
2017 Annual Report – Shaping Our Financial Future

Recommendation

That the report of the CFO/General Manager, Asset and Financial Management Department, dated August 27, 2018, be received as information.

Topic and Purpose

The City of Saskatoon's (City) 2017 Annual Report – *Shaping Our Financial Future* (2017 Annual Report – Attachment 1) includes a summary of the progress achieved on the 2017 Corporate Business Plan, as well as the 2017 Audited Consolidated Financial Statements.

Report Highlights

1. Several major projects and initiatives, as outlined in the 2017 Corporate Business Plan and Budget report, were started, continued or completed in 2017 and are highlighted by business line in the 2017 Annual Report.
2. The 2017 Annual Report contains the Audited Consolidated Financial Statements prepared in accordance with the principles and standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Strategic Goals

This report highlights initiatives that support the seven Strategic Goals. The Audited Financial Reports support the Strategic Goal of Asset and Financial Sustainability by demonstrating how the City invests in what matters to the citizens of Saskatoon. The report demonstrates openness, accountability, and transparency in the allocation of resources.

Background

City Council approved the City's Strategic Plan 2012-2022 in February 2013. In early 2014, the Strategic Plan was updated to reflect the priorities of the newly elected Mayor and Councillors for this City Council's term. The 2013-2023 Strategic Plan includes seven Strategic Goals, ten-year strategies, and four-year priorities that represent how the City will operationalize the vision for each Strategic Goal. The Strategic Goals guide City Council's decision-making and policy-making.

The 2017 Annual Report aligns with the goals set forth in the Strategic Plan 2013-2023. It also reports on the progress of the City's investment activities, projects, and services that were implemented as outlined in the 2017 Corporate Business Plan and Budget.

Report

Major Projects and Initiatives from 2017 Business Plan

The following provides a high-level update on some of the many major projects and initiatives that had been identified in the 2017 Business Plan. A summary of all initiatives is provided by business line within the 2017 Annual Report.

- Bridge construction progressed significantly in 2017 with 90% of the Traffic Bridge, 75% of the Parkway Bridge, and 65% of the roadways for both being completed by year end. The project remained on budget and working towards an October 2018 expected completion.
- Significant progress was made on the Boychuk Drive and McOrmond Drive interchange projects. Designs for interchanges at Boychuk Drive and Highway 16 as well as at College Drive and McOrmond Drive were completed, and by years end construction had progressed to approximately 51% at the Boychuk Drive interchange and 40% at the McOrmond Drive interchange.
- Began implementation of a long-term transit strategy and the creation of rapid transit corridors to support the Bus Rapid Transit (BRT) system.
- To meet the response time targets identified by the National Fire Protection Association 1710 benchmark, the Saskatoon Fire Department prepared for the relocation of Fire Station Nos. 3, 4 and 5. Completion of Station No. 3 was slightly delayed, but reached 80% completion by years end.
- Using the 2014 Greenhouse Gas Emissions Inventory as a baseline, established the Saskatoon community emissions reduction target at 15% by 2023 and 80% by 2050. The Saskatoon corporate emissions reduction target was adjusted to agree with the community targets of a 40% reduction by 2023 and 80% by 2050.
- Energy management of major facilities like the Shaw Centre and Lakewood Civic Centre led to new savings. Retrofitting the lighting at the Shaw Centre pool and the implementation of combined heat and power units have significantly reduced energy consumption.
- Opportunities and implications for greater diversion of organics and facilitating waste management within the Industrial, Commercial and Institutional (ICI) sector are being developed.
- The Green Cart Program was expanded using new incentives such as the allowance of food waste in the carts and the removal of the previous deadline for subscribing to the service. In total, this accounted for a program growth of 20% (compared to 2016) with 2,400 tonnes of material consequently diverted from the landfill.
- In 2017, a total of 139 community engagement events, public surveys, and citizen advisory panel surveys were completed.

- Significant engagement activities started for the Plan for Growth (BRT), Name the North Commuter Parkway Bridge, Protected Bike Lanes, and Transportation Network Companies Survey, among others.
- Explored multi-year budgeting and other options to align resources with the Strategic Plan, economic indicators and other relevant market information. In order to prepare for the City's first publicly reported multi-year budget 2020/2021, work began to conduct a technology assessment, process review, and a revamped Corporate Business Planning Process.
- Looked towards an Enterprise Resource Planning (ERP) system that would standardize the City's business processes. A Request for Proposals (RFP) was issued and awarded, and the initial rounds of business requirements gathering with all business lines was completed. A project manager was hired for the ERP and Multi-Year Business Plan and Budget projects which will both continue in 2018.
- To address the Truth and Reconciliation Call to Action No. 79 "educating and creating a sense of shared awakening" – the City partnered with Saskatoon Tribal Council, the Office of the Treaty Commissioner and the Central Urban Metis Federation to commission a reconciliation-inspired artwork entitled "Where Our Paths Cross" for Victoria Park.
- A Pathway to Reconciliation Program for City employees was implemented. The program includes five courses including mandatory Aboriginal Awareness training for all civic staff and was developed in response to the Truth and Reconciliation Commission's Call to Action No. 57.
- Launched ayisīnowak [Cree for "the people"]: A Communications Guide [kâ-isi-pîkiskwâtoyahk, Cree for 'the people are communicating'] in June to increase understanding, respect and awareness of Aboriginal culture. The guide facilitates relationship building by outlining protocols, language issues and teachings.
- A Memorandum of Understanding for a proposed hydropower station at the Saskatoon Weir was signed with Saskatoon Tribal Council.
- Implementation of the Advanced Metering Infrastructure program included an upgrade to 98% of City power meters and to 29% of water meters to an electronic system to enable remote monitoring.
- Continued to facilitate the delivery of community-based recreation, sport and arts programs throughout the year. Strong relationships were established with Saskatoon's 48 community associations by attending association board meetings, offering training and development opportunities, and providing advice and updates on civic initiatives.
- Finalized the Recreation and Parks Facilities Game Plan which provides a ten-year capital plan for sports, culture, recreation and parks facilities and amenities.

Financial Reports

The Audited Financial Statements included in the 2017 Annual Report have been prepared in accordance with the financial reporting recommendations of the PSAB of the Chartered Professional Accountants of Canada. The Standing Policy Committee on Finance approved the audited financial statements at its meeting on May 22, 2018, at which time the external auditor indicated that the City's significant accounting policies are appropriate and in accordance with PSAB.

The 2017 Audited Financial Statements and Financial Reports were approved by City Council at its meeting on May 28, 2018.

Communication Plan

The 2017 Annual Report will be posted on the City's website. Hard copies will be available for distribution and forwarded to stakeholder organizations, including the Chamber of Commerce, the North Saskatoon Business Association, and the Business Improvement Districts.

Highlights from major initiatives completed in 2017 will also be communicated on the City's website in the Latest Strides and/or City Spotlight sections of the Our Performance page at www.saskatoon.ca/strides.

Due Date for Follow-up and/or Project Completion

There is no follow-up required.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Attachment

1. City of Saskatoon 2017 Annual Report – Shaping Our Financial Future, Year Ended December 31, 2017

Report Approval

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