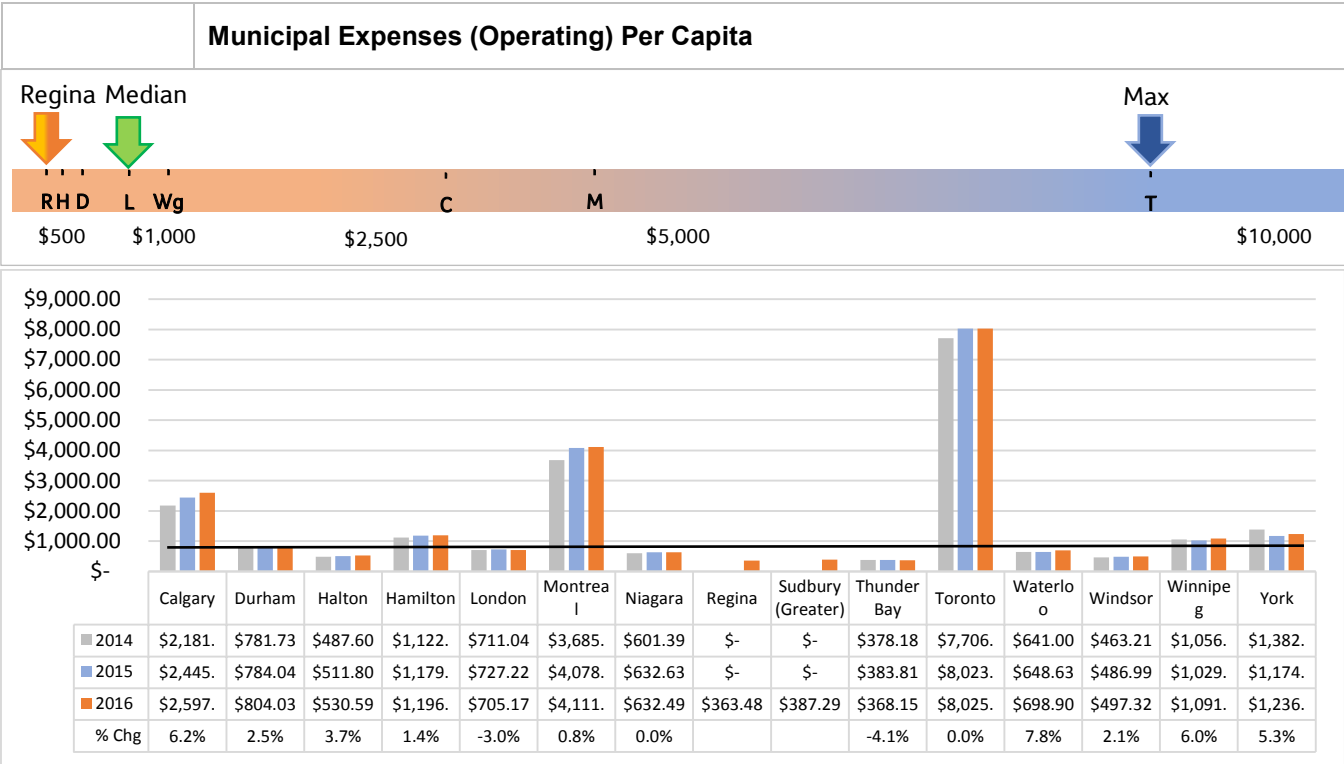
% Change: The per cent change shows the direction and percentage of change between 2016 results and 2015 results.



General Municipal Statistics

A few key data points are collected and compared among all municipalities in the MBN Canada benchmarking system. These provide a high level overview of municipalities and also serve as elements of other measures.



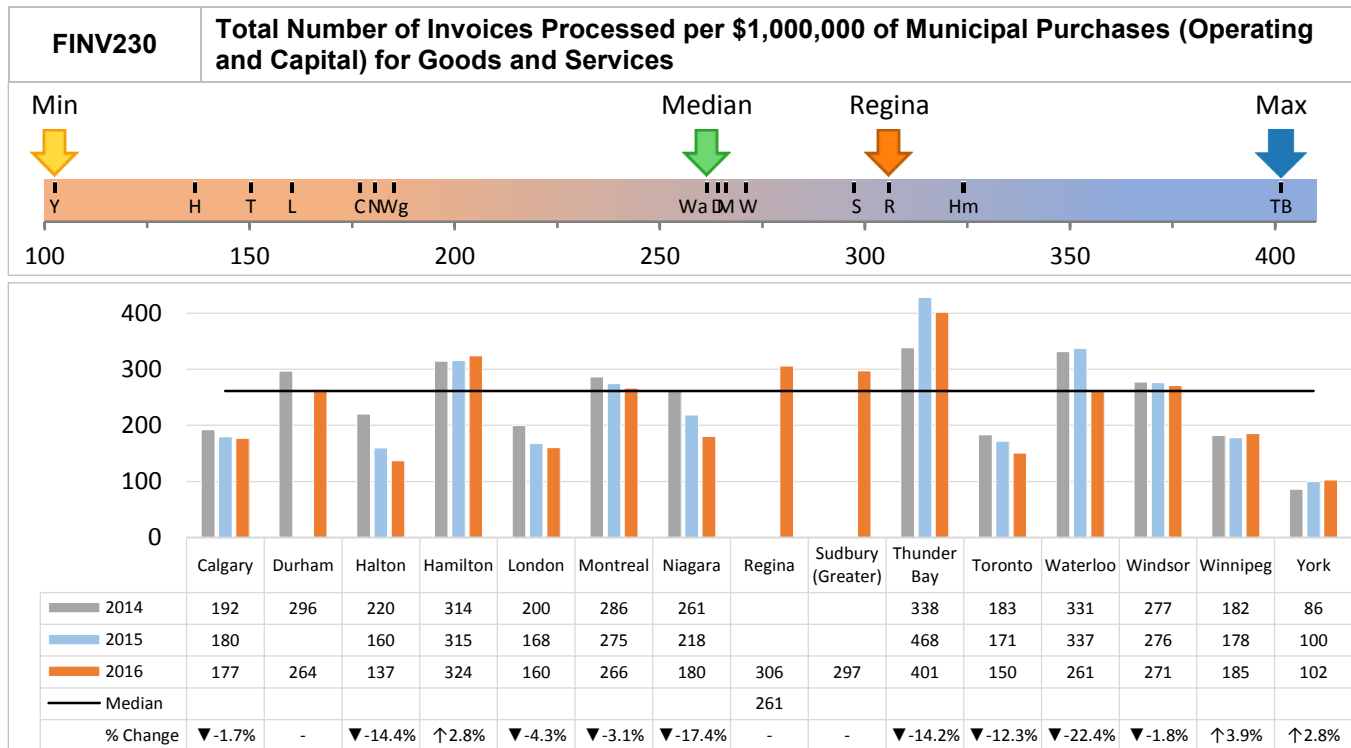


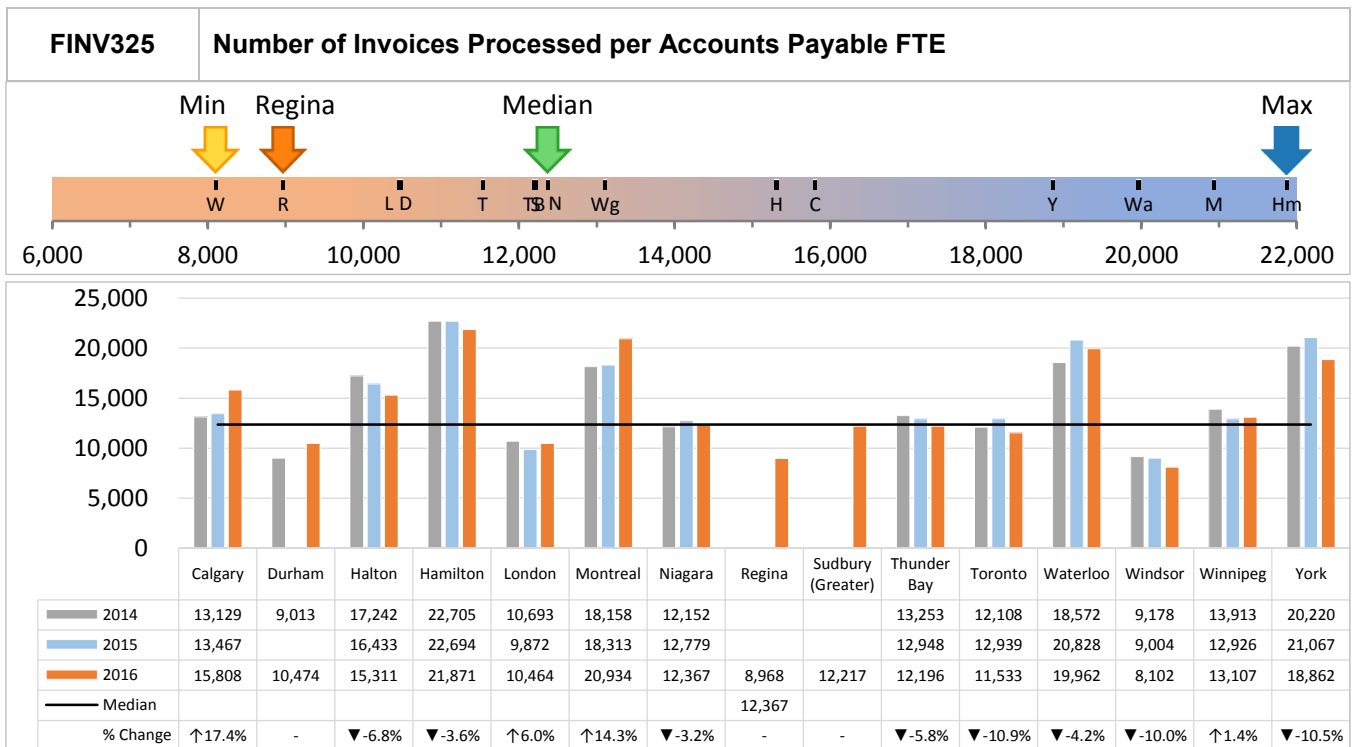
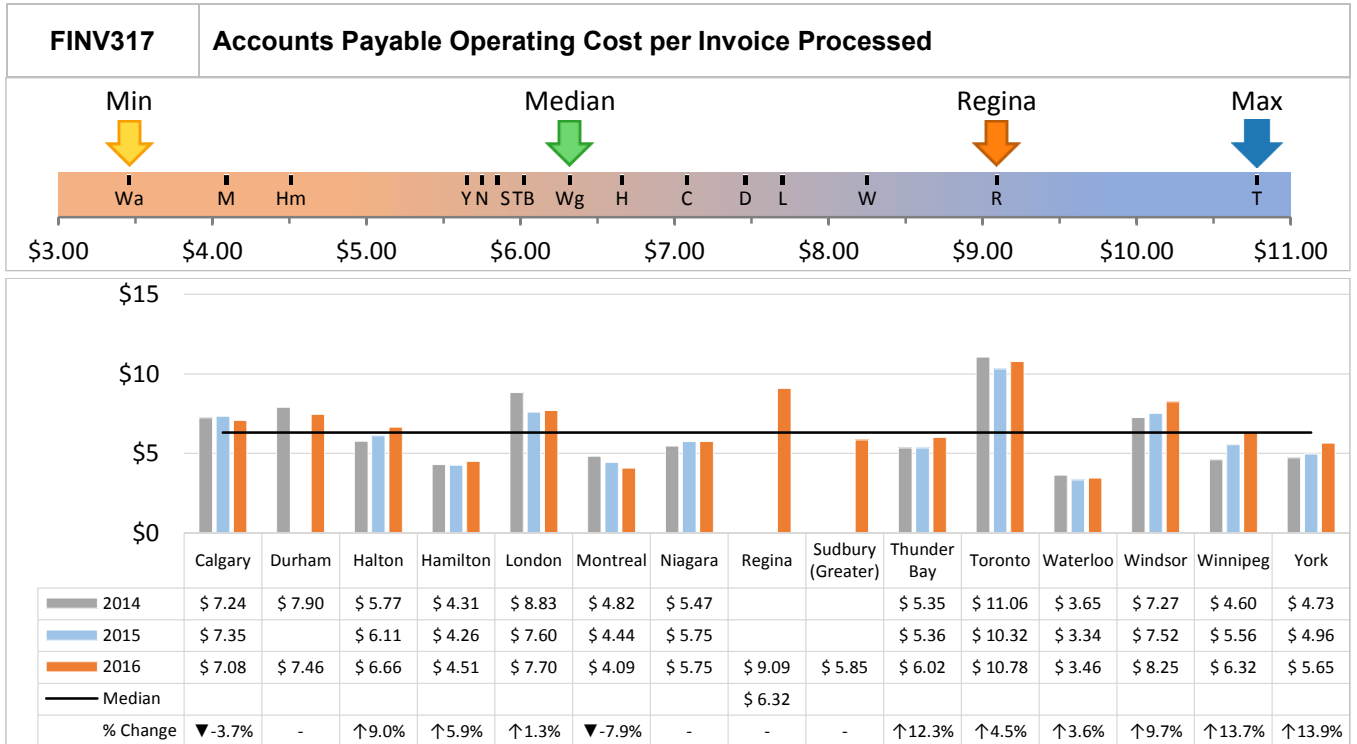
Accounts Payable

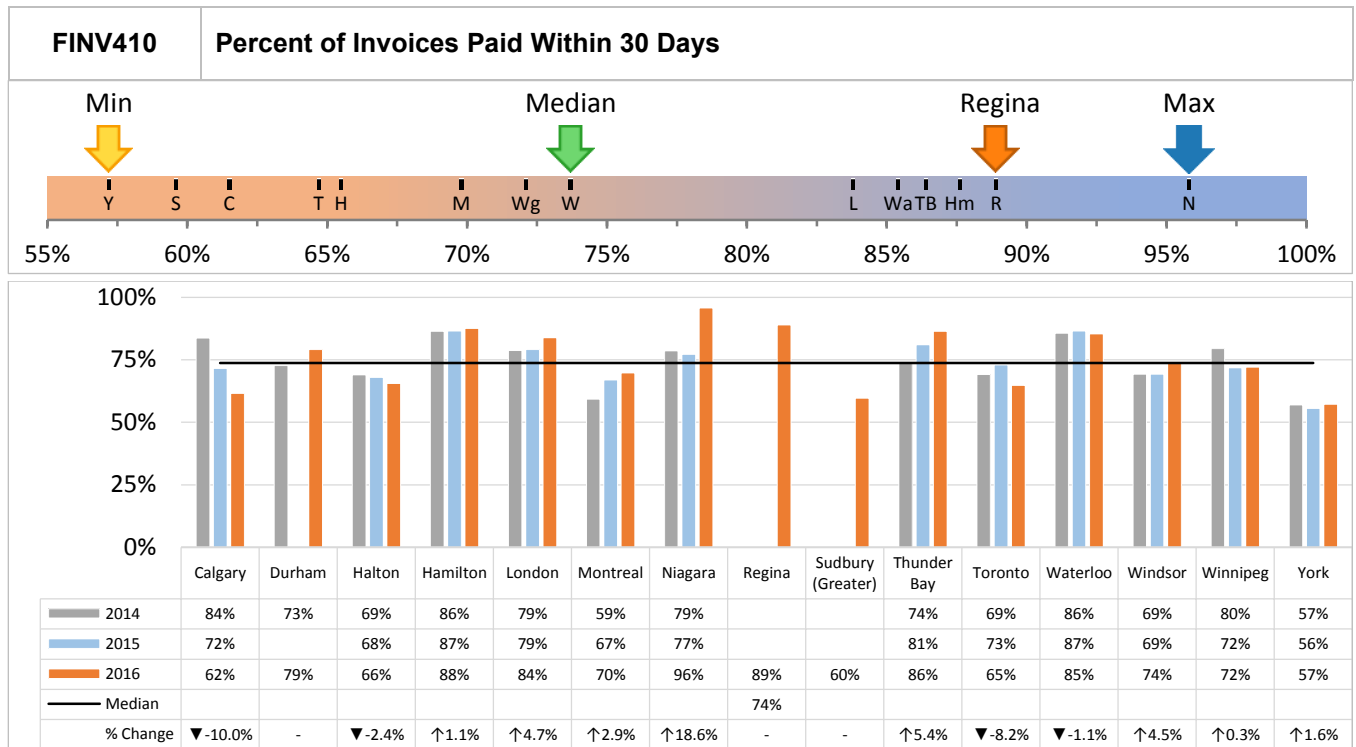
Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Accounts Payable Service, keep in mind the following influencing factors:

- **Organizational Form:** Centralized versus decentralized functions
- **Policy and Practices:** Differences in business processes impact invoice processing and payment times (e.g. automated versus manual approval workflow systems, signing authority levels, inspection of goods received and/or work performed, etc.)
- **Processes & Systems:** Differences in system generated versus manually processed invoices (e.g. phone lines, utilities), records management practices (e.g. document imaging versus manual) and the nature of the payment approval process (i.e. electronic versus manual)





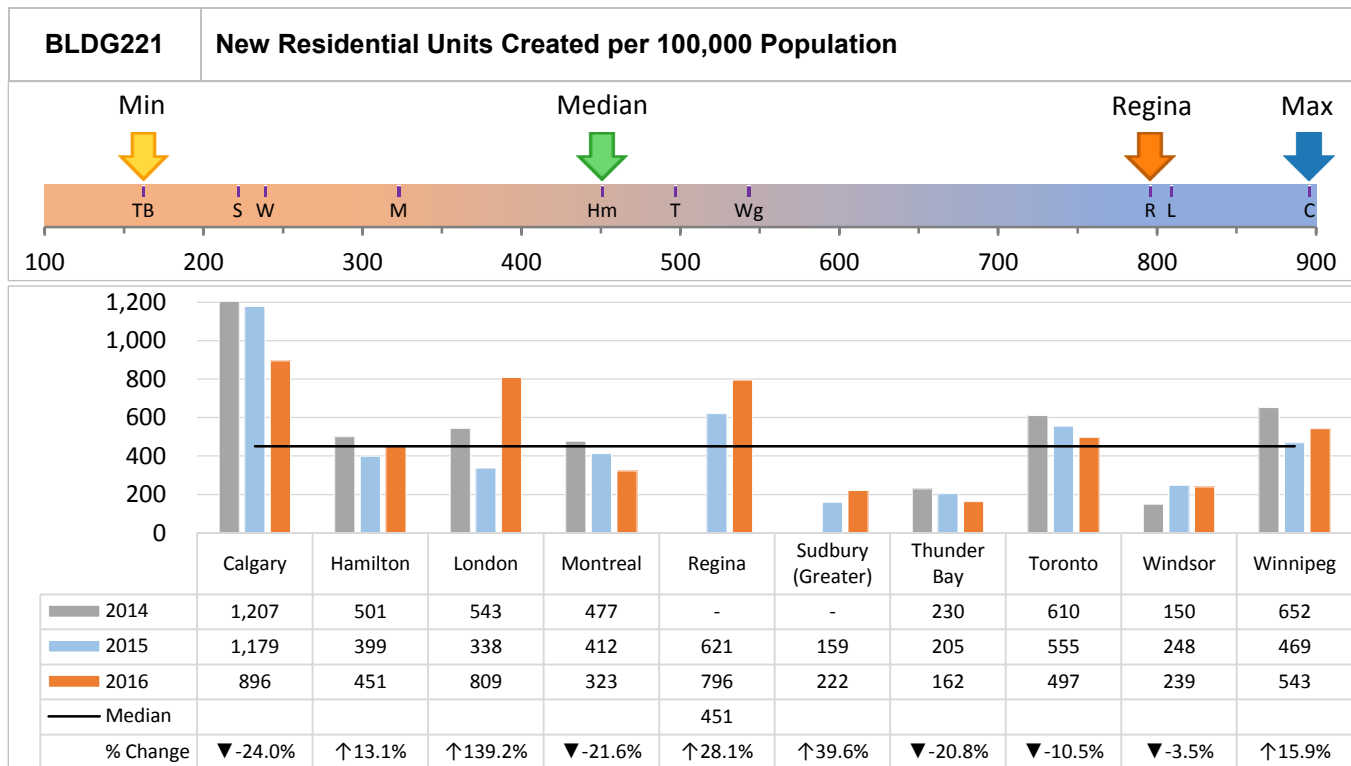
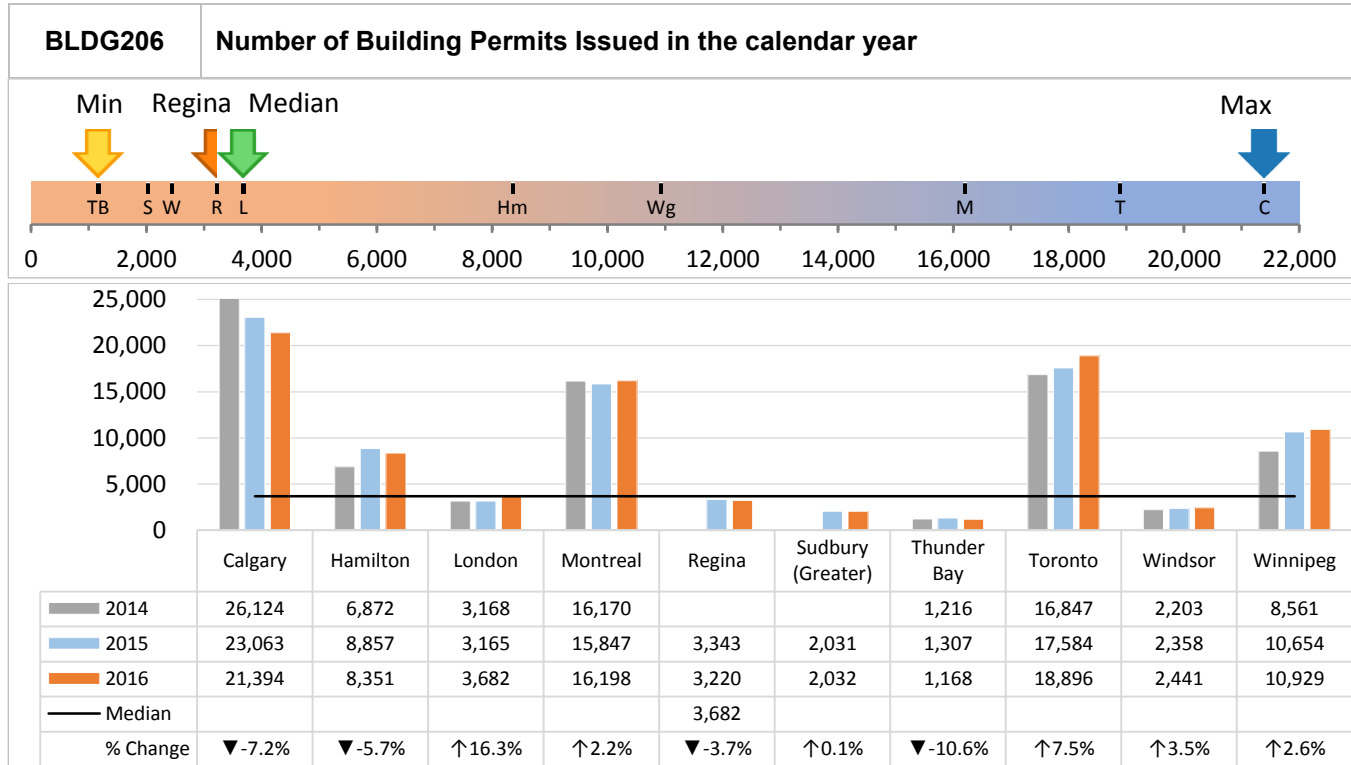


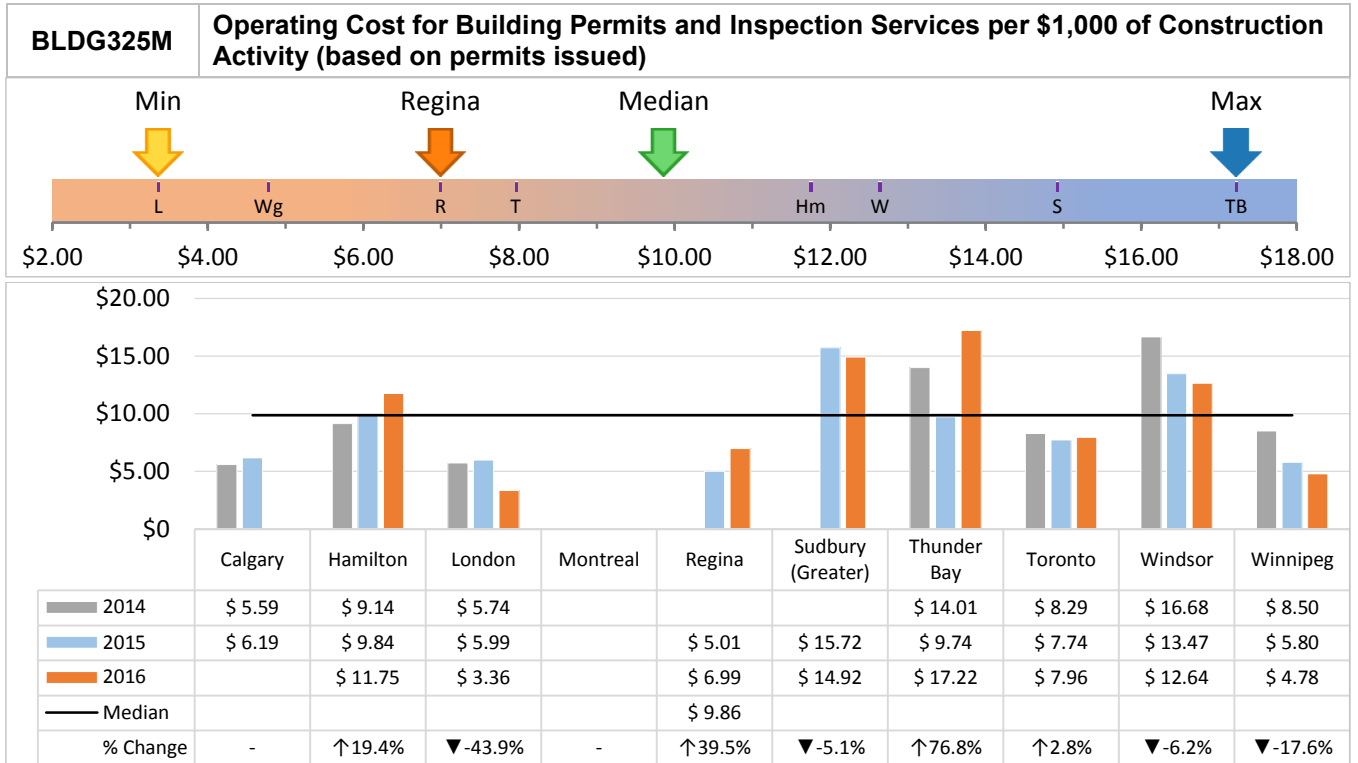
Building Permits and Inspections

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Building Permits and Inspections Service, keep in mind the following influencing factors:

- **Permit Requirements:** Municipal policy for what type of construction requires a permit and the phasing of permits (one for the foundation, one for plumbing, one for the structure, etc., versus one that covers all phases of construction) will vary between jurisdictions.
- **Complexity:** The size and technical complexity of permit applications requiring varying amounts of review time and inspections.
- **Construction Type:** The types of construction work being done and the volumes of inspection work that results from this will vary between municipalities.
- **Inspection Services:** The nature of the inspection process varies by project and by municipality.
- **Application Mix:** Generally, industrial, high rise residential, institutional and commercial permit applications offer more unique circumstances and are more complex than low rise residential permit applications. The former will elevate total construction value if it predominates the construction activity in any one year, while residential construction tends to require more inspections and attention but generates lower values.
- **Staffing levels and Service Standards Established:** These will vary by municipality.
- **Technology:** The formal processes to track the information needed to calculate this measure will vary between jurisdictions.
- **Geographic Territory:** The size of geographic area covered by the inspectors impacts service delivery cost efficiencies. Some municipalities have vast geographic areas and construction activity throughout. This results in more travel time, less inspections that can be booked per day and higher operating costs.
- **Legislative Changes:** Administering new requirements of several Acts — such as the new *Building Code Statute Law Amendment Act*, *Environment Protection Act* and other defined applicable laws — adds to the process for review and inspection.
- **Construction Value:** Construction values are not reported or calculated consistently across the province.
- **Financial Cost:** Reliance on FIR (Financial Information Return – Ontario) costs may include or exclude costs that are not related to costs associated with servicing building permit and the enforcement of the Building Code Act and Code as per the legislation (*Building Code Statute Law Amendment Act, 2002* and O. Reg. 305/03).





Clerks

Influencing Factors

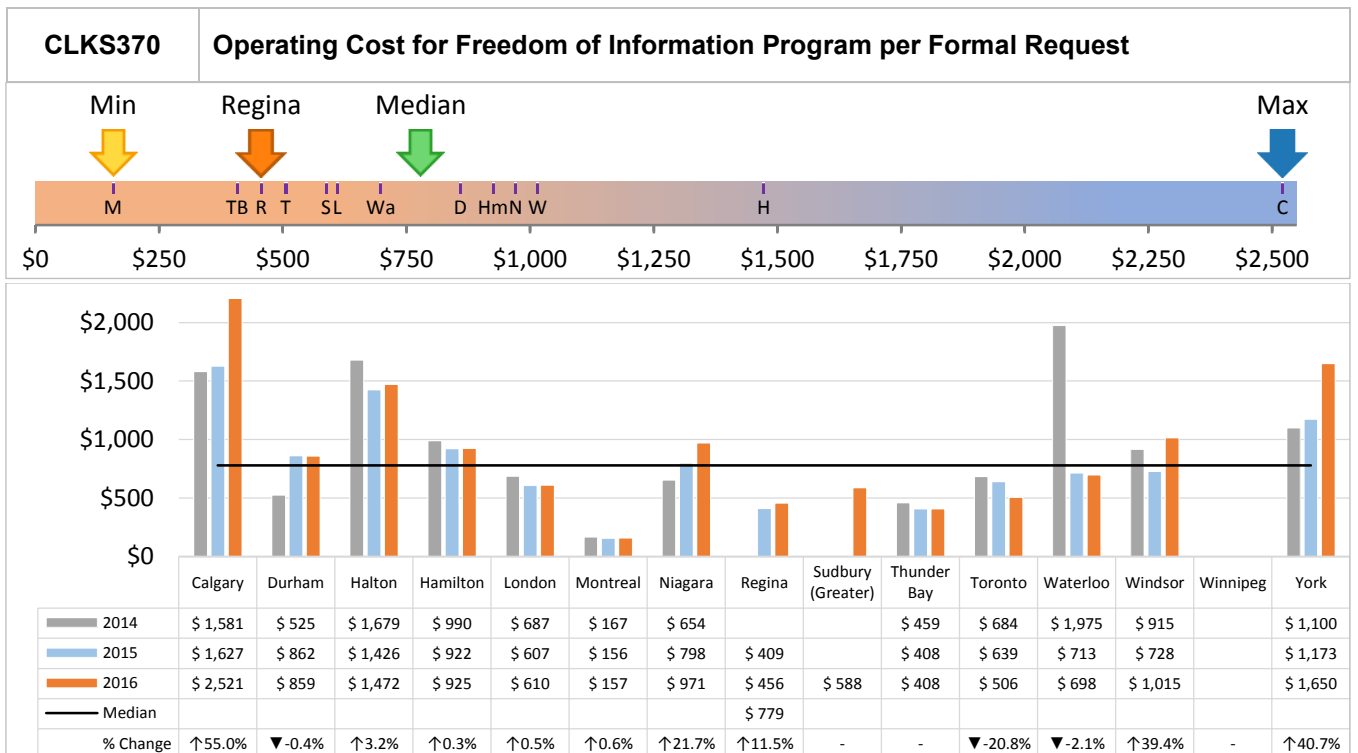
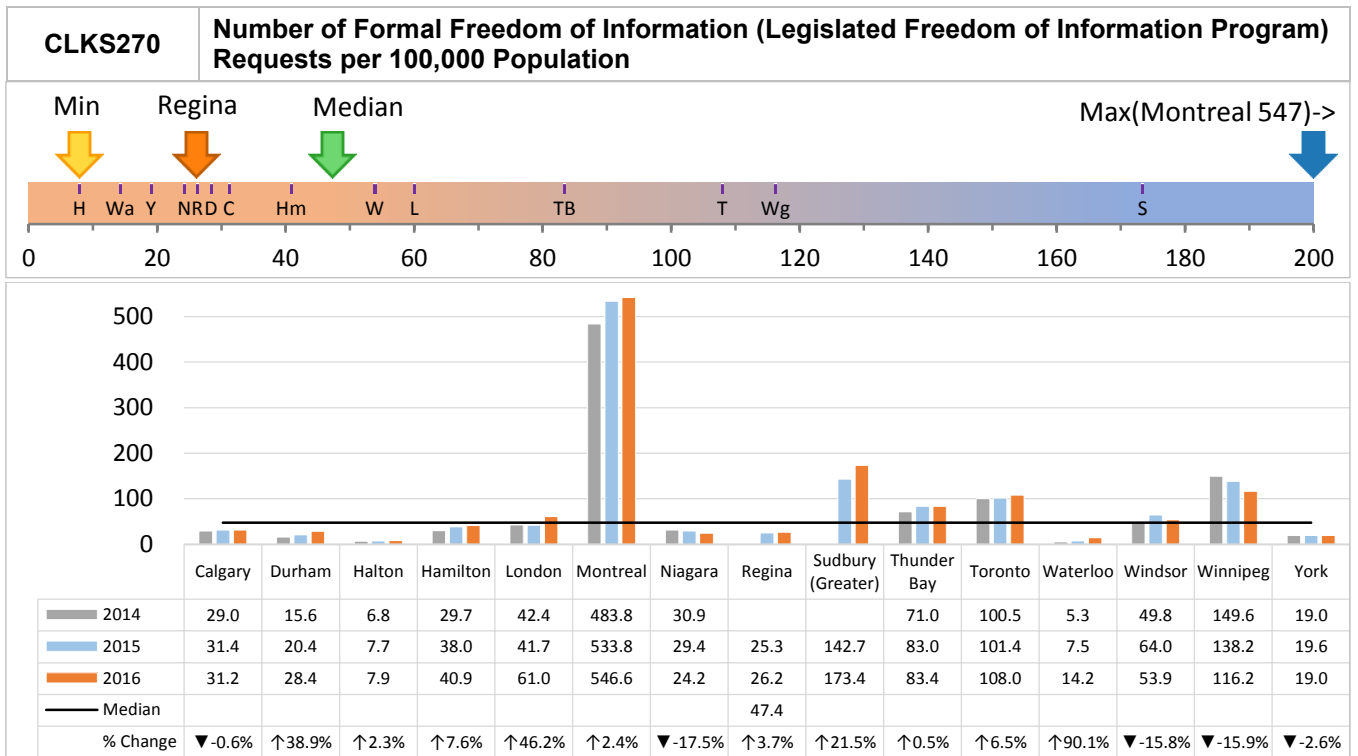
Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Clerks Service, keep in mind the following influencing factors:

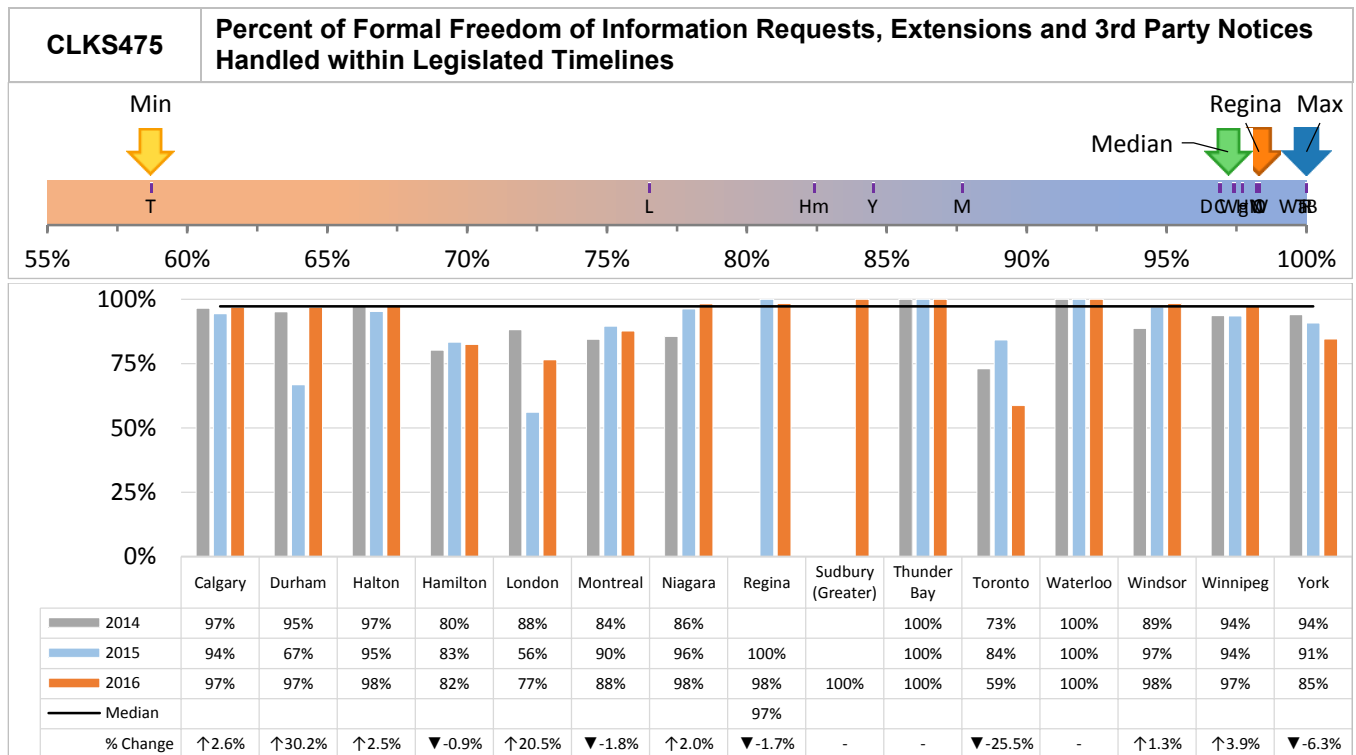
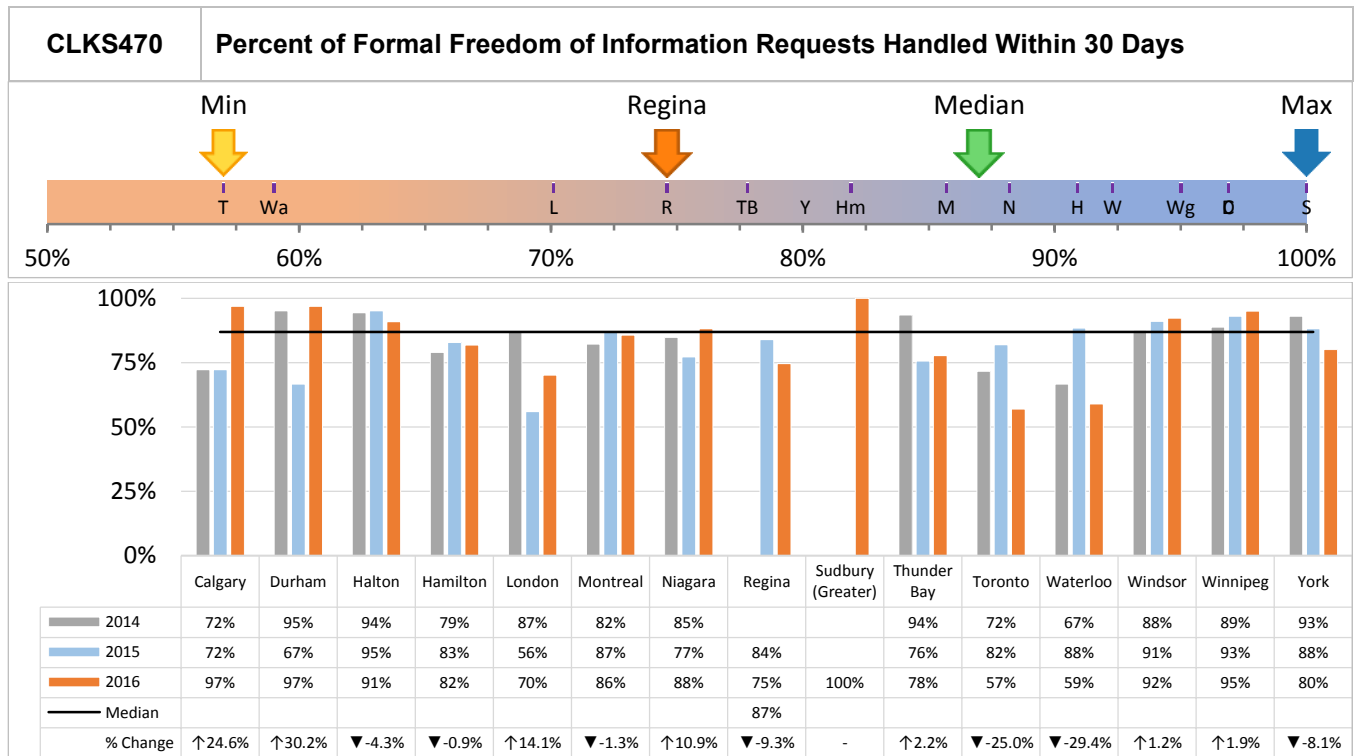
Influencing Factors: Committee and Council

- **Citizen Participation:** Affects number of deputations and time in committees spent on deputations as well as notices and deputation requirements/volume
- **Complexity:** Type of meeting, length of meeting and the scope of subject matter discussed at Council/Committee
- **Council Authority:** Consent agenda or not; amount of delegated decision-making – whether standing committees or community councils can make final decisions and pass by-laws without going to Council, e.g. standing committee versus committee as a whole
- **Government Structure:** Regional or single tier municipality; size of the municipality; number of councilors; number of standing committees and advisory bodies—inclusion of Tribunal Council, inclusion of Committee of Adjustment
- **Organizational Form:** The size, administrative structure (centralized vs. decentralized) and responsibilities that lie within departments (e.g. agenda preparation, culture of the organization)
- **Political Climate:** Whether reports are discussed in detail; whether there are many recorded votes
- **Practices and Processes:** Turnaround time for the preparation of agenda/minutes and the degree of automation; report generation through a few commissioners or a large number of department heads; bylaw procedures; clerks' processes; how long debates are allowed

Influencing Factors: Freedom of Information

- **Citizen Engagement:** State of interaction with citizens and the amount of citizen trust/distrust of the organization
- **Complexity:** Types and number of requests, including files, email correspondence, text messages, etc.; amount of time required, issue, number of departments impacted, number of pages to be reviewed, number of third parties involved, litigation involvement, requests for politicians records and files
- **Contentious Issues:** Whether there are prevailing major issues in the municipality (e.g. major construction projects, road widening, bids for international events, etc.)
- **Nature of Requests:** Media, special interest groups, individuals, businesses
- **Organizational Form:** Size, administrative structure (centralized vs. decentralized) and culture of the organization; and amount of training provided to municipal staff who handle requests
- **Political Climate:** Related to availability of information from elected officials such as meeting calendars
- **Practices & Policies:** Responsiveness of the organization to requests; number of routine disclosure policies
- **Privacy Protection:** Growing trend to spend time assessing privacy concerns, e.g. software agreements, privacy breaches, increased focus on privacy being brought forward by PIC (Privacy and Information)



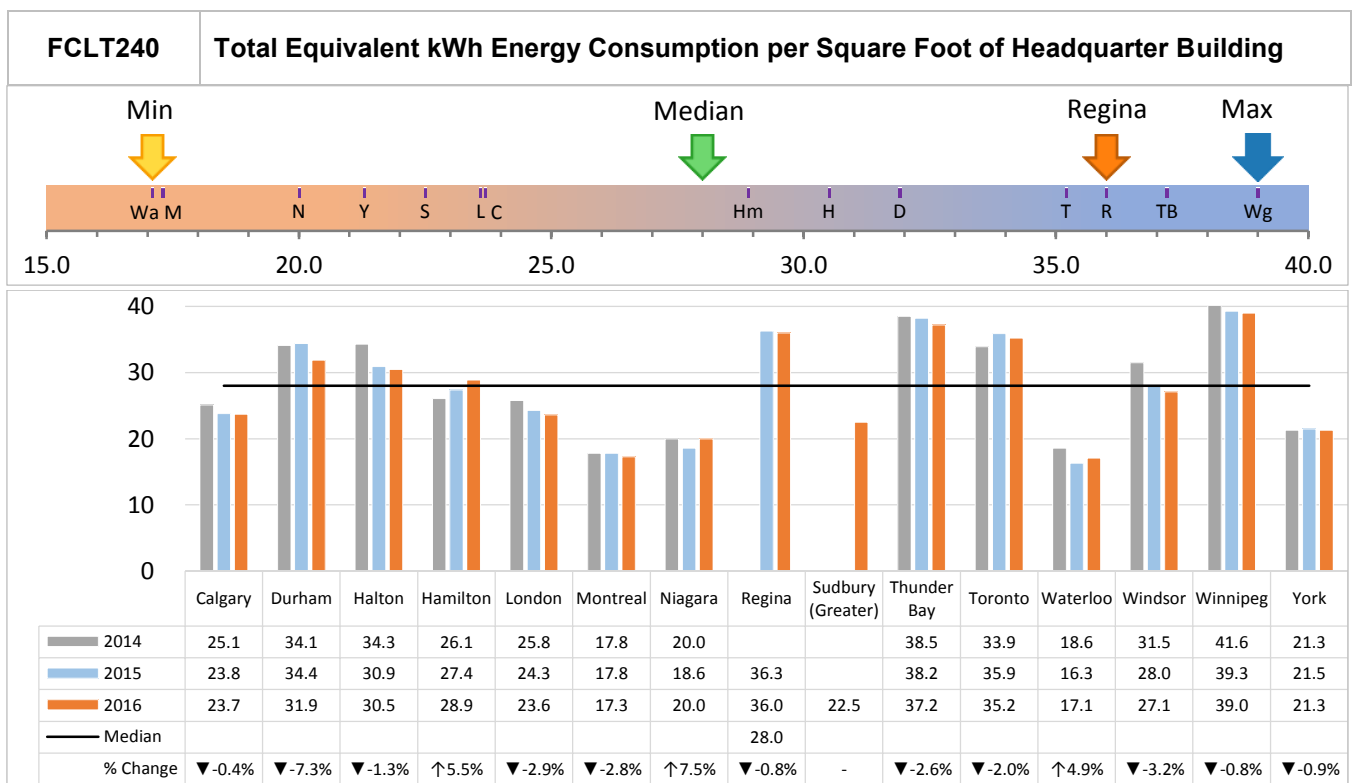


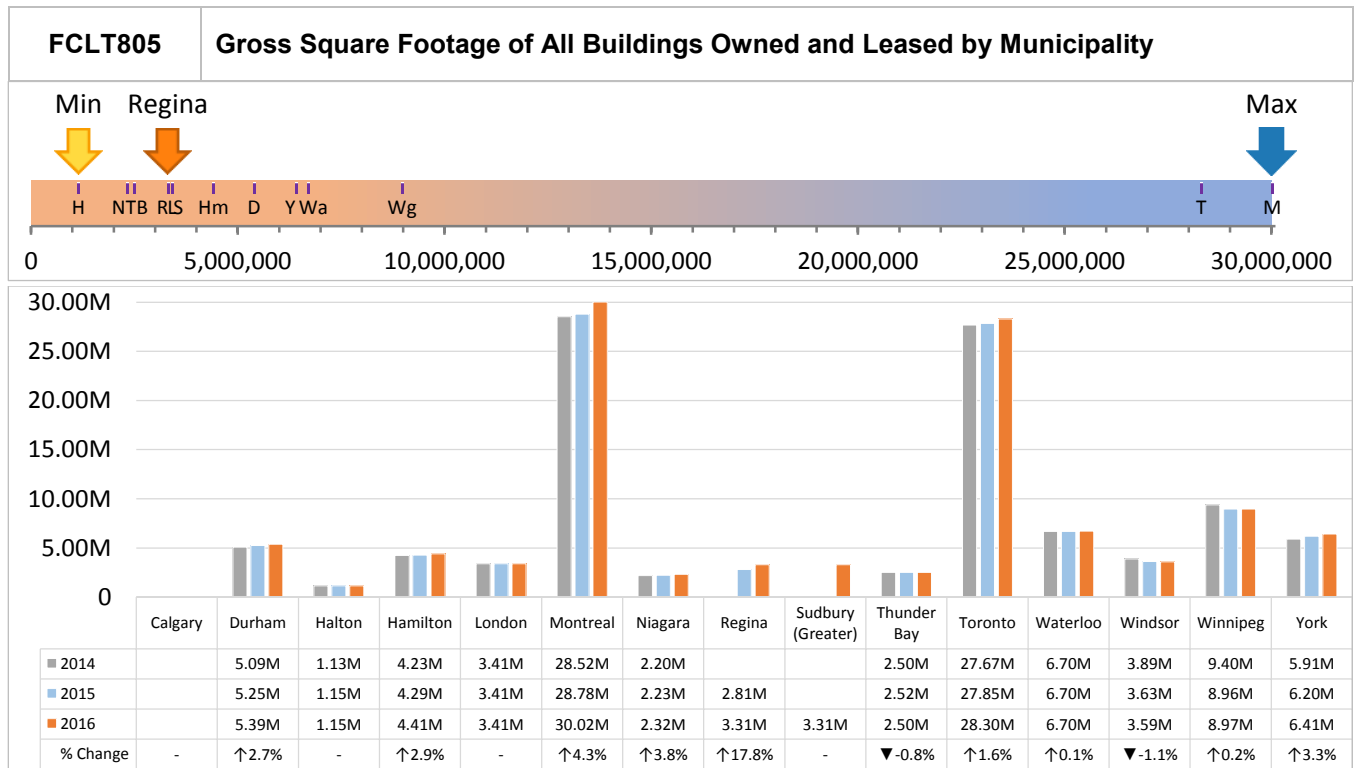
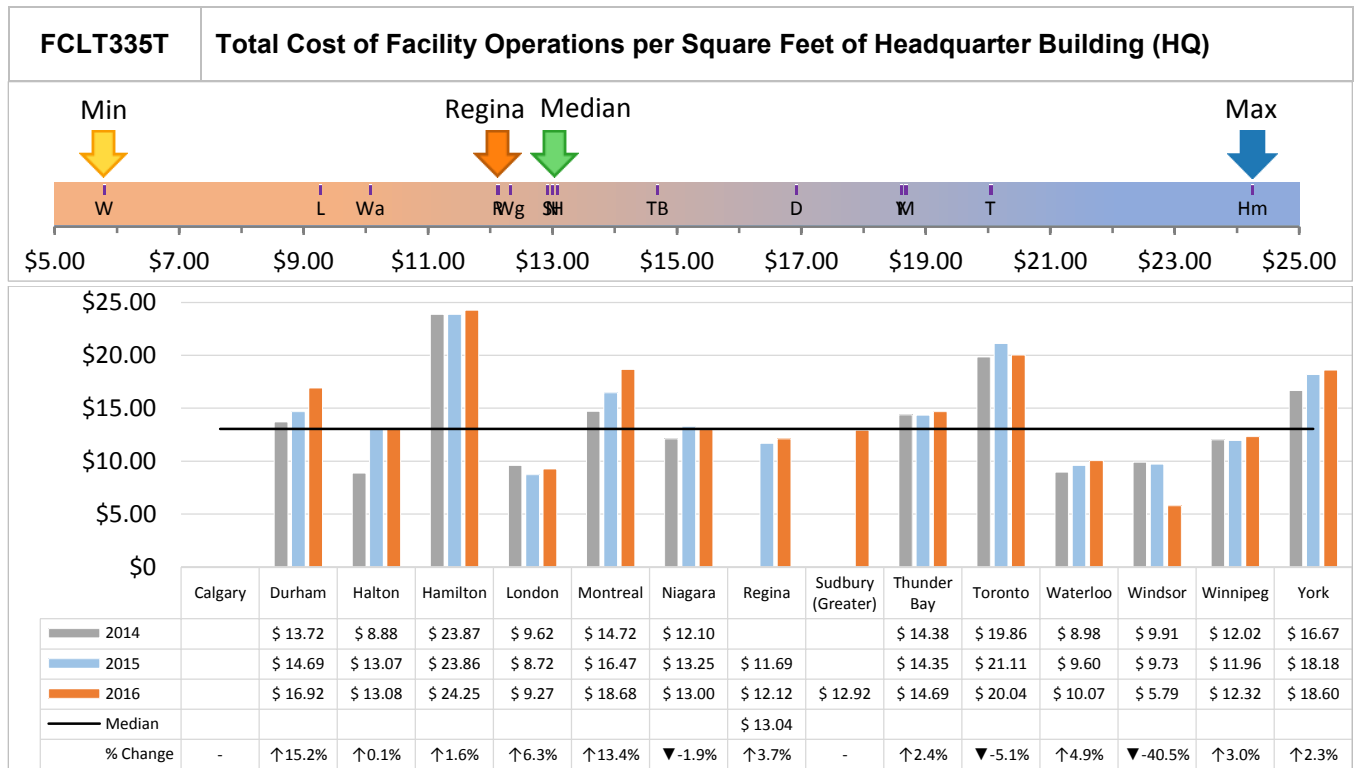
Facilities

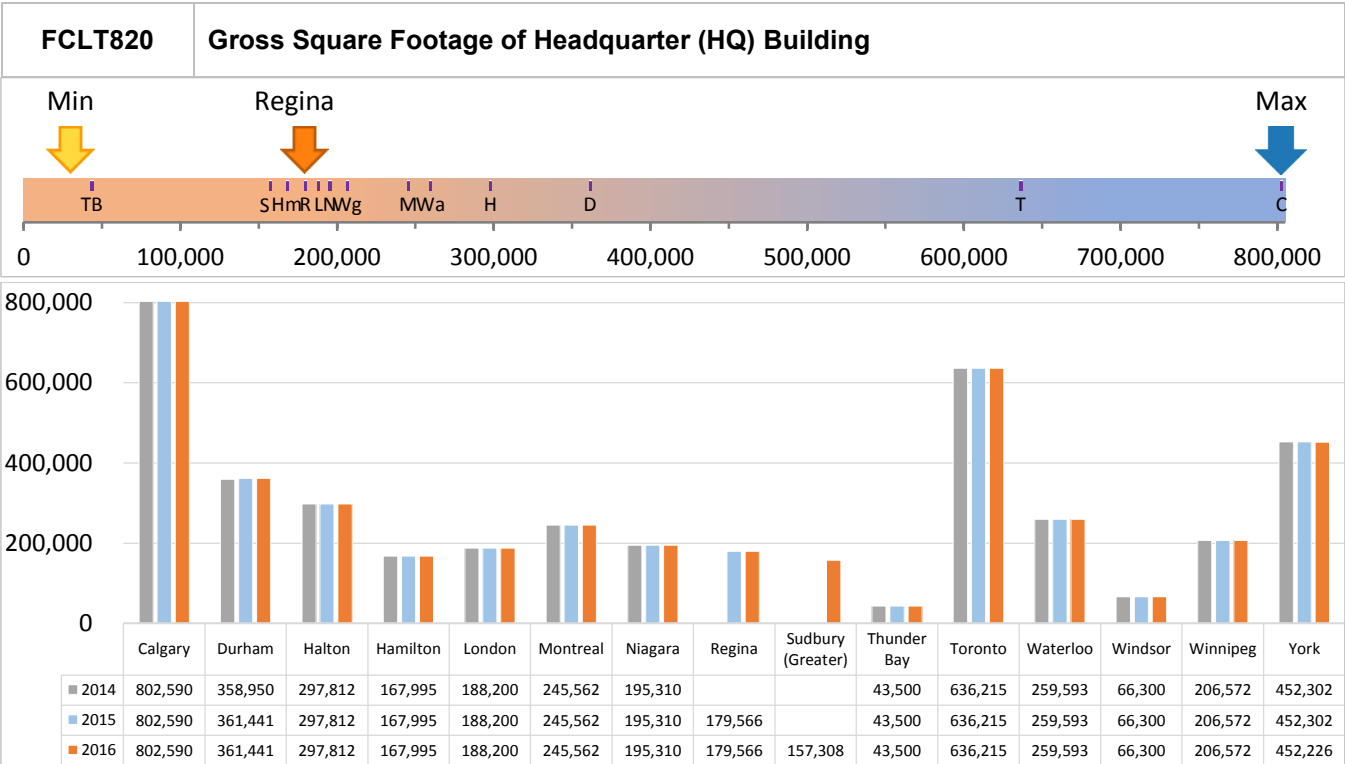
Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Facilities Service, keep in mind the following influencing factors:

- **Organizational Form:** The extent to which facilities management services are centralized or decentralized in each municipality can influence reported results.
- **Building Stock:** There is a wide variety of buildings/facilities in each municipality with different sizes, ages and use profiles that can yield very different cost per square feet indicators. This measure could be calculated separately by building type, if more specific accurate data is required.
- **Capital:** The accounting policy/dollar threshold for capital expenditures impacts the types of maintenance activities included in operating costs.







Fire

Influencing Factors

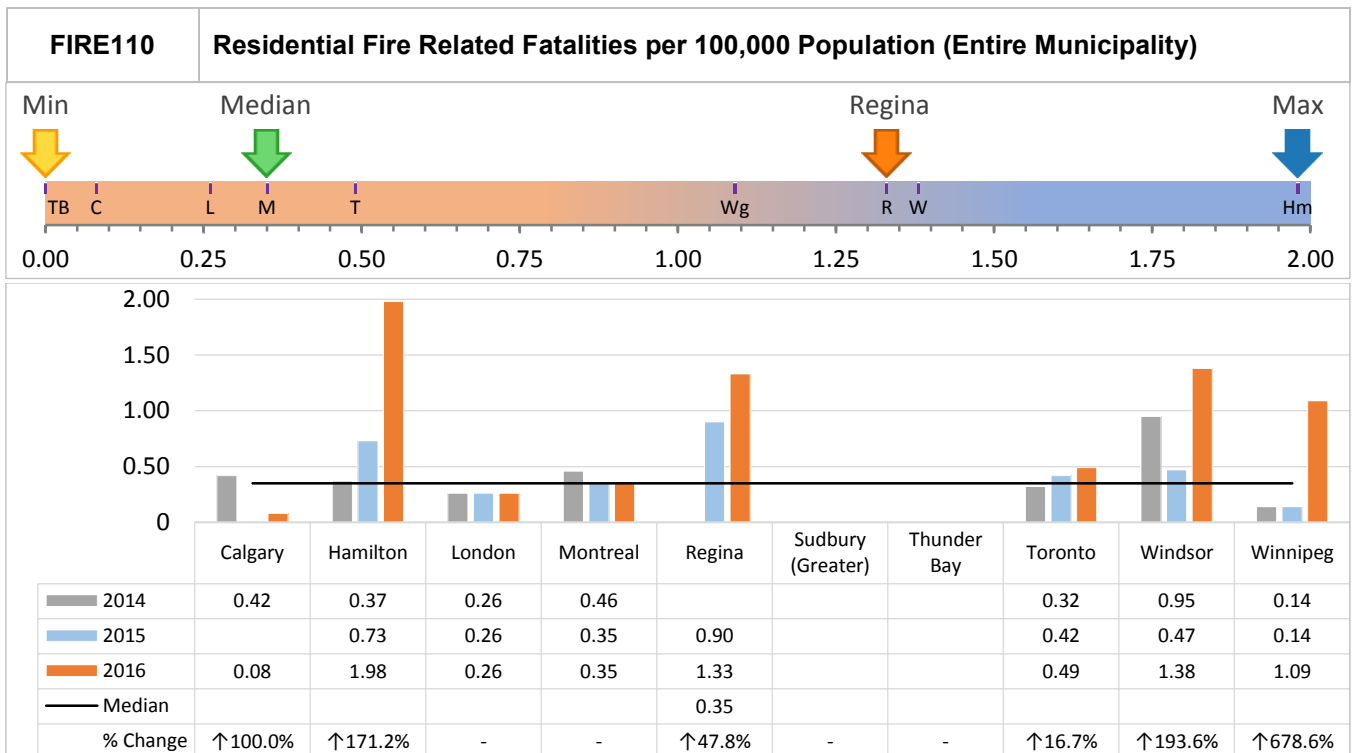
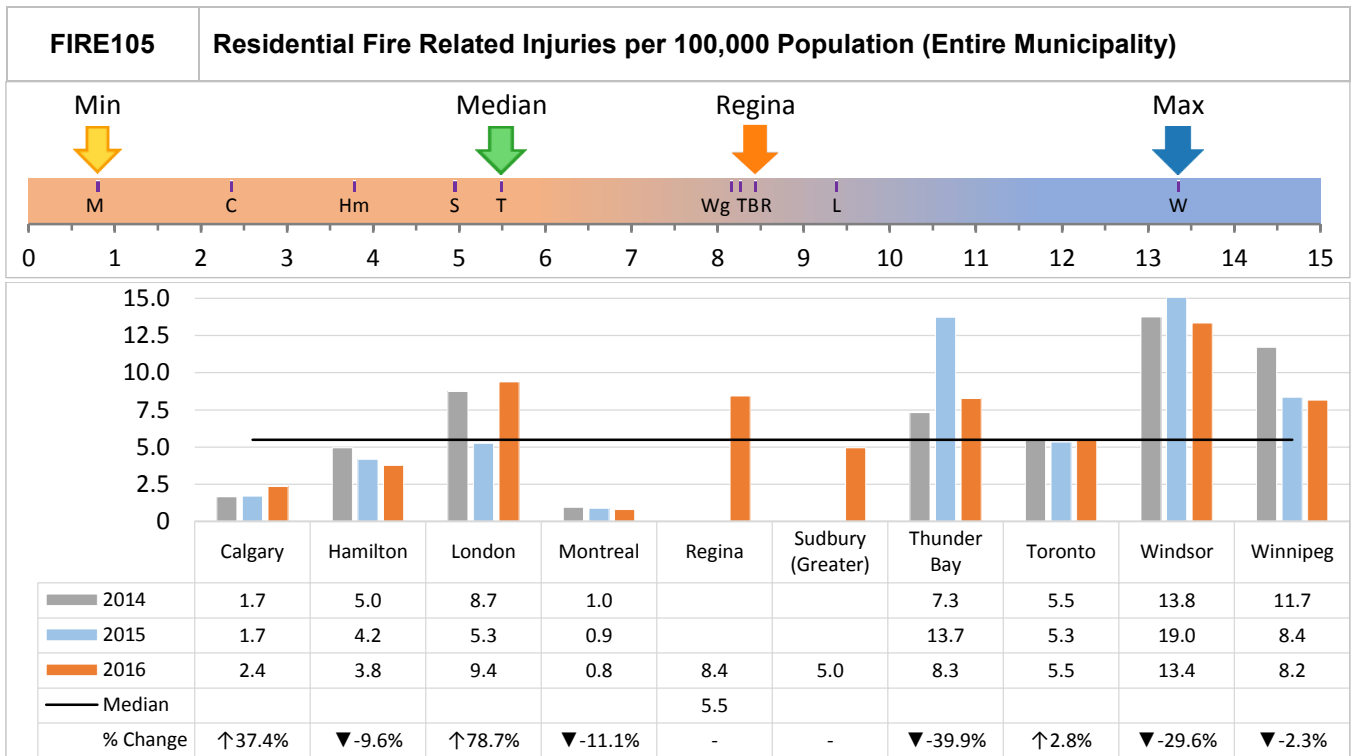
Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Fire Service, keep in mind the following influencing factors:

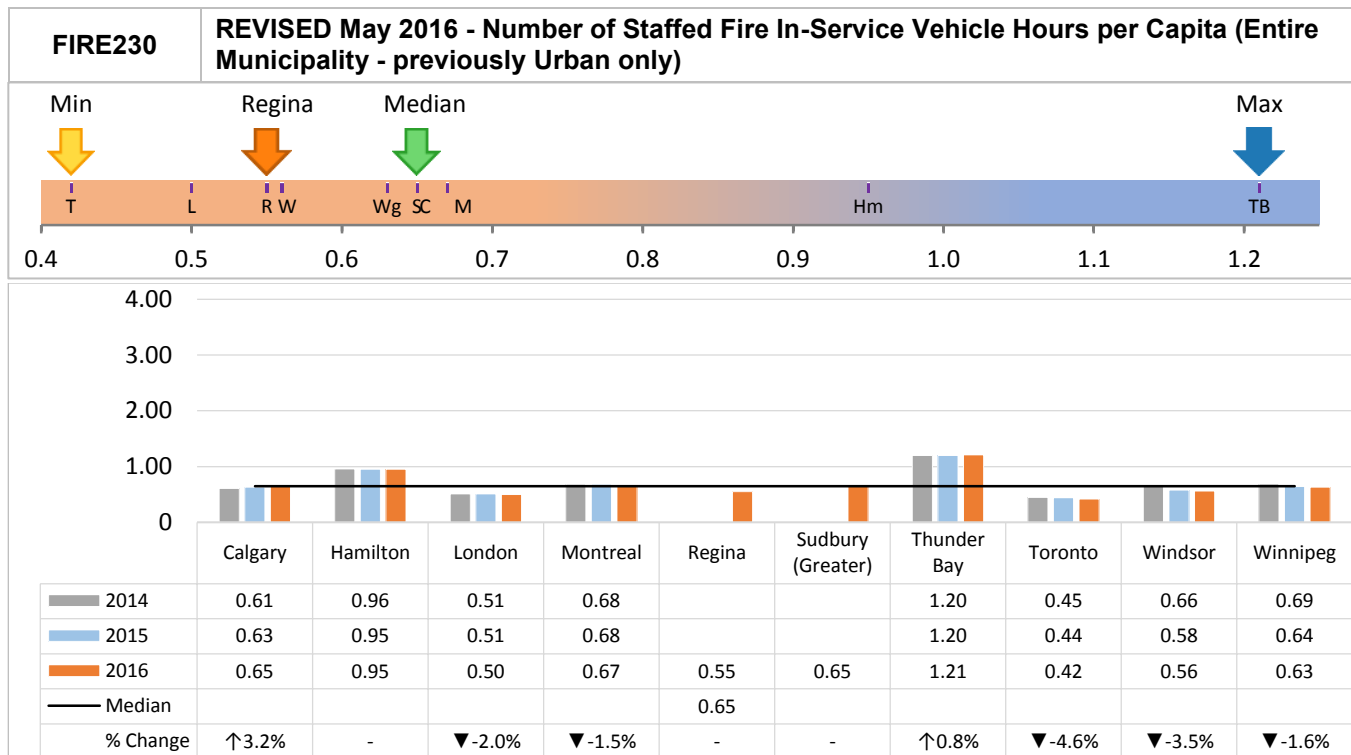
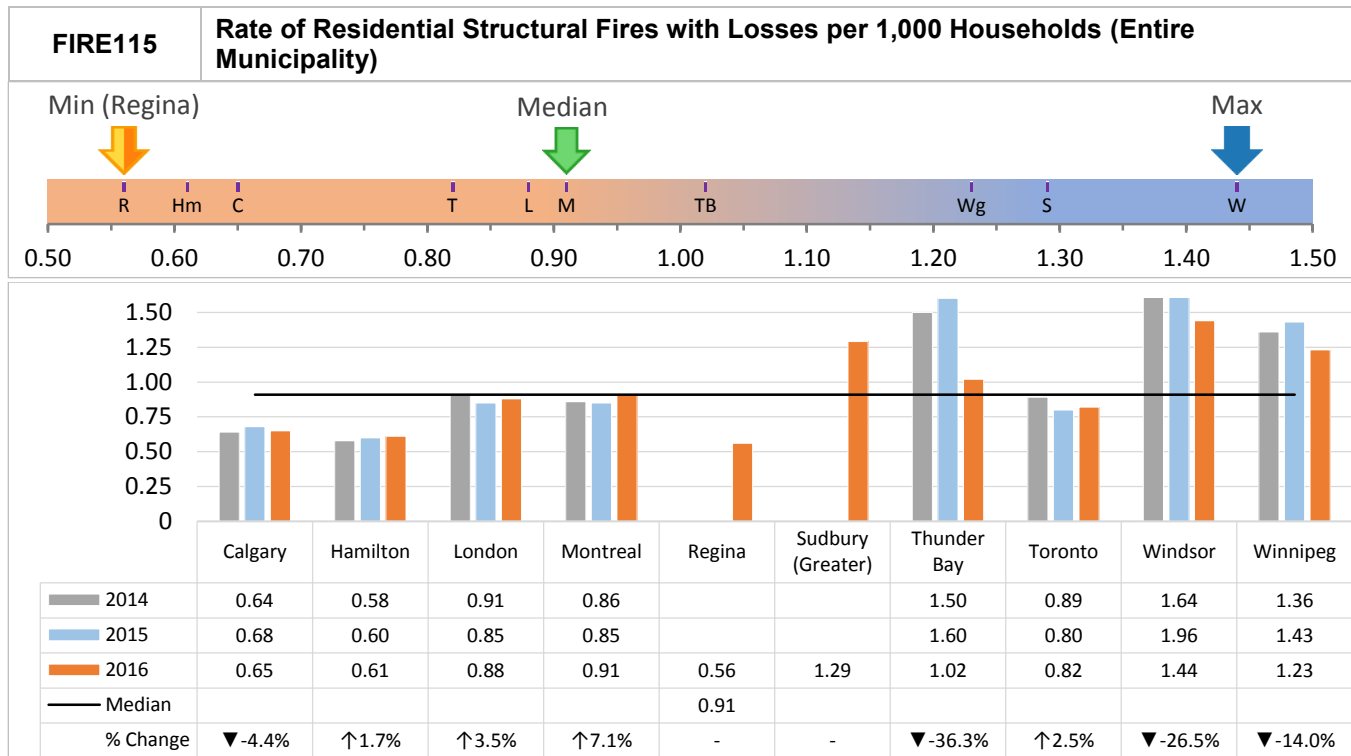
- **Geography:** Topography, urban/rural mix, road congestion, fire station locations and travel distances from those stations
- **Fire Prevention and Education:** Enforcement of the Fire Code and the presence of working smoke alarms
- **Nature and Extent of Fire Risk:** Type of building construction or occupancy (e.g. apartment dwellings vs. single family homes vs. institutions such as hospitals)
- **Response Agreements:** Depending on response agreements between Fire Services, Emergency Medical Services (EMS) and hospital protocols, responses to medical calls can be a significant activity
- **Service Levels:** Set by municipal councils, based on local needs and circumstances (staffing, resources, response expectations, etc.) and in accordance with the *Fire Protection & Prevention Act*, Section 2(1)(b)
- **Service Standards:** The service level standard included in the OMBI measures is each municipality's 90th percentile response time standard (minutes and number of personnel) in the urban component of the municipality. These standards affect the number/locations of stations, vehicles and firefighters required.
- **Staffing Models:** Use of full time firefighters or composite models that include both full-time and part-time or volunteer firefighters

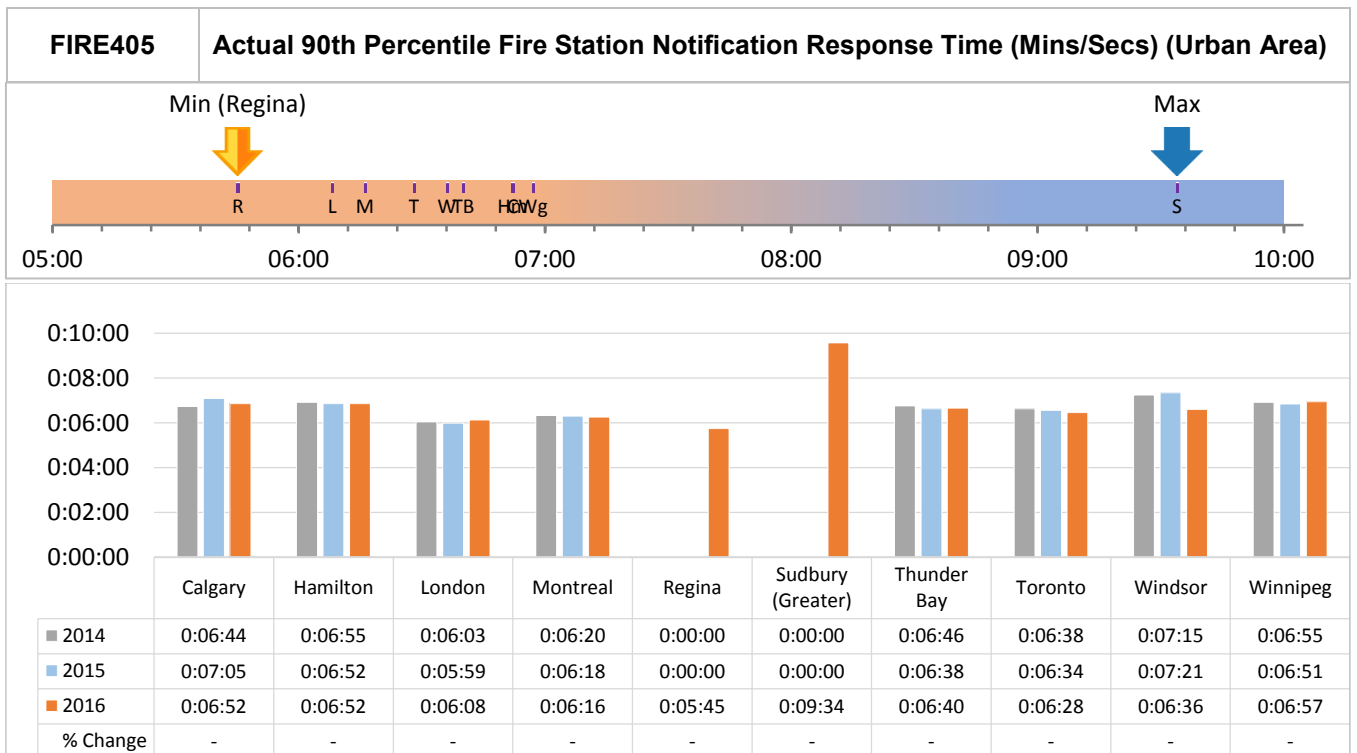
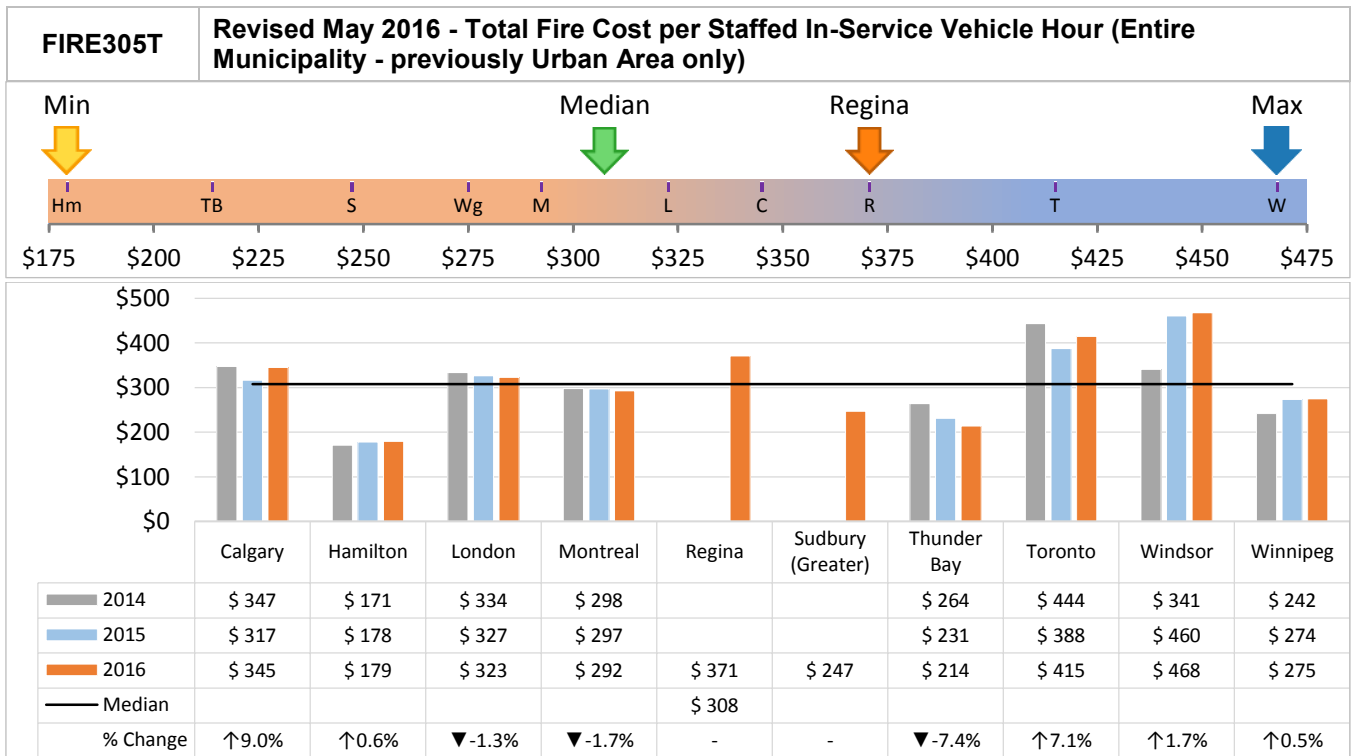
Additional Information:

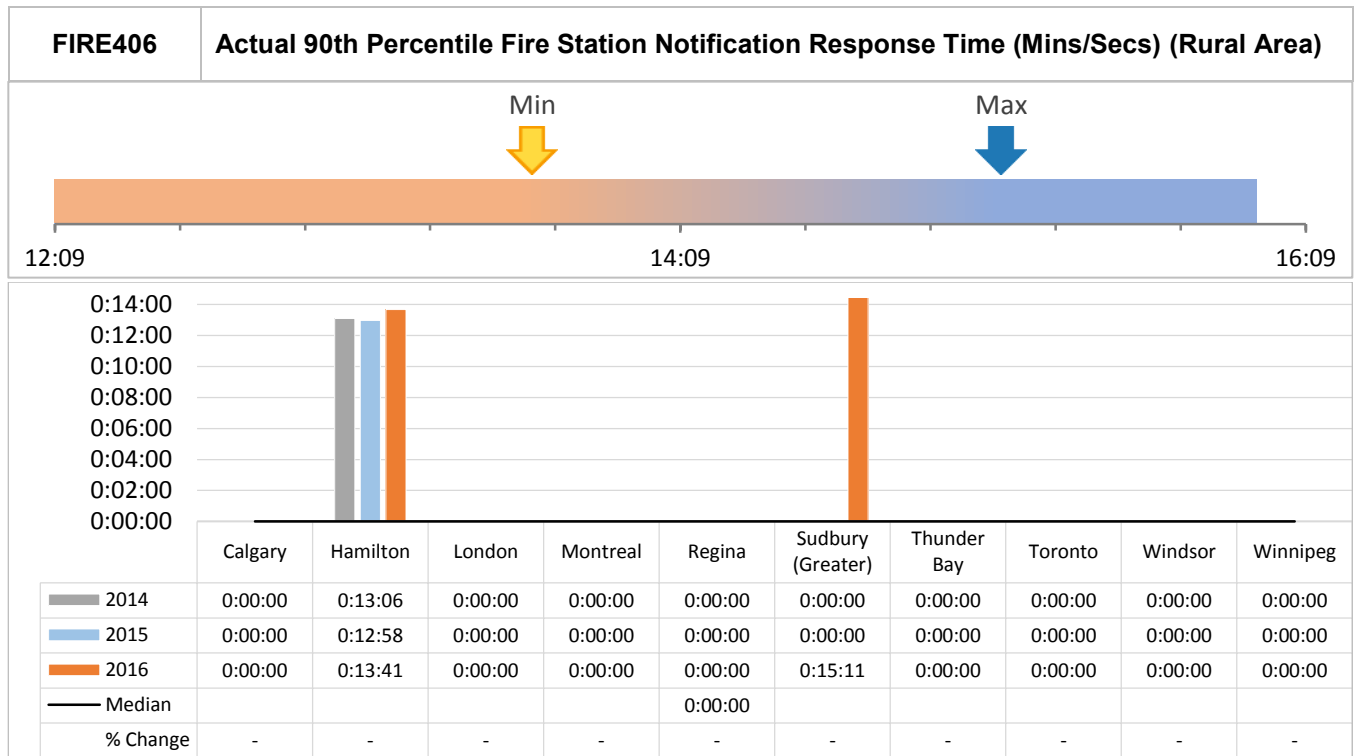
To improve the comparability of the information in this report, separate urban and rural results have been provided where appropriate:

- Urban areas have been defined as those served by full-time firefighters stationed with their vehicles on a continuous basis.
- Rural areas are defined as those served by volunteer firefighters who are engaged in other professions, but are on call to respond to emergencies as they arise.
- The one notable MBN Canada exception to this is the City of Thunder Bay, which uses full-time firefighters to serve both urban and rural areas. Where this report provides separate rural and urban data, Thunder Bay's results have been summarized entirely as "urban" to improve the comparability with other municipalities served by full-time firefighters.
- The Ontario Fire Safety and Protection Model identifies three lines of defense in providing public fire protection: public education and prevention; fire safety standards and enforcement and emergency response. Some of the more detailed MBN Canada measures address the rates of fire related injuries and fatalities as well as the incidence rate of residential, commercial and industrial fires, which can be significantly, influenced by public education, fire prevention, fire safety standards and enforcement activities.







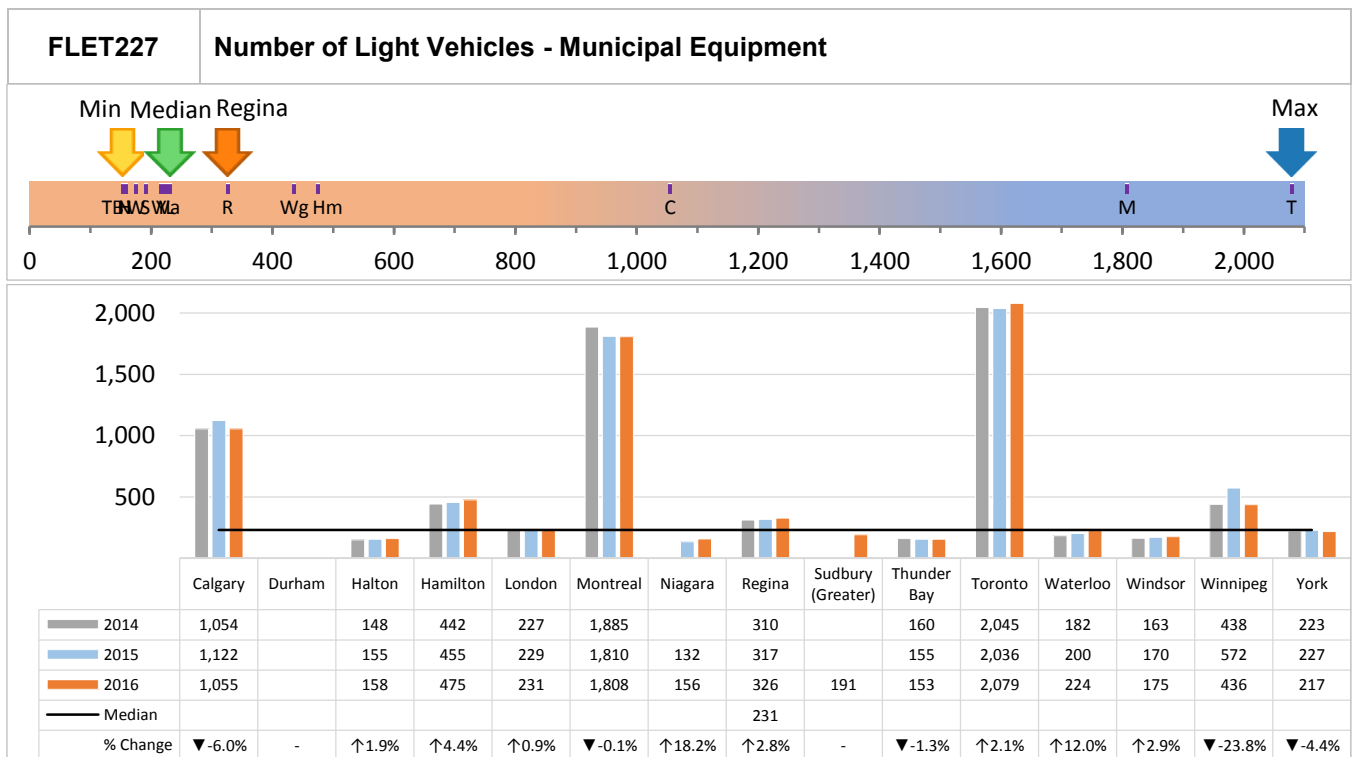


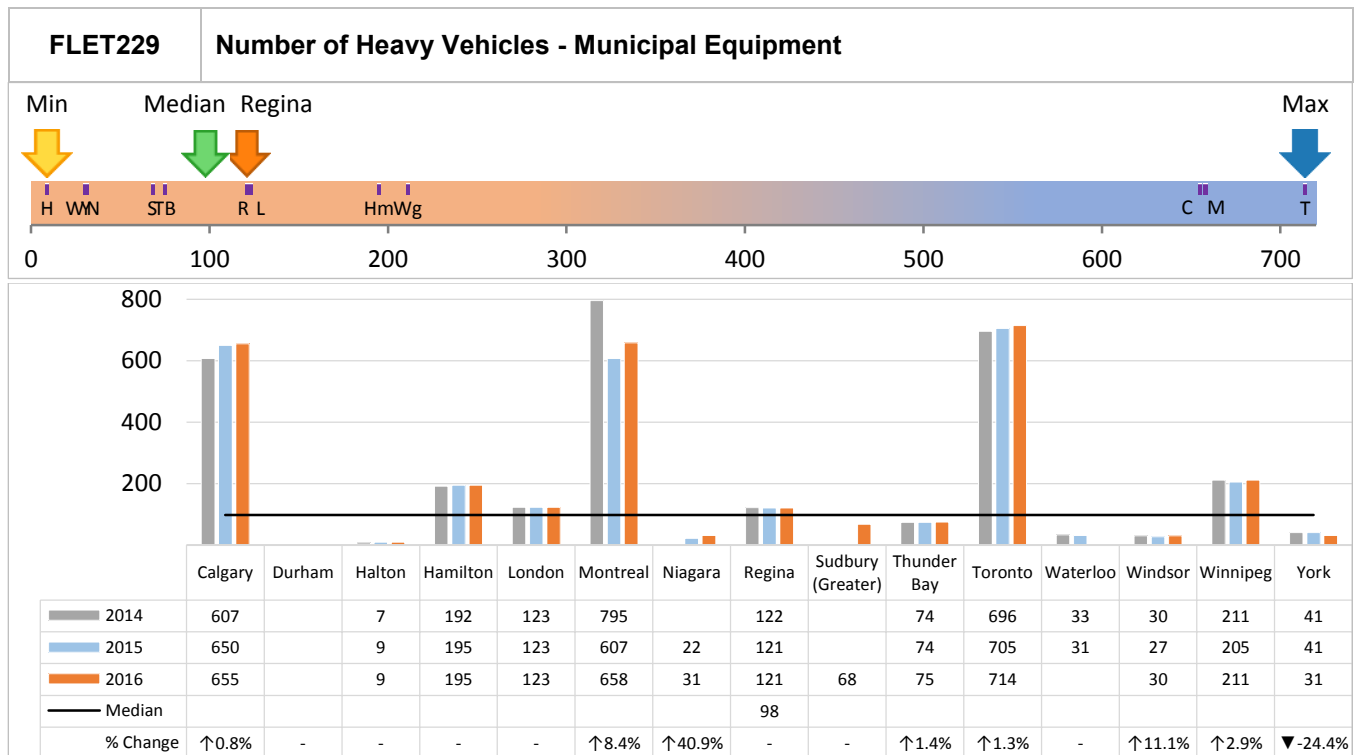
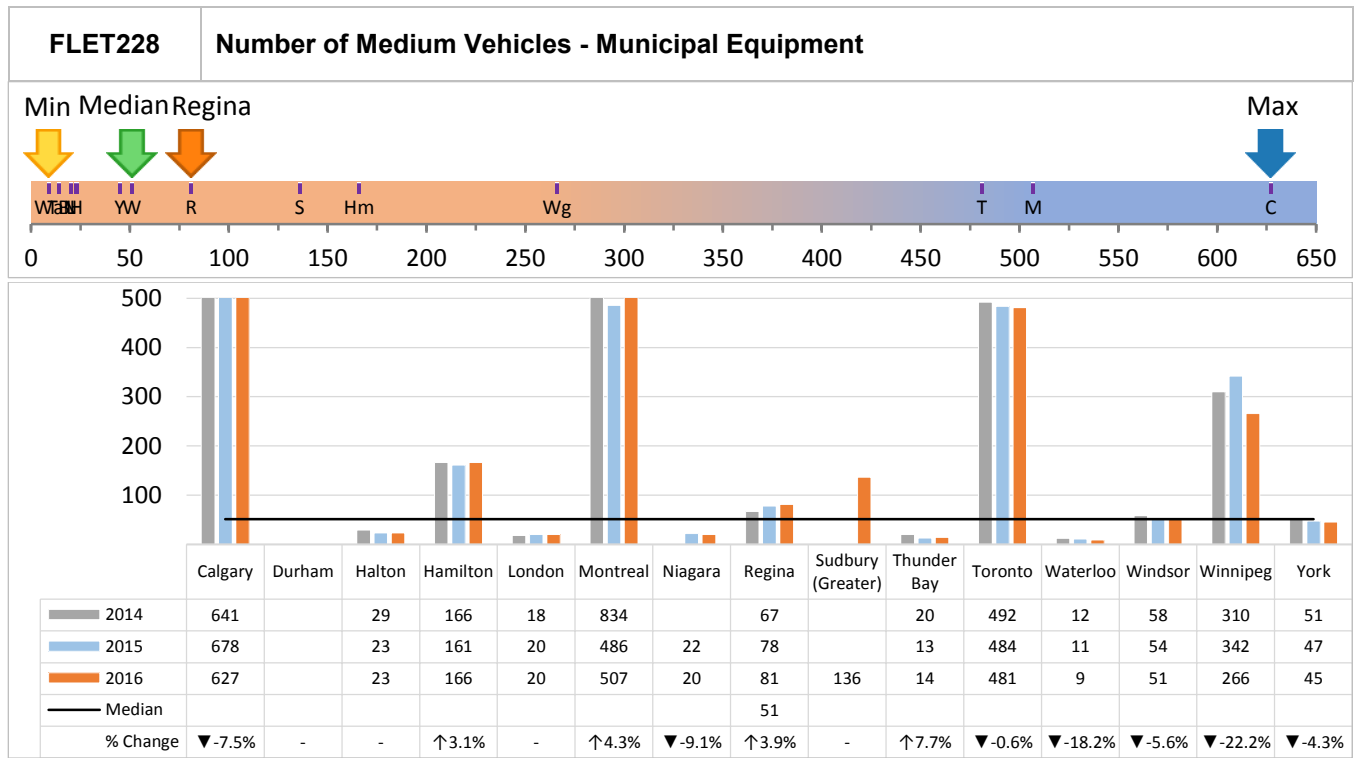
Fleet & Management Services

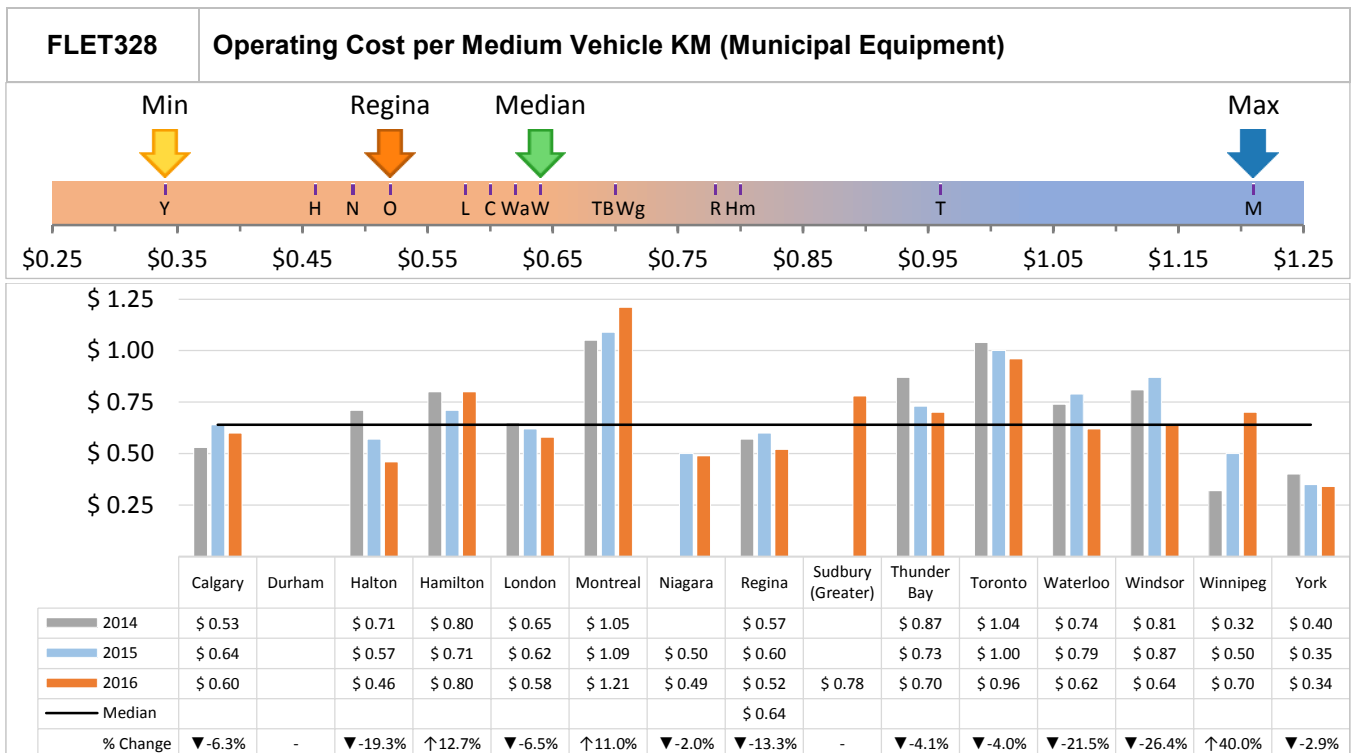
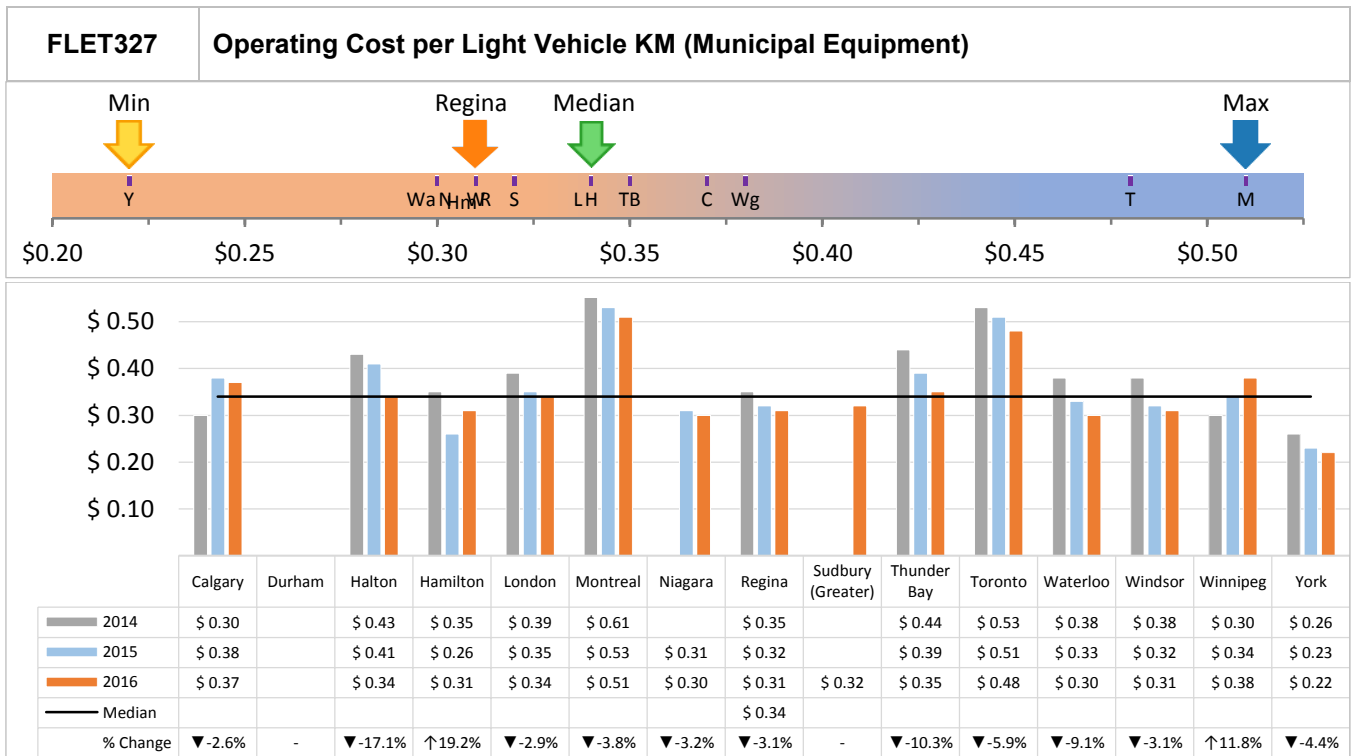
Influencing Factors

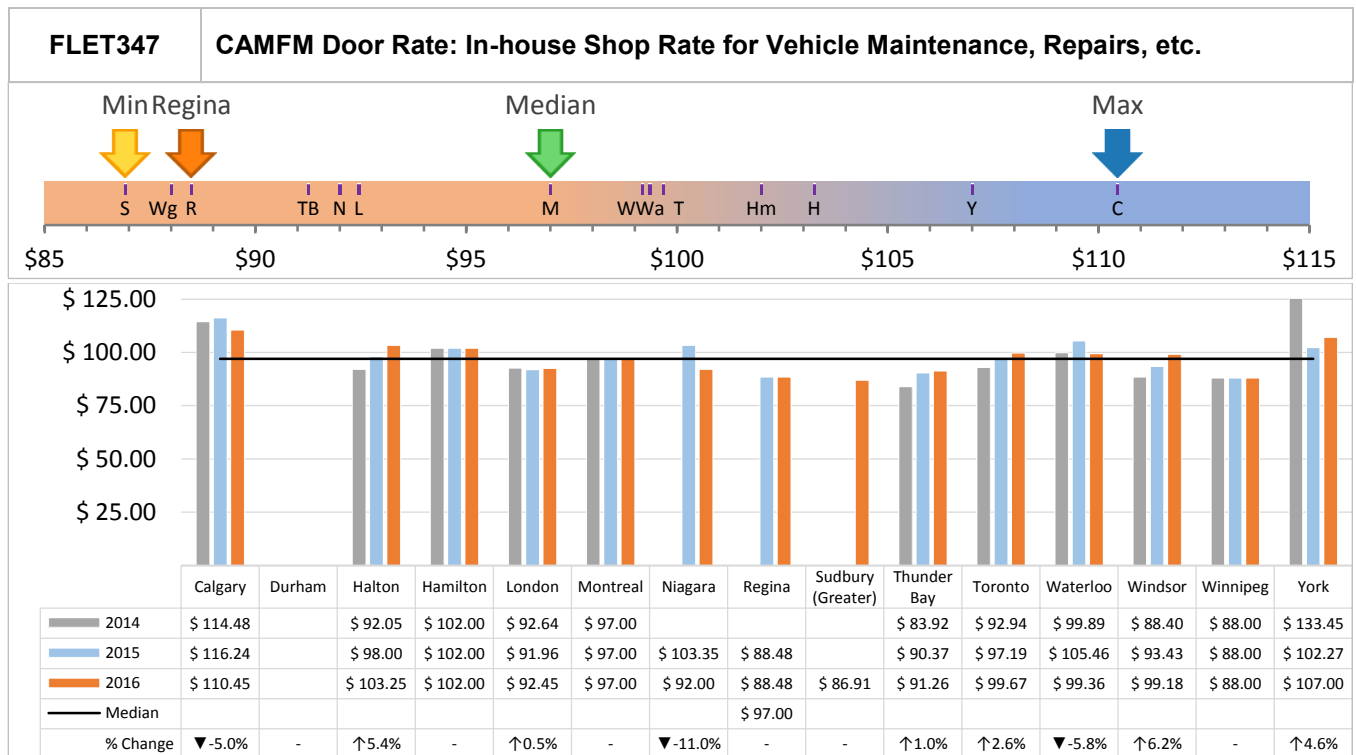
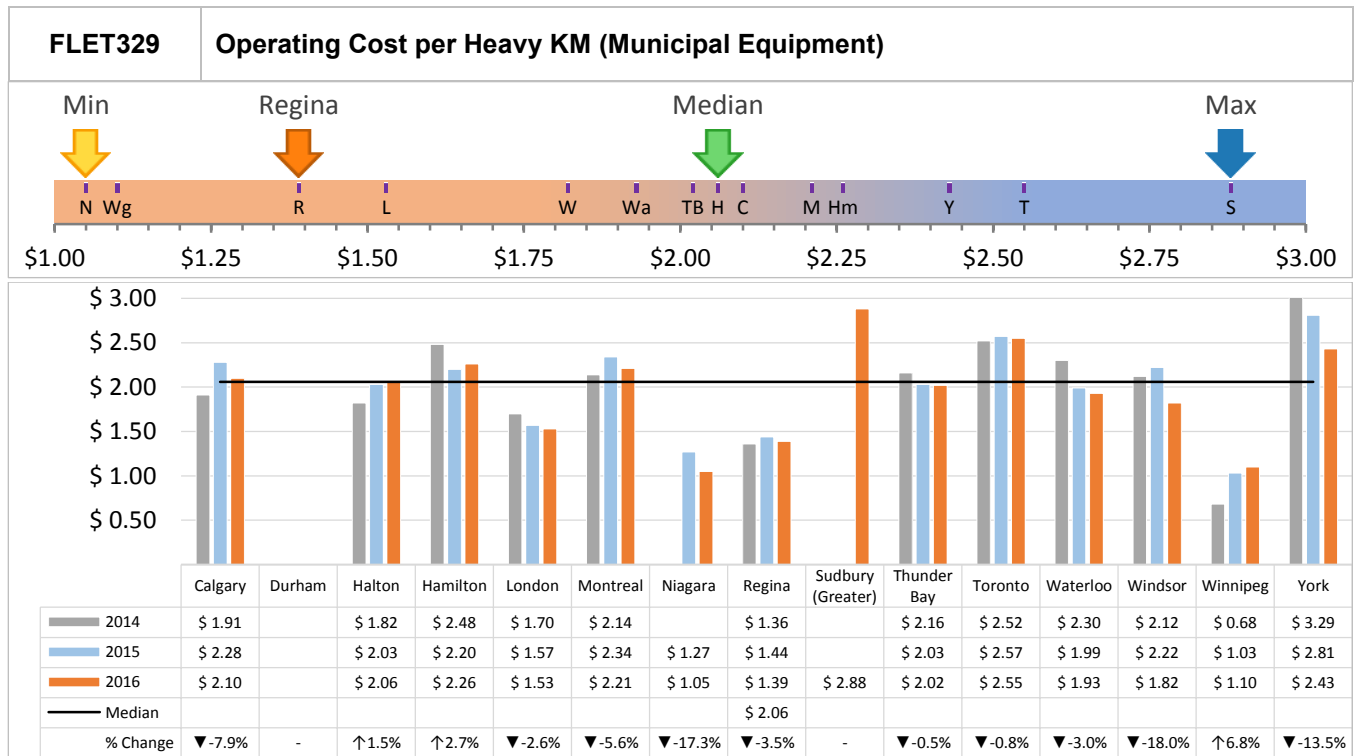
Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Fleet and Management Service, keep in mind the following influencing factors:

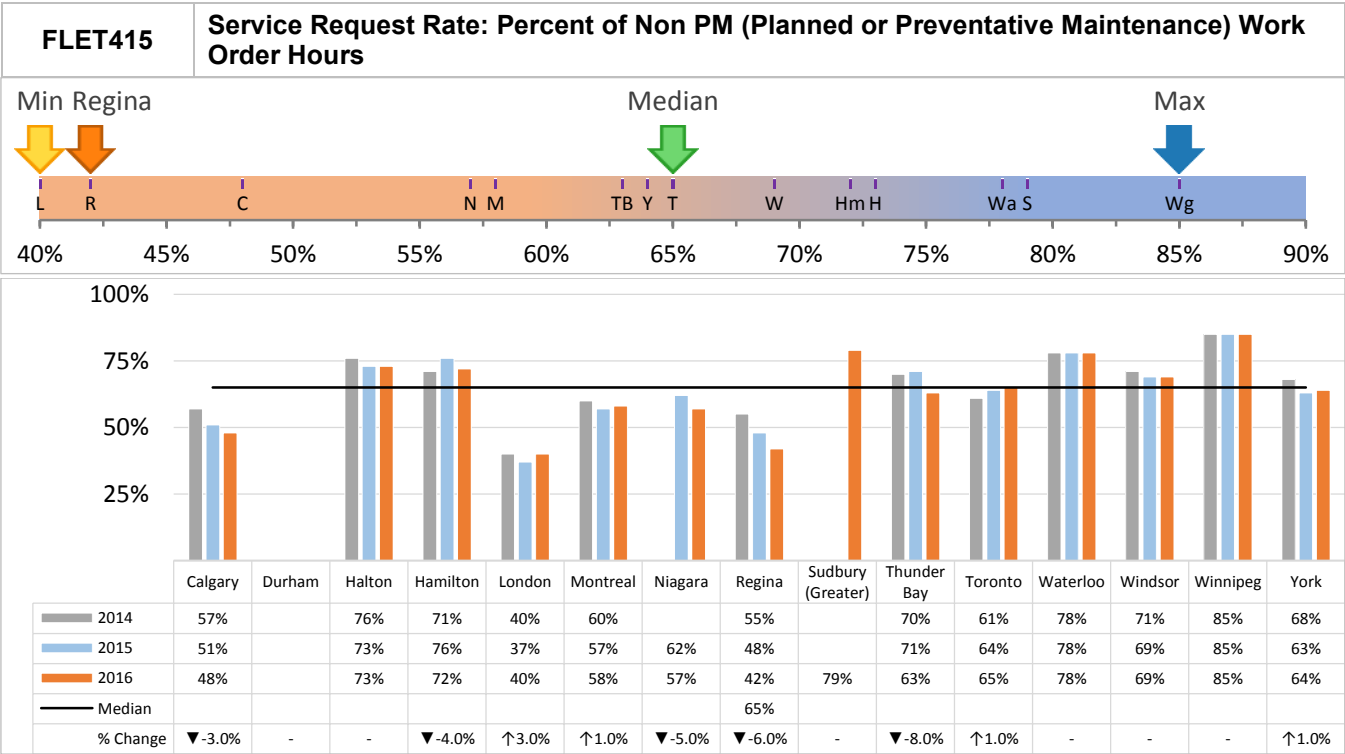
- **Costs Basis:** Differences in what is being captured in the cost of the vehicle for initial purchase — conversion costs, equipment costs, make ready conversion costs and whether they are capitalized or not
- **Fleet Mix and Usage:** Each municipality’s fleet, the number of vehicles in each class and their usage will affect the costs, e.g. light vehicles will incur less cost than heavy, etc. Inclusion of transit vehicles (Ottawa and Sudbury only) could lead to high overall costs. The average age of each municipality’s fleet, number of hours used, the use of various vehicles (pure city use vs. highway use) and the environment in which it is used will affect the amount required to be spent in maintenance.
- **Organizational Form:** Some fleet groups are centralized (i.e. responsible for all fleet costs) and others are decentralized (i.e. other departments pick-up some of the fleet costs)
- **Policy and Processes:** Some municipalities get chargebacks for all costs and others do not get charged back for such things as facilities, purchasing, IT, HR, etc.









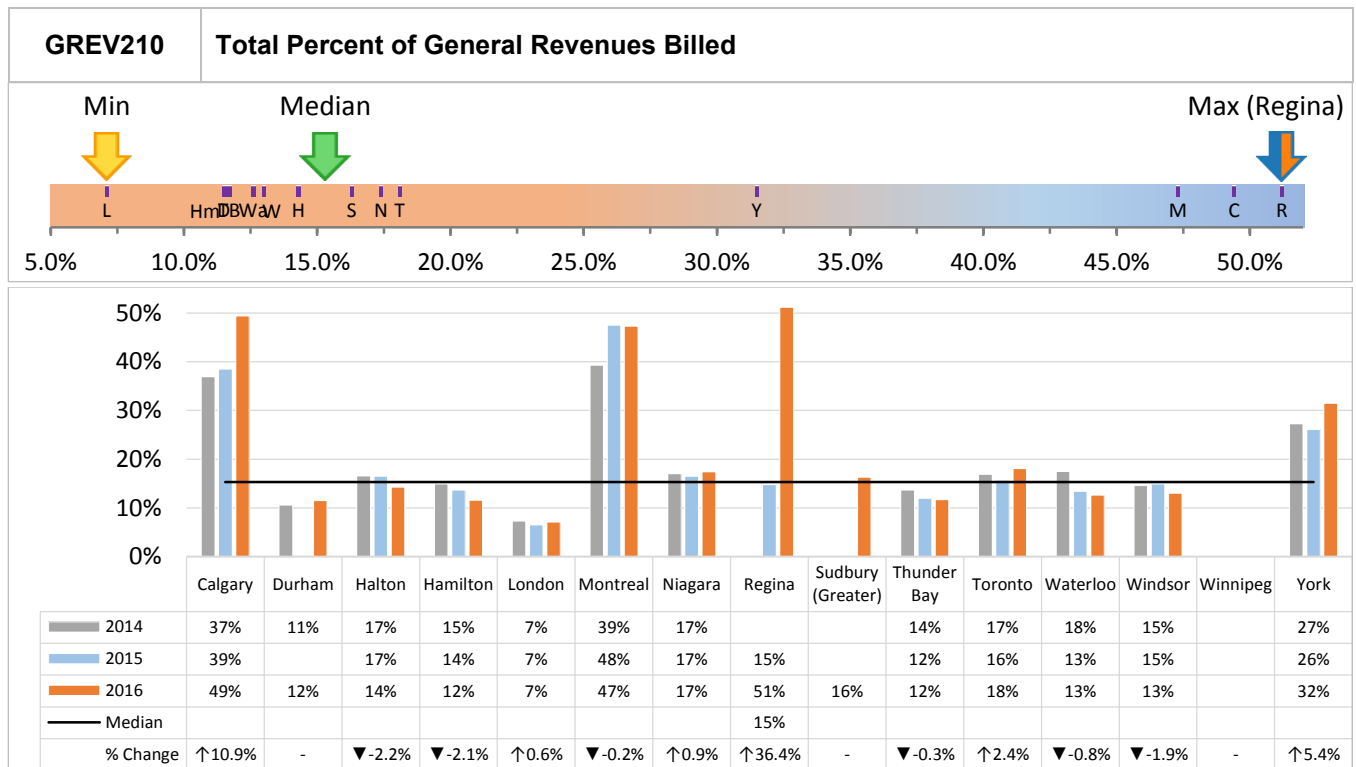


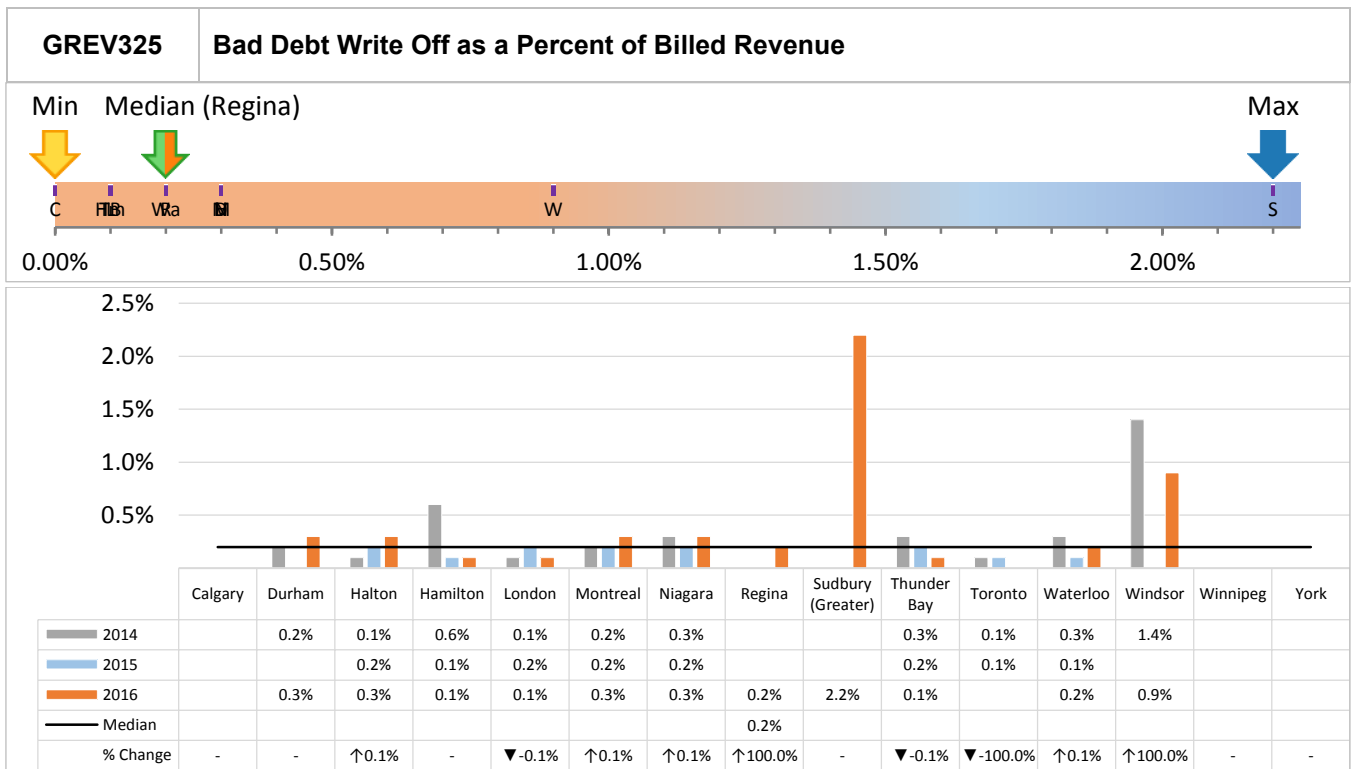
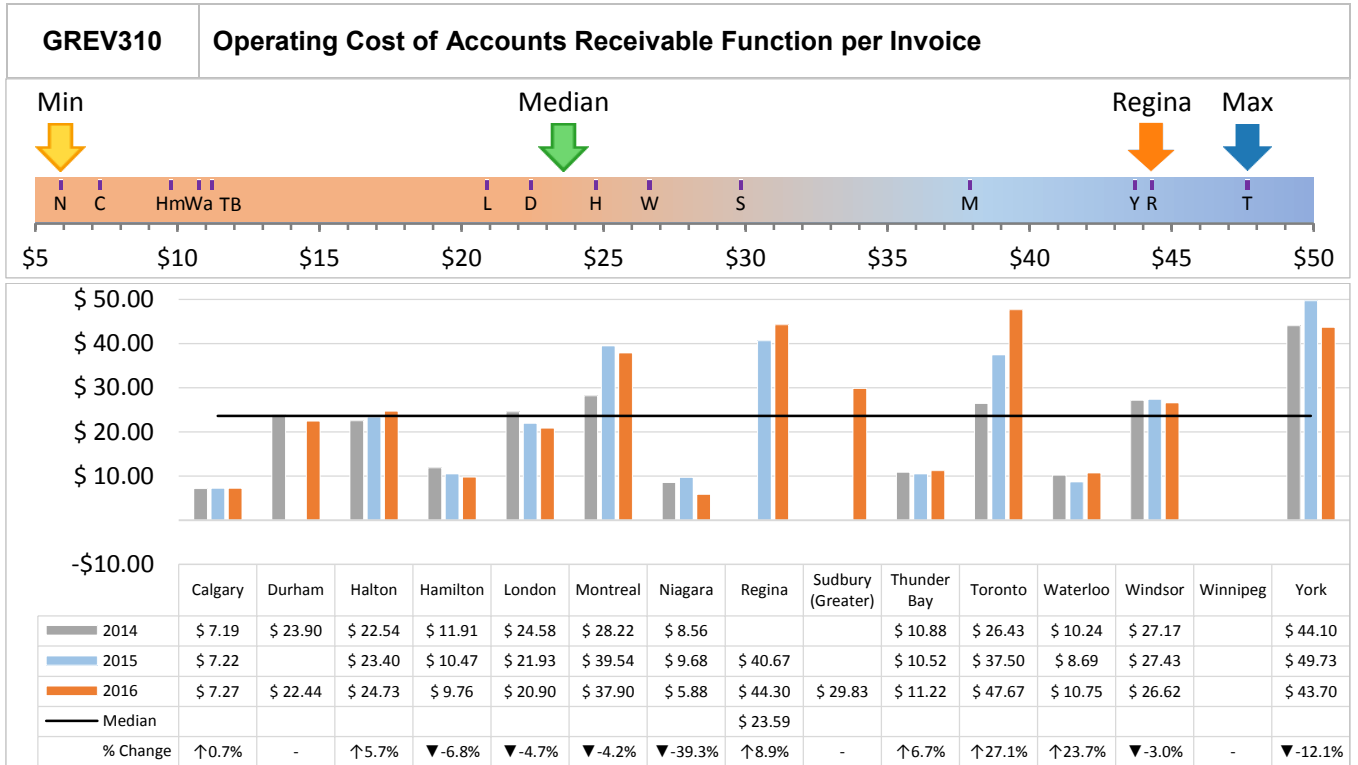
General Revenue

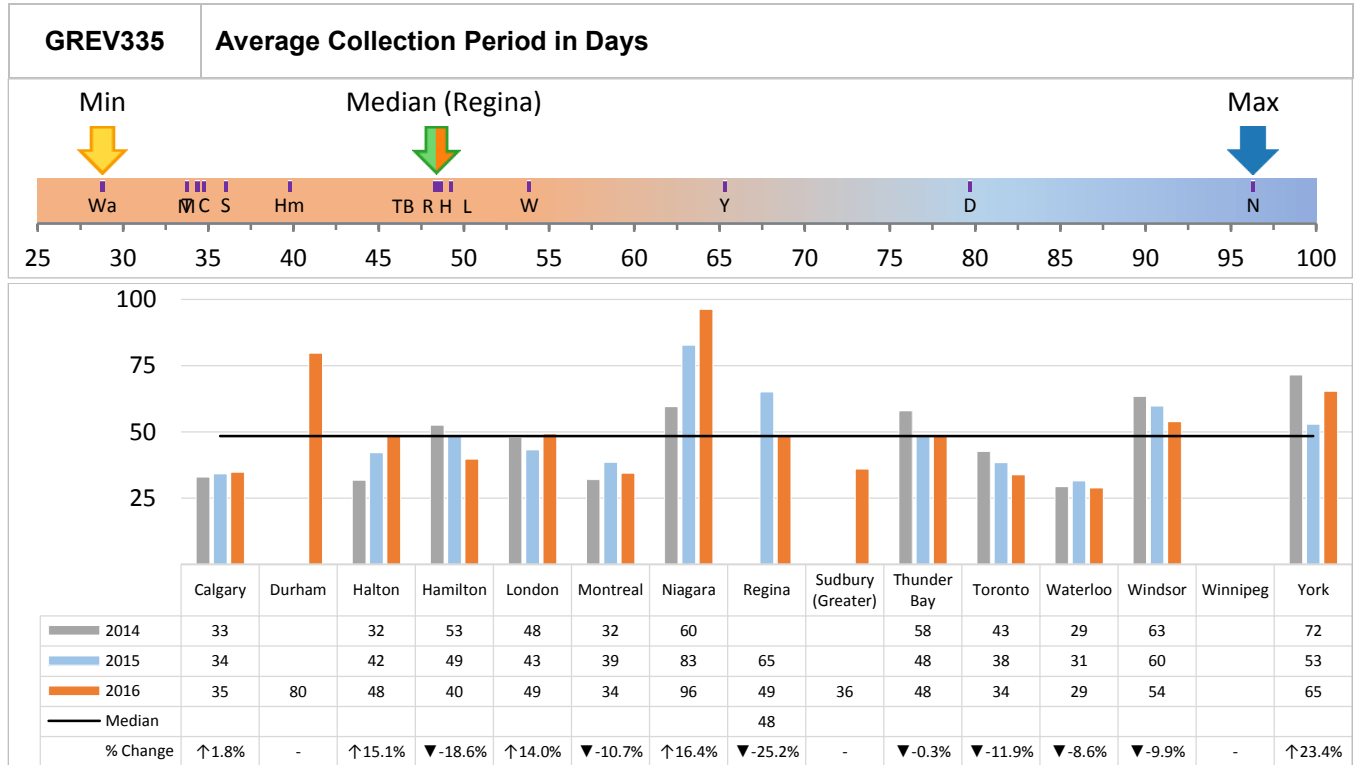
Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the General Revenue Service, keep in mind the following influencing factors:

- **Government Structure:** Different tiers of municipal government (e.g. single-tier, upper-tier) and the specific service each one offers will affect results.
- **Policy and Practices:** Collection practices, terms and handling of delinquencies, accounts receivable costs and related full time equivalent counts will differ between municipalities and their revenue streams.
- **Processes and Systems:** The type and quality of systems used to capture accounts receivable, including uploads and automated billing.





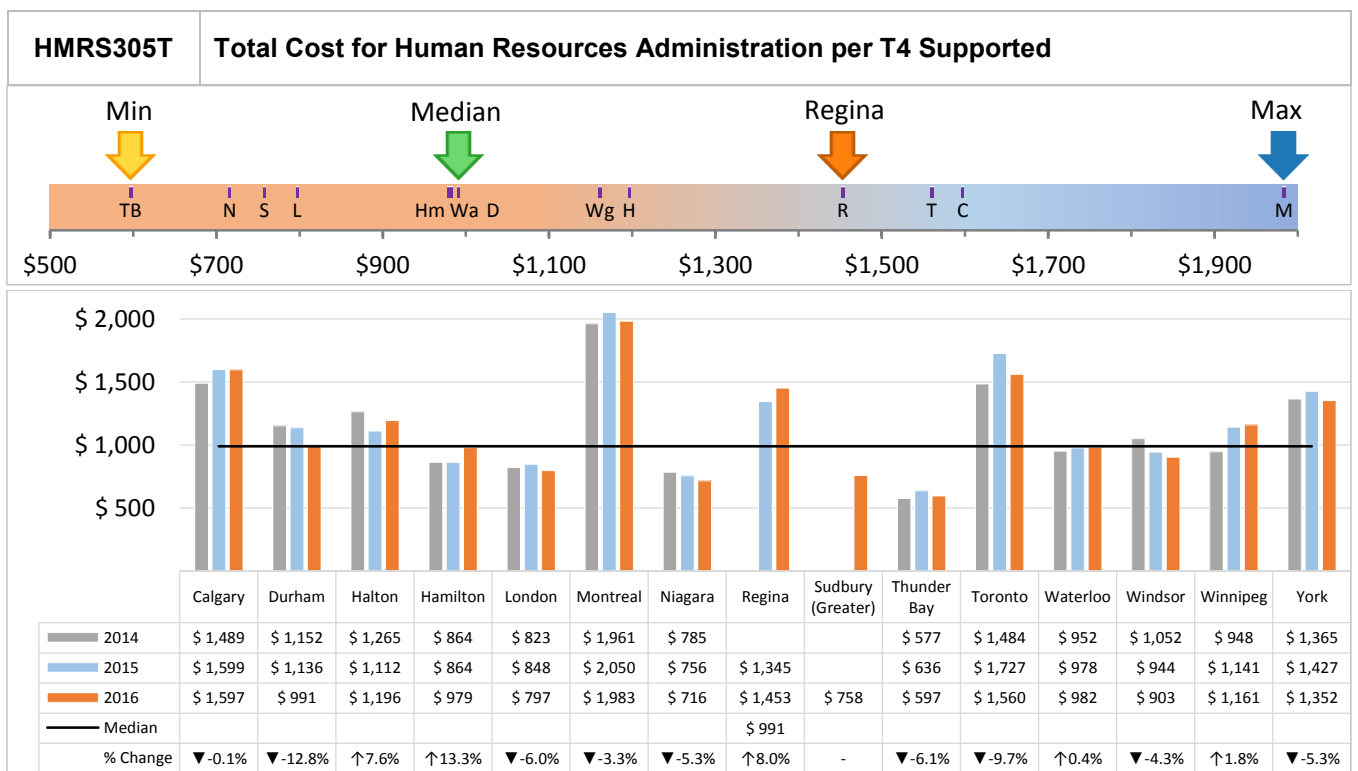


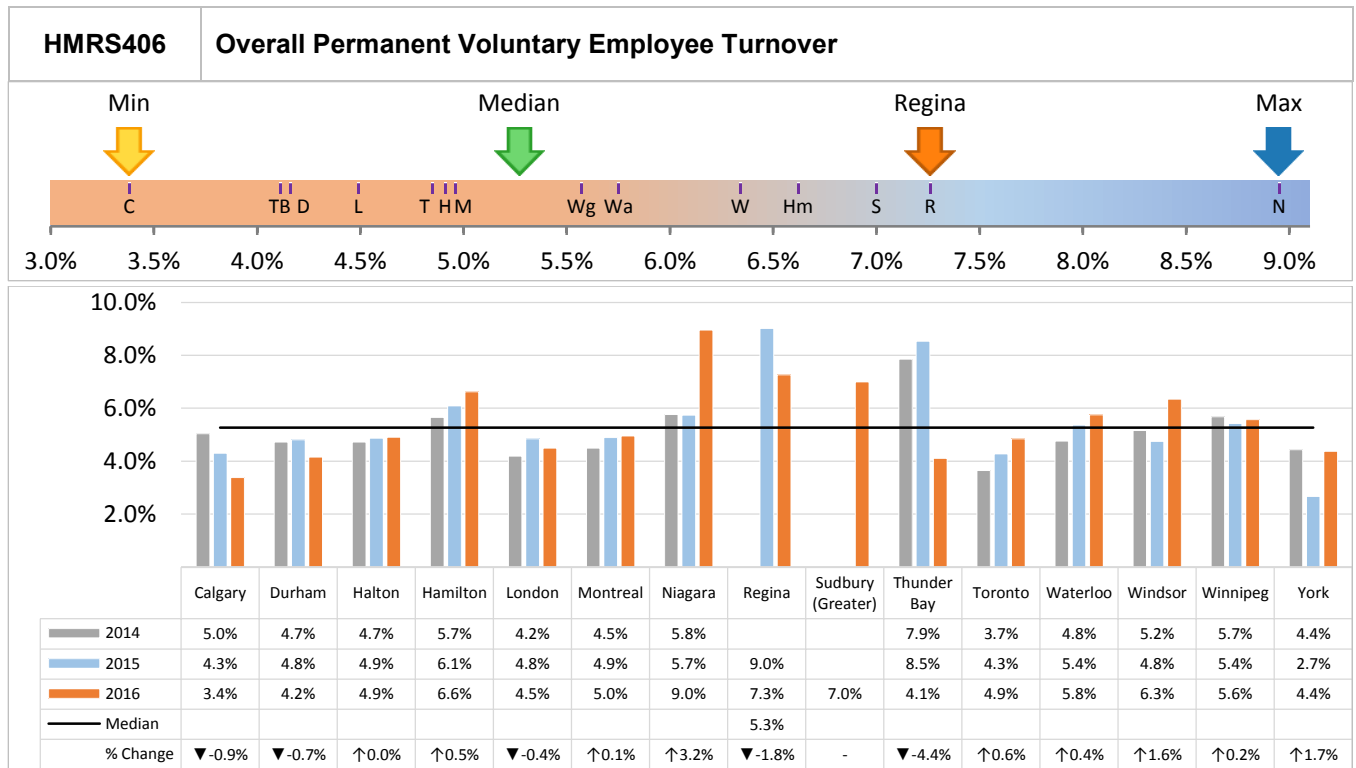
Human Resources

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Human Resources Service, keep in mind the following influencing factors:

- **Degree of Unionization:** Labour relations and collective agreements directly impact the need for specialized Human Resources staff.
- **Organizational Form:** The delivery of Human Resources (HR) service varies from one municipality to another.
- **Staffing of Services:** In some service areas, such as Parks and Recreation, a significant number of seasonal and part-time staff is required. As a result, these service areas tend to have higher turnover rates, which result in providing a higher level of service and directly impacts Human Resources costs.





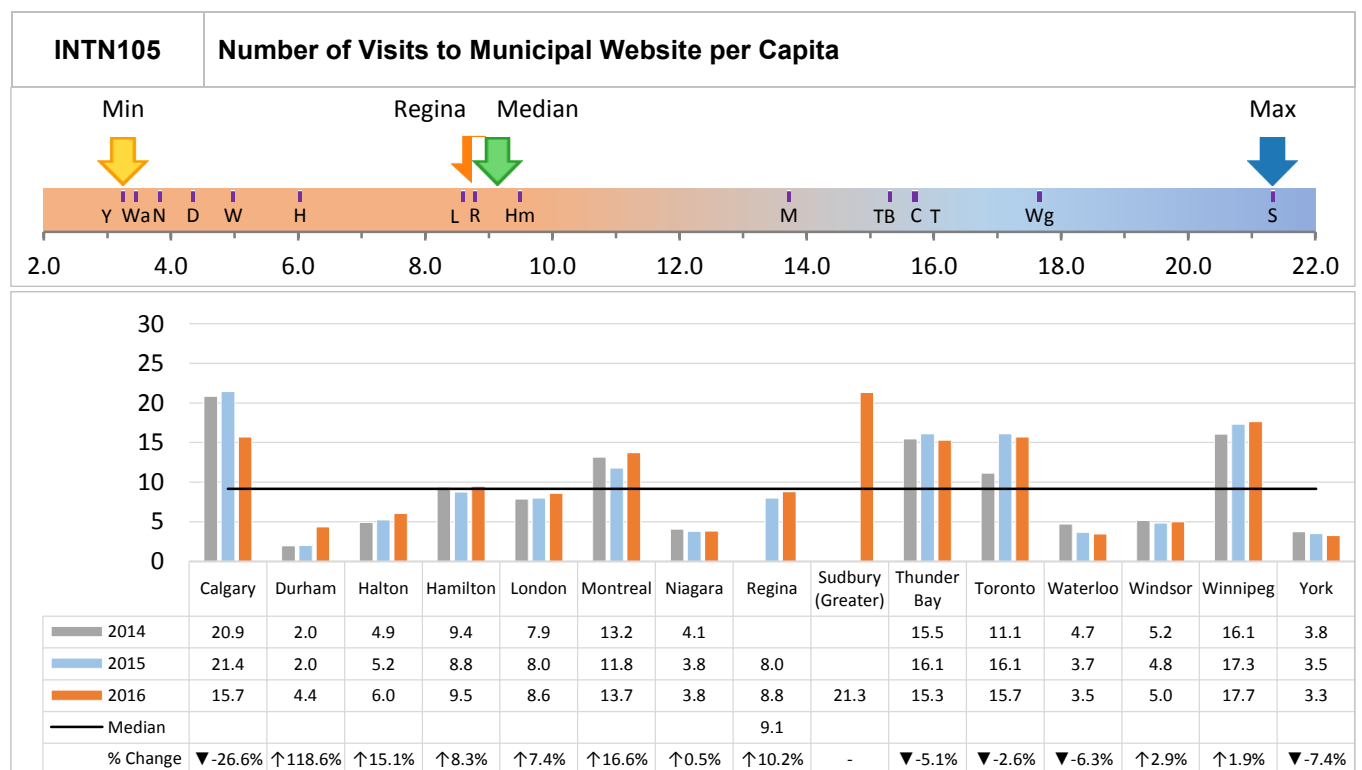
Information Technology

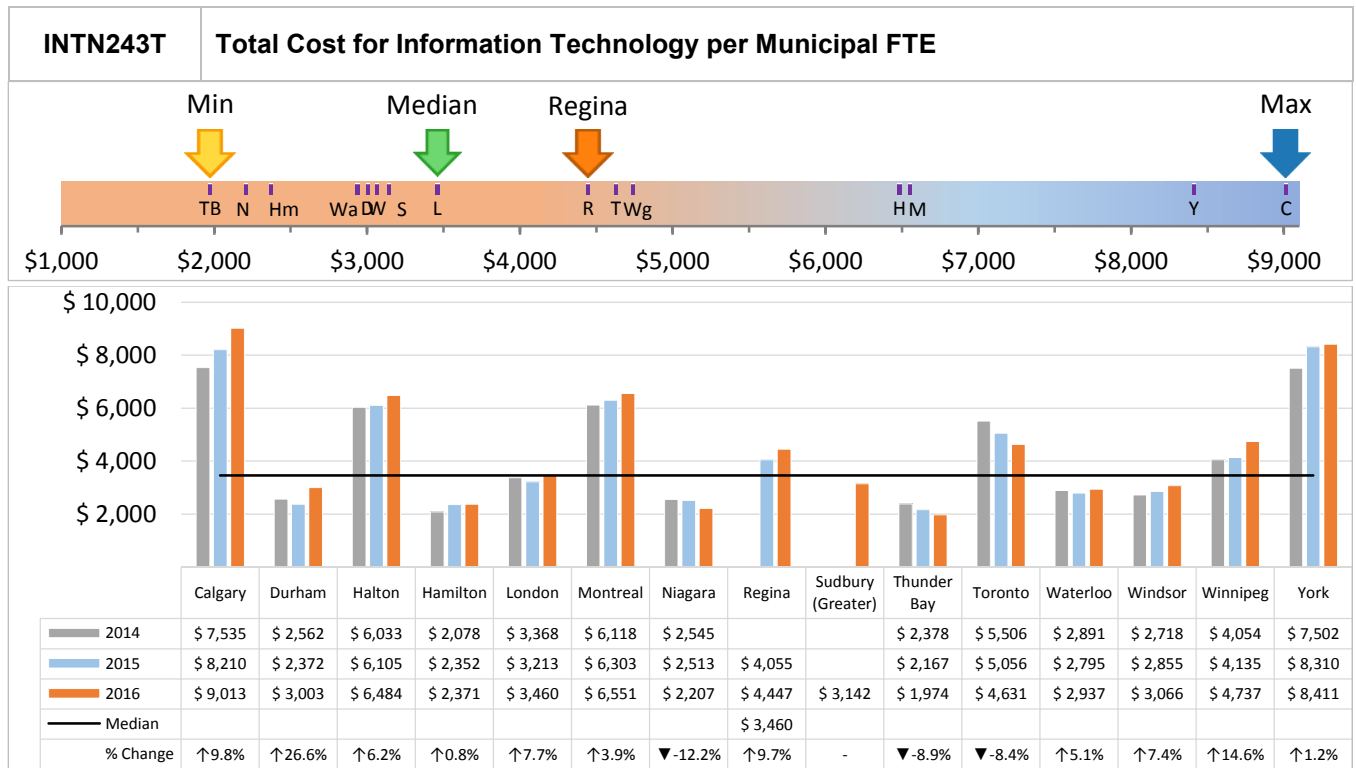
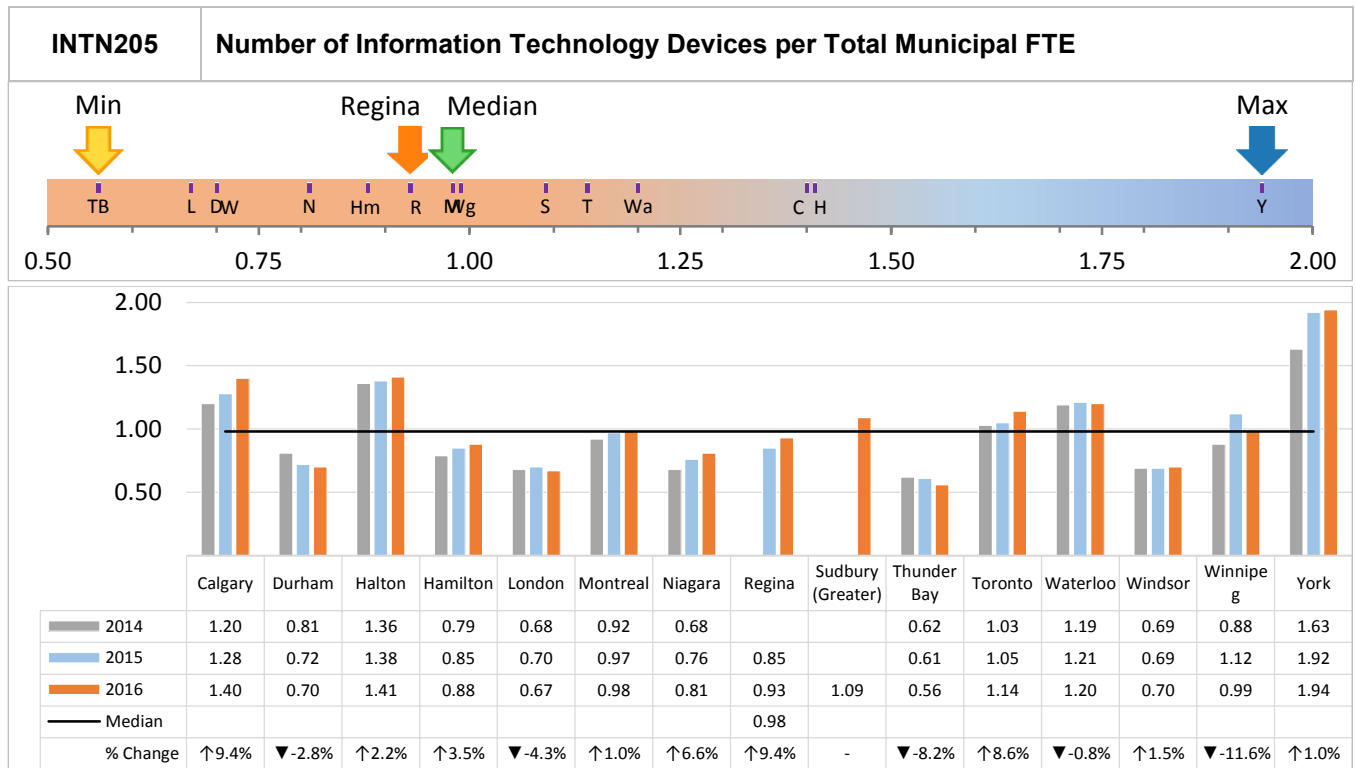
Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Information Technology (IT) service, keep in mind the following influencing factors:

- **Devices:** The device numbers and types could be influenced by the types of services provided and/or organizational culture.
- **IT Services:** The type of IT services provided may vary from one municipality to another (e.g. Does IT include GIS, telecommunications, etc.?).
- **Organizational Form:** The extent to which IT services are centralized or decentralized can influence reported results (e.g. Services may also be contracted out, directly impacting full time equivalent levels).
- **Processes & Systems:** The database systems used could impact reporting capabilities.
- **Government Structure:** The different tiers of municipal government (e.g. single-tier, upper-tier) and the specific service each one offers will affect results.

Additional Information: Cost measure results may vary from previous years and between municipalities that are able to obtain the full costs of decentralized IT goods and services. Decentralized goods and services refer to IT costs that are outside of the IT department’s budget. Total IT Costs = IT Operating Costs + Amortization.



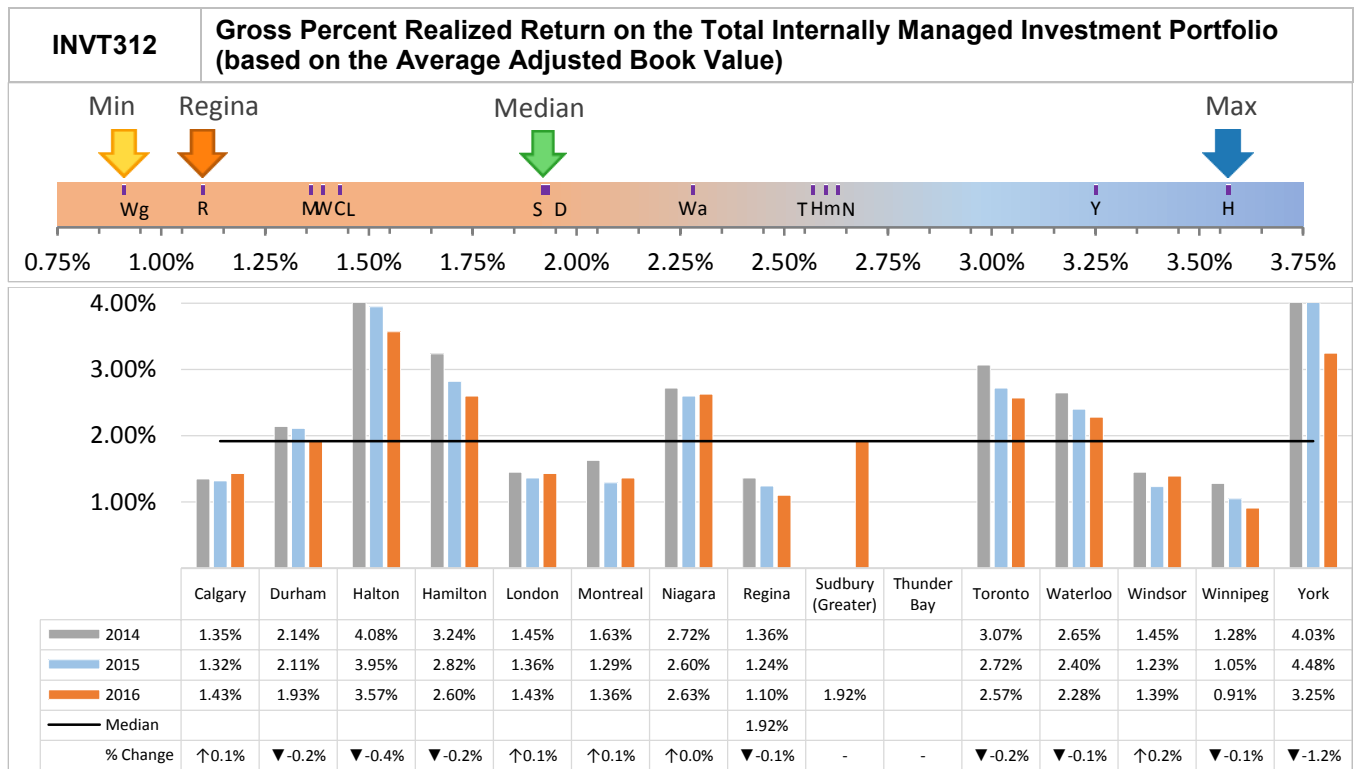
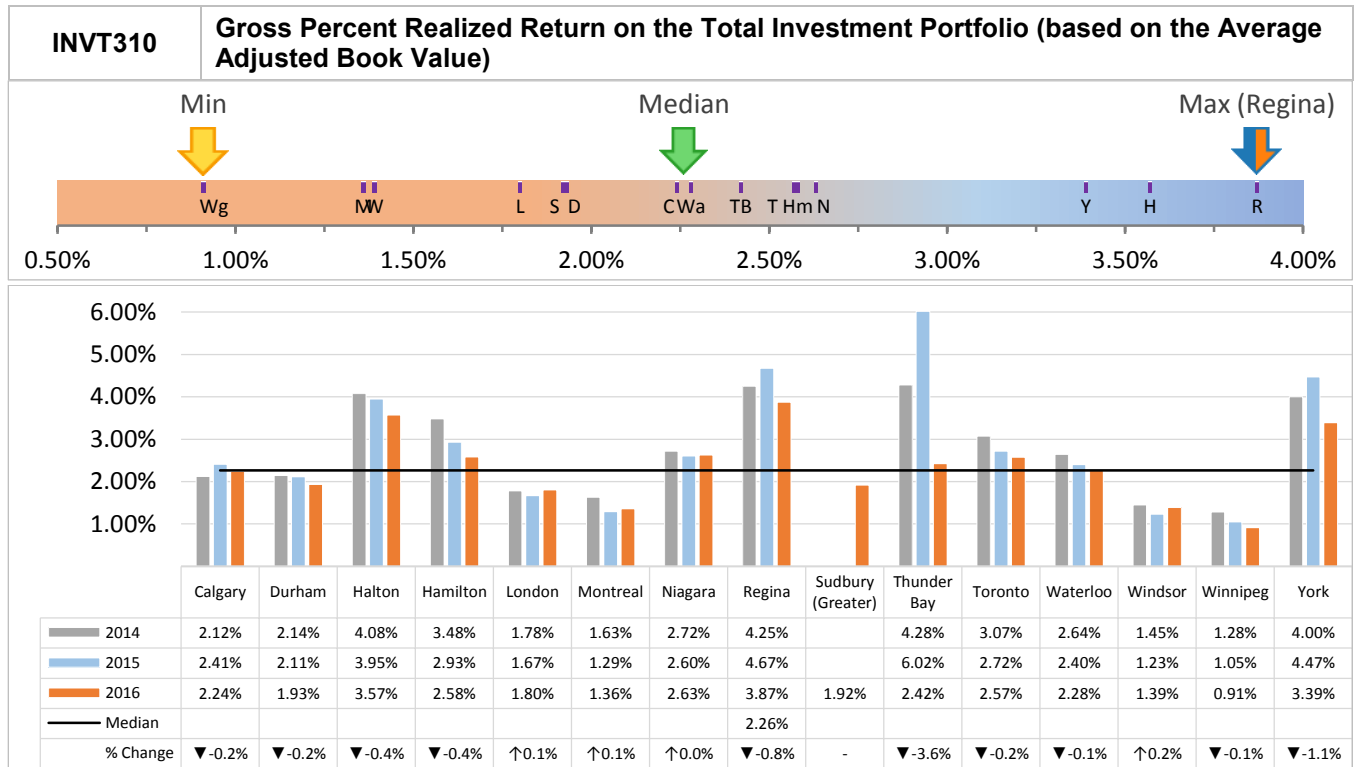


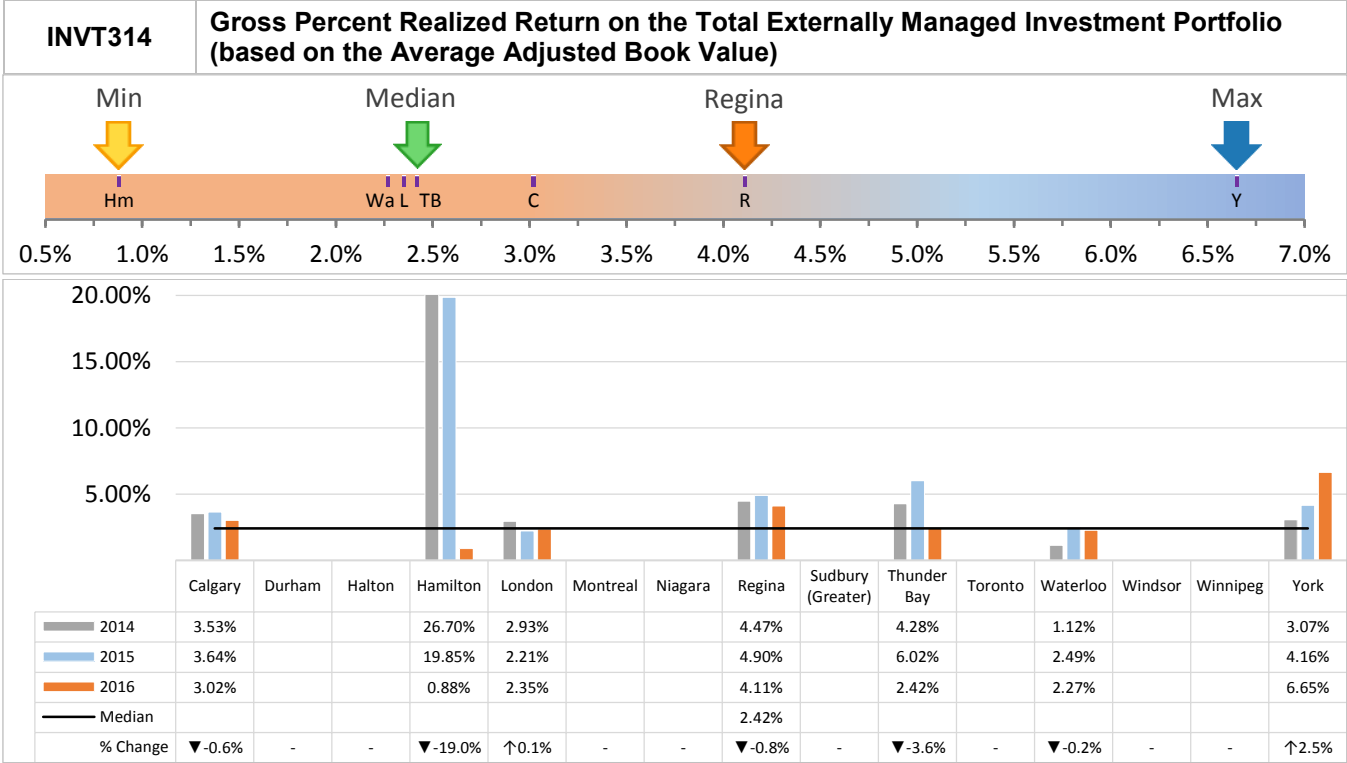
Investment Management

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Investment Management Service, keep in mind the following influencing factors:

- **Legislative investment policy constraints**
- **Prevailing Interest Rates and Shape of the Yield Curve**
- **Cash Inflows/Outflows to Portfolio:** Is new cash being added to portfolio or is the size of the portfolio shrinking?
- **Under One Year Cash Requirements:** How much of portfolio has to be kept liquid?
- **Realized capital gains/losses** from trading activity
- **Amount of funds under investment**
- **Availability of product**
- **Asset mix:** Corporate bonds vs. government bonds vs. equities
- **Impact of “marked-to-market” return:** Includes all aspects of investment income including realized interest and both realized and unrealized capital gains
- **Operating expenses:** Such as advisor fees, fees paid to external investment managers, custody and legal and accounting fees and trading costs/commissions
- **Administrative expenses:** Incurred to administer the portfolio, including staff time (monitoring, performance reporting and reconciliation), technology expenses such as Bloomberg, annual and semi-annual report production and other general expenses
- **Strategies employed:** Active versus passive, fixed income versus balanced
- **Type of Investment Management:** Investment managers, brokers
- **Internal costs:** Staffing, technology, general expenses
- **Professional services utilized:** Advisors, accountants and lawyers
- **Investment Policy Constraints:**
 - Do policy objectives focus on capital preservation, liquidity needs or market returns?
 - Does the policy dictate term restrictions by credit or for the overall portfolio?
 - Does the policy allow for active management or does it restrict selling at a capital loss (which might limit a portfolio manager's propensity to take on risk)?
- **Internal Constraints:**
 - What are risk tolerances of management and/or Council?
 - What resources are there available to help manage the investment portfolio (i.e. staffing, systems, information sources, internal controls, etc.) ?
 - Are there adequate internal controls and monitoring systems in place to oversee investment activities?
- **Municipal-specific Needs:**
 - Reserve availability (operating and capital) and their obligations — how much money is on hand and for how long is it available? How reliable is the cash flow analysis and how often is it updated?
 - Has the municipality instituted a capital asset replacement strategy and determined the impact on the investment horizon of the portfolio?
 - What is the debt profile of the municipality? How does the reserve and/or investment strategy impact the municipality's borrowing program?



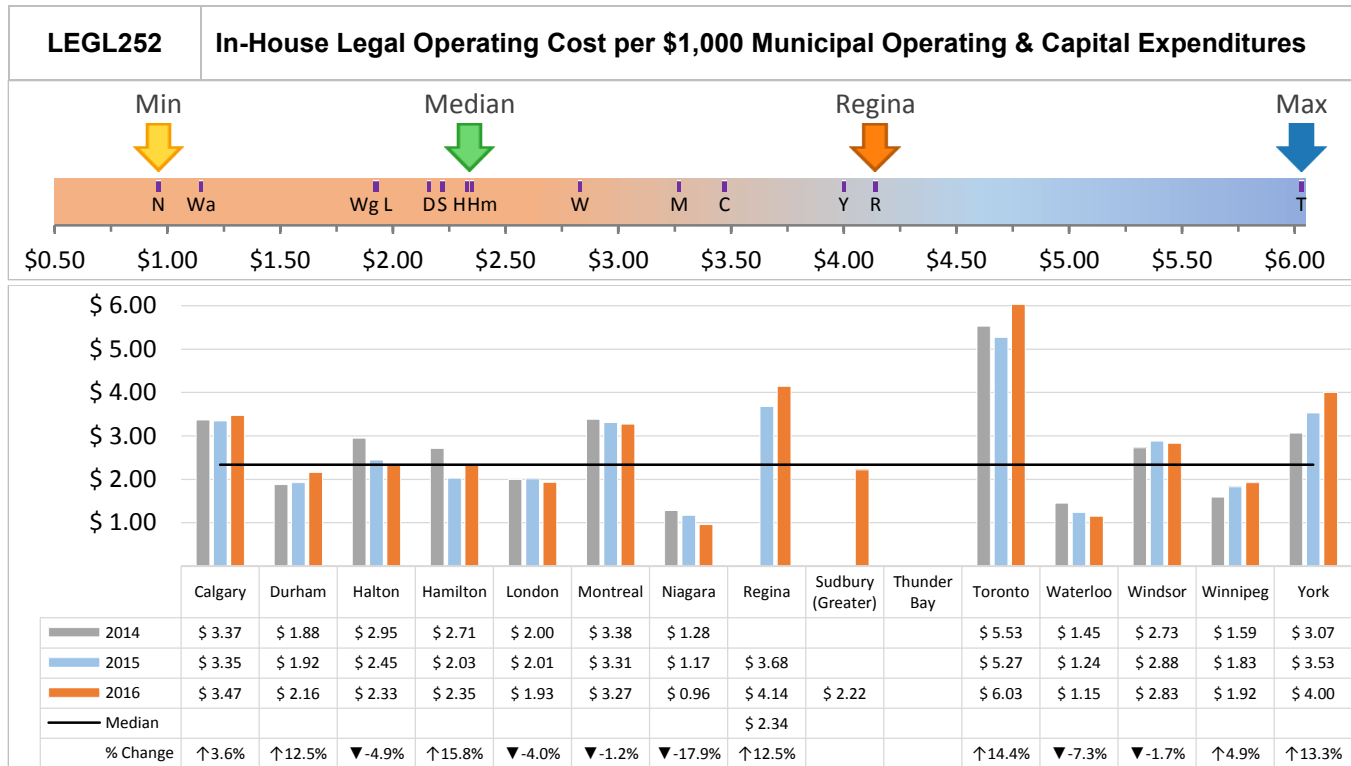


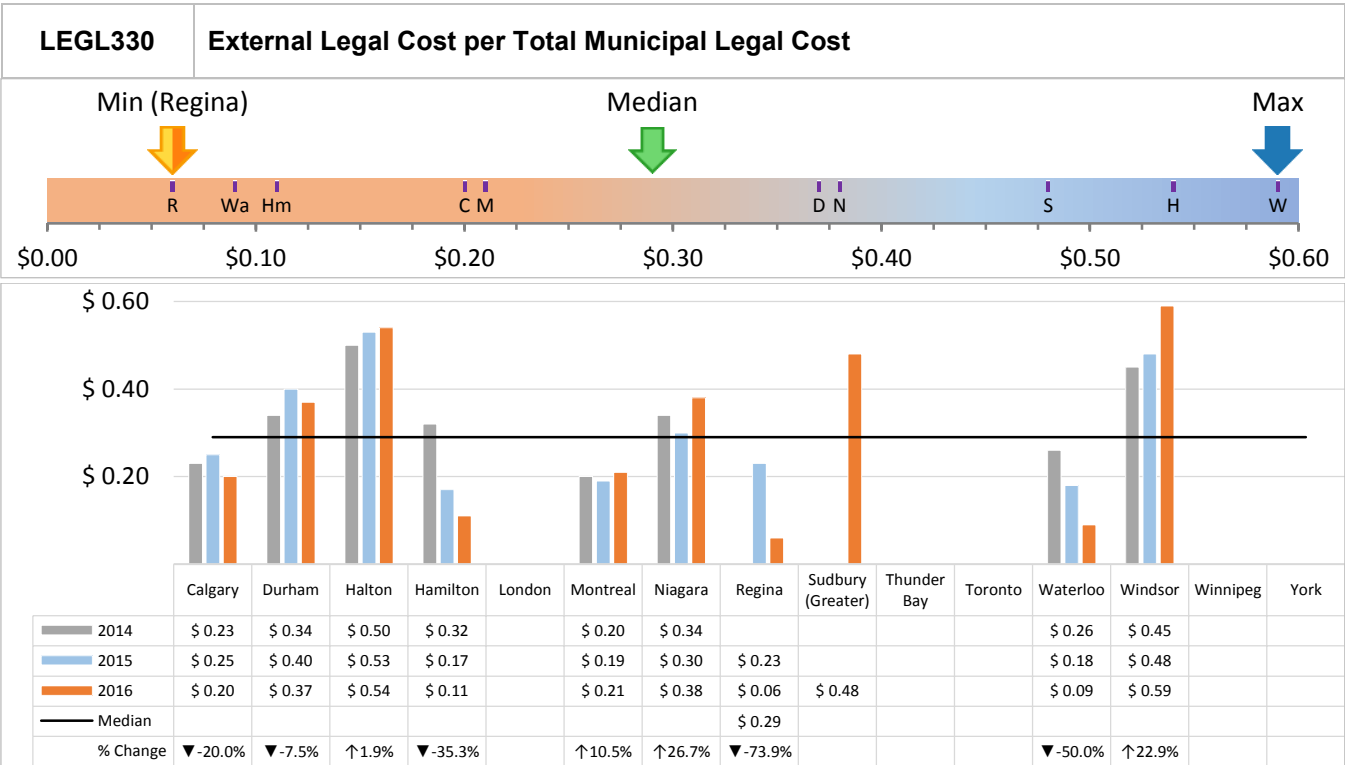
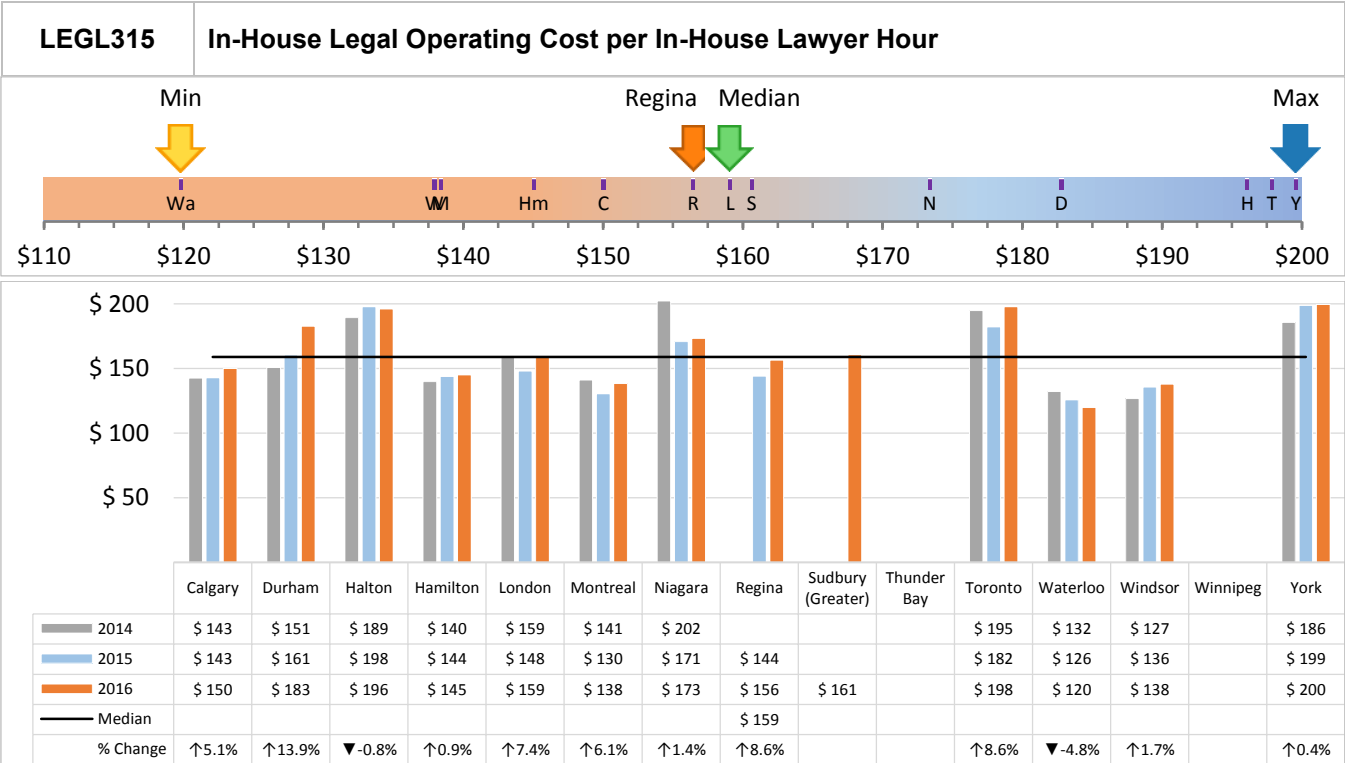
Legal

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Legal Service, keep in mind the following influencing factors:

- **Organization Form:** Determines whether all legal costs are controlled centrally. Also, mix of external vs. in-house lawyer and ratio of non-lawyer staff to lawyer staff affects the cost per lawyer hour.
- **Demand Drivers:** The demand for specific types of legal services differ from municipality to municipality and/or from year to year. For example, the increased Ontario Municipal Board hearing activity associated with the reviews of municipal comprehensive zoning bylaws and official plans will impact hours worked and costs associated with in-house and/or external lawyers. Other demand drivers include one-of-a-kind or significant litigation, contracts, projects and the collective bargaining process. The respective Council’s philosophies on the cost-benefit of settling claims at different stages of litigation will impact results and level of insurance deductible.
- **Municipal Services Provided:** Different services can demand varying levels of legal support. Upper tier and single tier municipalities provide different municipal services.
- **Reimbursement of Legal Fees Indemnification By-Laws:** These are handled differently by municipalities, which will impact the cost of providing legal services.
- **Council Policy/Direction:** Council policy or direction on budgets, tax rates, collective bargaining, etc., will impact total municipal spending, which in turn will impact the reported total municipal operating expenditures. This can cause fluctuations in year-over-year results, despite stability in total legal in-house costs.



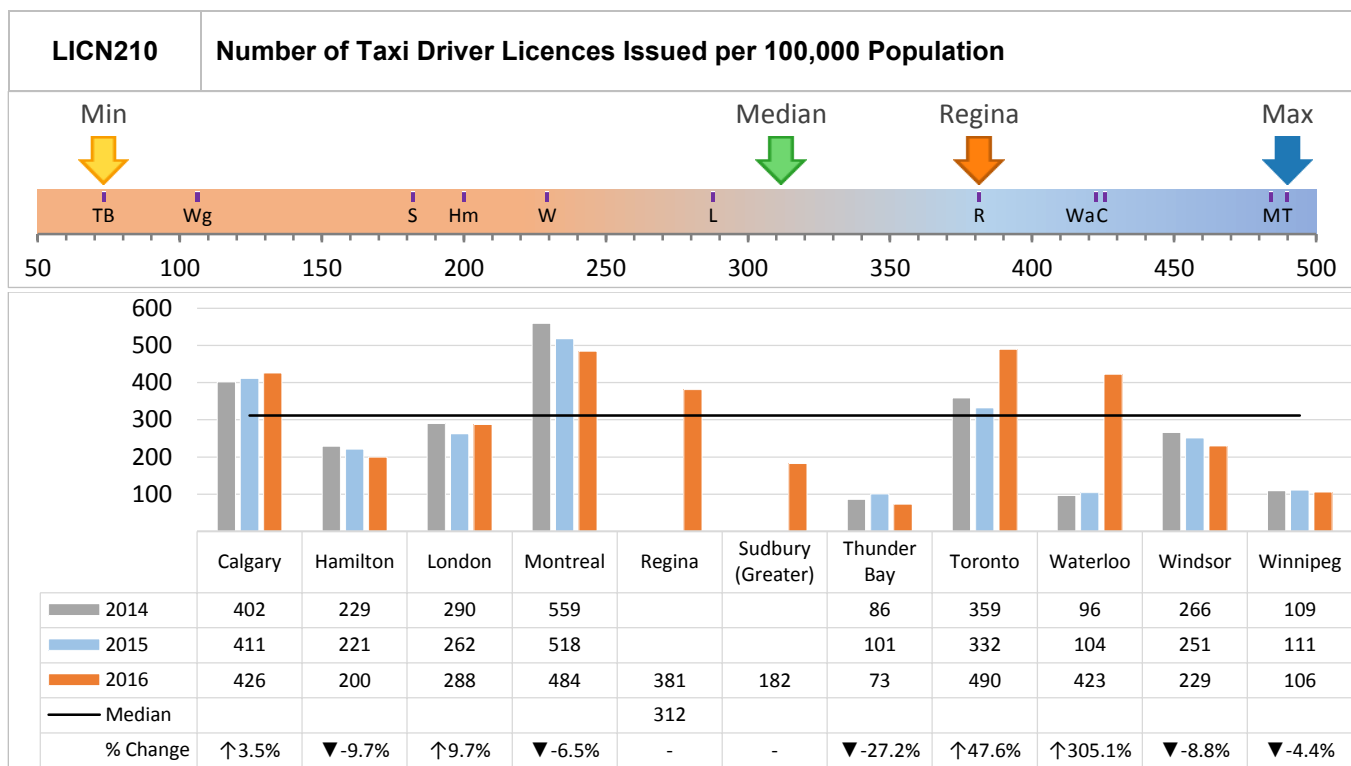


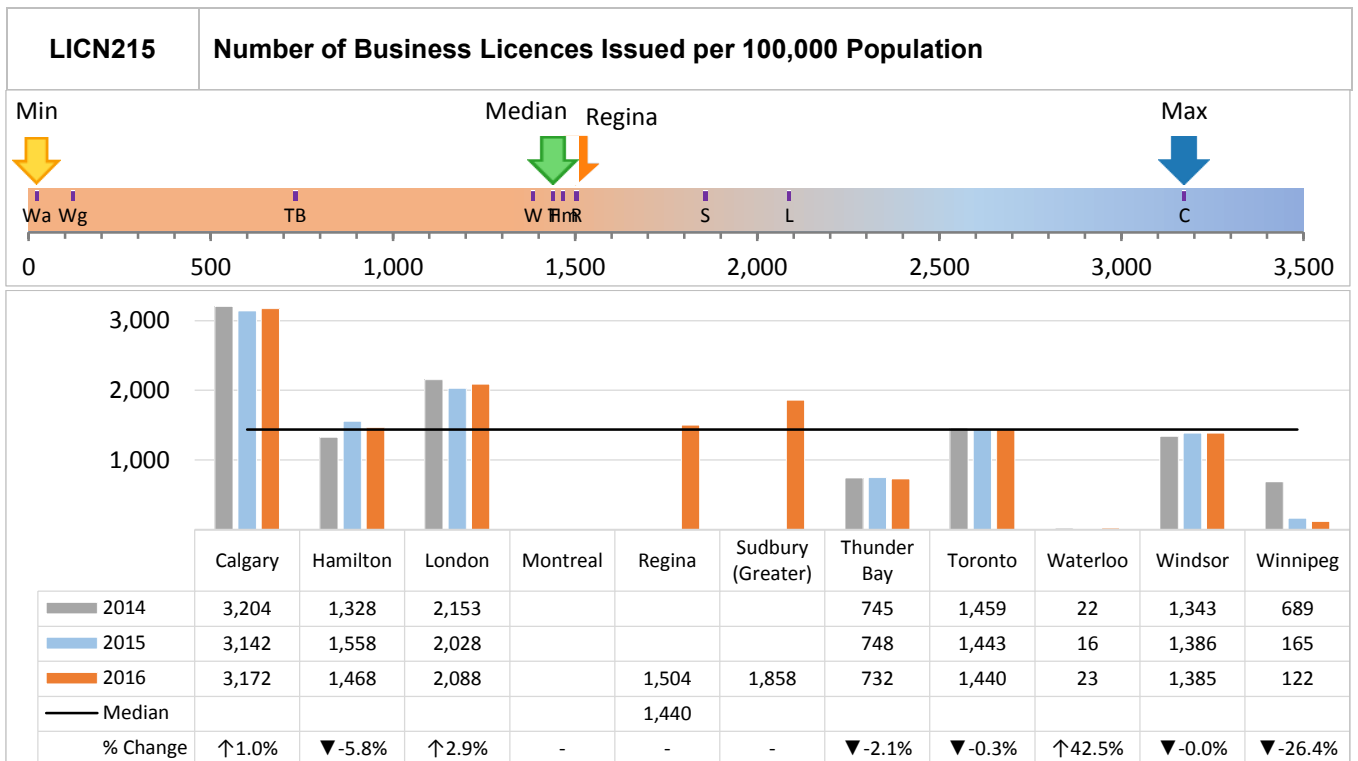
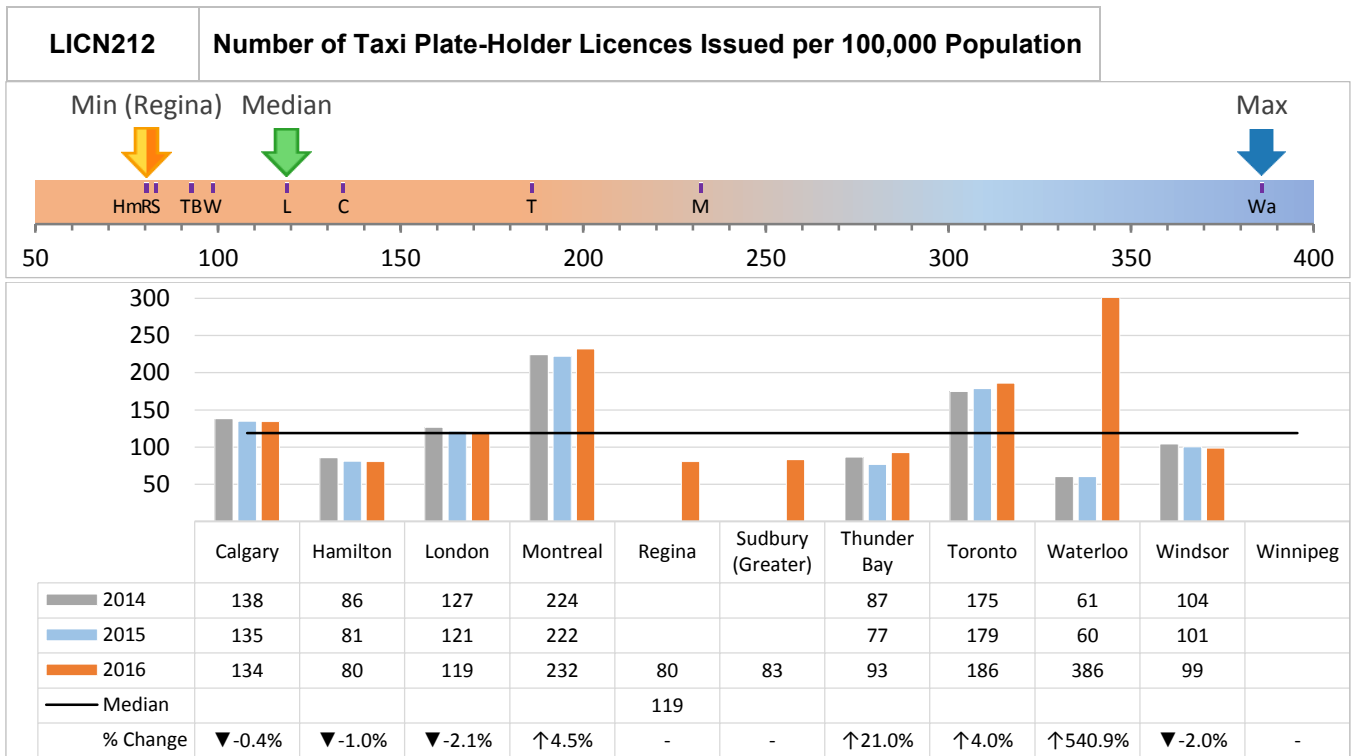
Licensing

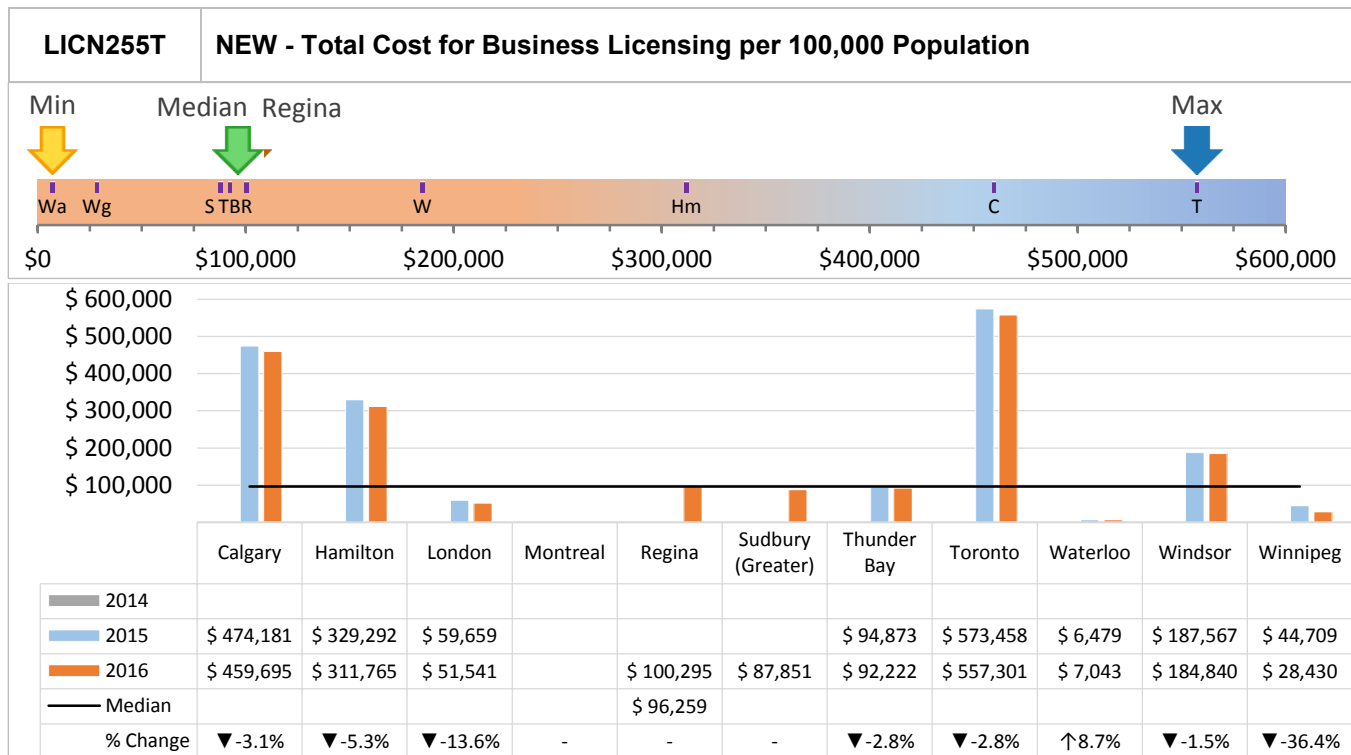
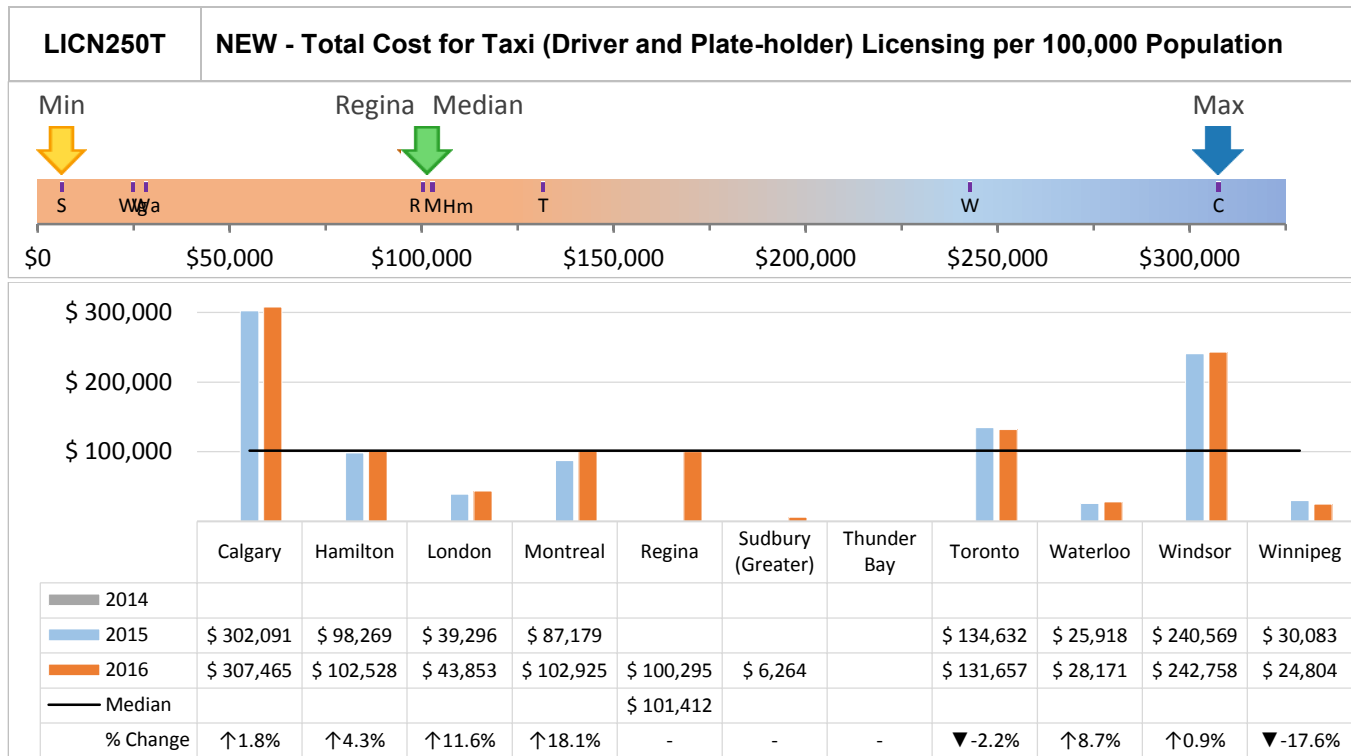
Influencing Factors

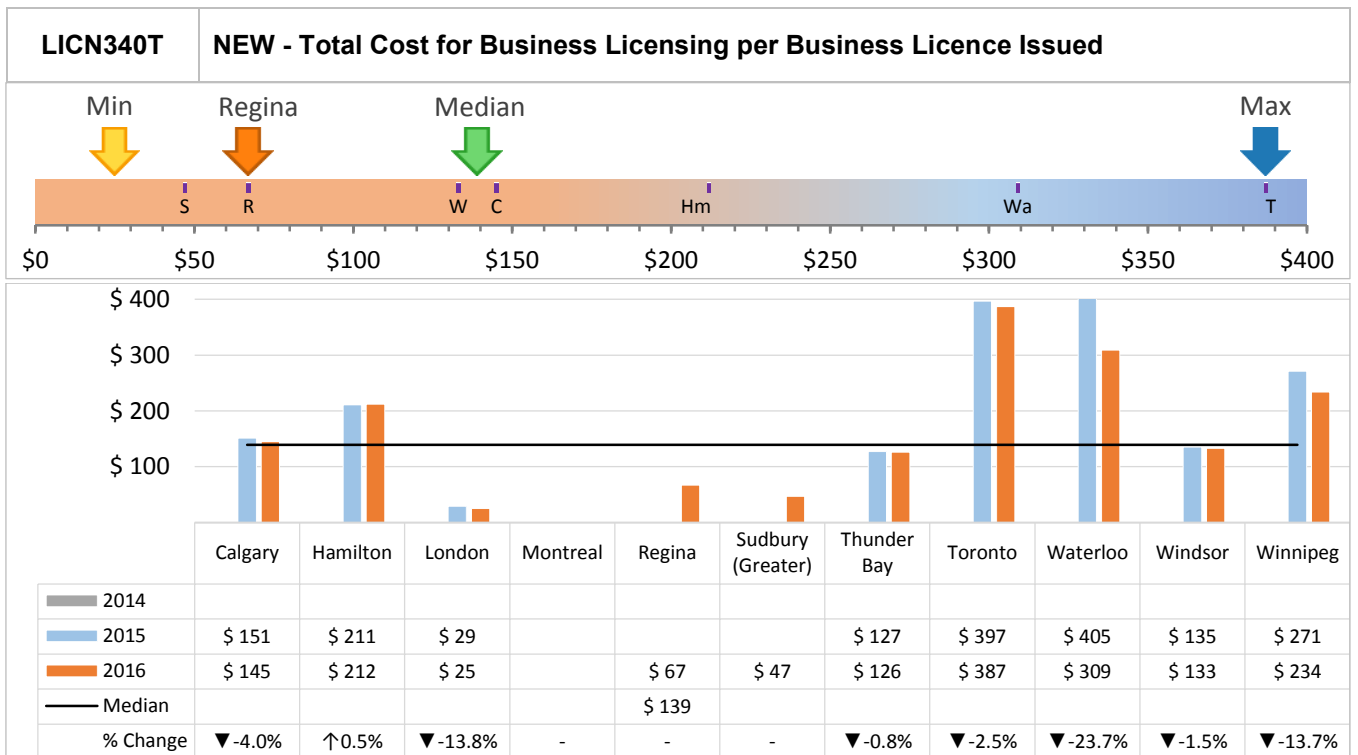
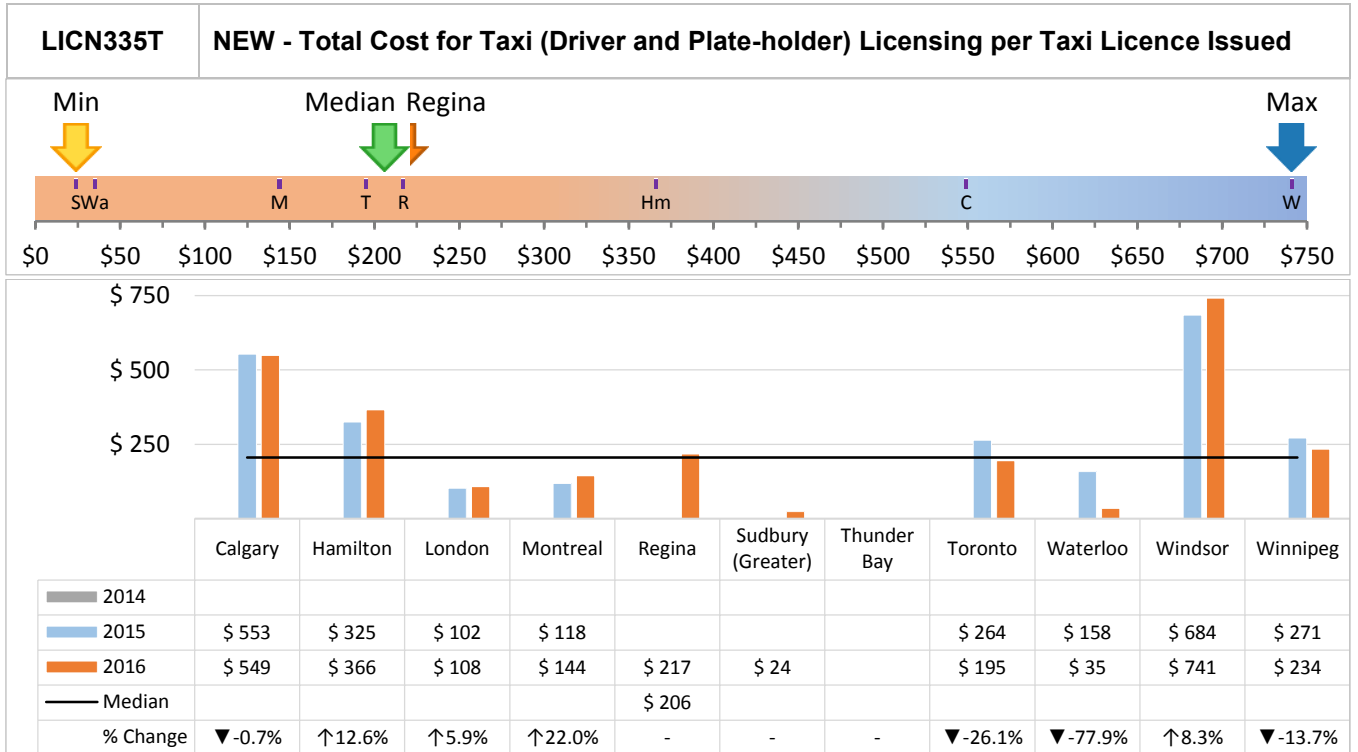
Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Licensing Service, keep in mind the following influencing factors:

- **Municipal By-laws:** The administration, inspection and regulation processes used and the sophistication of the municipal bylaw regulations will differ.
- **Policy and Practices:** Cost is dependent on the number of categories of business licences in the municipality and the number and types of licences used.
- **Processes and Systems:** The type and quality of systems used to track complaints, inspections and other data.







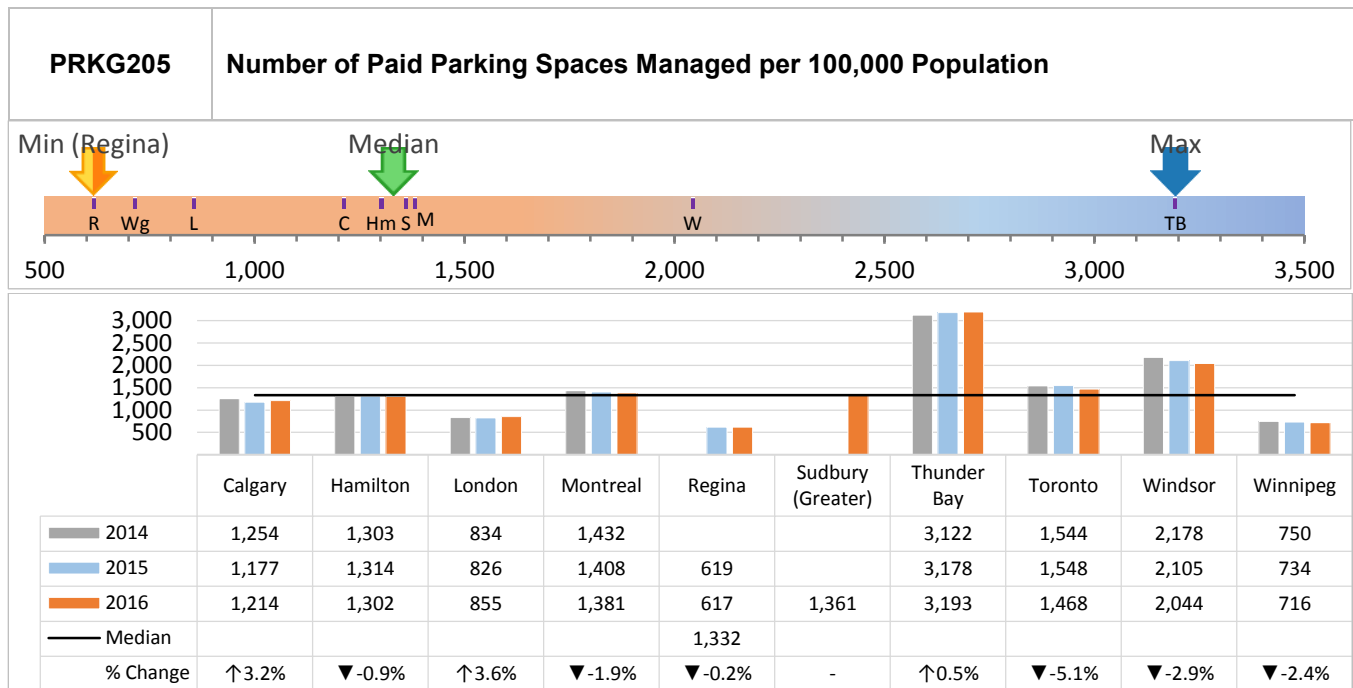


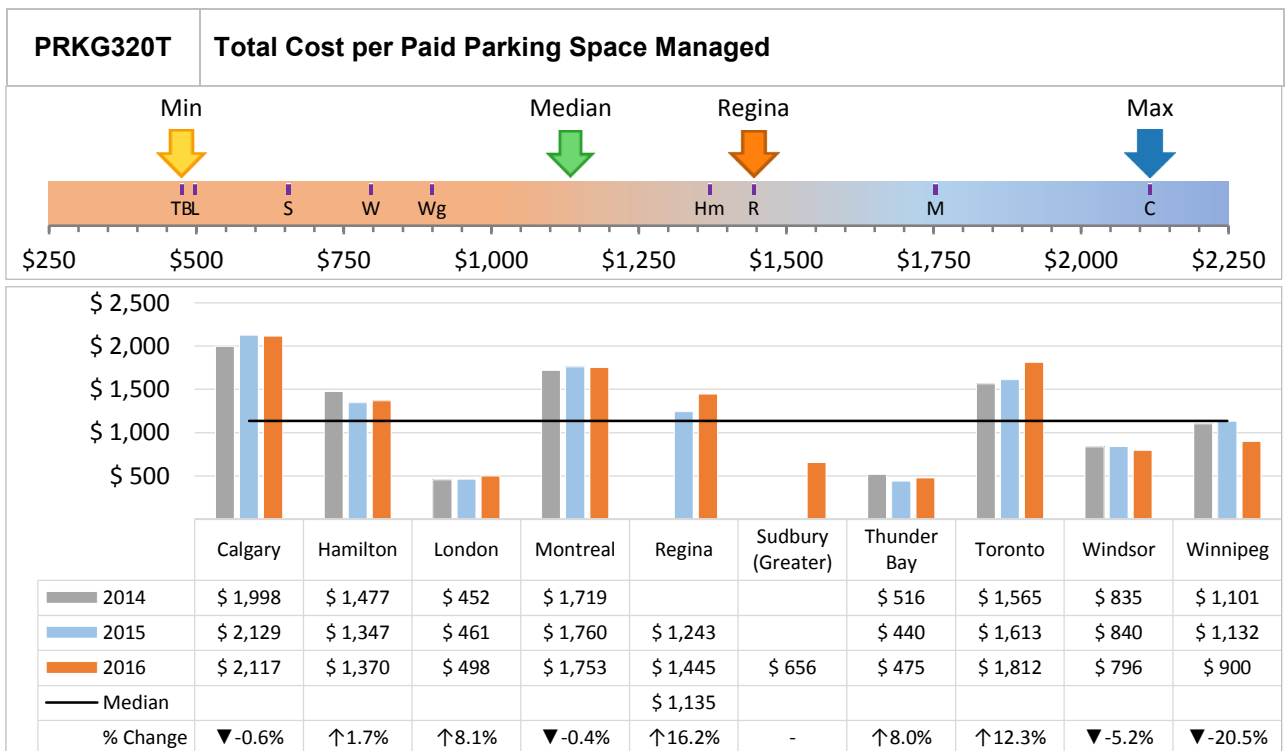
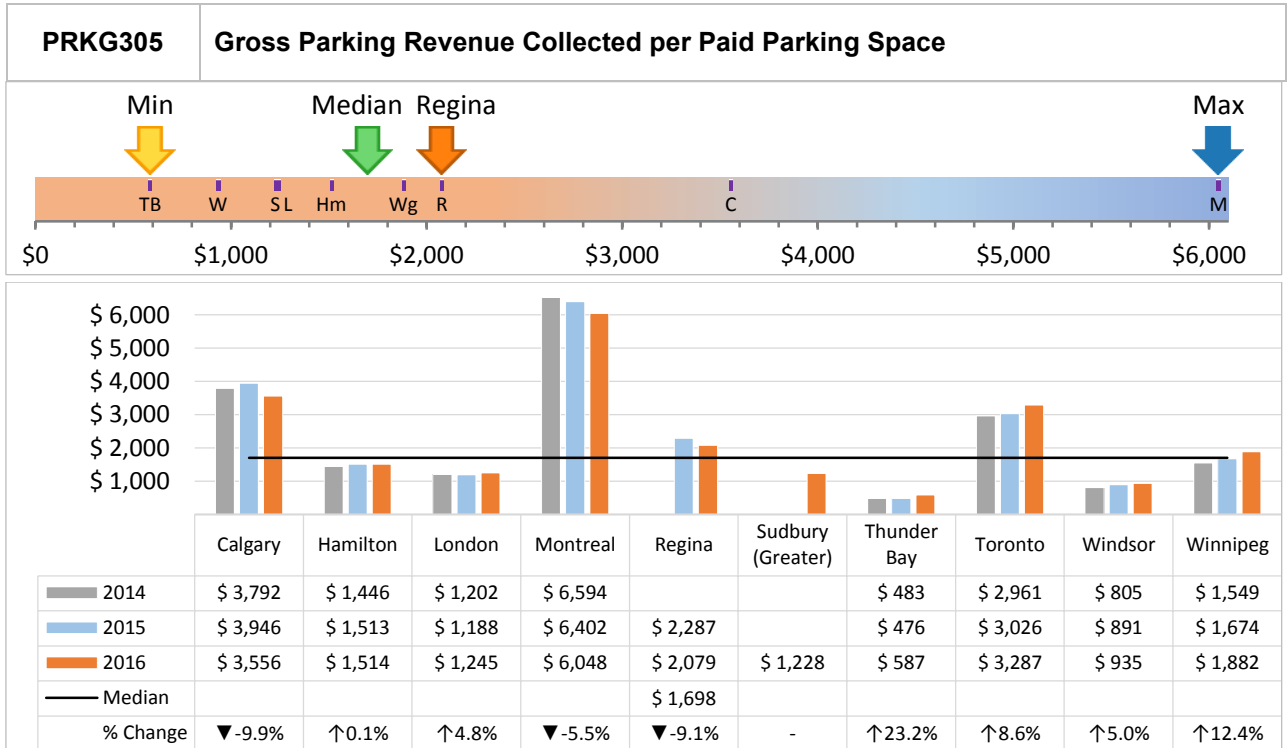
Parking

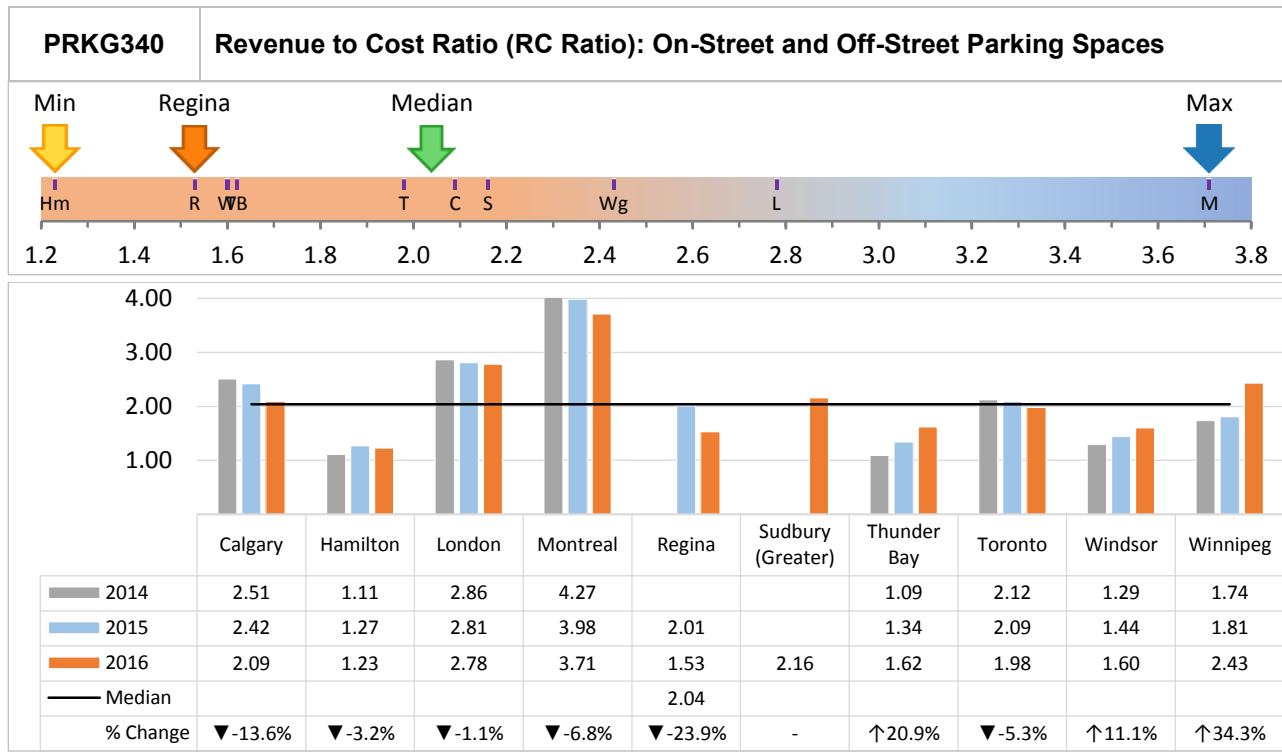
Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Parking Service, keep in mind the following influencing factors:

- **Location:** Cross border traffic, proximity to the major centre and location of public parking relative to retail/commercial/entertainment facilities
- **Operating Standards and Policies:** Cost recovery policies, service hours (24/7 availability, or restricted access) maintenance standards (for line painting, lighting replacement, garbage collection, etc.)
- **Processes and Systems:** The type and quality of technology used to manage operations and enforcement, (e.g. handheld devices vs. written; ticket management systems; meters vs. pay and display machines, level of automation at parking surface lots vs. parking garage structures)
- **Service Delivery Model:** Level of automation at parking lots; staff vs. contracted attendants, mix of on-street and off-street parking spaces
- **Structural Issues:** Use of parking structures/garages in a parking portfolio vs. surface lots, age of facilities/equipment
- **Utilization Levels:** Use of variable-rate pricing structures, the availability of public transit/public transit utilization rate and the proximity of parking alternatives (free public parking, private lots)





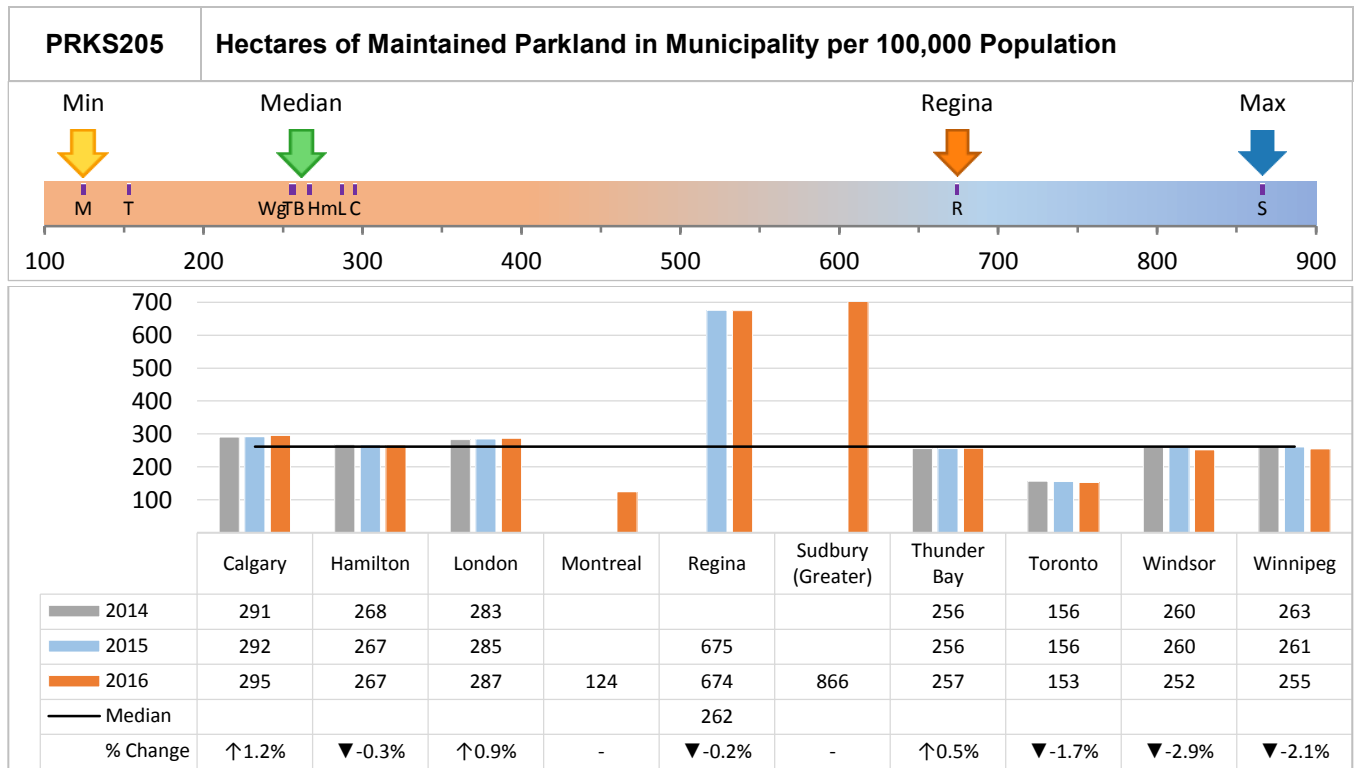
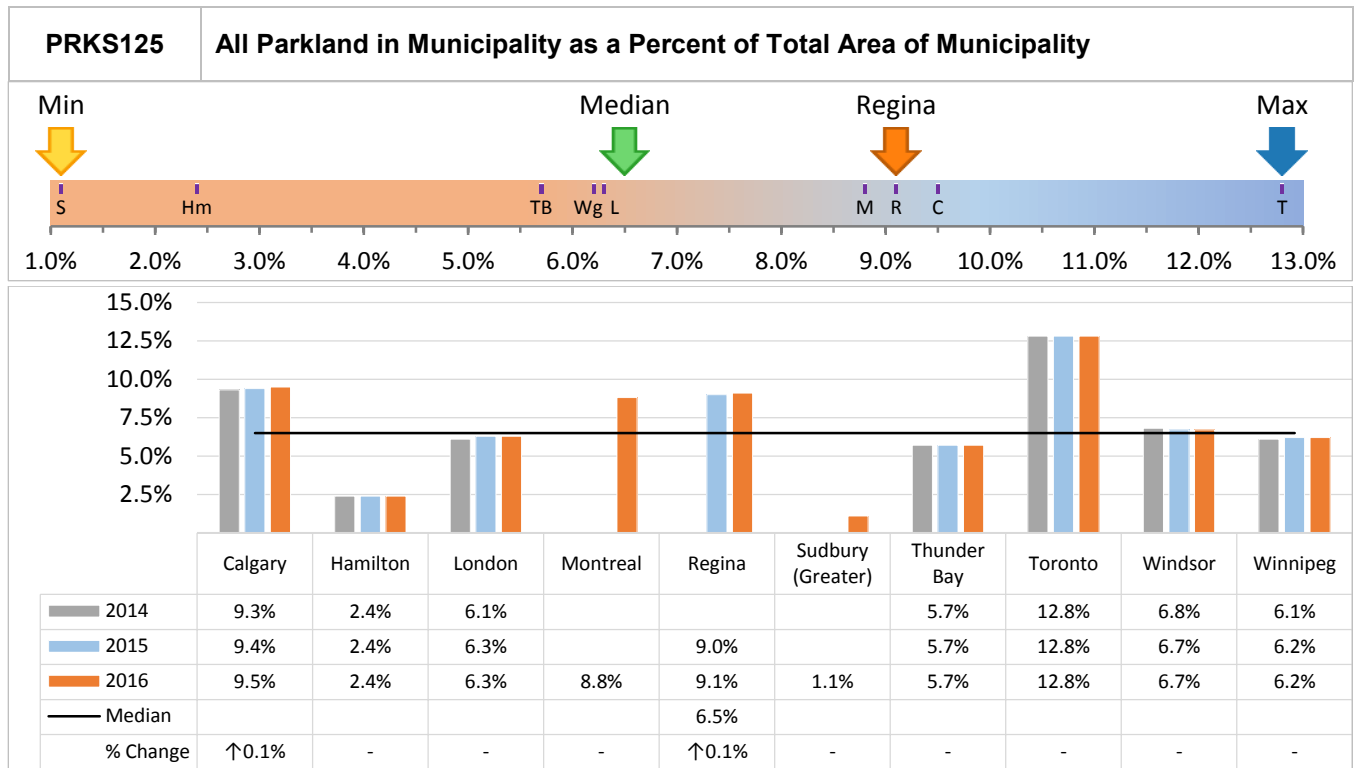


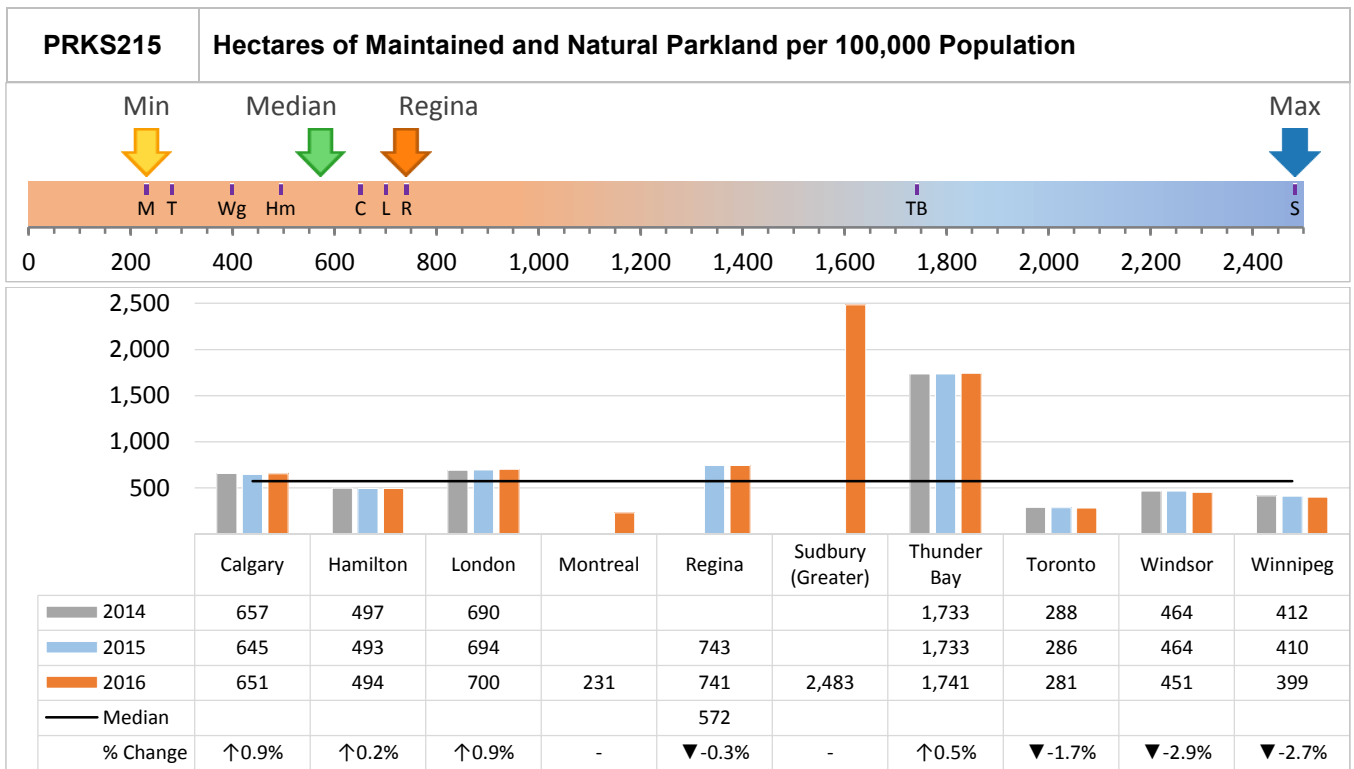
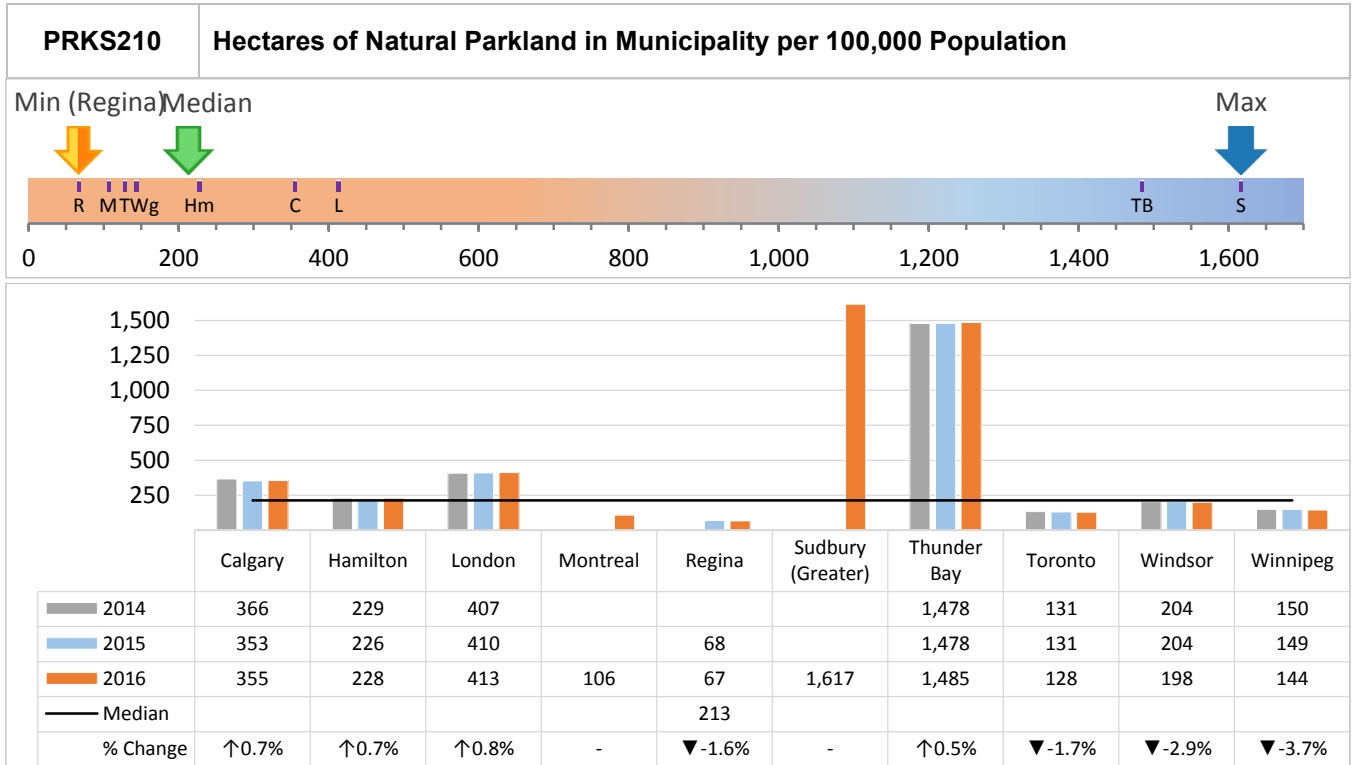
Parks

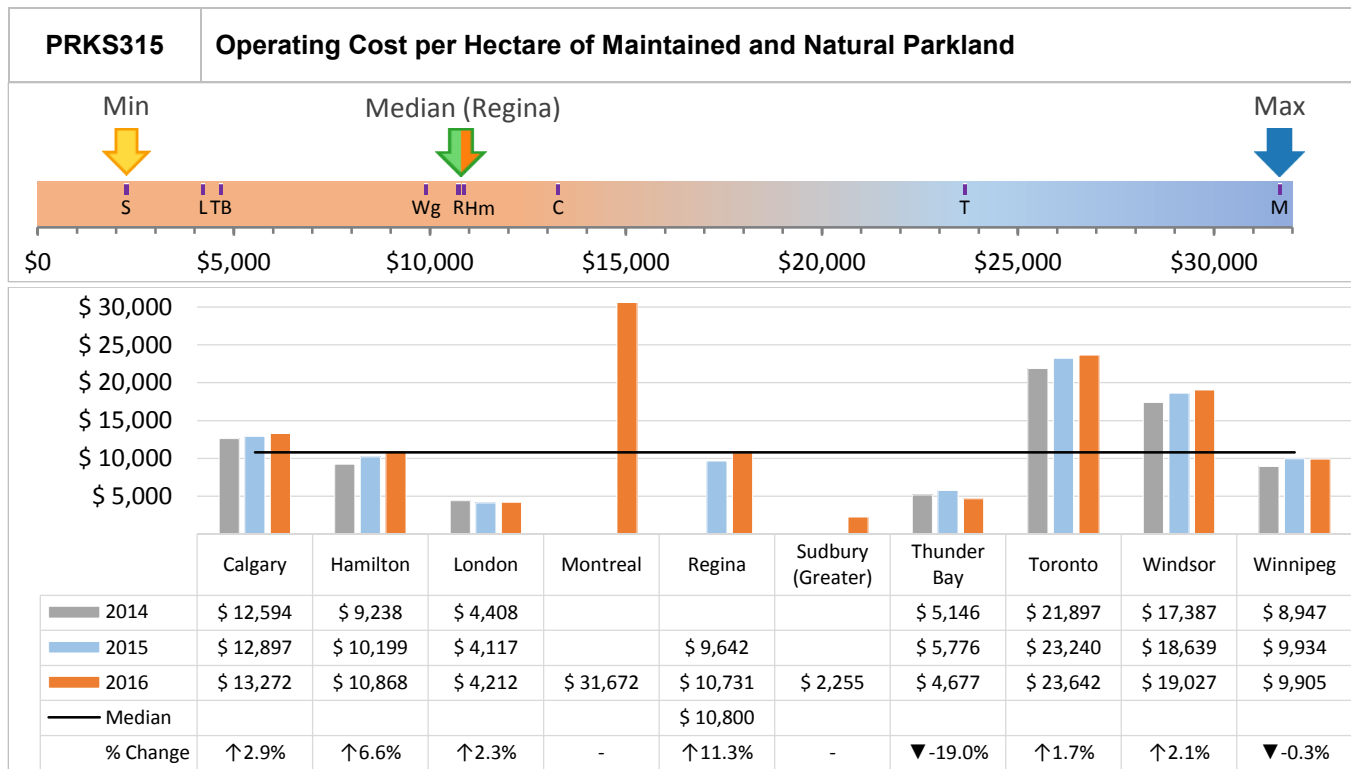
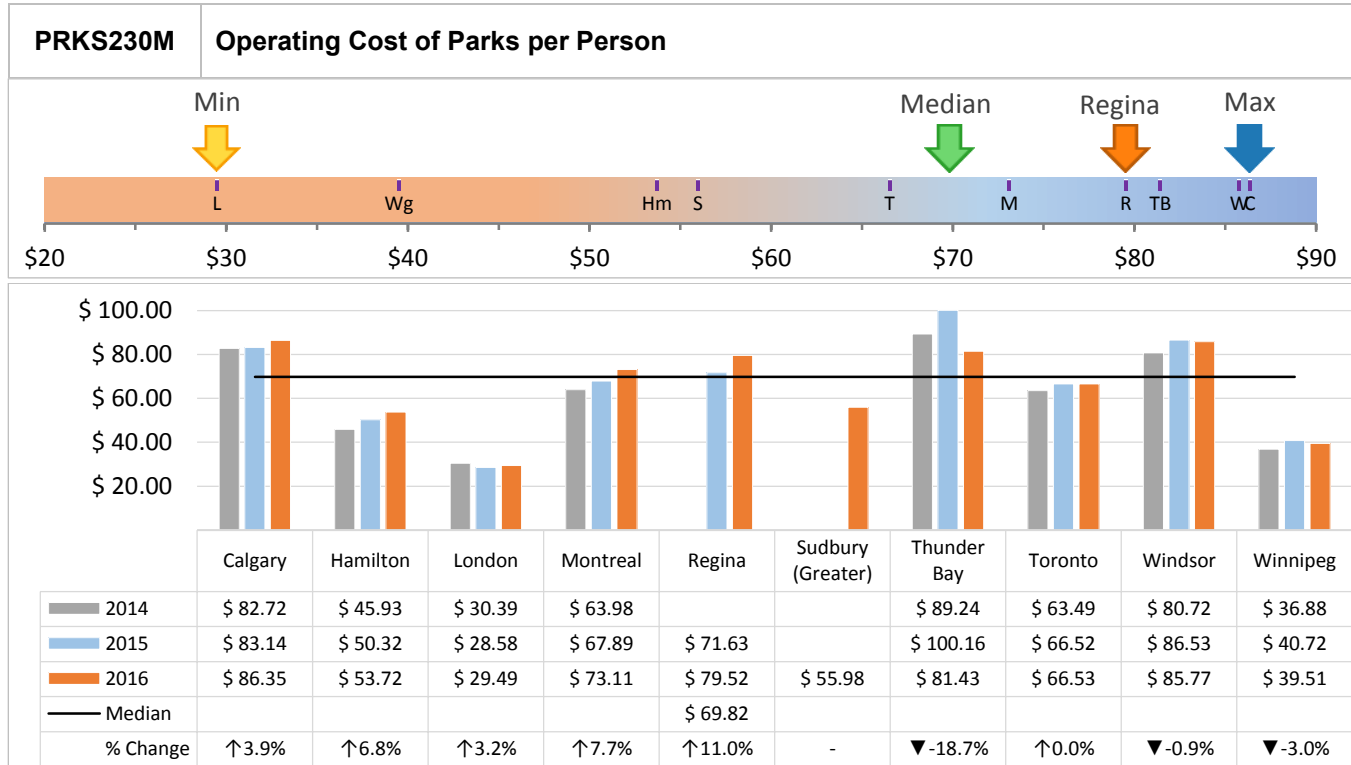
Influencing Factors

Influencing Factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Parks Service, keep in mind the following influencing factors:

- **Mix of maintained and natural parkland in a municipality:** Maintained parks can include a number of amenities and usually involve turf maintenance programs, all of which typically are more costly on a per hectare basis, than the costs of maintaining forests or other natural areas.
- **Service standards established for maintained parkland:** There can be significant differences between municipalities in the amenities available (greenhouses, washrooms, playgrounds, etc.) and the standards to which those parks are maintained (frequency of grass cutting). There can also be differences in the costs of maintaining different classes and types of sports fields.
- **Level of management/maintenance applied to natural areas in parks:** E.g., ecological restoration, community naturalization, trail repair projects
- **Amount of parkland / trails in municipalities:** Limited availability of land in municipalities with a predominantly urban form (e.g. It may be more difficult to establish new parks in developed areas and acquire new parkland than it is in municipalities with greater rural areas).
- **Population Density:** Areas with high density may be more costly to maintain because of delays to staff traveling from one park to another because of traffic congestion; municipalities with higher densities experience higher usage of parks, resulting in increased costs for litter pick-up, graffiti removal, amenity/equipment repairs, etc.
- **Geography:** Varying topography affects the number of hectares, e.g. size of escarpment, number of lakes, transportation networks.
- **Demographics and Community Use:** Community/resident demand for parks usage has increased in recent years particularly for large, social gatherings and various ethnic activities (e.g. specialty fields, cultural displays, community gardens, dogs-off-leash areas, special events, etc.). While these activities increase parks usage, they also translate into higher maintenance expenses, as well as increased staff training and signage requirements. The operating costs related to these contemporary activities varies across municipalities; these costs are not captured separately.
- **Weather Conditions:** Affects all municipalities differently, however, as we continue to experience more frequent and intense weather changes, operating costs are impacted (e.g. less snowfall means less snow removal, but increased rain could mean more storm clean-up costs, longer growing season means more grass cutting).





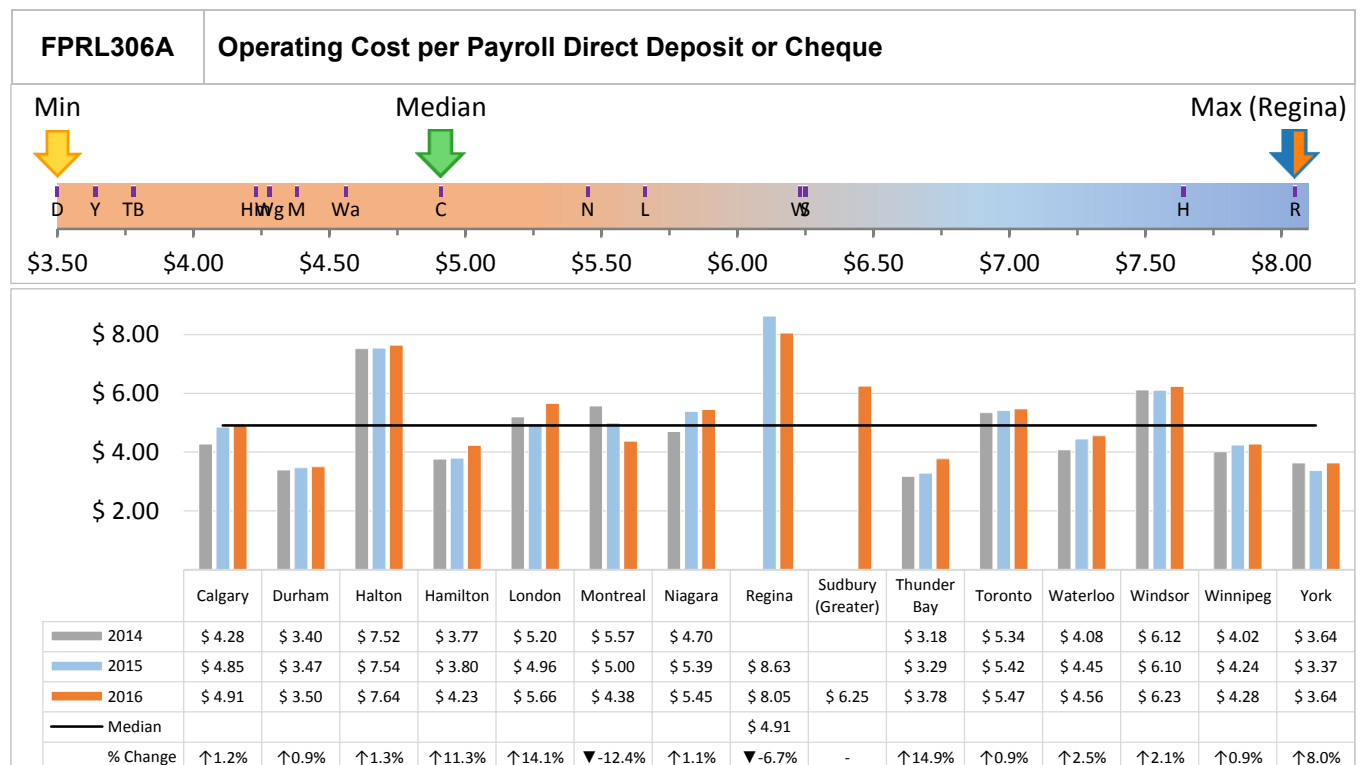


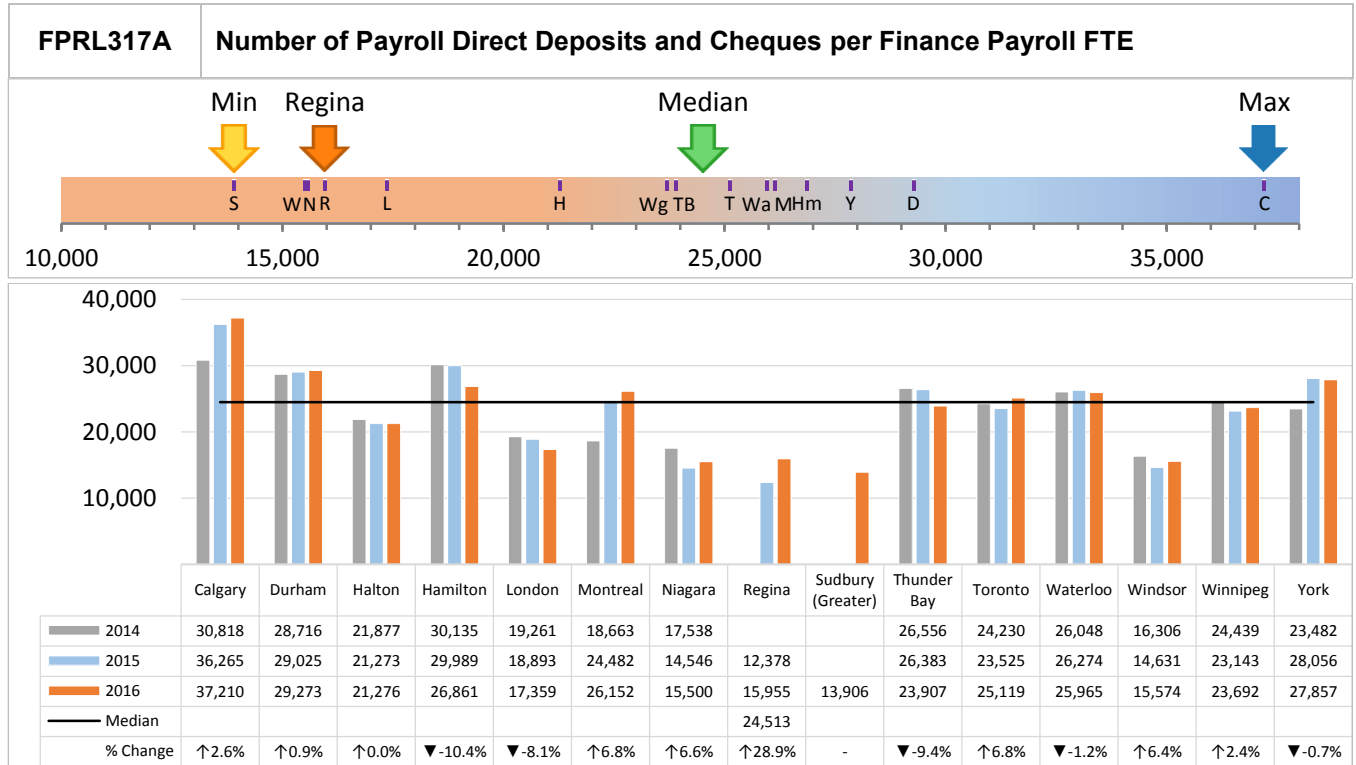
Payroll

Influencing Factors

Influencing Factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Payroll Service, keep in mind the following influencing factors:

- **Organizational Form:** Centralized vs. decentralized (Costs related to time and data entry have been excluded for comparability. Any costs associated with benefits administration and employee master data maintenance have been excluded from these results and are included in those of Human Resources).
- **Policy and Practices:** In-house vs. contracted-out services, different payroll structures and responsibilities
- **Processes and Systems:** The number of pay periods (e.g. weekly vs. bi-weekly, etc.); pay schedules; manual cheques; direct deposits; payments and/or adjustments made
- **Staffing Mix:** Salary vs. hourly rate and/or part-time vs. full time and the corresponding need for support
- **Unionization:** The number of unions, the complexity of the collective bargaining agreements, contract settlements and Corporate Policies



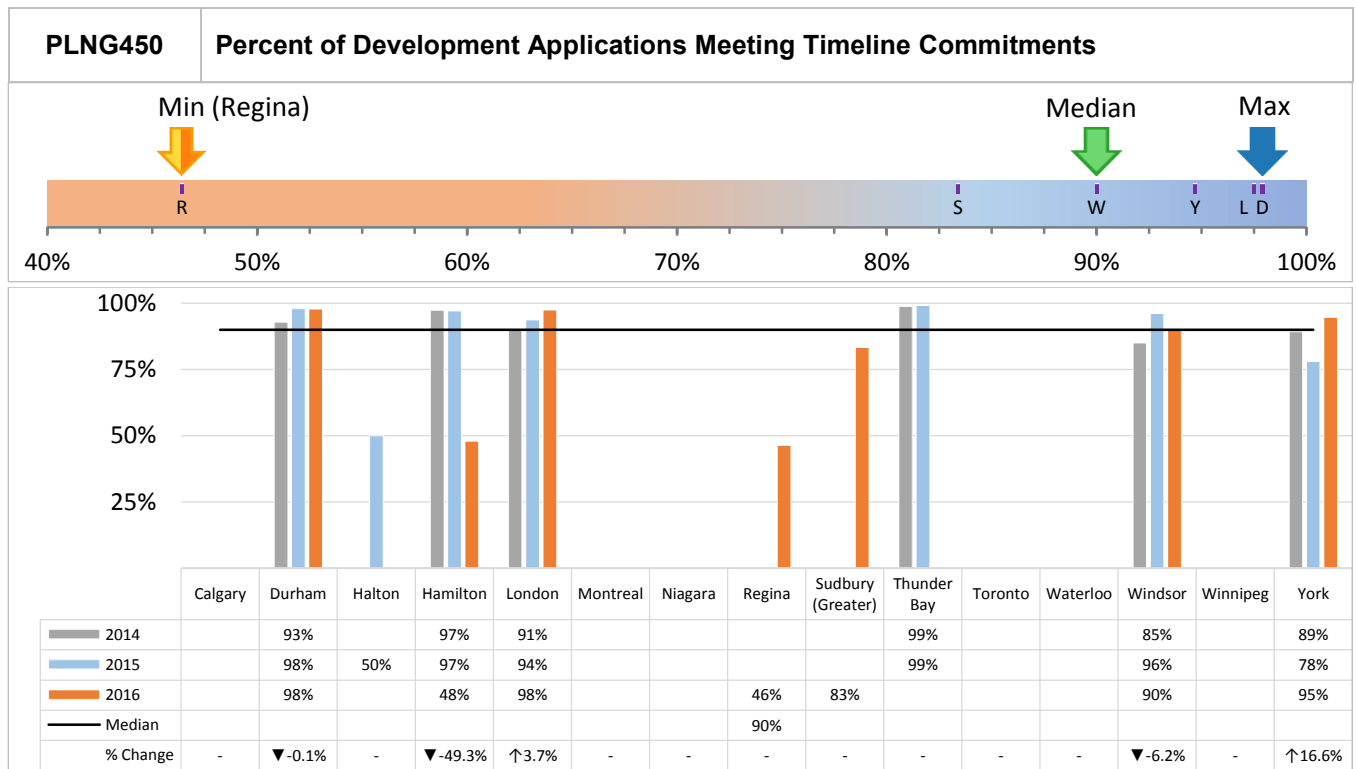
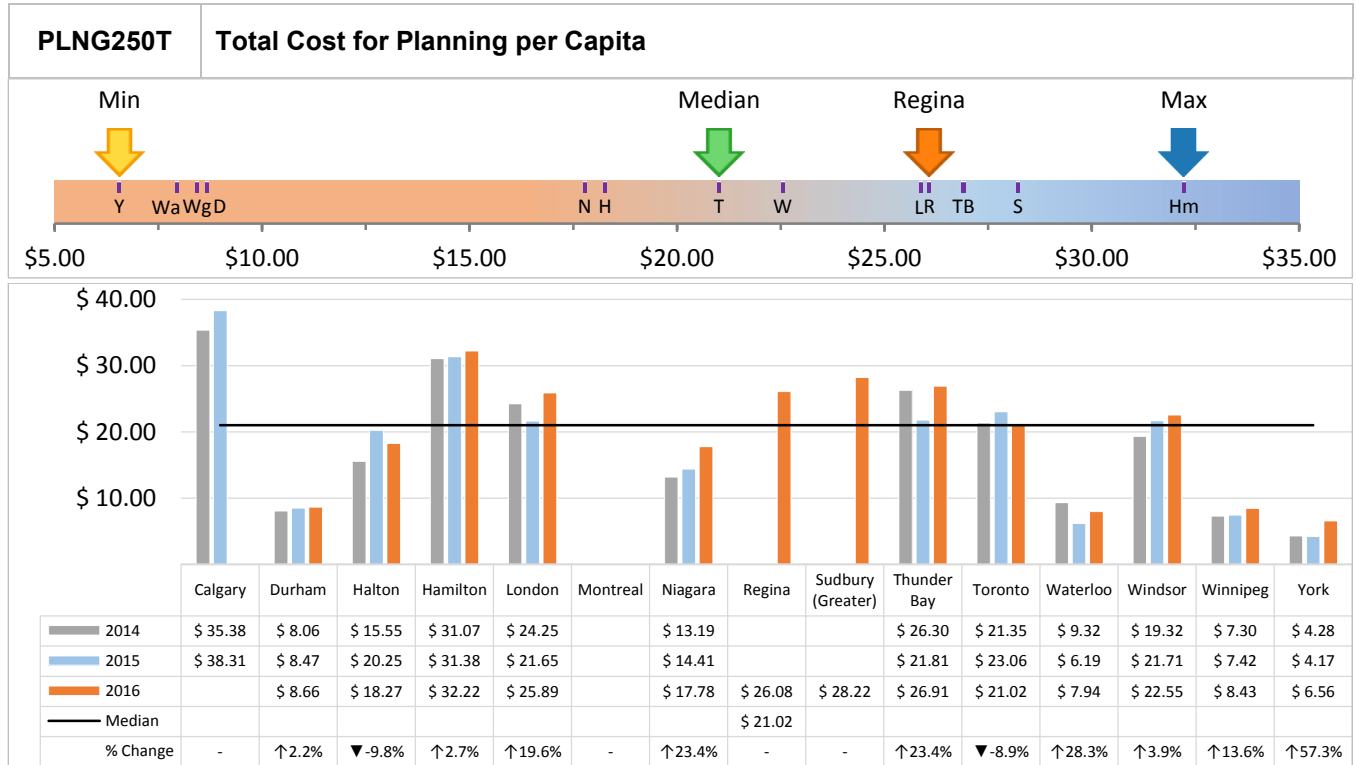


Planning

Influencing Factors

Influencing Factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Planning Service, keep in mind the following influencing factors:

- **Type and Mix of Application:** The planning costs used to develop results may be more than those devoted to just the development application process (e.g. Civic improvement projects, official plan preparation and policy development). Total planning costs may include the processing of applications not otherwise listed (e.g. *Niagara Escarpment Planning and Development Act*). Additionally, there will be application differences across provinces and municipalities.
- **Level of Municipal Governance:** Single-tier vs. upper-tier local government structures can influence comparisons between municipalities since upper-tier municipalities do not process all types of applications.
- **Complexity:** Scope and magnitude of the application
- **Organizational Form:** Organizational form will differ and challenges associated with capturing measures for the full range of planning services, particularly when some review and commenting functions may occur in several different departments resulting in data collection and comparability issues (e.g. Transportation Planning may be located in a planning division in one municipality and in the roads division in another).
- **Timing:** The average time to process a given type of application and the cost of doing so, is affected by the decisions of the municipal council regarding the opportunities for public participation in the planning process. The scope of participation can vary widely between municipalities, over and above the requirements of the *Planning Act* and regulations under the *Municipal Act*. Also, the timing can vary widely between municipalities, depending on whether calculations are based on elapsed time, or processing time, as the processing may stop and restart between application receipt and final disposition depending on the complexity of the application and the involvement of other commenting and approval authorities.
- **Legislation:** New and/or changes to legislation may impact application volumes, time spent on application and the number of appeals (e.g. Places to Grow, Greenbelt, Provincial Policy Statement).
- **Resources:** Many municipalities are currently undertaking growth management studies, which can impact work load and cost.

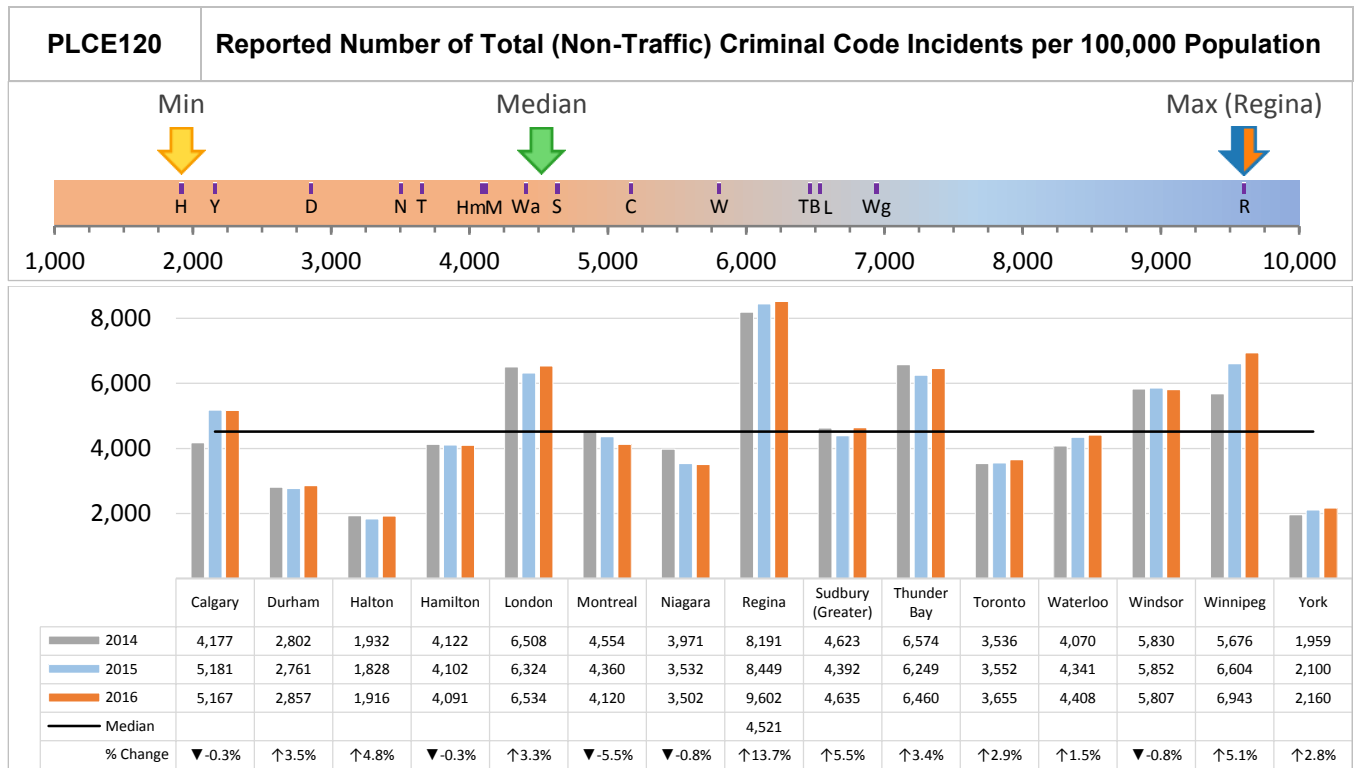
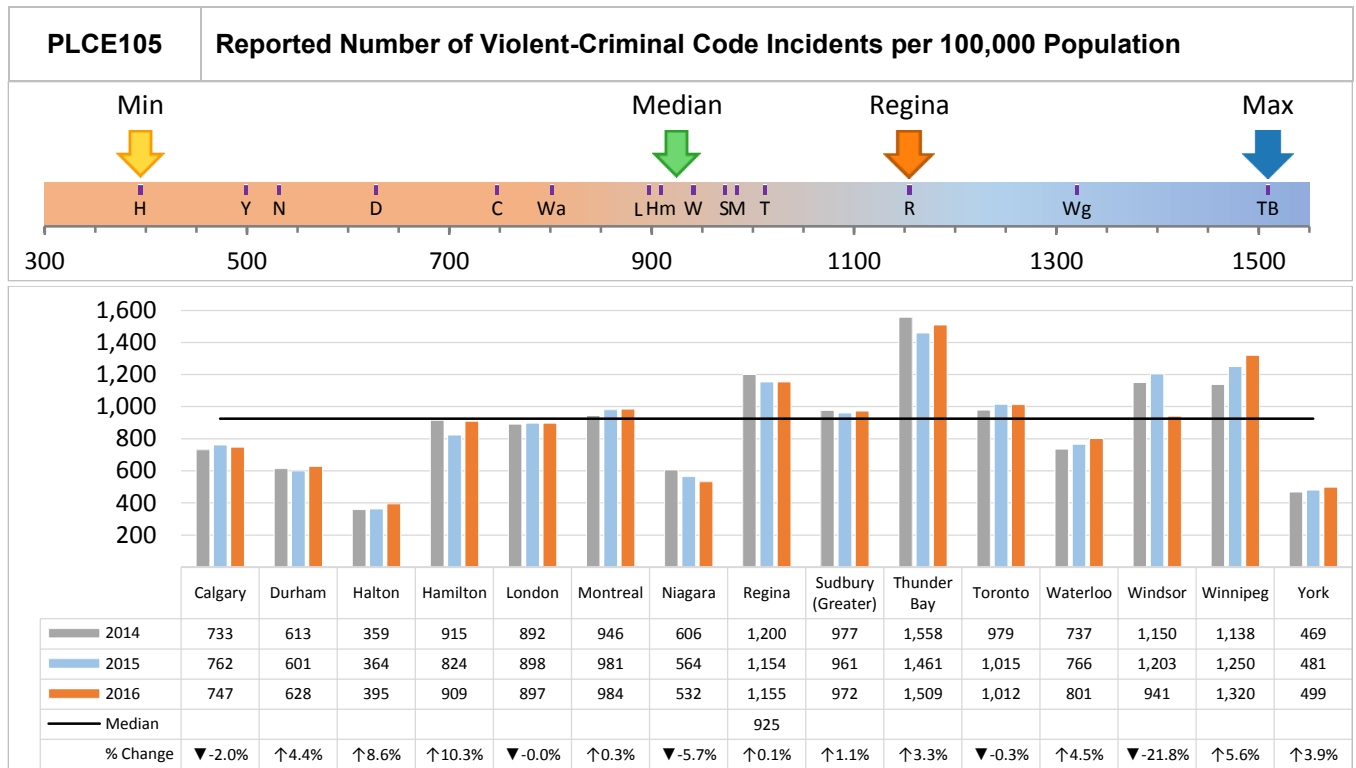


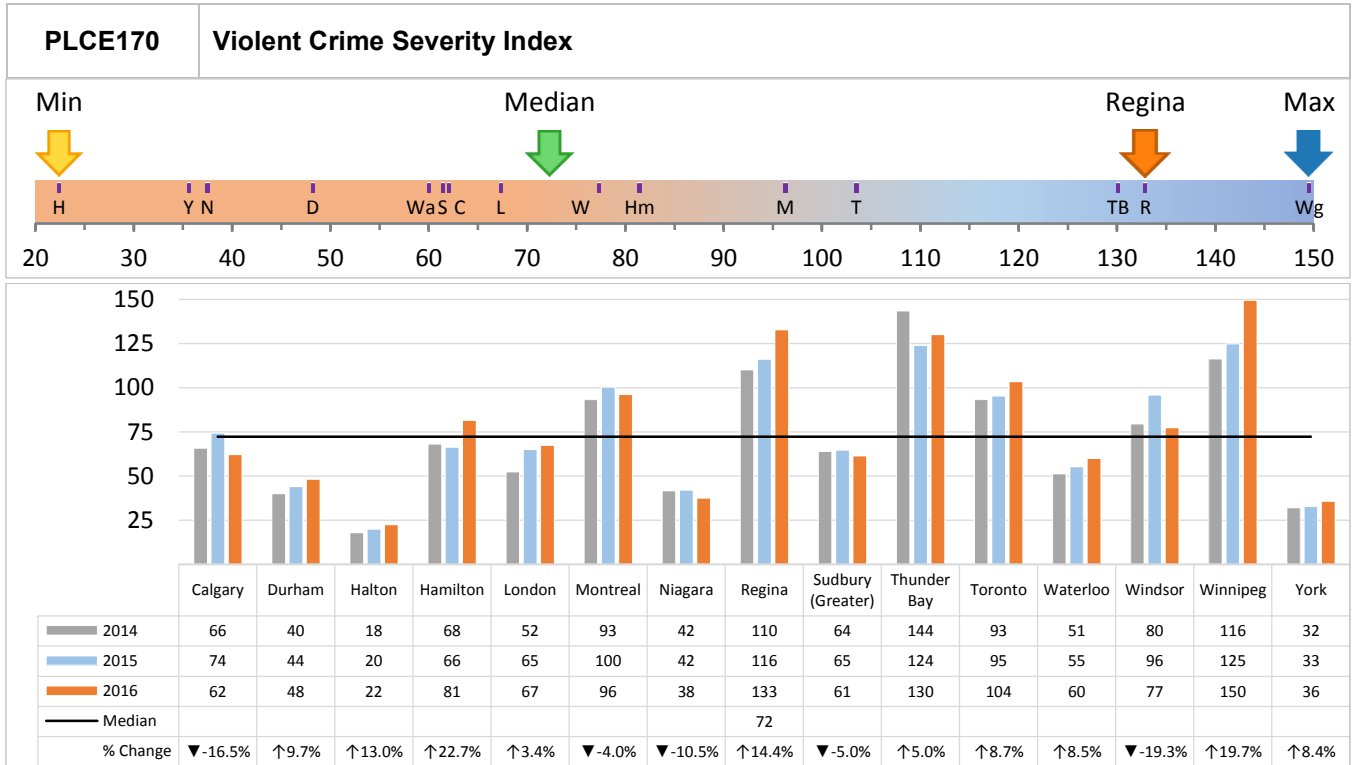
Police

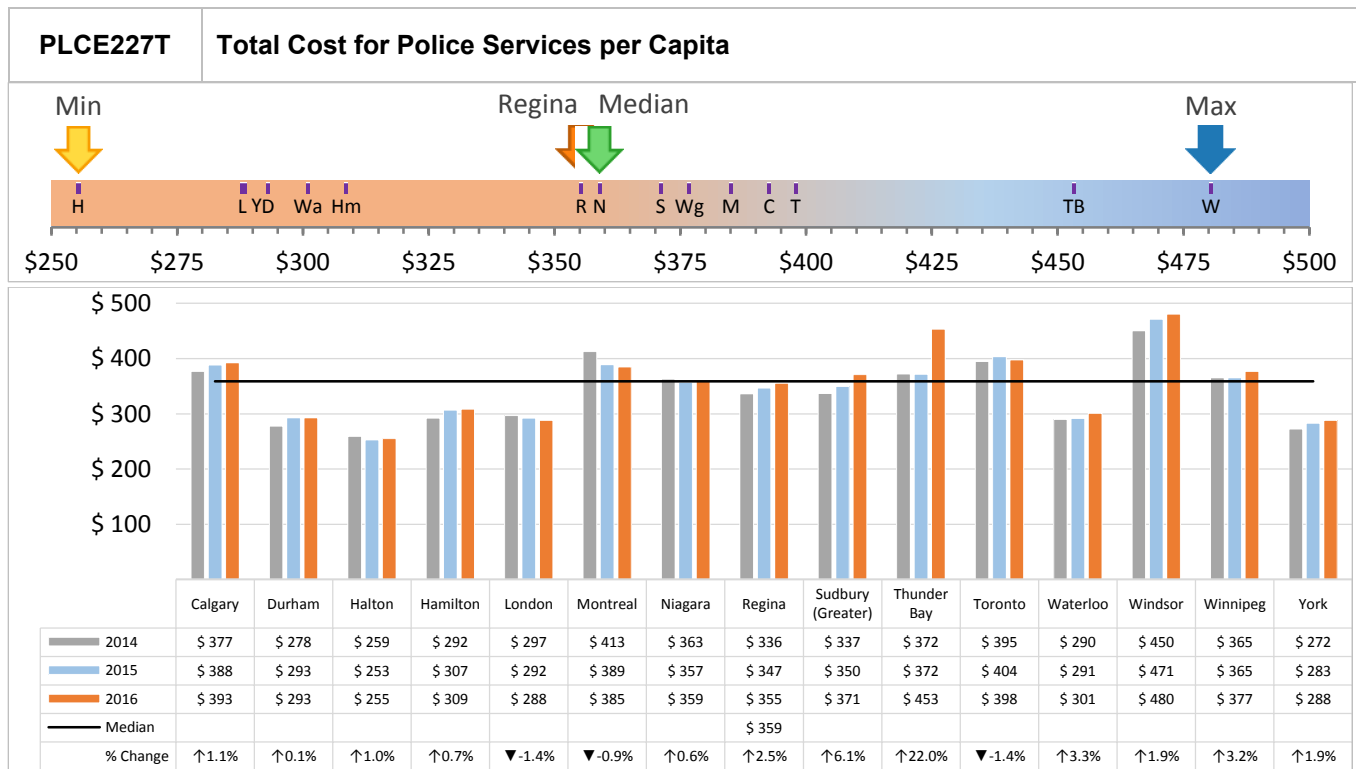
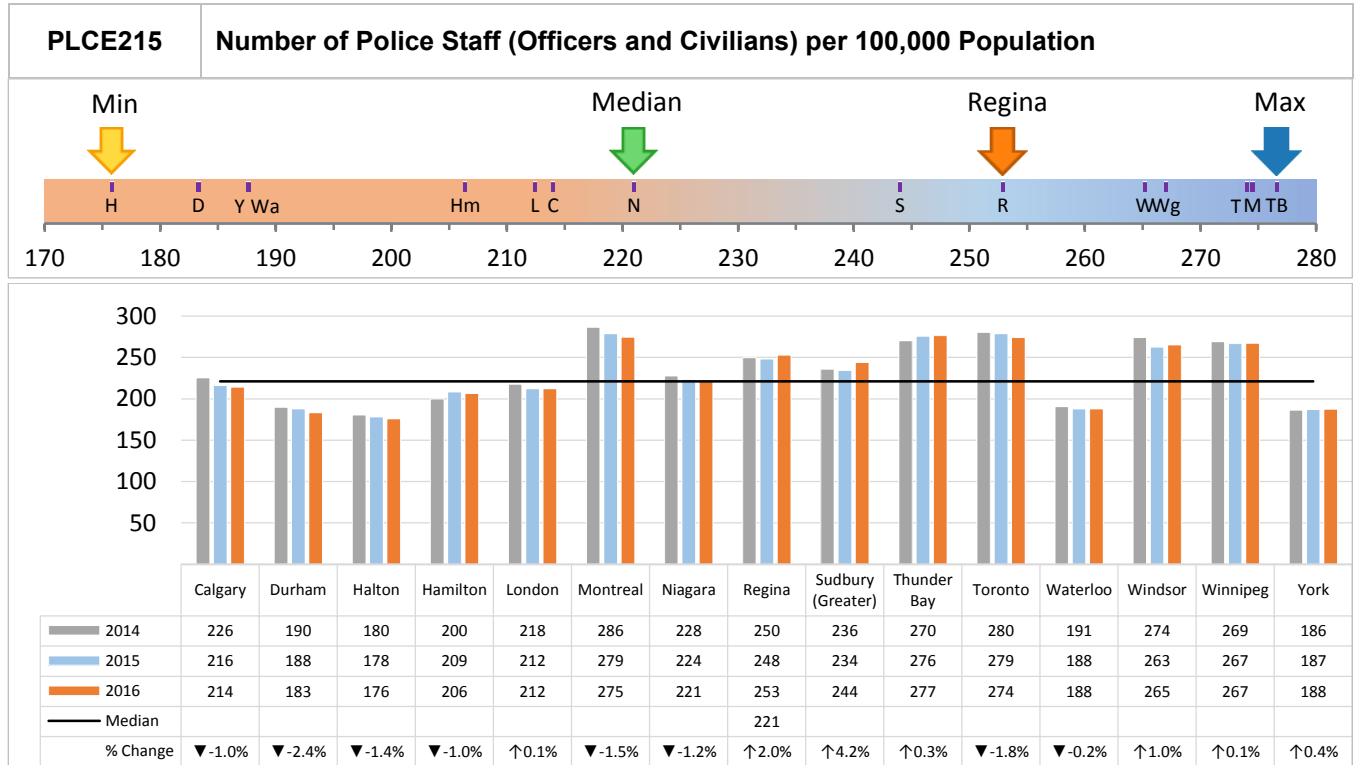
Influencing Factors

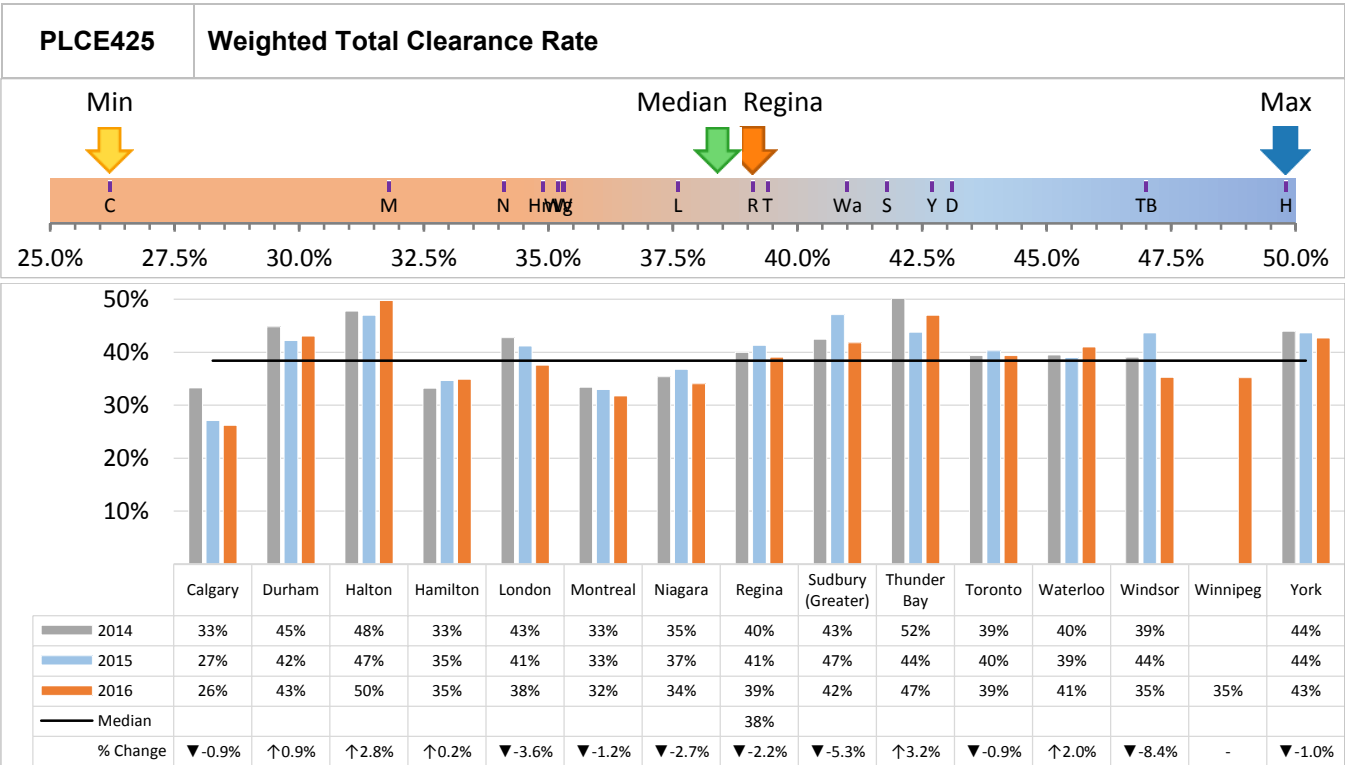
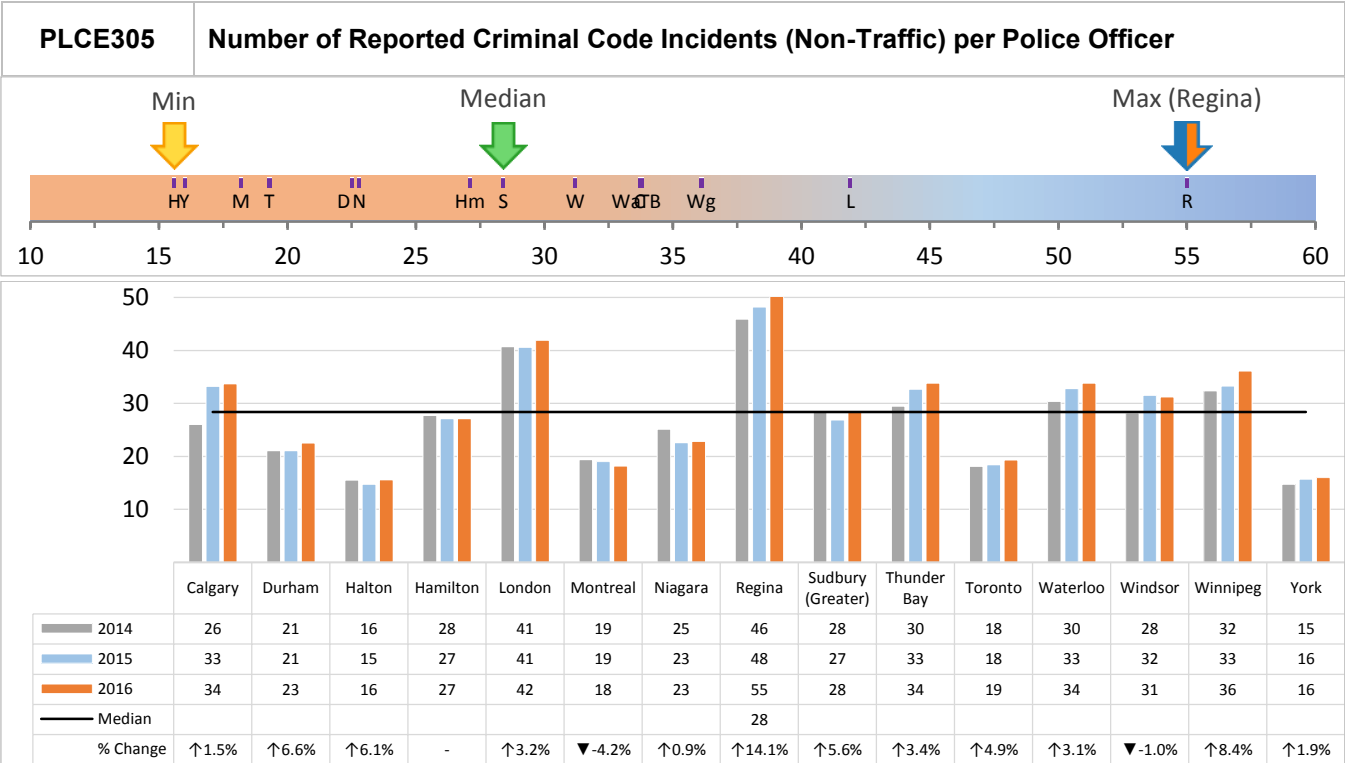
Influencing Factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Police Service, keep in mind the following influencing factors:

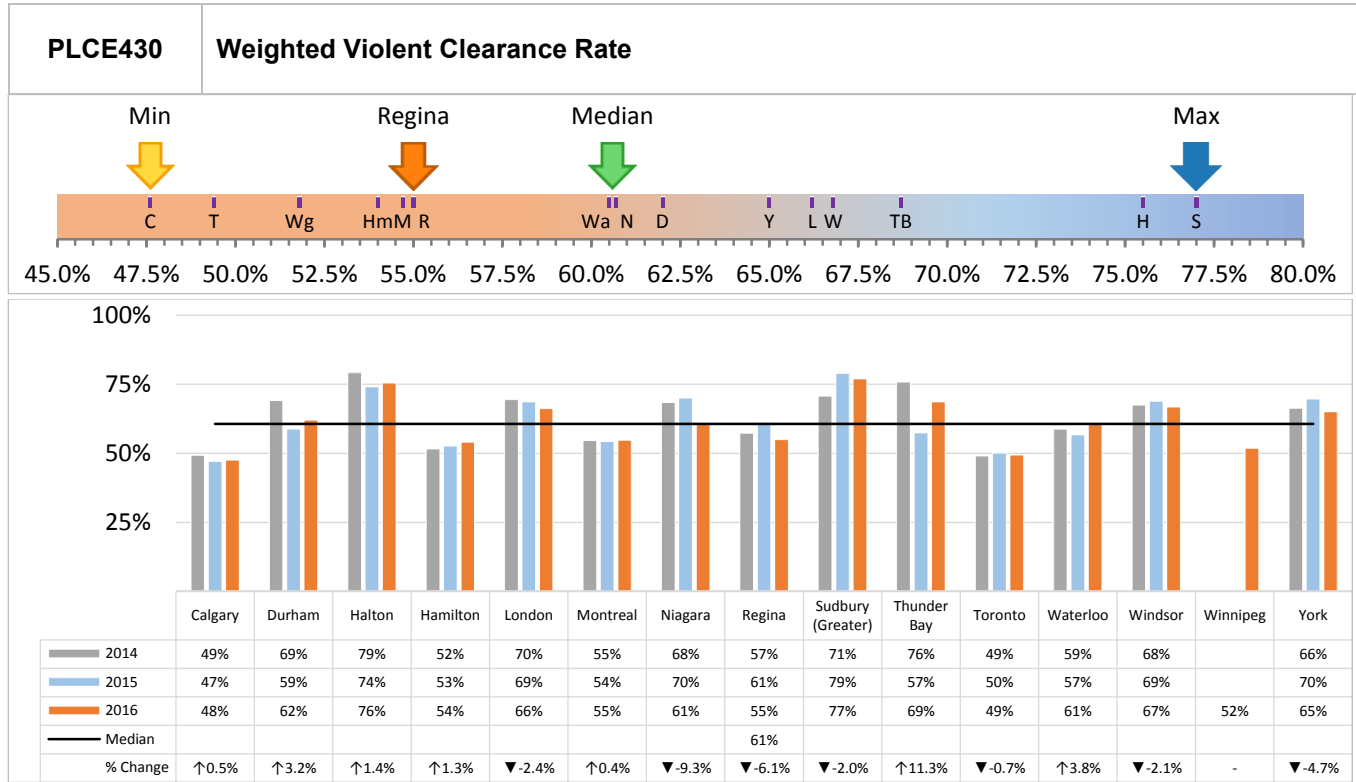
- **Non-Residents:** The degree of daily inflow and outflow of commuters, tourists, seasonal residents and attendees at cultural, entertainment or sporting events— calculations are based on local population only.
- **Reporting:** The extent to which crimes are reported within municipalities (unreported crime is not included in crime rates).
- **Trends:** The preferred method of reviewing changes in crime rates is to observe five year trends since they are more stable and are capable of showing patterns, if any, as opposed to a year-over-year percentage change.
- **Population:** Calculations based on population, such as crime rates, use the most recent estimate of each municipality's population as provided by their respective Planning Departments. This may result in some differences in population-based results for Police Services from those published by Statistics Canada, which may be based on less current population figures.
- **Commercial/Industrial Protection:** Police services provided to the commercial, industrial and institutional sectors are not factored into these population-based measures.
- **Specialized Services:** Larger municipalities may require specialized services at varying levels that may not be required or required at reduced levels in other municipalities (e.g. Emergency Task Force, Emergency Measures, Intelligence units targeting terrorist groups, providing security for visiting dignitaries, Mounted Unit, Marine Unit, Forensic Identification Unit).
- **Officer/Civilian Mix:** Differing policies regarding some types of policing work that may be done by civilian staff in one municipality versus uniform staff in another.
- **External Contracts:** Some municipal police forces provide contracted services (on a cost recovery basis) to specialized facilities such as airports or casinos. Measures, in addition to gross cost and staffing levels, have also been provided to exclude the staffing and costs associated with these External Contracts.
- **Socio-Economic composition of a municipality's population**
- **Weights:** The weights are updated every five years to reflect any changes in sentencing patterns or new legislation.









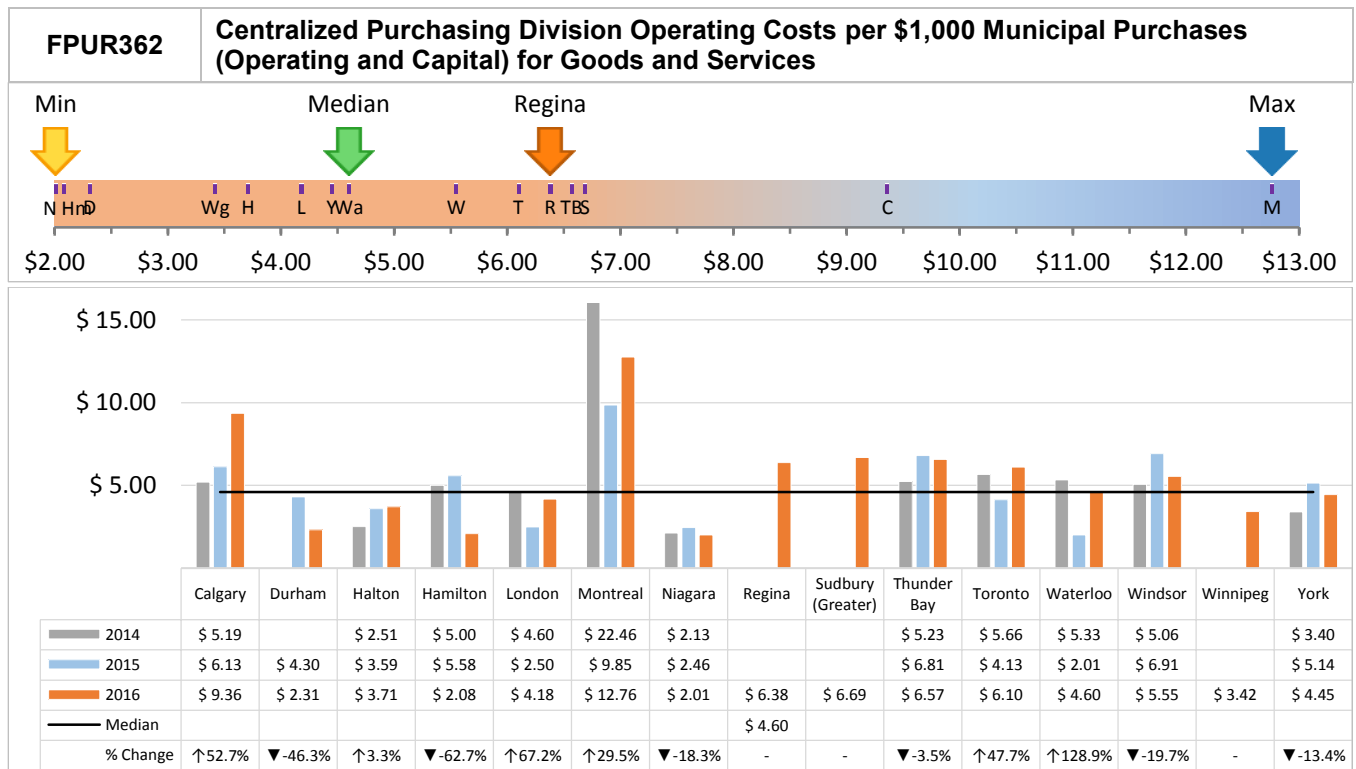
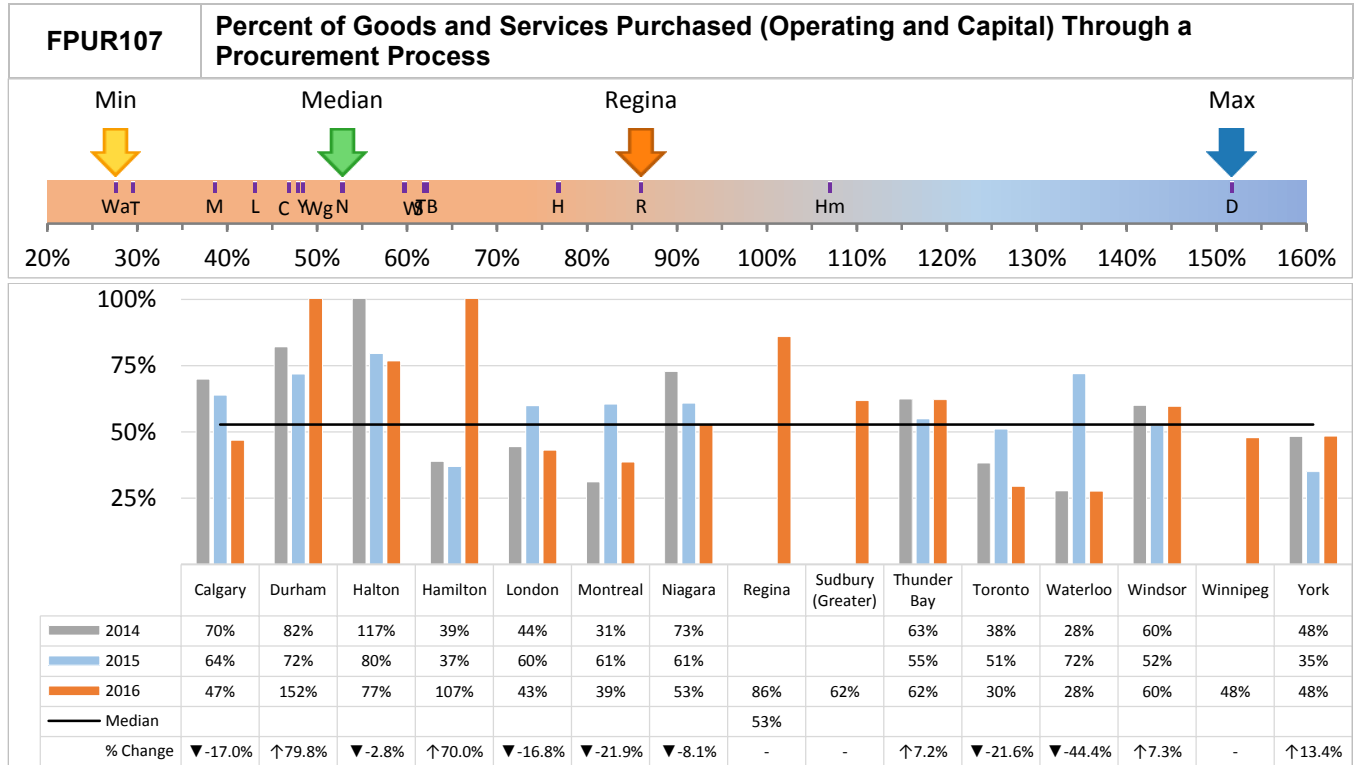


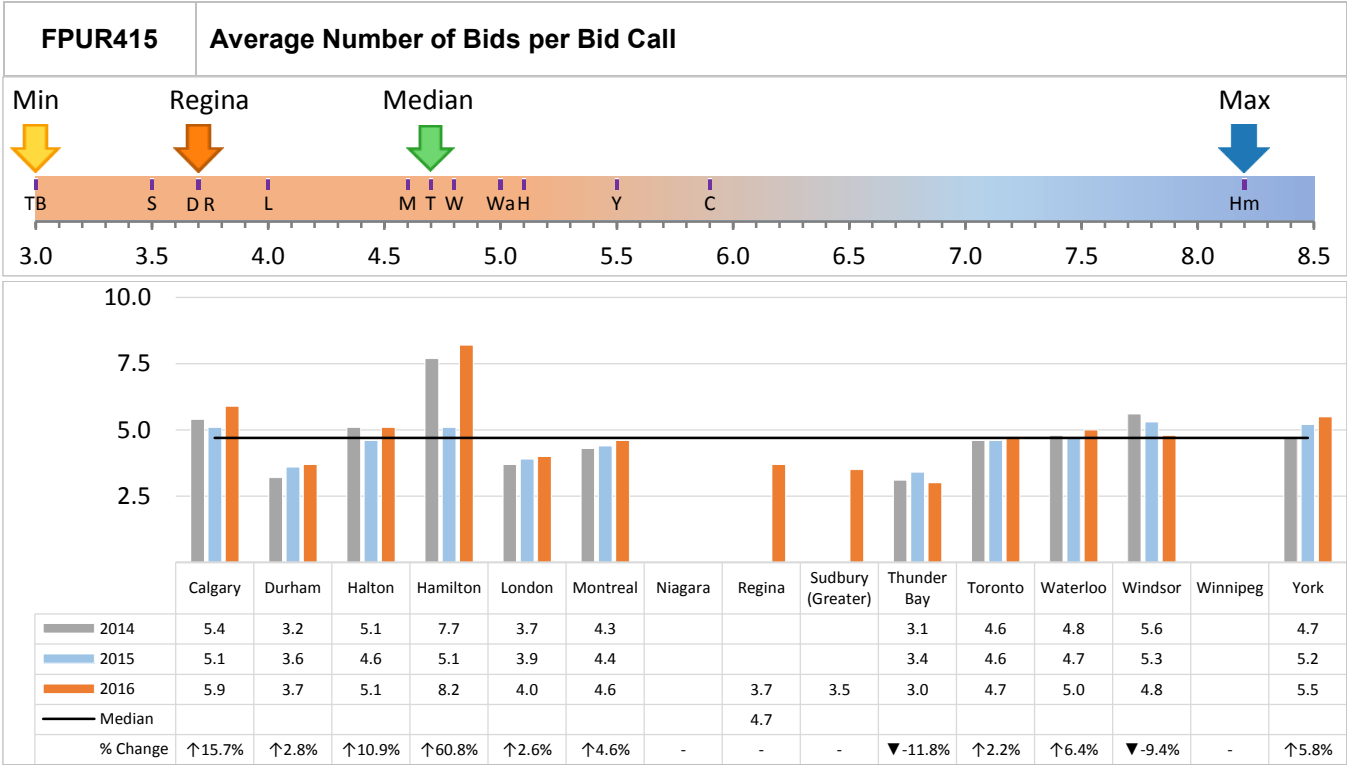
Purchasing

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Purchasing Service, keep in mind the following influencing factors:

- **Economic Conditions:** Fluctuations in economic conditions could impact year-over-year comparisons of measures that incorporate the number of bids received and the costs of goods and services received.
- **Geographic Location:** Parts of the province may limit the number of bids as there may be an absence of specialized contractors and/or service providers.
- **Government Form:** Single-tier municipalities have a unique purchasing environment, i.e. more layers of policy, more complex processes and diverse goods and services purchased.
- **Organizational Form:** Municipal purchasing departments in Ontario do not look after all the same services or customers. Some purchasing departments are responsible for stores/inventory operation, warehousing, insurance, mail room and/or a combination, while others are not; and some are responsible for procurement for Police, Emergency Services, Transit, Development and Social Services, and others are not.
- **Policy and Practices:** Time spent on the procurement process can differ based on the approval process in the municipality. It also differs on which department can conduct the process or a portion of the process which may or may not be based on dollar value of purchase. Progressive procurement practices that benefit the municipality, e.g. multi-year tenders, procurement cards, will also skew the results and may result in measures that appear less efficient.
- **Processes and Systems:** Extent to which municipalities have authorized the implementation of procurement cards, blanket orders, contracts, etc.
- **Provincial/Federal Policies:** Federal and Provincial grant programs may impact the level of spending in any given year. Changes and differences in provincial tax policies may impact the costs of goods and services received.
- **Supply and Demand:** Buying off season or when goods and services are in high demand will impact the cost of goods and services received.





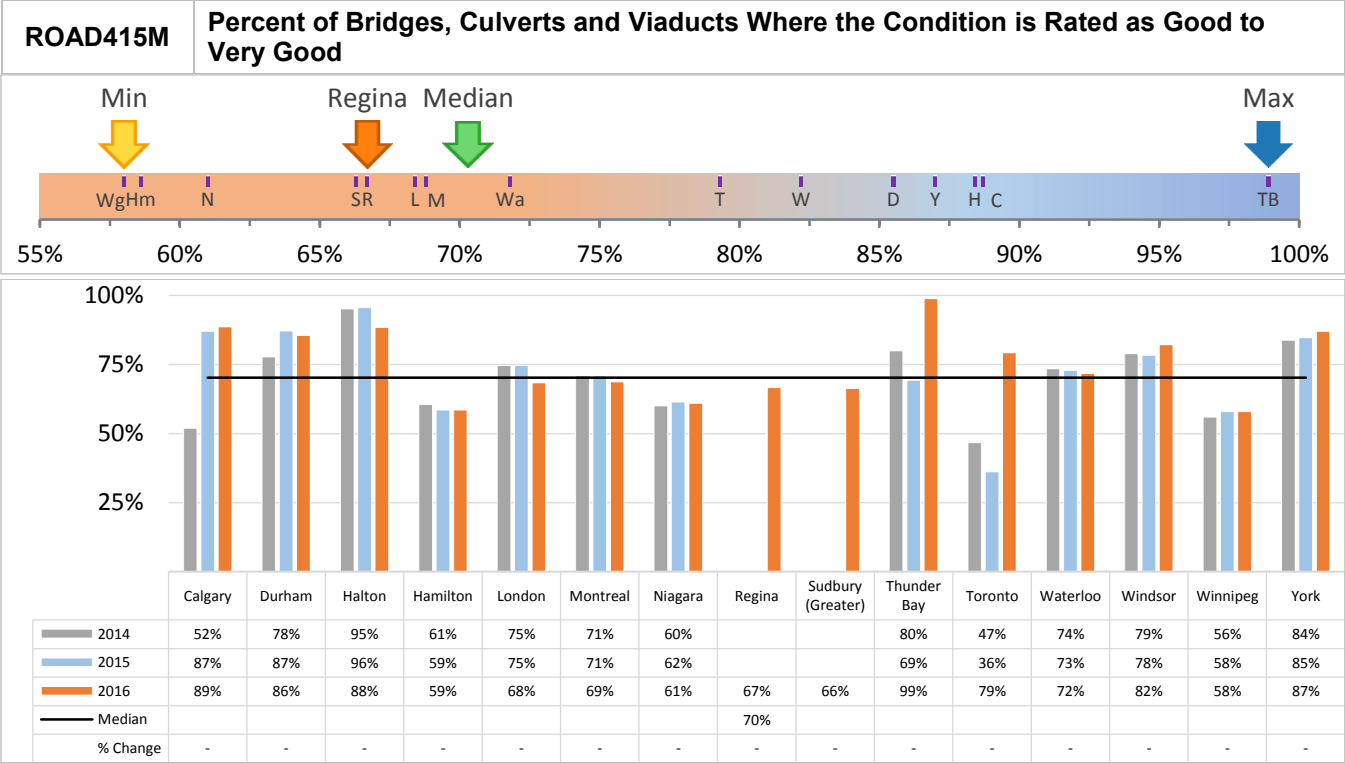
Roads

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Roads Service, keep in mind the following influencing factors:

- **Capitalization Policy:** Dollar thresholds for the capitalization of roads expenditures differ. In one municipality, an activity could be considered an operating expenditure while in another municipality, it could be considered as capital.
- **Economic Conditions:** Inflationary increases in the cost of asphalt, concrete, fuel and contract services can reduce the amount of maintenance done with a given level of funding.
- **Level of Government:** Single-tier municipalities will have arterial, collector and local roads and in some cases, expressways. Regional governments, on the other hand, will not have data relating to local roads included in their results.
- **Maintenance Standards:** Different standards, set by their respective municipal councils, can have an impact on costs and affect municipal backlog of roads rated in poor condition and general levels of service.
- **Traffic Volumes & Urban Form:** Traffic volumes can accelerate the rate at which roads deteriorate and increase the frequency and costs of road maintenance. Traffic congestion, narrow streets, additional traffic signals and after-hour maintenance can also lead to higher costs.
- **Utility Cut Repairs:** Cost of utility cuts can vary significantly from one year to another.
- **Weather Conditions:** The frequency and severity of weather can impact operation and maintenance costs as well as each municipality's service threshold for responding to weather incidents and service standards for road conditions.

Note: Historically, the City of Regina has measured its roads differently than the MBN Canada standard (Regina uses centre line and MBN Canada uses lane kilometer). Given that the MBN Canada standard is becoming the norm in road measurement, the City of Regina is currently transitioning its data, which is complex and will take some time. At this point, Regina is only able to report on bridges with comparable data.

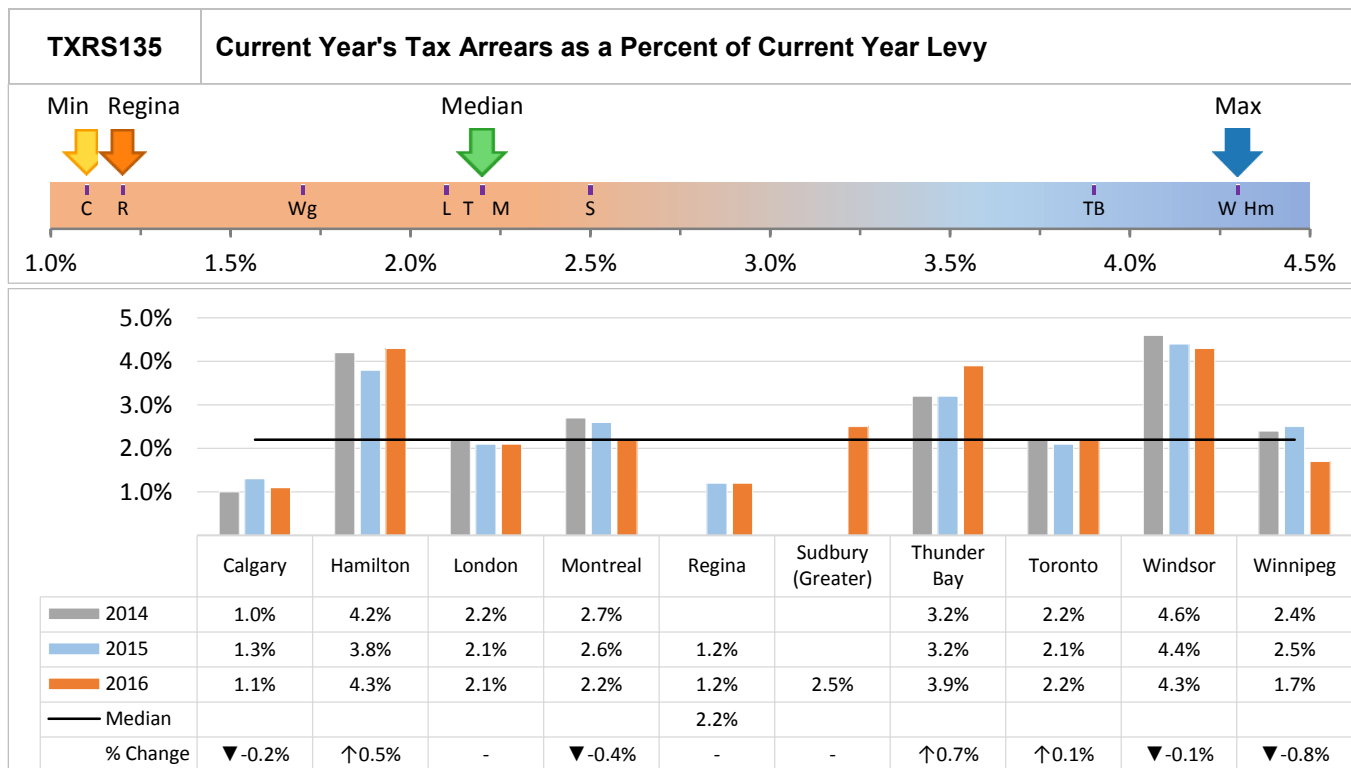


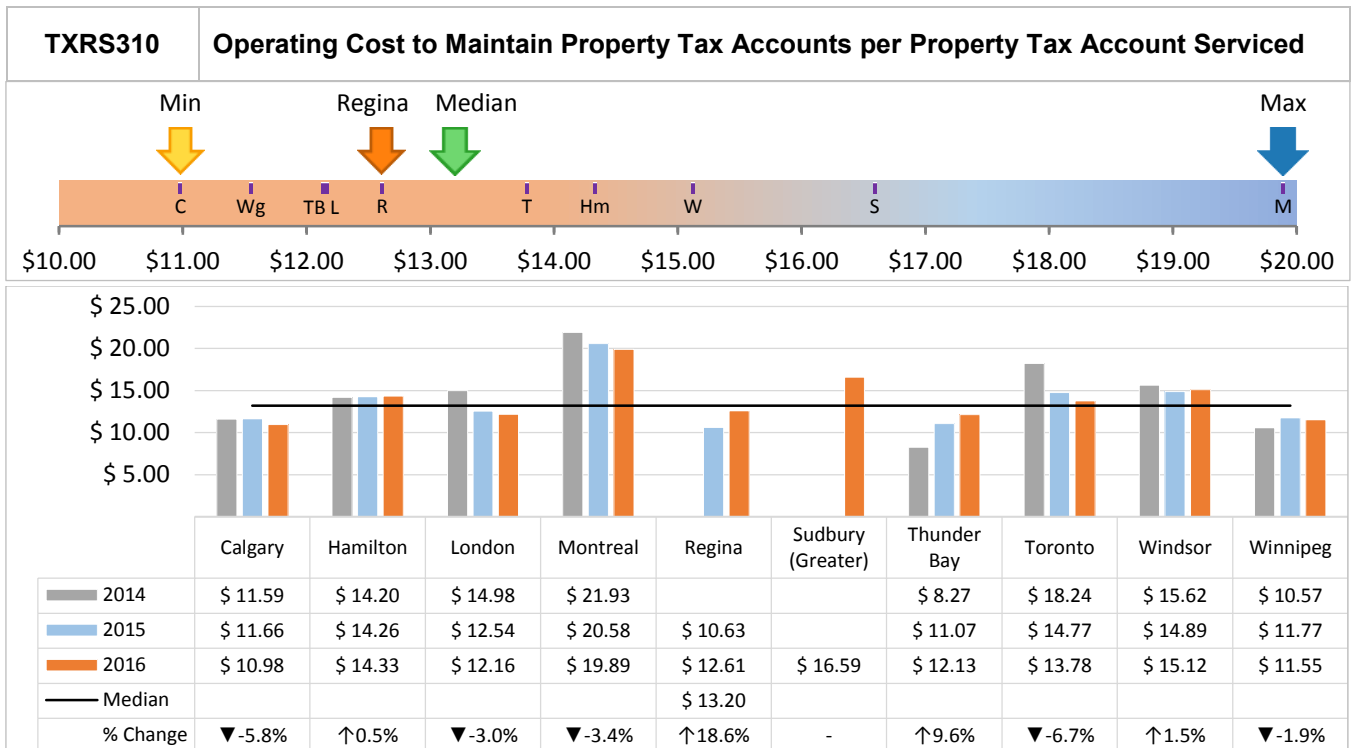
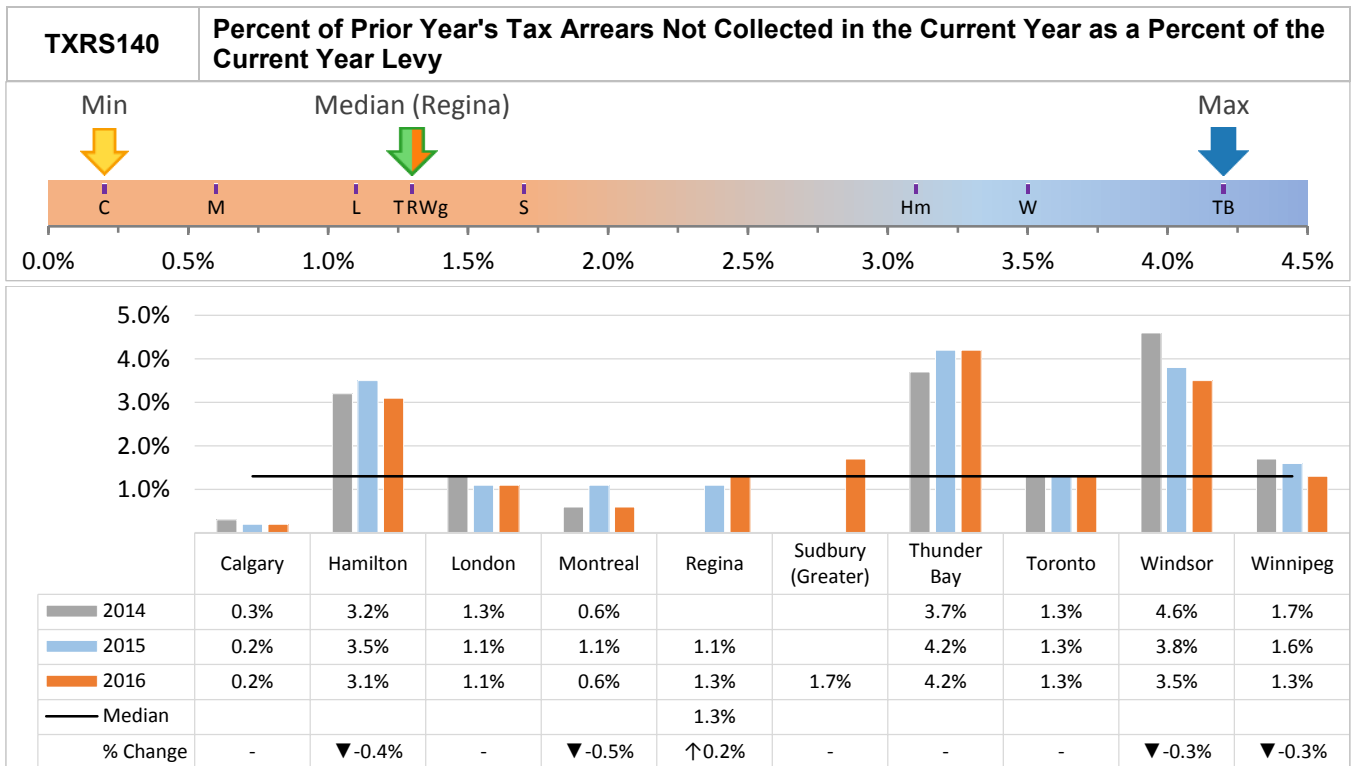
Taxation

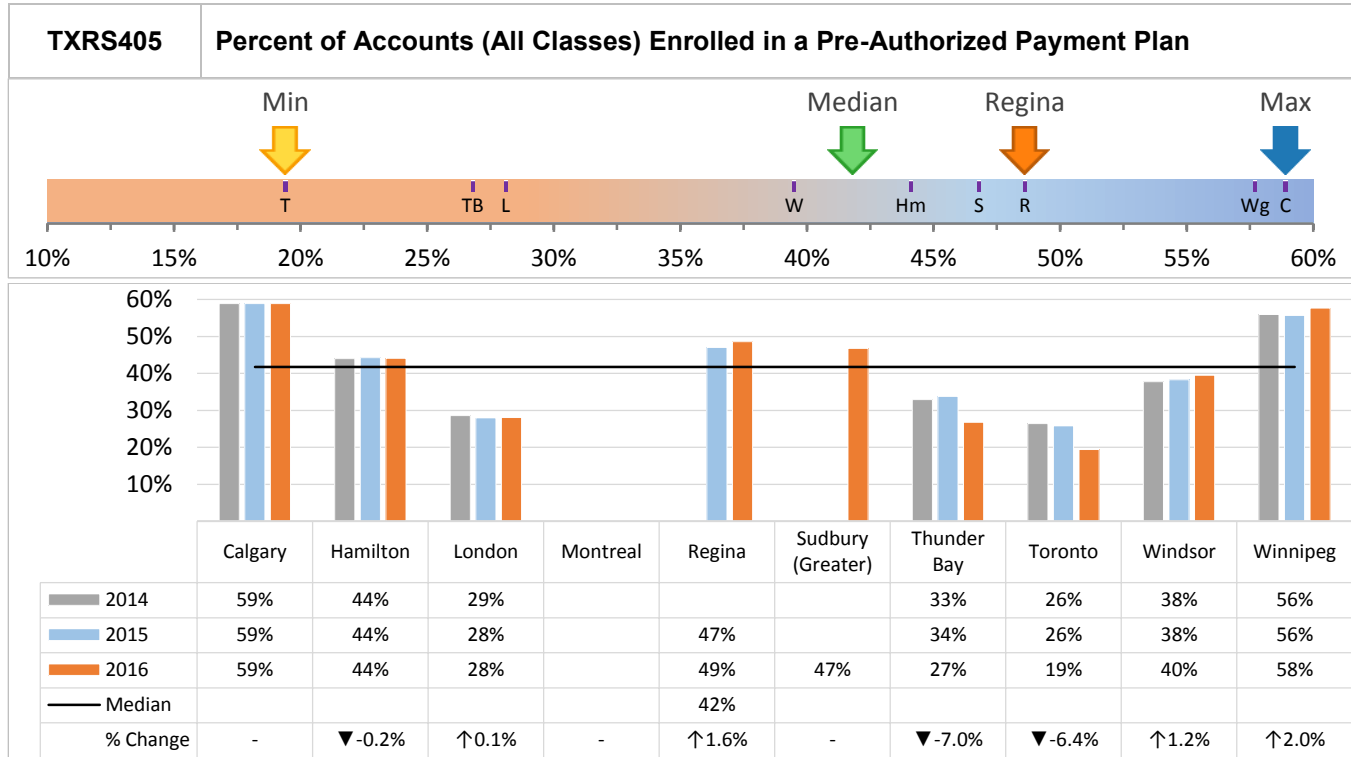
Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Taxation Service, keep in mind the following influencing factors:

- **Economic Conditions:** High growth municipalities may require additional billing processes, e.g. supplementary and omit bills, interim and final runs. The strength of a local economy may also impact tax arrears, collections, penalty and interest charges.
- **Government Policy:** Ministry required standardized billing and changes in capping methodology requires municipalities to continually upgrade software systems to maintain compliance with legislation. In addition, different levels of services between provinces and jurisdictions may impact results (e.g. vacancy rebate programs), as each administer and provide varying programs.
- **Local Economy:** Local conditions may influence measures related to receivables, collections and others.
- **Policies and Practices:** Differences in how each municipality defines a bill, the number of installments made available, which are not part of a pre-authorized payment plan, administration of pre-authorized payment plans, internet-based payment options, collection processes; and the number and treatment of Payment in Lieu (PIL) accounts, may influence results.





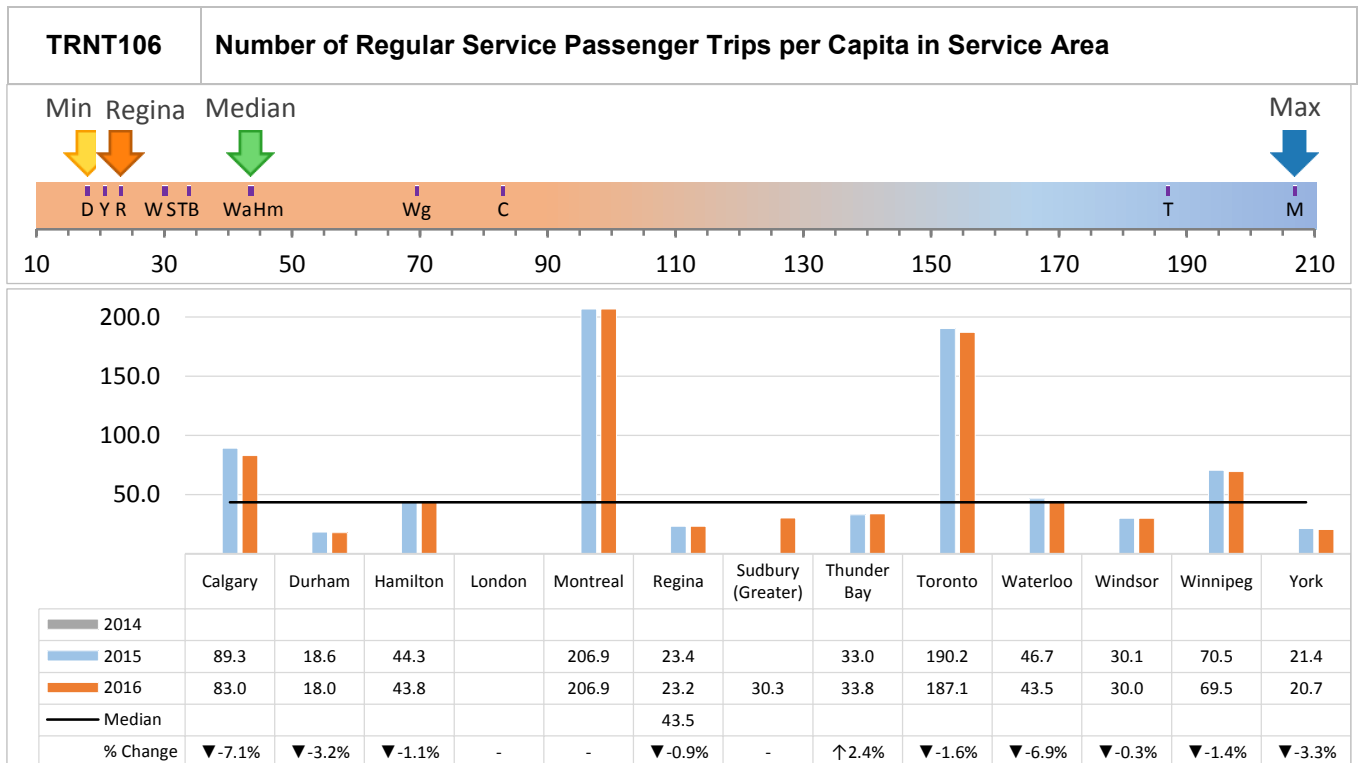


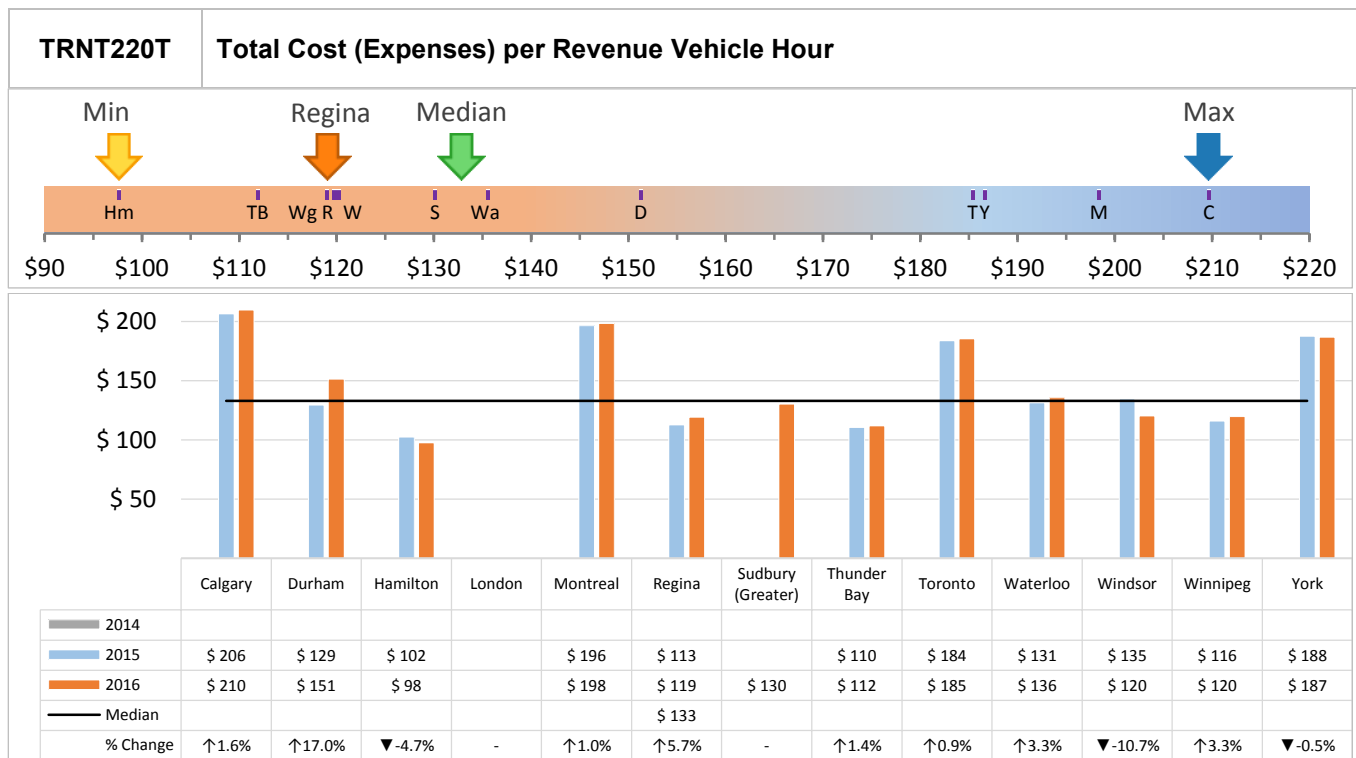
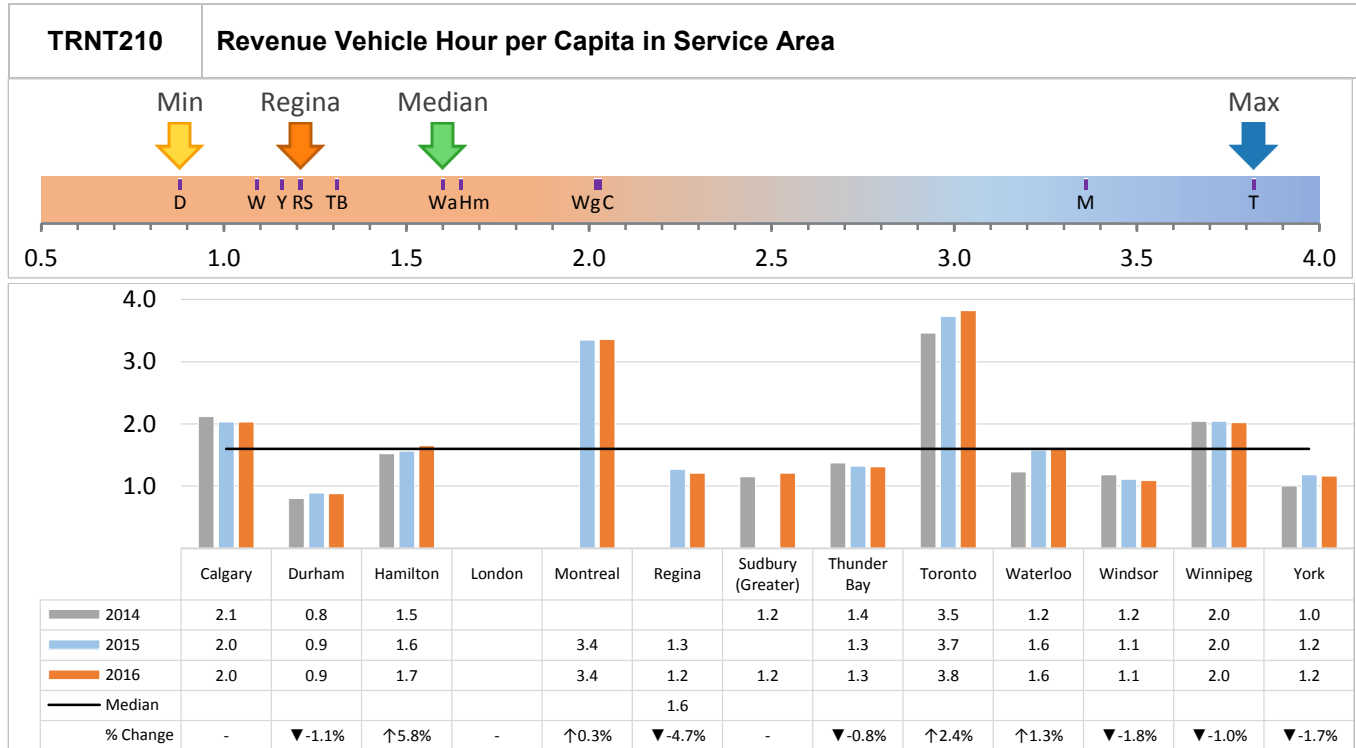
Transit

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Transit Service, keep in mind the following influencing factors:

- **Demographics:** Average household income, auto ownership rates, age of population and communities with higher immigrant levels impact transit market share
- **Economic Conditions:** Fare increases, fluctuations in commodity and energy prices, foreign exchange rates, magnitude of external contracting and contractual obligations with labour
- **Environmental Factors:** Such as topography and climate
- **Nature of Transit:** Diversity and number of routes, proximity and frequency of service, service coverage and hours of operation, automated fare systems, GPS, advance and delay traffic signals and the use of dedicated bus lanes (e.g. Subway systems can involve much more costly infrastructure to be maintained).
- **Non-Residents:** Catchment area for transit riders may extend beyond municipal boundaries.
- **Size of Service Area:** There is a higher costs per capita to service large geographic areas with small populations, while higher density development corridors and contiguous development contribute to a lower cost per capita. Service and costs are also affected by type of development, topography, density and total population.
- **Transit System and Vehicles:** Loading standards of vehicles, composition of fleet (bus, subway or LRT), diesel versus natural gas, high floor versus low floor accessible and age of fleet





Waste Management

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Waste Management Service, keep in mind the following influencing factors:

General Overall Influencing Factors:

- **Type of Governance:** Services can be provided by a single tier of government or a two tier system (combination of regional and municipal service).
- **Program Design and Service Levels:** Different service levels and standards (in part due to budget limitations); differences in the age of their infrastructure and equipment; frequency of pick-ups; hours of operations; average number of people per household; residential vs. commercial and industrial service; single stream waste collection vs. co-collection program; number and types of materials collected; bag limits; special programs
- **Urban Form:** Urban/rural population, seasonal population, socio-economic factor and the mix of single-family residences and multi-unit residential buildings that impact service provision
- **Demographics:** Differences in socio-demographic composition that requires different service needs, e.g. aging population, diversity
- **Climate:** Impacts the management of waste collected, disposed and diverted (all streams)
- **Distance:** To processing, disposal and/or transfer facilities; transfer facilities to disposal sites and accessibility to local landfill sites with available capacity; processing markets.
- **Service Provisions:** Reliance on private contractors; transfer disposal and operations; public and private sector.
- **Economy:** Impacts on waste generation rates, market values of materials, expenses (e.g. contract values), etc. Note: All municipalities experienced a decrease in commodity revenues in 2009.
- **Contractual:** Age of contract, fuel provisions, collective agreements

Waste Collection

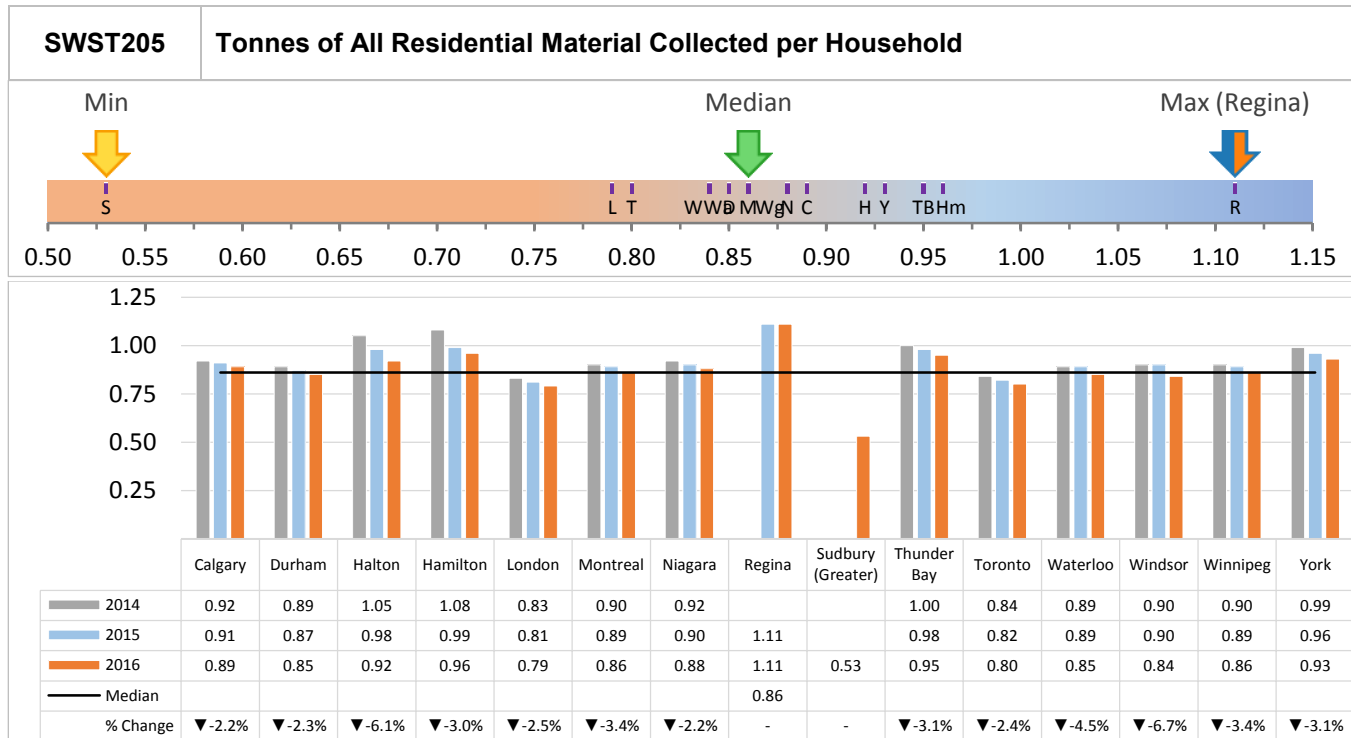
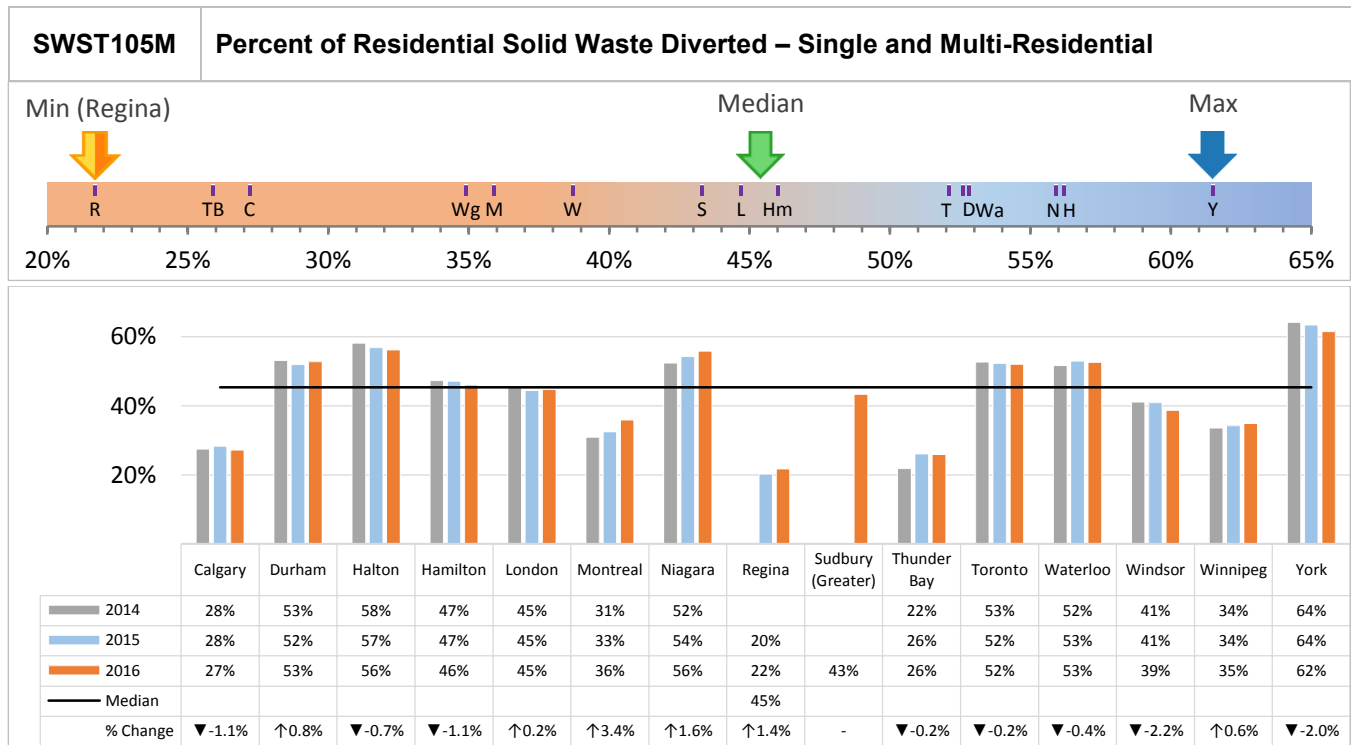
- **Diversion Efforts:** The nature and extent of a municipality's diversion efforts, including the enforcement of the program, impacts the type and amount of material included in waste collection.
- **Complaints:** Definition of complaint vs. an inquiry; who receives the complaint (upper tier vs. local municipality, vs. local contractor); changes in service and weather conditions which impede service
- **Size of Service Area:** Density (stops per km); geographical size of service area

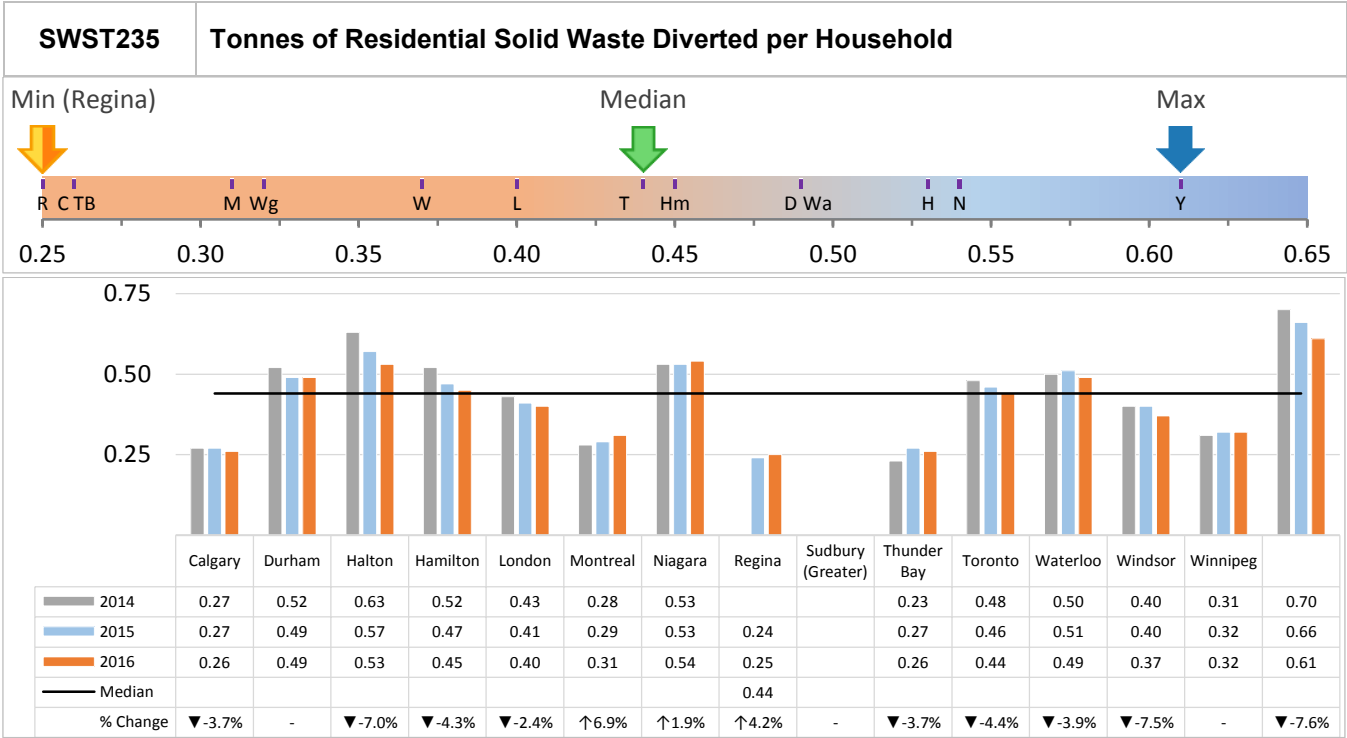
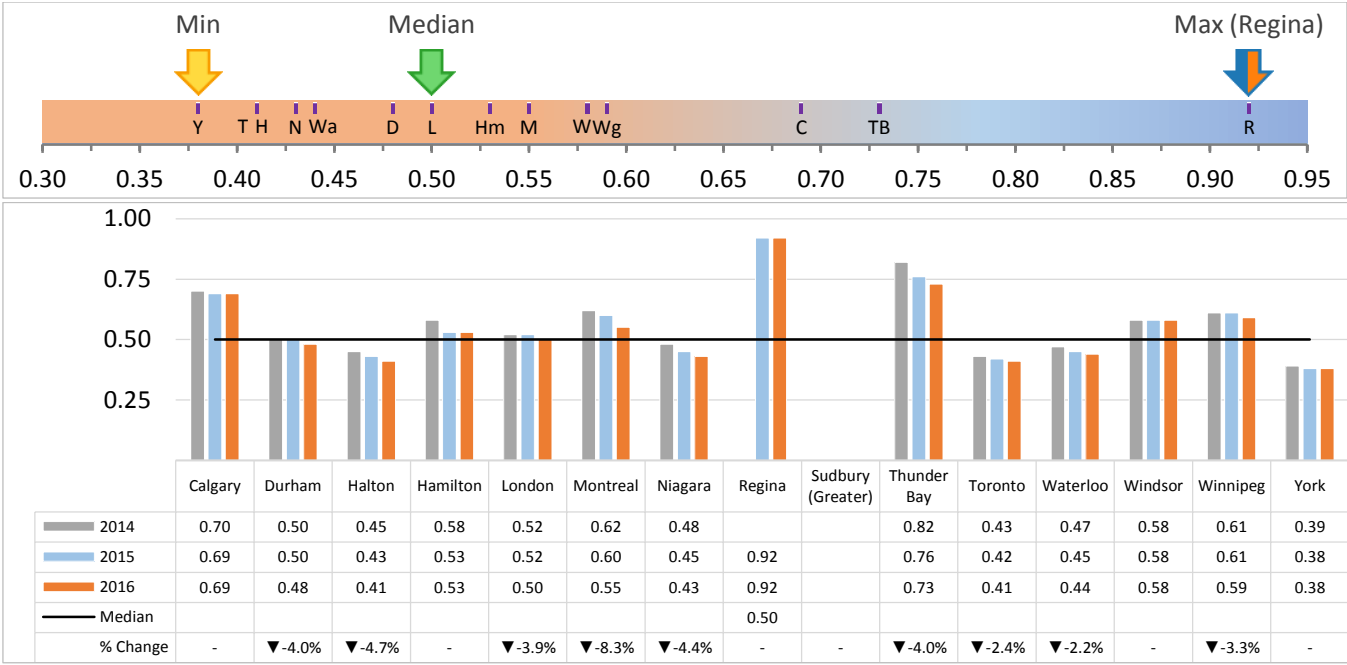
Waste Transfer and Disposal

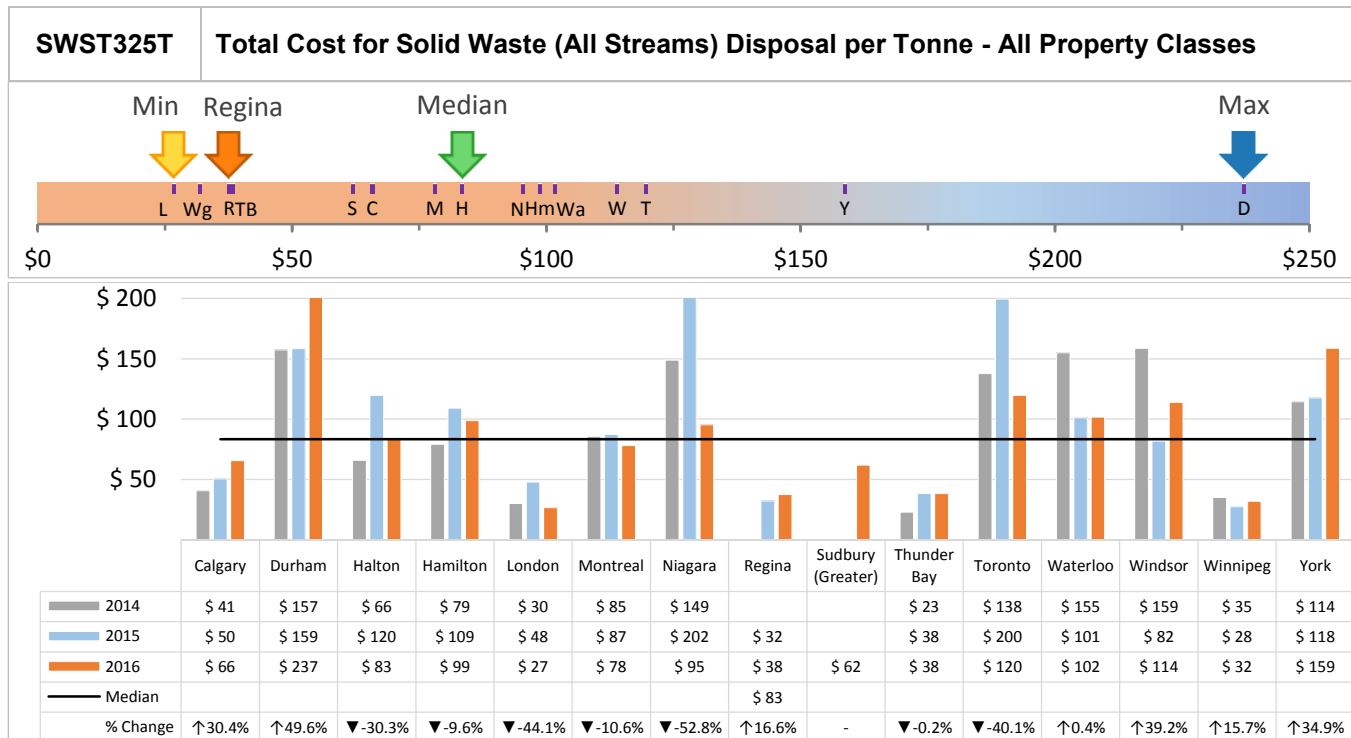
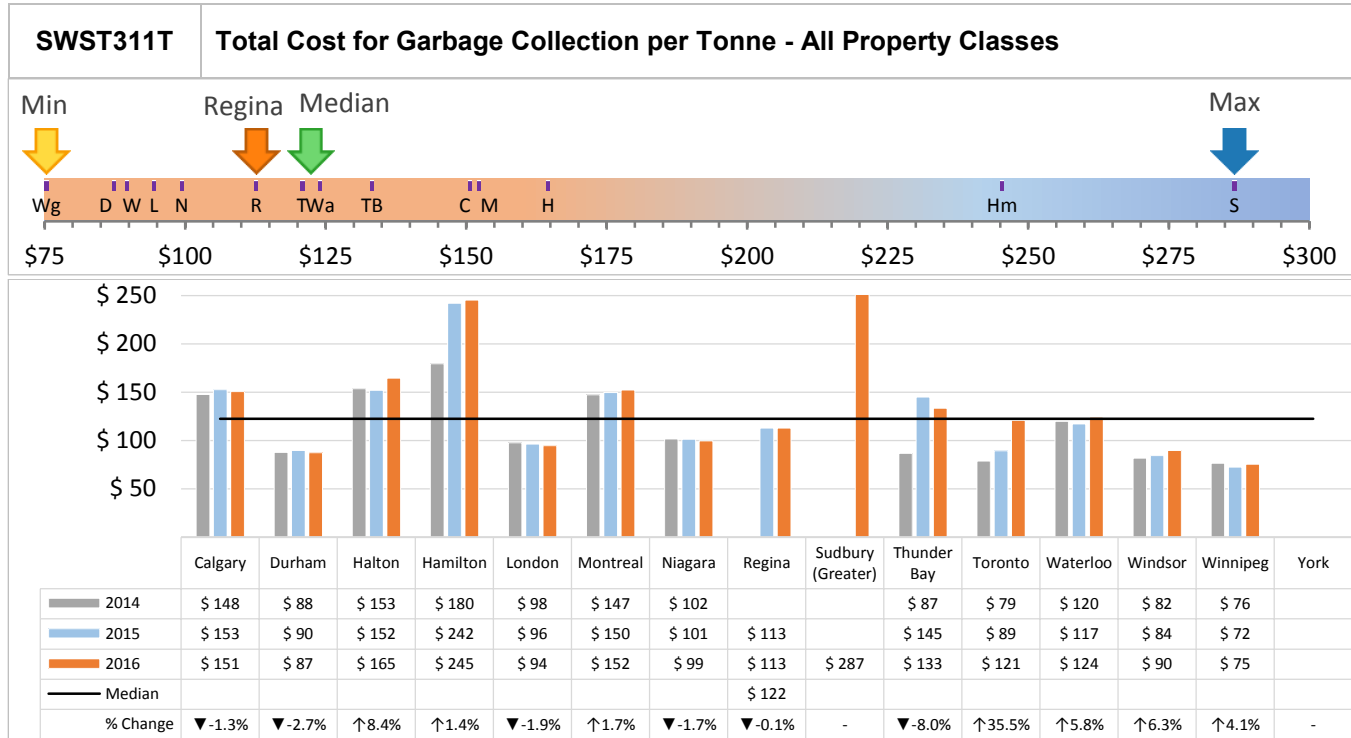
- **Diversion Efforts:** The nature and extent of a municipality's diversion efforts.
- **Sites:** Number of active landfill sites, soil conditions on the landfill site and surrounding sites, and number of sites under perpetual care, e.g. landfill liability impact
- **Competition:** Presence of competitive markets
- **Disposal Options:** Availability of landfill, incineration (energy from waste) options, export
- **Complaints:** Definition of complaint vs. an inquiry, who receives the complaint (upper tier vs. local municipality, vs. local contractor), adjacent land uses to transfer or disposal sites

Waste Diversion

- **Markets:** Availability, demand, pricing, quality and influences of external programs
- **Promotion:** The effort expended on promotion of diversion programs, the level of public participation and influences of external programs
- **Incentives:** Partial or full user pay programs for waste collection and increased disposal fees can result in increases in diversion.
- **Enforcement:** The effort expended on the enforcement of the diversion programs.
- **Stewardship:** Mandated best practices and associated funding; designation of new materials, e.g. accepted stewardship programs







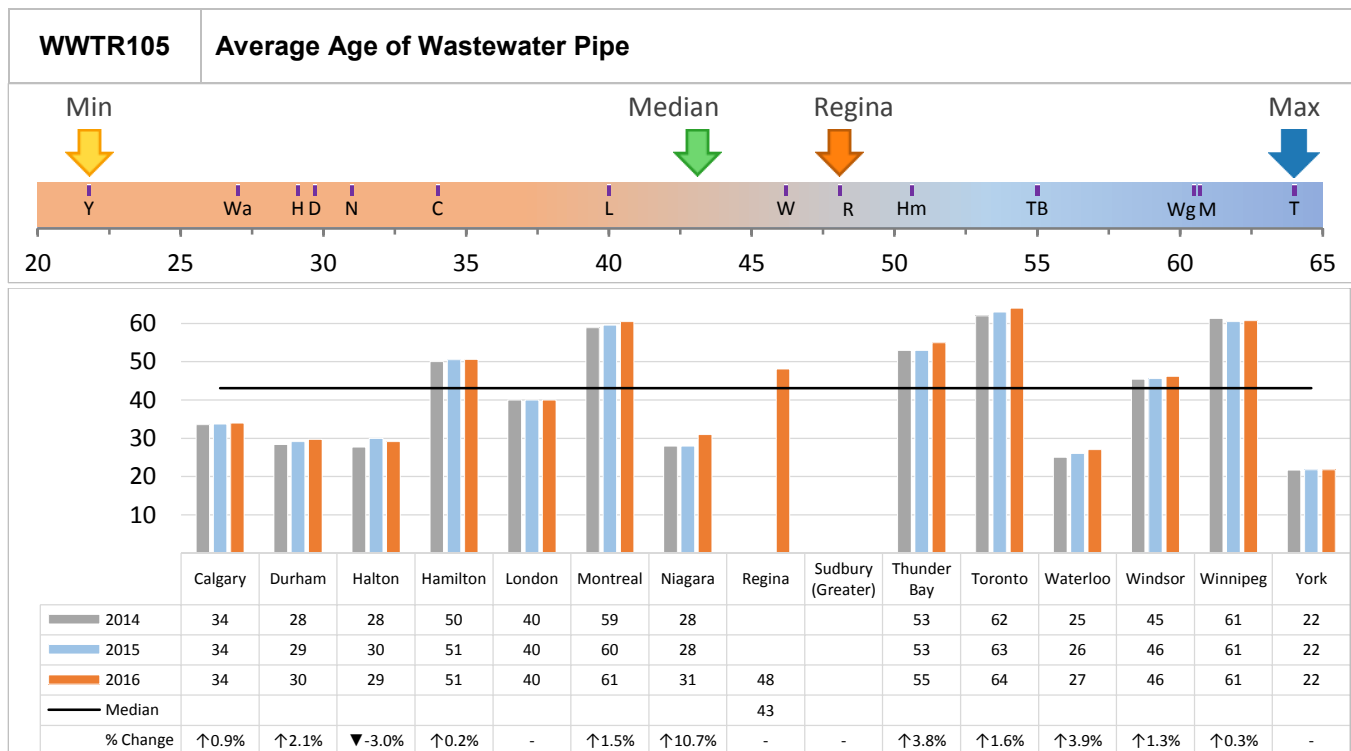


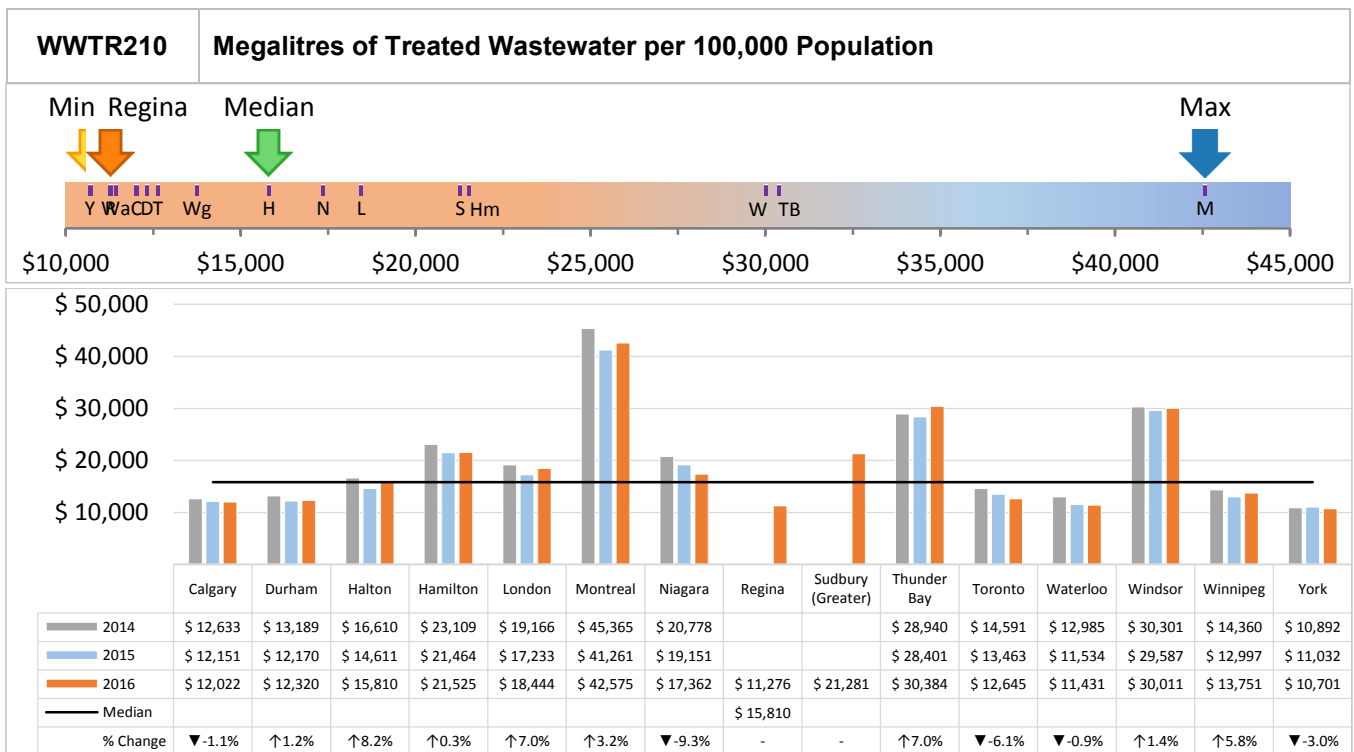
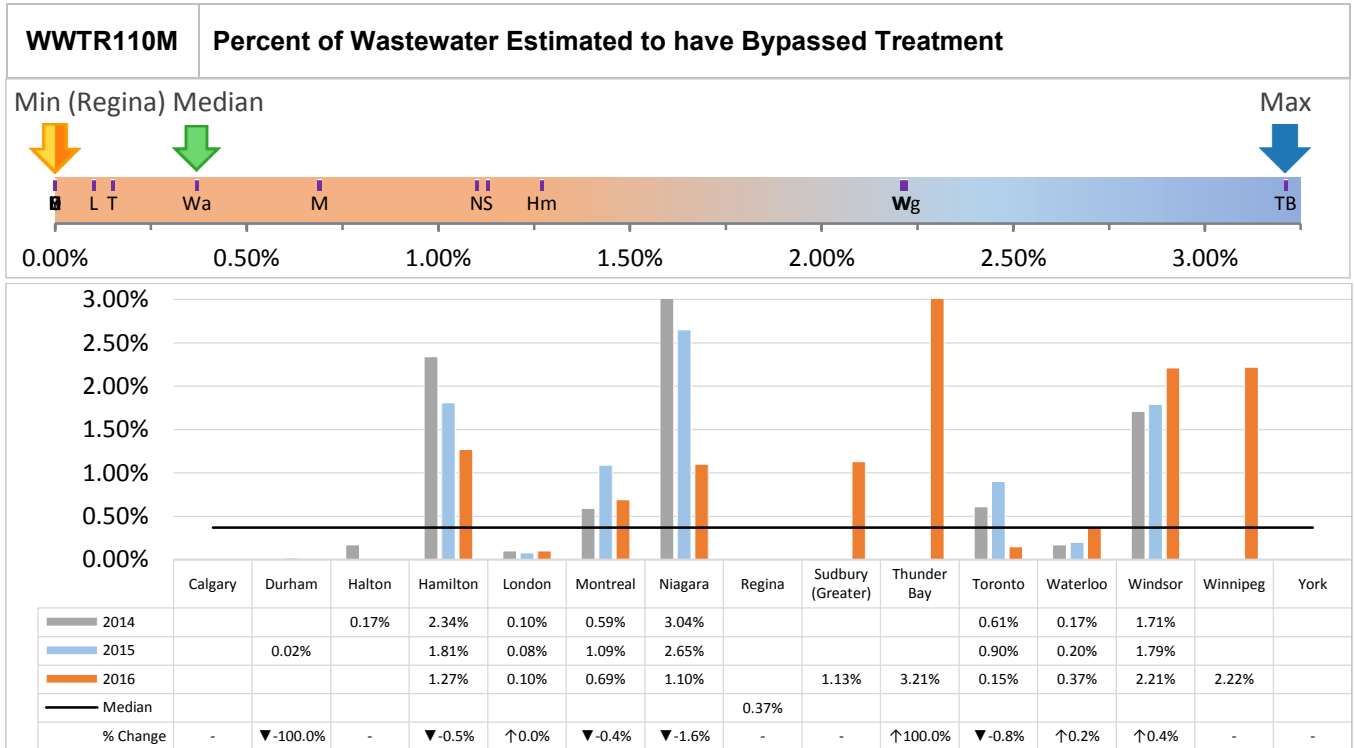
Wastewater

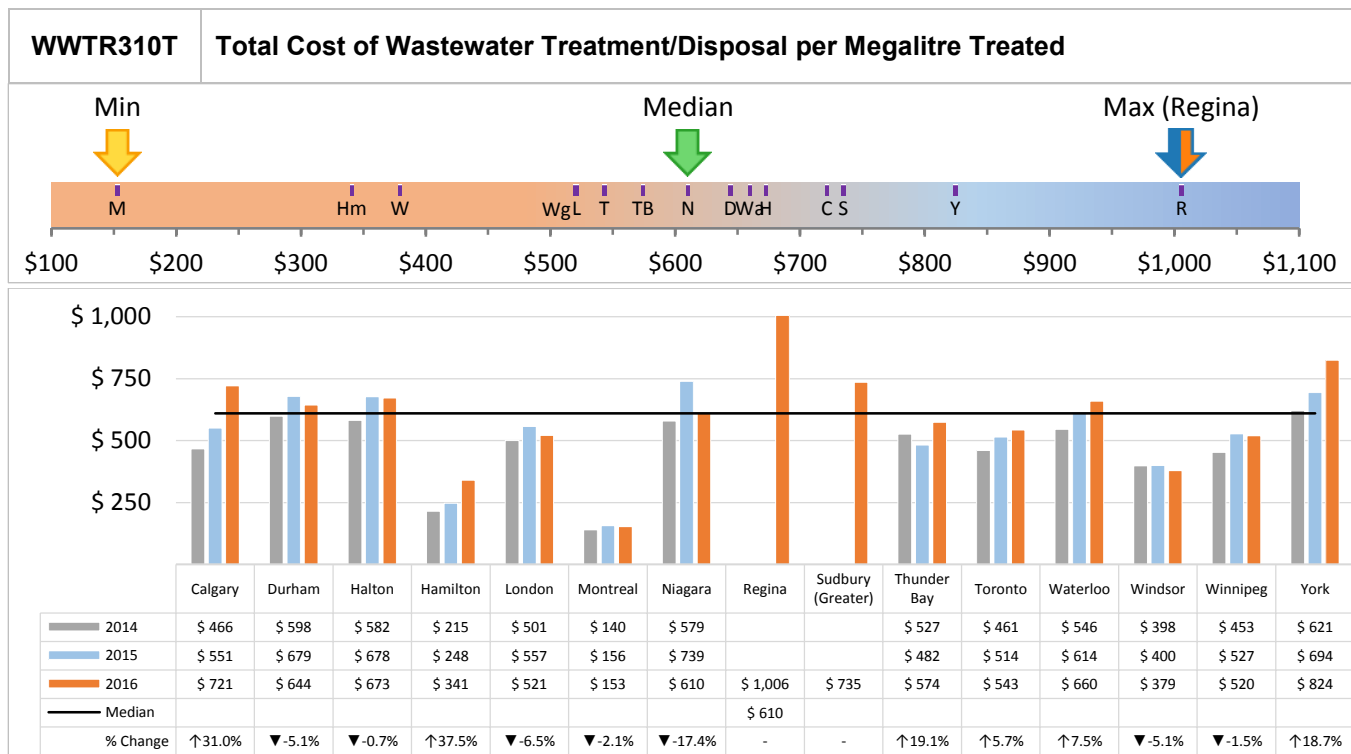
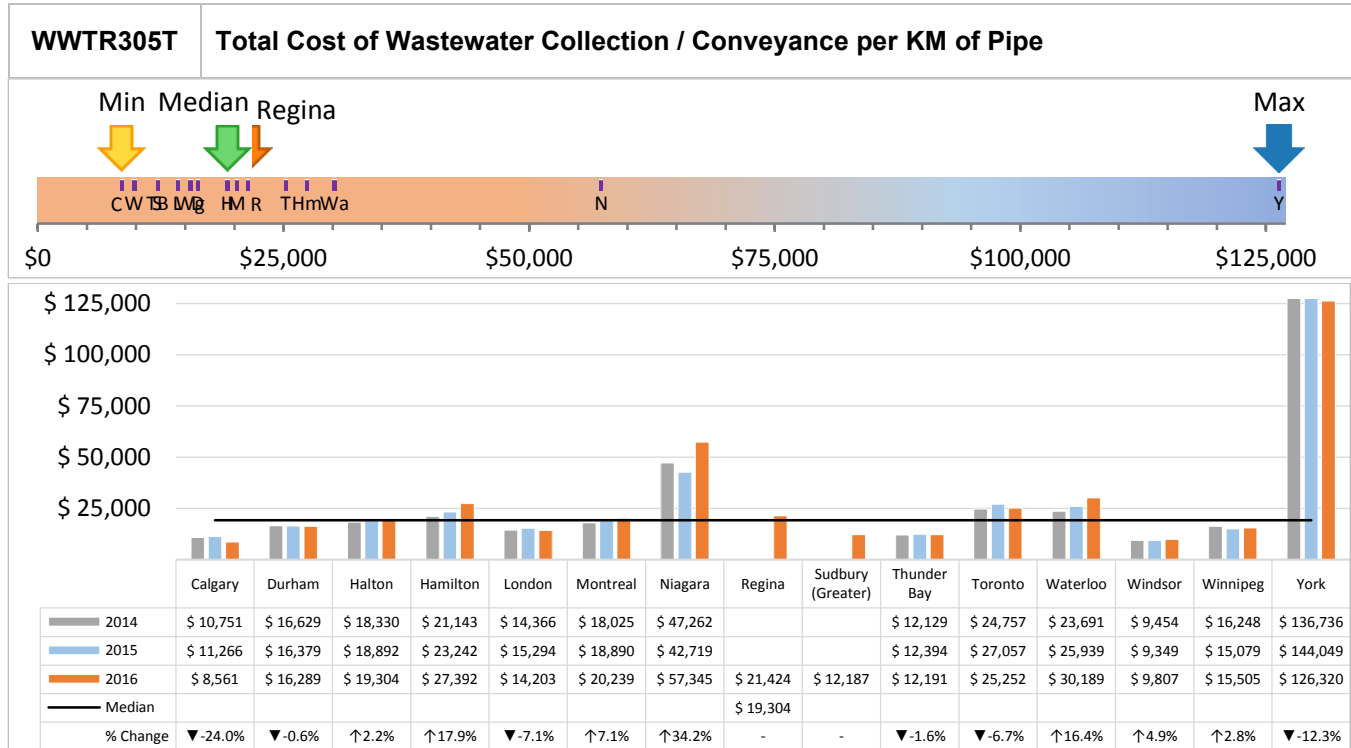
Influencing Factors

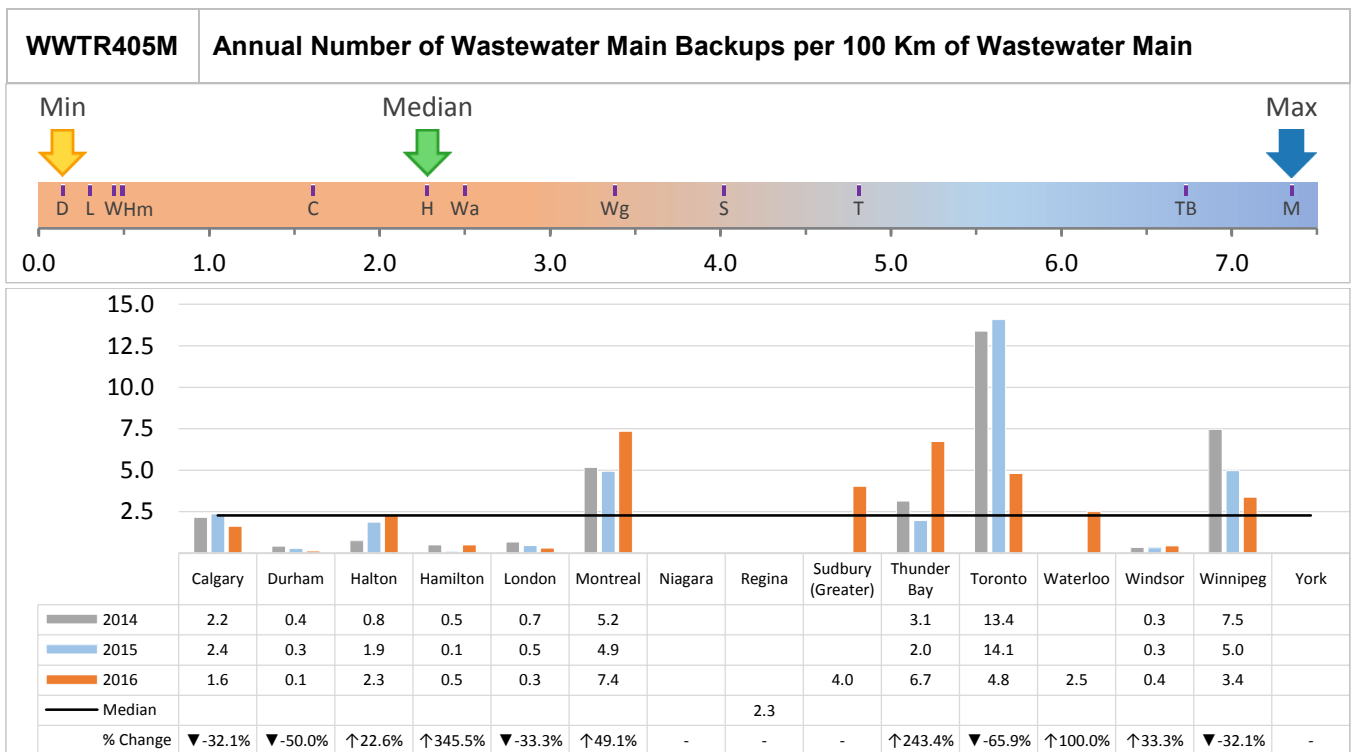
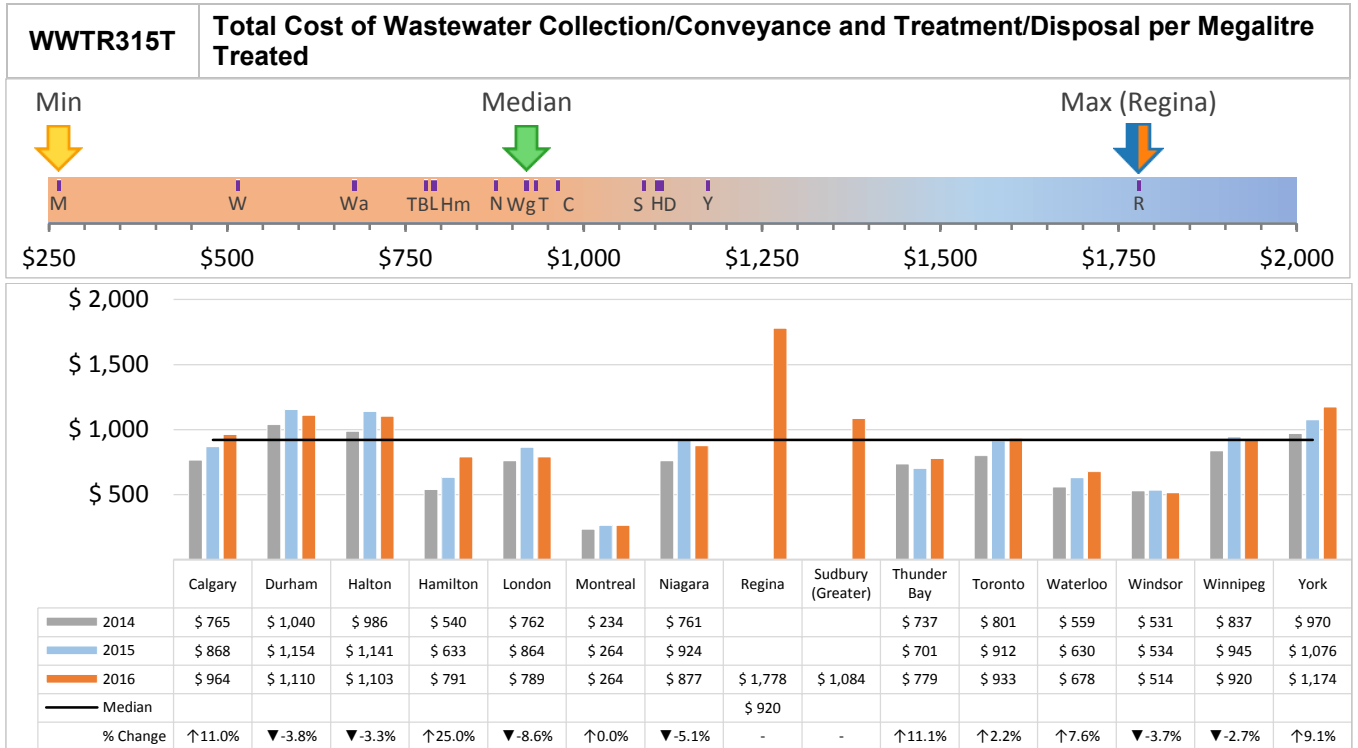
Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Wastewater Service, keep in mind the following influencing factors:

- **Age of Infrastructure:** Age and condition of wastewater collection system and frequency of maintenance costs
- **Amortization Costs:** Amortization costs vary depending on the age of the infrastructure and the scope of capital programs and asset capitalization patterns
- **Conservation Programs:** Extent municipal water conservation programs can impact water consumption and wastewater treated
- **Government Structure:** Single-tier service providers with jurisdiction over the wastewater system vs. two-tier system where the responsibility for wastewater service is divided between the local municipalities and the Regional municipality
- **Policy and Practices:** Frequency of wastewater collection system maintenance activities, collection system age, condition and the type of pipe material
- **Supply and Demand:** The respective volume of wastewater generated relative to the total system demand. The quantity of wastewater flows from ICI sectors relative to residential demand.
- **Treatment Plants:** Number, size and complexity of the wastewater collection systems and treatment plants operated
- **Urban Density:** Proximity of pipes to other utilities increases the cost for infrastructure repair and replacement
- **Weather Conditions:** Negative impacts are associated with more severe and frequent extreme weather events.







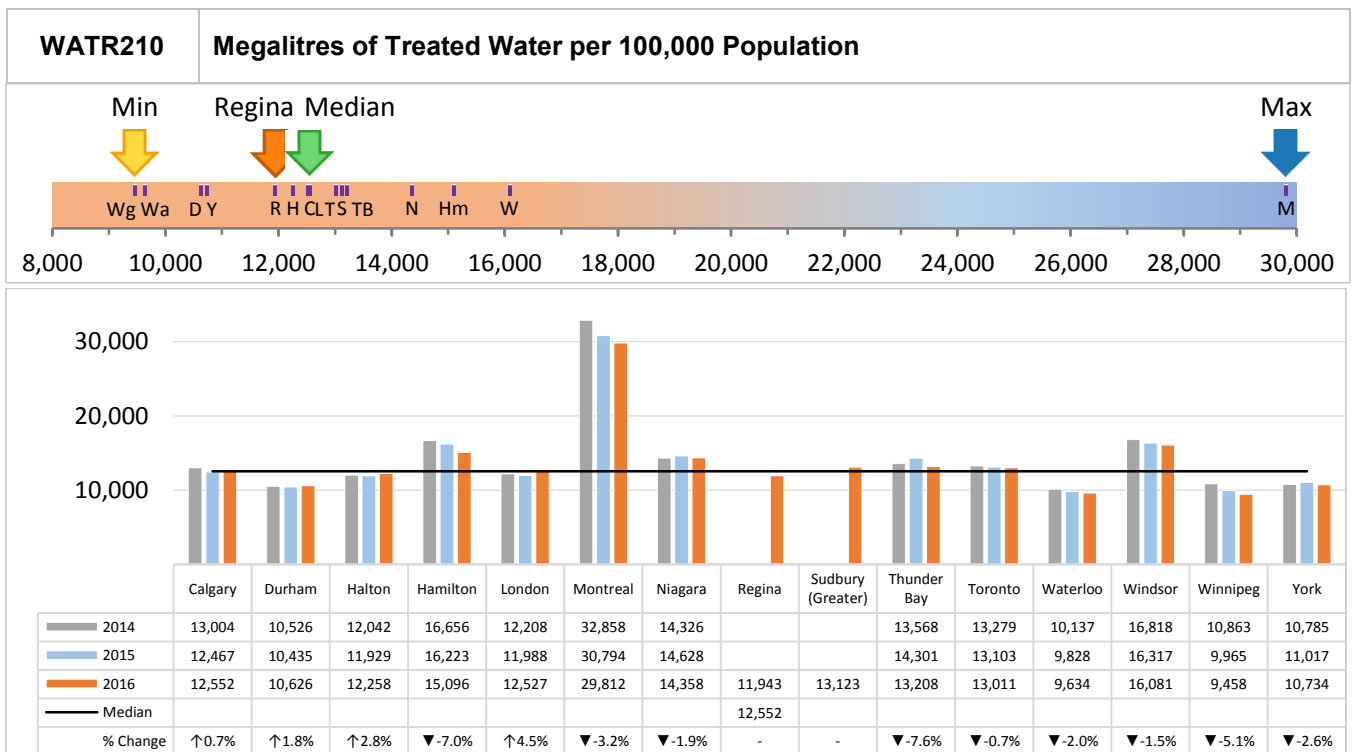
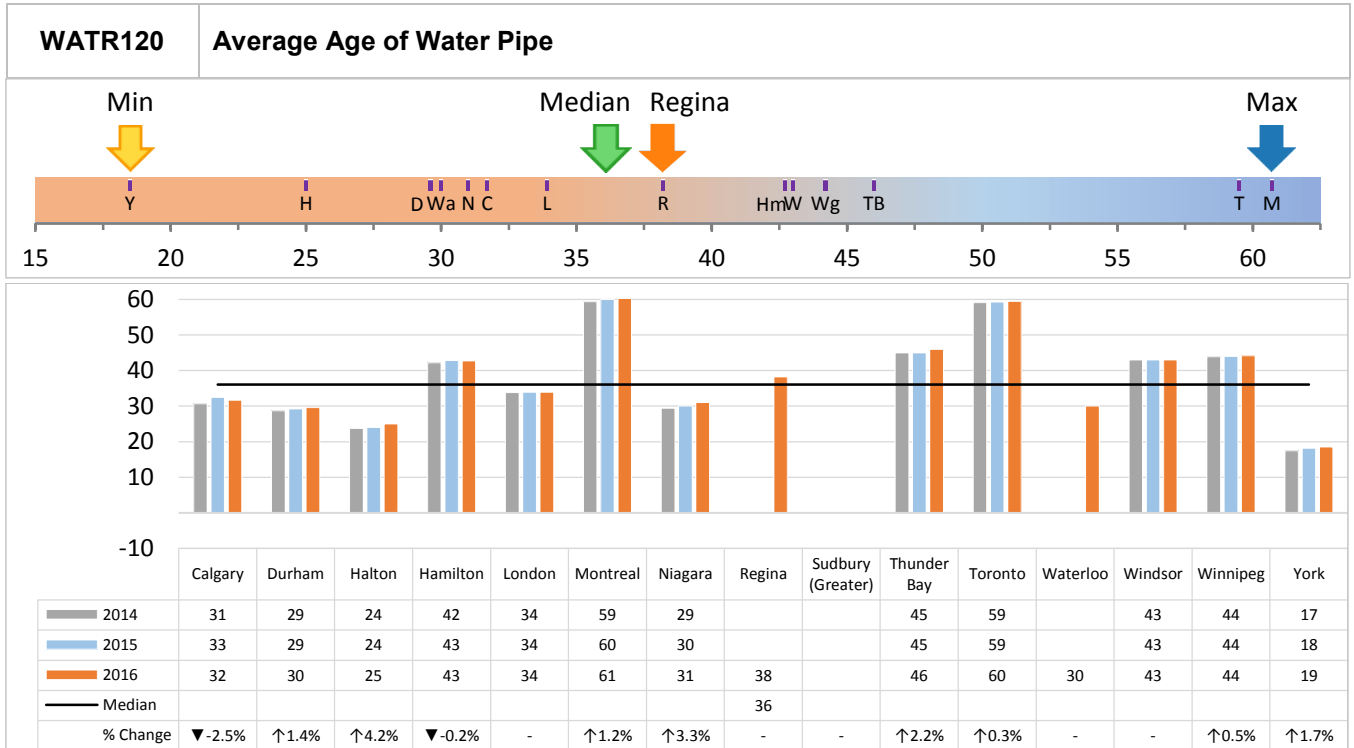


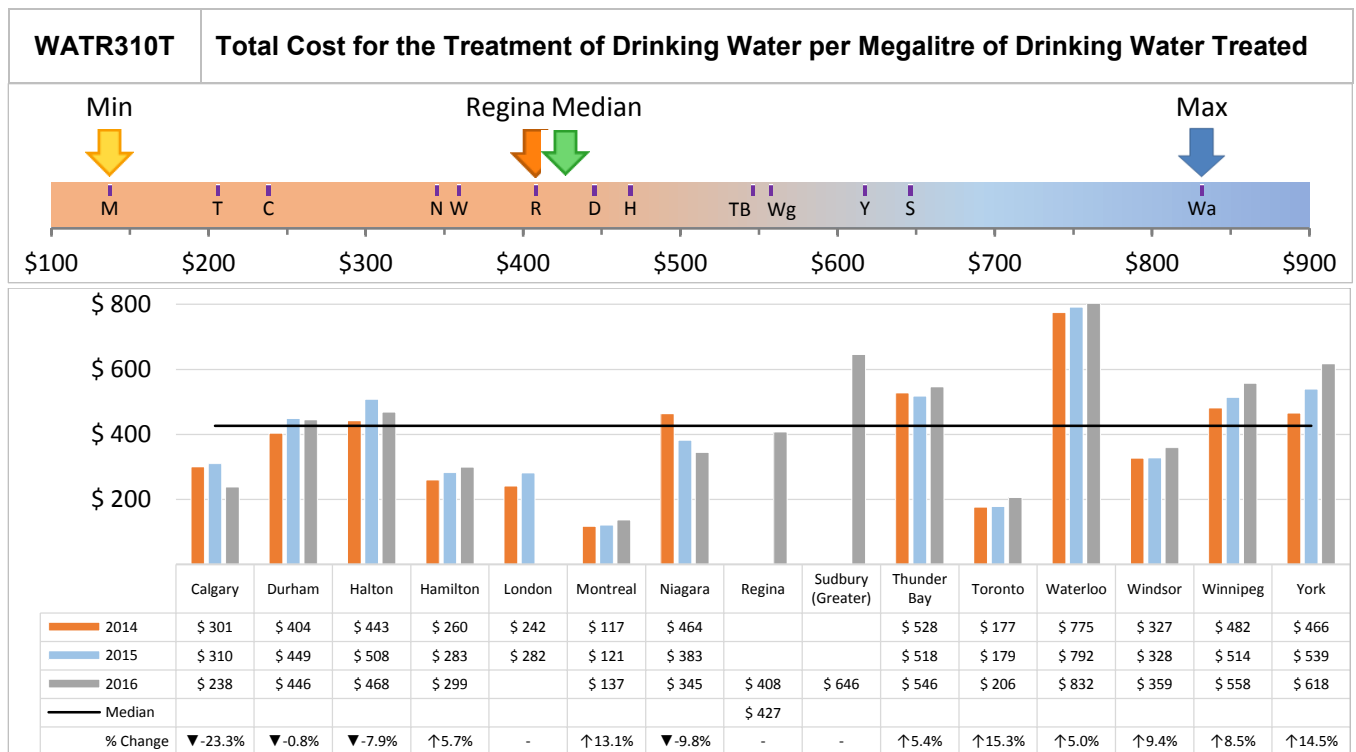
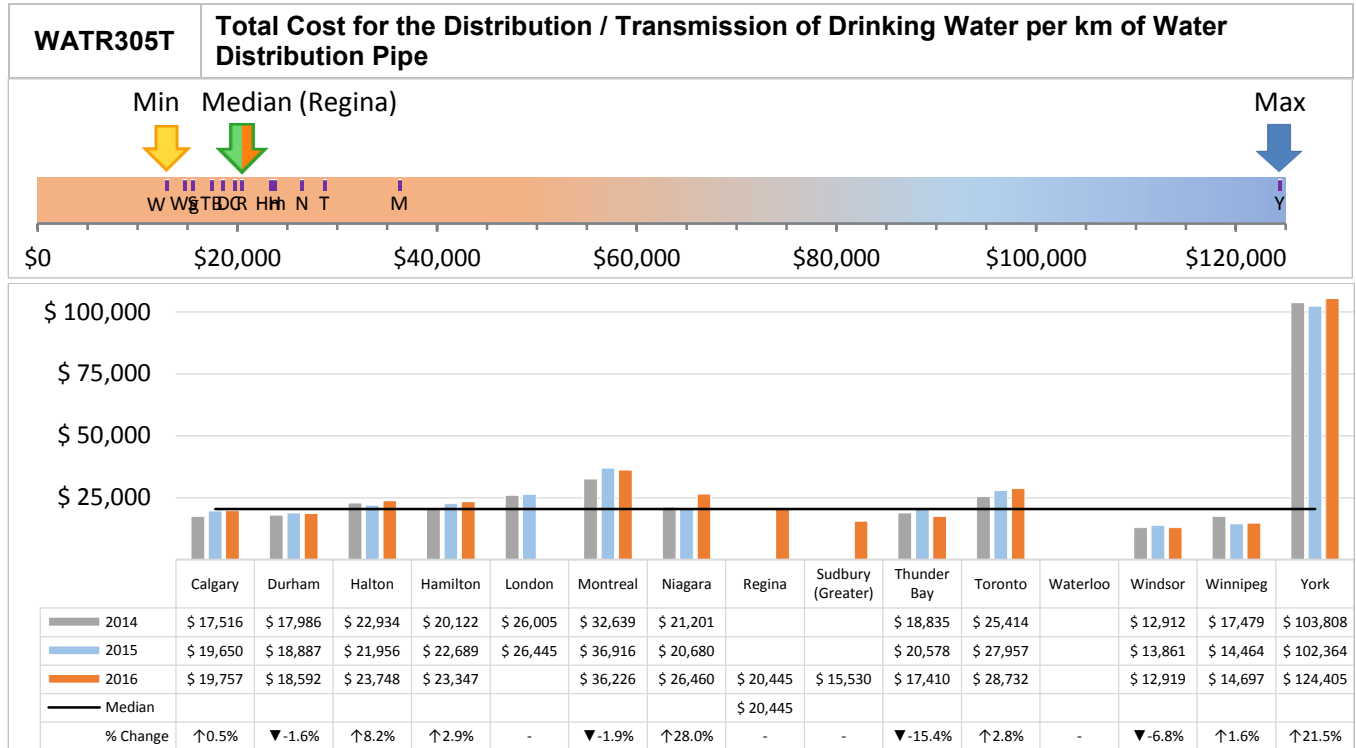
Water

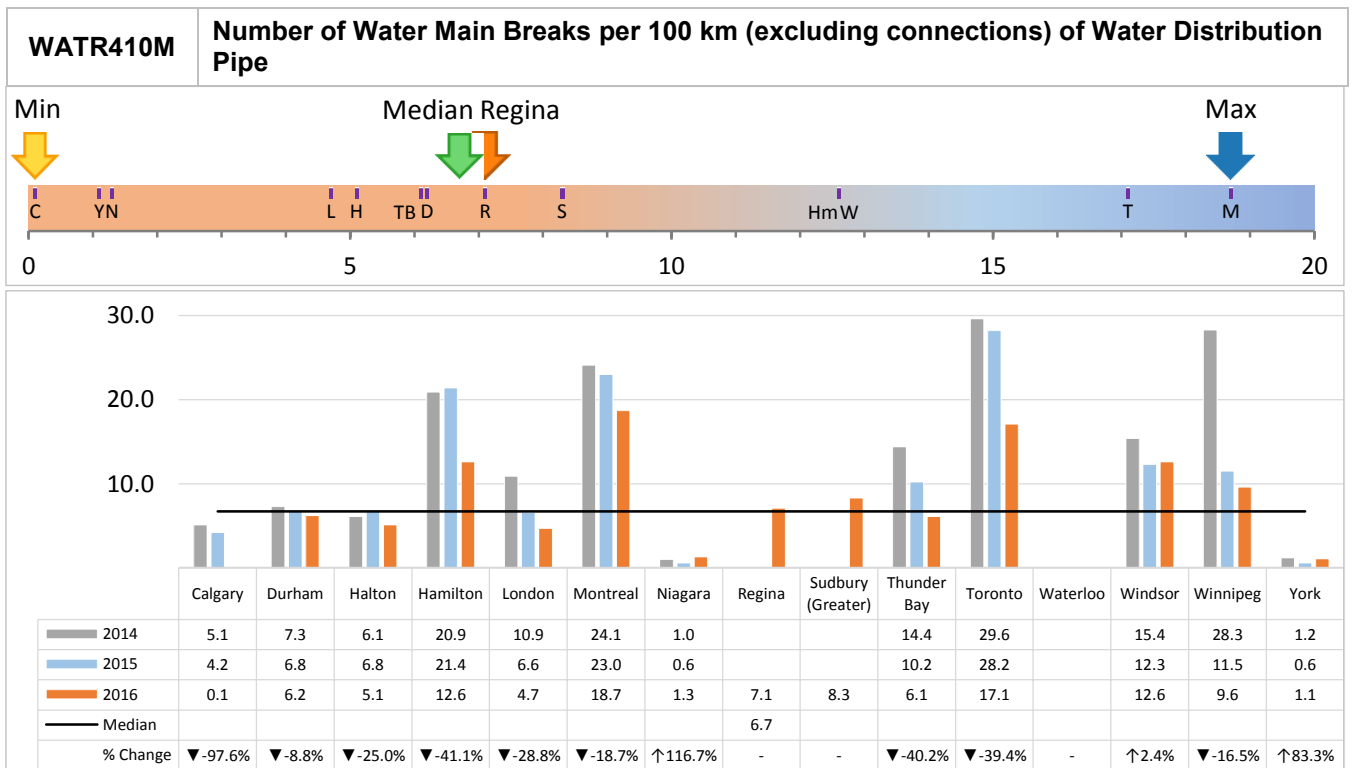
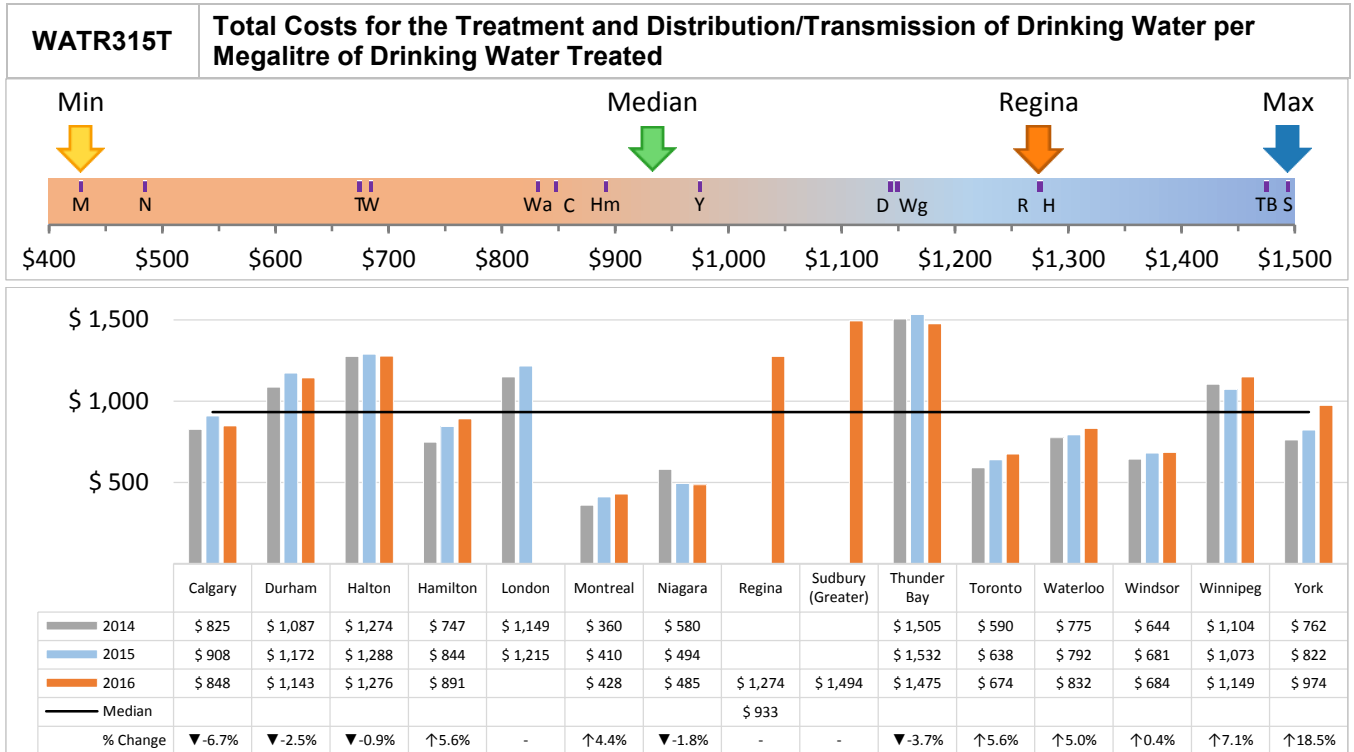
Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and municipality-to-municipality. For the Water Service, keep in mind the following influencing factors:

- **Age of Infrastructure:** The age and condition of water distribution system, the type of water distribution pipe material and the frequency of maintenance activities
- **Amortization Costs:** Amortization costs vary widely between municipalities depending on the age of the infrastructure assets and the scope of ongoing capital programs. The size, scope and dollar value of capital projects will impact amortization costs annually.
- **Conservation Programs:** The extent that municipal water conservation programs can impact water consumption.
- **Government Structure:** Single-tier service providers with jurisdiction over the water system vs. two-tier system where the responsibility for water service is divided between the local municipalities and the regional municipality
- **Provincial Standards:** Specific municipal water quality requirements may exceed provincial regulations.
- **Supply and Demand:** Cost is impacted by the water source (ground water or surface water), the resulting treatment costs and the number of independent water supply/distribution systems operated and size of the geographic area serviced. Variation in supply to the ICI and residential sectors, relative to total system demand
- **Treatment Plants:** Number, size and complexity of a municipality's water treatment plants; current capacity utilization to meet normal demands; the reserve capacity available to meet increased demands during droughts or emergency conditions
- **Urban Density:** The proximity of pipes to other utilities increases the cost for infrastructure repair and replacement.
- **Weather Conditions:** The negative impacts associated with more severe and frequent extreme weather.







Appendix 3 – Service Partner Contact Information

Economic Development Regina

255, 1919 Rose Street
Regina, Saskatchewan S4P 3P1
Fax: 306-352-1630
Phone: 306-522-0227
Contact: Mr. John Lee

Regina Downtown

140 – 2401 Saskatchewan Drive
Regina, Saskatchewan S4P 4H8
Fax: 306-359-9060
Phone: 306-359-7541
Contact: Ms. Judith Veresuk

Buffalo Pound Water

c/o City of Regina
Queen Elizabeth II Court
PO Box 1790
Regina, Saskatchewan S4P 3C8
Fax: 306-694-6050
Phone: 306-694-1377
Contact: Mr. Ryan Johnson

Regina's Warehouse Business Improvement District

202 – 1275 Broad Street
Regina, Saskatchewan S4R 1Y2
Fax: 306-585-1765
Phone: 306-585-3948
Contact: Ms. Leasa Gibbons

Regina Public Library

2311 – 12th Avenue
PO Box 2311
Regina, Saskatchewan S4P 3Z5
Fax: 306-352-5550
Phone: 306-777-6060
Contact: Ms. Gail Kruger

Regina Exhibition Association Limited

PO Box 167
1700 Elphinstone Street
Regina, Saskatchewan S4P 2Z6
Fax: 306-565-3443
Phone: 306-781-9200
Contact: Ms. Denise Wanner

Appendix 4 – Glossary of Terms

Accrual Accounting: the accrual basis of accounting recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay. This is also known as the full accrual basis of accounting. Prior to 2009, municipal governments did not capitalize tangible capital assets and recorded them as expenditures. This was the only exception to the accrual basis of accounting and therefore municipal accounting was previously referred to as the modified accrual basis of accounting.

Accrued Benefit Liability: the amount recorded in the Statement of Financial Position representing the present value of the expected payouts for benefits which employees have earned at year end, after allowing for the required smoothing of actuarial gains and losses. Public Sector Accounting Standards requires amortization of each actuarial gain or loss over the Expected Average Remaining Service Life of the employee group, at the time of the actuarial valuation. This net liability may be lower than the gross liability when actuarial losses exceed gains, or larger than the gross liability when gains exceed losses.

Accrued Benefit Obligation: the present value of the expected payouts for benefits which employees have earned at year end. This amount is calculated by the City's actuaries every three years and updated based on actual data between valuations.

Accumulated amortization: the sum of all amortization expensed on a given asset or asset class to-date.

Accumulated surplus: the difference between the City's financial and non-financial assets and its liabilities. The accumulated surplus represents the net financial and physical assets / resources available to provide future services. It is the sum of amounts invested in: tangible capital assets; the operating, capital, reserve and reserve funds; net of amounts to be recovered from future revenues.

Amortization expense: annual charge to expense to represent allocation of an asset's cost over its useful life.

Amounts to be recovered: the sum of items that have not been included in previous budgets and that will be recovered from future rates or taxes. Amounts to be recovered consist of outstanding debt, unfunded future employment costs, unfunded landfill post-closure costs, as well as unfunded environmental, property and liability claims.

Assets: assets have three essential characteristics: (1) they embody a future benefit that involves a capacity, singly or in combination with other assets, to provide future net cash flows or to provide goods and services; (2) the government can control access to the benefit; and (3) the transaction or event giving rise to the government's control of the benefit has already occurred.

Benchmarking: the measurement of the quality of an organization's policies, programs, services, etc., and their comparison with similar measurements of its peers. The objectives of benchmarking are: (1) to determine what and where improvements are called for; (2) to analyze how other organizations achieve their high performance levels; and (3) to use this information to improve performance.

Brownfield development: undeveloped or previously developed properties that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Budget – operating/utility: an outline of the government's operating/utility revenue and expense plan for the upcoming year. The Operating/Utility Budget is formally presented early each year and is subject to public consultation and debate prior to approval. The Operating/Utility Budget sets out the amount of taxes to be collected for the year, fees to be charged and authorized expenses.

Budget - capital: an outline of the government's capital revenue and expense plans for the upcoming year. It is the process of allocating resources for major capital projects, investment and expenditures.

Business Improvement District (BID): a business improvement district is an association of commercial property owners and tenants within a defined districts who work in partnership with the City to create a thriving, competitive and safe business areas that attract shoppers, diners, tourists and new businesses.

Canadian Professional Accountants of Canada (CPA Canada): CPA Canada conducts research into current business issues and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.

Consolidated statements: financial statements which include all of the entities controlled by the City.

Consolidation: inclusion of all entities controlled by the City, except for those which qualify as government business enterprises, on a line-by-line basis in the City's financial statements.

Contingent Liabilities: possible obligations that may result in the future sacrifice of economic benefits arising from existing conditions or situations involving uncertainty. The uncertainty will ultimately be resolved when one or more future events not wholly within the government's control occur or fail to occur. Resolution of the uncertainty will confirm the incurrence or non-incurrence of a liability.

Contra-account: an account in the financial records that offsets or reduces the balance of a related account. For example, Accumulated Amortization of an asset class is contra to the Tangible Capital Asset account for that same class.

Contractual Obligations: obligations of a government to others that will become liabilities when the terms of a contract or agreement are met.

Dashboard: a reporting tool that visually displays an organization's performance status on a collection of performance indicators. It provides decision makers with easily accessible information to inform decisions about service delivery and the performance of parts or the whole of an organization.

Debenture: a debt instrument where the issuer promises to pay interest and repay the principal by the maturity date. It is unsecured, meaning there is no lien on any specific asset.

Debt: a financial obligation to another entity from borrowing money.

Deferred revenue: amounts received regarding obligatory reserve funds or funds with other internal or external restrictions, which have remained unspent at year end. These amounts are shown with liabilities and are recognized in revenue when the revenues are earned, which may include spending the monies for their intended purpose.

Deficit: the amount, if any, by which government expenses exceed revenues in any given year. Unlike the senior levels of government, municipalities cannot budget to run a deficit.

Fair Value: the price that would be agreed upon in an arm's length transaction and in an open market between knowledgeable, willing parties who are under no compulsion to act. It is not the effect of a forced or liquidation sale.

Financial Assets: assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets include cash; an asset that is convertible to cash; a contractual right to receive cash or another financial asset from another party; a temporary or portfolio investment; and a financial claim on an outside organization or individual.

Fiscal Year: the City of Regina's fiscal year runs from January 1 to December 31.

GAAP: generally accepted accounting principles, as laid out in the relevant Handbook – the Public Sector Accounting Handbook for government organizations and the CPA Canada Handbook.

GAAS: generally accepted auditing standards. Standards established by CPA Canada for use by public accountants when conducting external audits of the financial statements.

Government Business Enterprise (GBE): an organization that has all of the following characteristics: (1) it is a separate legal entity with the power to contract in its own name and that can sue and be sued; (2) it has been delegated the financial and operational authority to carry on a business; (3) it sells goods and services to individuals and organizations outside of the government reporting entity as its principal activity; and (4) it can, in the normal course of its operations, maintain its operations and meet its liabilities from revenues received from sources outside of the government reporting entity.

Greenfield development: new developments that occur on lands located at the city's periphery that have not previously been developed. New servicing such as roads, water and sewer are all requirements for greenfield development.

GST: the sales tax levied by the federal government on goods and services.

Indemnity: an agreement whereby one party agrees to compensate another party for any loss suffered by that party. The City can either seek or provide indemnification.

Infrastructure: the facilities, systems and equipment required to provide public services and support private sector economic activity including network infrastructure (e.g., roads, bridges, water and wastewater systems, large information technology systems), buildings (e.g., hospitals, schools, courts) and machinery and equipment (e.g., medical equipment, research equipment).

Key Performance Indicators (KPI): a set of quantifiable measures that an organization uses to gauge or compare performance in terms of meeting their strategic and operational goals.

Liabilities: are present obligations of a government to others arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic benefits. These liabilities have three essential characteristics: (1) they embody a duty or responsibility to others, leaving a government little or no discretion to avoid settlement of the obligation; (2) the duty or responsibility to others entails settlement by future transfer or use of assets, provision of goods or services, or other form of economic settlement at a specified or determinable date, on occurrence of a specified event, or on demand; and (3) the transactions or events obligating the government have already occurred.

LTD: Long Term Disability.

Multi-employer Pension Plan: is a defined benefit pension plan to which two or more governments or government organizations contribute, usually pursuant to legislation or one or more collective bargaining agreements. The main distinguishing characteristic of a multi-employer plan is that the contributions by one participating entity are not segregated in a separate account or restricted to provide benefits only to employees of the entity and, thus may be used to provide benefits to employees of all participating entities.

Net Book Value of Tangible Capital Assets: historical cost of tangible capital assets less both the accumulated amortization and the amount of any write-downs.

Net Debt: the difference between the City's total liabilities and financial assets. It represents the City's future revenue requirements to pay for past transactions and events.

Non-Financial Assets: assets that normally do not generate cash capable of being used to repay existing debts. For the Province, it comprises tangible capital assets and net assets of broader public sector organizations.

Prepaid Expenses: prepaid expenses are non-financial assets which result when payments are made in advance of the receipt of goods or services. Prepaid expenses may arise from payments for insurance premiums, leases, professional dues, memberships and subscriptions.

PSAS: the CPA Canada Public Sector Accounting Handbook sets standards and provides guidance for financial and other performance information reported by the public sector.

Present Value: the current worth of one or more future cash payments, determined by discounting the payments using a given rate of interest.

Realized Gains and Losses: gains/losses resulting from selling assets at a price higher/lower than the original purchase price.

Recognition: the process of including an item in the financial statements of an entity.

Reserves and reserve funds: fiscal and accounting entity segregated by Municipal Council for the purpose of carrying on specific activities or attaining certain objectives in accordance with internally or externally established restrictions or limitations.

RRI: the Regina Revitalization Initiative is the largest revitalization project in the City of Regina's history and begins with the construction of a new stadium at Evraz Place.

Service Agreement Fee: amounts collected from developers through Servicing Agreements entered into by the City and the Developer in respect of the development Area, which must be spent in a prescribed manner.

Standard & Poor's - S & P: the world's leading index provider and the foremost source of independent credit ratings. Standard & Poor's has been providing financial market intelligence to decision-makers for more than 150 years.

Straight-Line Basis of Amortization: a method whereby the annual amortization expense is computed by dividing (1) the historical cost of the asset less the residual value by (2) the number of years the asset is expected to be used.

Surplus: the amount by which revenues exceed expenses in any given year.

Tangible Capital Assets: physical assets including land, buildings, transportation and transit infrastructure, water and wastewater infrastructure, vehicles and equipment. These assets are recorded in the City's consolidated financial statements for the first time in 2009.

The Cities Act 2002: the Statutes of Saskatchewan that outlines the broad permissive powers of the City of Regina to pass by-laws that range from public safety, to the City's economic, social and environmental wellbeing.

Total Debt: City's total borrowings outstanding.

Transfer Payments: grants or transfers of monies to individuals, organizations or other levels of government for which the government making the transfer does not receive any goods or services directly in return, as would occur in a purchase or sale transaction; expect to be repaid, as would be expected in a loan; or expect a financial return, as would be expected in an investment.

Unrealized Gain or Loss: an increase or decrease in the fair value of an asset accruing to the holder. Once the asset is disposed of or written off, the gain or loss is realized.

WCB: Workers' Compensation Board, Saskatchewan.



City of Regina

