

2023 Annual Report

for the fiscal year ended December 31, 2023

City of Regina
Regina, Saskatchewan



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Prepared by City of Regina

- Financial Services
- Corporate Strategy & Performance
- Citizen Experience

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, 2022. 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, 2022

Christopher P. Morrill

Executive Director/CEO

Path of Reconciliation

Our journey began by acknowledging we are on the traditional lands of the Treaty 4 Territory, a Treaty signed with 35 First Nations across Southern Saskatchewan and parts of Alberta and Manitoba, and the original lands of the Cree, Salteaux, Dakota, Nakota, Lakota, and the homeland of the Métis.

The City of Regina owes its strength and vibrancy to these lands and the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory as well as those from around the world who continue to be welcomed here and call Regina home.

To recognize the land is an expression of respect and gratitude to those whose territory we reside on, and a way of honouring the Indigenous people who have lived here for thousands of years. It is important that we understand our history that has brought us to reside on the land, and to seek to understand our place within history.

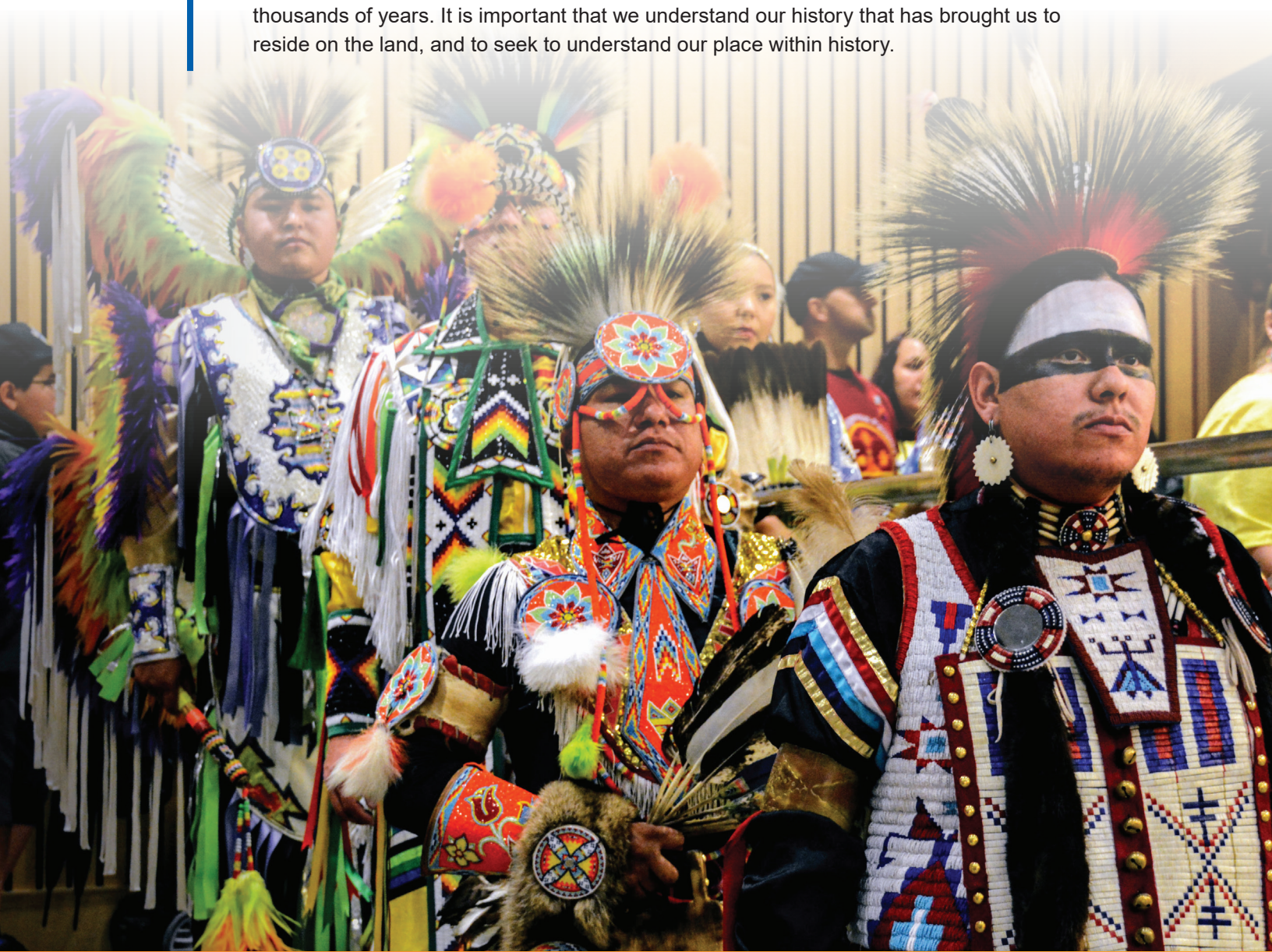


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Regina at a glance

Capital of Saskatchewan

Also known as the Queen City

Regina •

Established as a city in 1903

188.6 km²
land area

\$306,300
2023 benchmark composite housing price

Canadian benchmark price is \$726,700.
Canadian Real Estate Association, December 2023.

Regina Census Metropolitan Area average travel time by main mode of commuting

17.2 minutes
(Statistics Canada, 2021 Census of Population)



Regina has more than **100** parks and approximately **246,600** trees in public spaces, which is more than one tree per person.

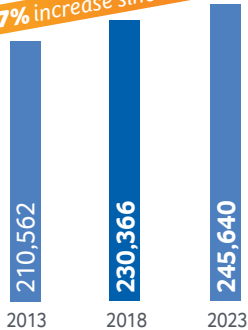
99% of Regina's residents live within 800 metres, or a 10-minute walk, of a park.

1,226 km
of roads

Regina Population

(Statistics Canada)

17% increase since 2013



Regina Census Metropolitan Area (CMA)
271,119 residents
(2023 Statistics Canada)

Total visible minority population – **57,340**, a 41% increase since 2016
Immigrants – **45,210**, a 22% increase since 2016
Indigenous identity – **23,290**, a 12% increase since 2016
Median Age – **37.6**

2021 Census, City of Regina



The city of Regina is expected to reach **300,000** by 2039.

(Population, Housing, and Employment Forecast and Urban Land Needs Study; Watson & Associates Economists Ltd., 2024)

Household income per capita
(2023, Conference Board of Canada)

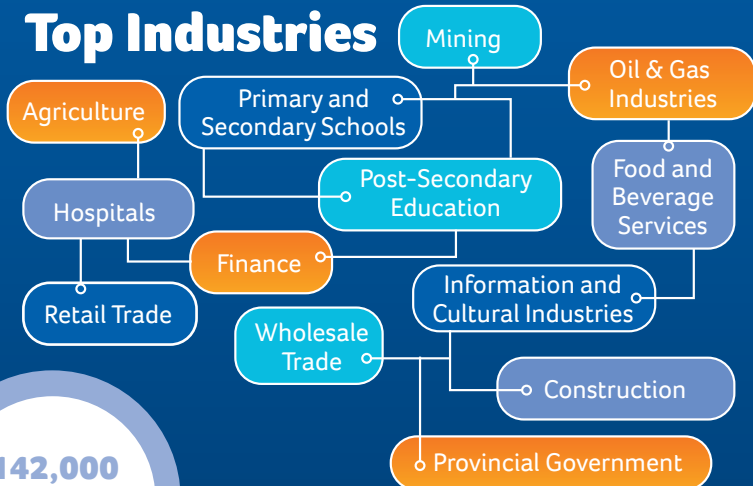
57.9K

5 post-secondary institutions

University of Regina, Regina Campus of Saskatchewan Polytechnic, First Nations University of Canada, Saskatchewan Indian Institute of Technologies (SIIT) and Gabriel Dumont Institute of Native Studies and Applied Research

577 m above sea level

Top Industries



142,000
Total employment

5%
Unemployment rate

Economy
Regina CMA
(As of Dec. 31, 2023, Conference Board of Canada)

1.4%
increase in real GDP

Consumer Price Index annual inflation of
4.2%

The City of Regina has over **55 kilometres** of multi-use pathways for cycling, walking, running, rolling, wheeling, skateboarding and rollerblading, and almost **25 kilometres** of on-street bike lanes.



Citizen Engagement Results

2023-2024 Two-Year Budget

Public engagement activities are conducted to inform the development of the budget.

WHAT WE HEARD

The top spending priorities remain consistent with previous years:



Road construction and repair



Public safety/crime/policing



Recreation/culture facilities and programs

Top considerations to guide the City's decision-making:

Reducing property tax rates

Maintaining or increasing capital spending for roads, water, sewer and recreation projects

Creating opportunities to reduce City expenses

Citizen Satisfaction Survey

The most recent Citizen Satisfaction Survey conducted in late 2021 also provides important insight related to satisfaction with City services.

77%

say overall quality of life is good

48%

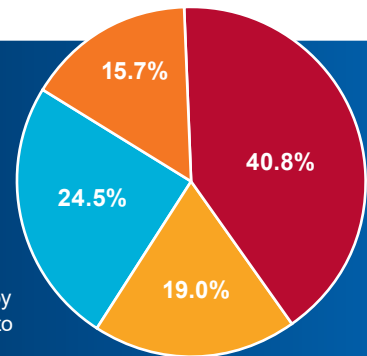
say they receive good value for tax dollars

Pre-budget Consultation

In 2022, Regina residents were invited to identify their spending priorities and important considerations to help shape the 2023-24 Budget. An online pre-budget survey ran from April 28 to May 11 on Be Heard Regina and received 1,604 responses. Public feedback was invited again in October following a presentation to City Council which provided an update on budget development and potential new investments being considered.

The impact of COVID-19 in our community remains prominent.

- My household has not been negatively impacted financially by this pandemic and I expect that to continue.
- My household has been negatively impacted financially by this pandemic, but I expect things to improve in the upcoming year.
- My household has been negatively impacted financially by this pandemic and I expect this to continue over the year.
- My household had not been negatively impacted financially by this pandemic, but I expect things to get worse over the upcoming year.



Residents were also asked about **spending priorities specific to the three new Council directions** – community safety and well-being, economic development, and Renewable Regina.



Community Safety and Well-being Spending Priorities

- Substance use
- Food security
- Affordable Housing
- General Safety



Economic Development Spending Priorities

- Reliable access to infrastructure
- Competitive business fees and taxes
- Promoting tourism and events



Renewable Regina Spending Priorities

- Alternate energy generation
- Building retrofits
- Electric buses/ City vehicles

Sign up on beheard.regina.ca to be notified about future City budget consultations.

Message from the Mayor



Dear Regina residents,

On behalf of City Council, I am pleased to present the 2023 City of Regina Annual Report. This past year was marked by our unwavering dedication to enhancing the quality of life for all residents, while proactively anticipating and addressing the evolving needs of our city.

Investing in infrastructure upgrades and replacements continued to be an area of focus to ensure the resilience, capacity, and efficiency of our systems. The Dewdney Avenue Corridor Revitalization Project that is currently underway will not only replace aged pipes but incorporate placemaking to foster growth in The Yards while improving connectivity between the Warehouse District and Downtown. Additionally, the new \$187.6 million, three-year Water Network Expansion Project will strengthen the City's water infrastructure to accommodate future growth while maintaining water service levels.

Recreation and amenities flourished in 2023. The opening of the new, accessible Wascana Pool saw a record number of visitors in its inaugural season. The approval of the Catalyst Committee projects, including the new Indoor Aquatic Facility, downtown central library, and multi-purpose event centre, further underscored our dedication to making Regina a more competitive and attractive place for folks to plant their roots. Plans for the new Indoor Aquatic Facility, which will be heated by a ground-breaking geothermal facility, are being developed and have been supported by a \$128 million investment from the federal and provincial governments.

Community safety and well-being remained a key focus area. To help address houselessness and support access to vital resources, we completed our first Rapid Housing Initiative supportive housing project, started construction on a 30-unit affordable housing development, funded a warming space, and opened a temporary low-barrier emergency shelter. As the safety of our residents is a top priority, we continue to invest in our Regina Police Service and Regina Fire & Protective Services, ensuring continuous enhancement of public safety measures. The introduction of a new Alternate Response Officer team will be pivotal in assisting individuals facing challenges, particularly in our downtown area.

We rolled out a number of new initiatives to support becoming a renewable, net-zero community by 2050. The introduction of the green bin compost program and the shared e-scooter program were met with enthusiasm from residents. Looking ahead, the approval to receive our first set of electric city buses in 2025 signals a significant step towards a more financially and environmentally sustainable public transportation system.

Demonstrating our commitment to the transparency and accountability of how we invest public dollars, Regina City Council formed a new Audit and Finance Committee with resident membership involved. The focus of the Committee is to develop better reporting and accounting to have proper, real-time information to make sound decisions and ensure that we have a greater understanding of the City's financial landscape more than once a year. Striving to continuously improve the quality of core services that our residents rely on every day, we also reviewed and implemented new initiatives in areas like snow removal and construction.

As a resident of Regina, your ideas and feedback are valued and critical. I encourage you to read more about the City's performance in this report and to participate in the public engagement activities the City of Regina makes available throughout the year.

As we look to the future, we will continue to move Regina forward with the spirit of innovation and community that defined 2023 and a strong appreciation for the outstanding residents who choose to call our city home.

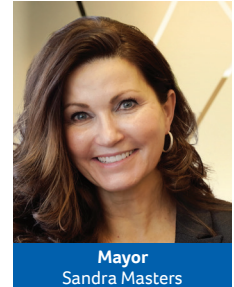
Thank you,

A handwritten signature in black ink, appearing to read 'Sandra Masters'.

Mayor Sandra Masters

Corporate Governance & Accountability

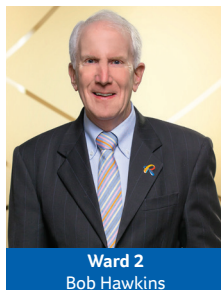
Regina's City Council (2020–24) is made up of a mayor and 10 councillors, each elected for a four-year term. City Council is responsible for providing policy direction for the City, setting long-range strategic priorities and approving the civic operating, capital and utility budgets. Council direction supports the continued delivery of municipal services and City-specific plans, programs and initiatives to drive community growth, economic development and quality of life.



Mayor
Sandra Masters



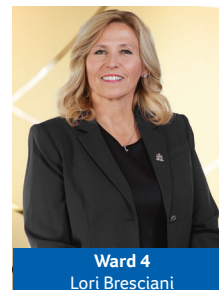
Ward 1
Cheryl Stadnichuk



Ward 2
Bob Hawkins



Ward 3
Andrew Stevens



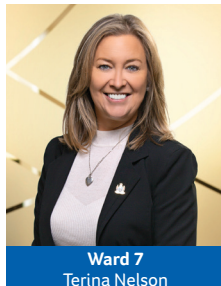
Ward 4
Lori Bresciani



Ward 5
John Findura



Ward 6
Daniel LeBlanc



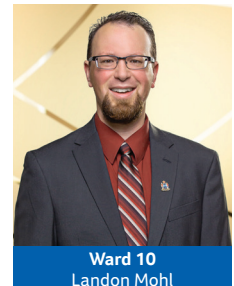
Ward 7
Terina Nelson



Ward 8
Shanon Zachidniak



Ward 9
Jason Mancinelli



Ward 10
Landon Mohl

Committees & Commissions

Regina's decision-making structure is handled through a committee system as outlined in the committee bylaw and in accordance with the procedure bylaw, which provides information on proper protocol and how the proceedings in each meeting are carried out. Committees review and consider matters brought forth by the public and City Administration, and provide recommendations to City Council.

Executive Committee consists of all members of Council and makes recommendations to City Council relating to items emanating from the offices of the City Clerk, City Manager or City Solicitor unless those items are specifically related to the mandate of another main committee.

City Council also establishes advisory committees to receive input and advice from the citizens of Regina. These committees are made up of members of the public and Council. Appointments to committees are made by City Council. Citizens are encouraged to participate in local government by applying to the committee of their choice each year in September and by attending Executive Committee and City Council meetings as a delegate to have their say on policy and community activities.

- ▶ Executive Committee
- ▶ Accessibility Advisory Committee
- ▶ Audit & Finance Committee
- ▶ Board of Police Commissioners
- ▶ City Centre Core Development Advisory Committee
- ▶ Regina Planning Commission
- ▶ School Boards/City Council Liaison

Message from the City Manager



Mayor Sandra Masters and Members of City Council,

I am pleased to submit the City of Regina's 2023 Annual Report, pursuant to Section 155 of *The Cities Act*.

Notwithstanding unprecedented challenges over the last year, the City of Regina can celebrate a number of achievements that address Council's priorities and build towards our shared goals. I am immensely proud of the work Administration accomplished in 2023, and of the resilience and commitment they demonstrated, and continue to demonstrate, despite the demands of a difficult year.

Our work over 2023, and as we look forward to 2024, supported ambitious goals in many areas.

The City of Regina worked to improve safety and well-being for our most vulnerable residents. Key successes included establishing a 40-space temporary emergency shelter and the opening of Horse Dance Lodge, which provides Regina with our first 29 permanent supportive housing units in the city. Work will continue in 2024, with the development of more permanent supportive housing units, a new permanent shelter, and additional warming spaces.

We also made advancements towards our environmental sustainability goals. Noteworthy accomplishments include launching a citywide compost program, which increases the lifespan of the landfill and better disposes of household waste, securing \$26 million in funding from the Zero Emissions Transit Fund for electric buses and electric vehicle infrastructure, and successfully introducing e-scooters.

Reconciliation remains a crucial and essential building block to achieve our vision for Regina. The City continues to take tangible action towards Reconciliation with initiatives such as the implementation of an Indigenous Procurement policy, through which we committed to awarding at least 20% of procurement contracts to Indigenous-led businesses. Work is also underway on an Indigenous Framework to center all City work – from policy to recruitment, public engagement, and procurement – around an Indigenous-first worldview.

The City of Regina championed several initiatives that support a vibrant community. To name but two, residents can enjoy the newly opened Wascana Pool, which welcomed over 100,000 visitors, and the new Canadian Tire Jumpstart accessible playground that opened in Glencairn. More is yet to come. Upcoming projects include a state-of-the-art Indoor Aquatic Facility with geothermal heating projected to open in 2028, and reestablishing Tourism Regina so that visitors and residents can discover all that our community has to offer.

Progress on Regina's Housing Accelerator Fund Action Plan will continue in 2024. This initiative will fuel an increase in housing supply much needed by our growing community. Through amendments that balance the need to intensify existing neighbourhoods while continuing to support growth in new neighbourhoods in our city, we are supporting investment and revitalization and enabling new and diverse housing options citywide.

The City is also planning several key capital projects to ensure the continued prosperity of Regina. These include the renewal of Dewdney Avenue, the expansion of our water network (to serve up to 310,000 residents), and the construction of the Southeast Fire Station. As well, we are advancing new strategies to revitalize our City Centre and enhancing our financial reporting and budget process.

As I share this list of accomplishments and future endeavours, I am reminded of how ambitious, hardworking, and forward-thinking the City of Regina has been. I also want to recognize City staff make this progress possible.

I look forward to continuing our efforts towards a safe, prosperous, sustainable, and vibrant community.

Respectfully submitted,

A stylized, handwritten signature in blue ink, appearing to read 'Niki Anderson'.

Niki Anderson
City Manager

City of Regina Administration

Regina's municipal operations are guided by our community's vision to be a vibrant, inclusive and thriving city. This vision is driven by approximately 2,800 employees who are responsible for managing and sustaining City infrastructure, facilities and programs that support the overall growth and vitality of our community and quality of life for residents. Many services such as sport, culture and recreation programs are also delivered in partnership with community organizations, and some services, such as Paratransit and wastewater treatment, are delivered by private businesses.

Role of the City Manager

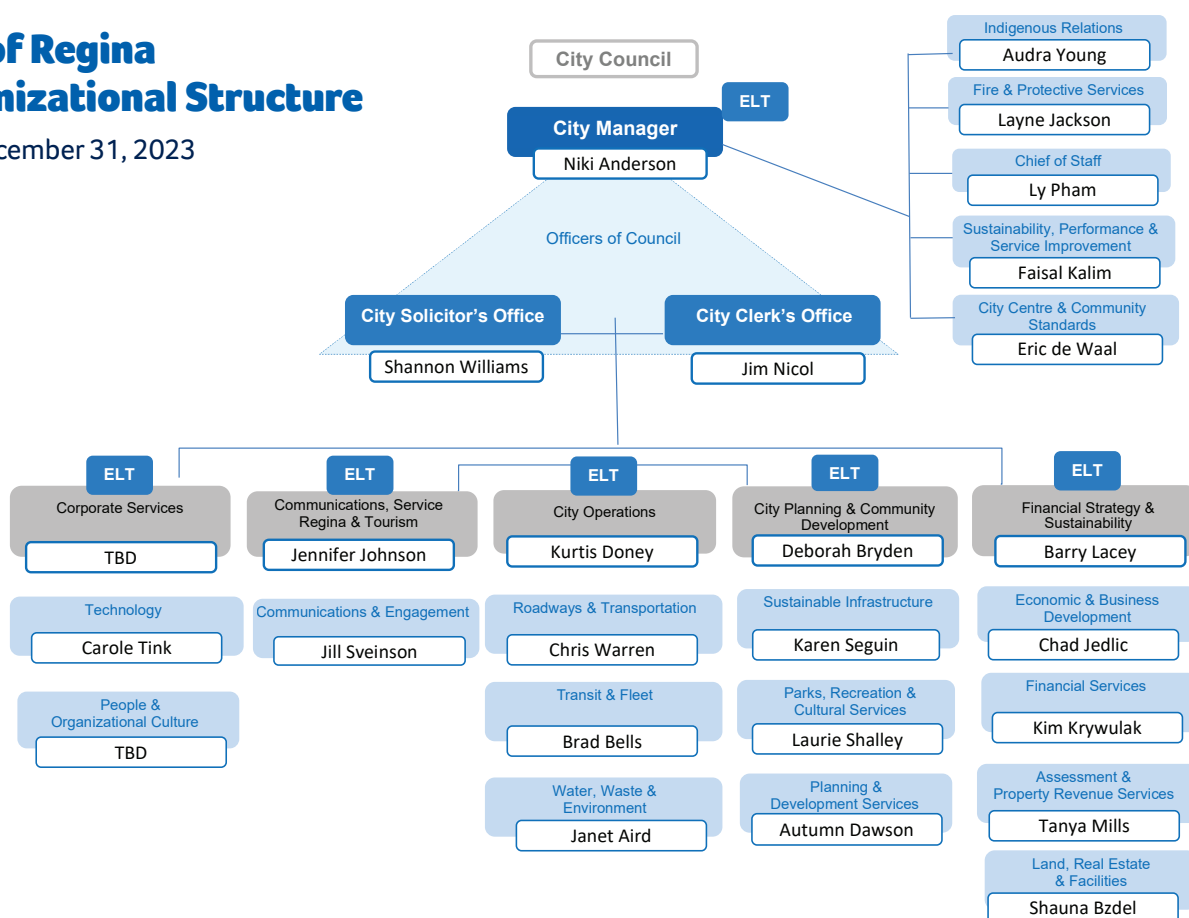
The City Manager leads the Executive Leadership Team and works closely with Council. The City Manager implements the decisions of Council, provides advice and manages City Administration, while being accountable for ensuring all City operations and projects comply with the strategic priorities and direction set by Council.

Executive Leadership Team

The Executive Leadership Team (ELT) oversees all City operations and plays a major role in developing and implementing public policy by advising on best practice, research and balancing community priorities and legislated requirements to ensure Council's decision making is well informed.

City of Regina Organizational Structure

as of December 31, 2023



Financial Position

As at December 31, 2023 (in thousands of dollars)

	Actual 2023	Actual 2022
Financial Assets		
Cash	\$ 69,601	\$ 160,147
Accounts receivable	97,868	81,813
Taxes receivable	16,556	13,276
Investments	444,764	408,090
Land Inventory	21,501	23,481
	650,290	686,807
Financial Liabilities		
Bank indebtedness	5,104	4,883
Accounts payable and accrued liabilities	102,793	82,705
Taxes payable to school boards	1,748	8,977
Government of Canada liability	8,953	-
Deferred revenue	95,207	117,689
Capital lease obligations	1,951	1,219
Long-term debt	313,122	322,242
Employee benefit obligations	91,270	74,013
Asset retirement obligations	56,367	53,367
	676,515	665,095
Net Financial Assets	(26,225)	21,712
Non-Financial Assets	2,728,123	2,549,755
Accumulated Surplus	\$ 2,701,898	\$ 2,571,467
Accumulated opening surplus	\$ 2,684,434	
Accumulated remeasurement gains	17,464	
Reserves		
General utility reserve	112,699	105,422
Regina Police Service community policing initiative reserve	874	617
General fund reserve	28,602	24,559
Solid water reserve	41,654	38,978
Regina revitalization initiative - stadium reserve	(1,026)	(1,815)
Land development reserve	(12,208)	1,359
Asset revitalization reserve	3,664	10,631
Fleet replacement reserve	17,351	22,099
Social development reserve	5,137	6,364
Operational commitment reserve	854	649
Planning & sustainability reserve	(8,952)	(7,380)
Regina Policy Service general reserve	2,373	3,074
Employer provided parking reserve	3,610	3,695
Other City of Regina reserves	(1,955)	3,095
Group benefits reserves:		
Group life insurance reserve	8,854	7,889
Dental benefits reserve	2,559	2,667
Medical - City of Regina reserve	461	703
Police services premium reserve	571	487
Other group benefit reserves	450	291
Other entities reserves:	25,659	22,265
	\$ 231,231	\$ 245,649

Financial Assets:

Financial Assets decreased by \$36.5 million due to decrease in cash of \$90.5 million offset by a \$16.1 million increase in accounts receivable and \$36.7 in investments.

Financial Liabilities:

Financial Liabilities increased by \$11.4 million mainly due to an increase of \$20.1 million in accounts payable in the City of Regina and consolidated entities, a \$7.2 million decrease in taxes payable to school boards due to a change in the timing of the payments.

Non-Financial Assets:

Non-financial assets increased by \$178.4 million as a result of continued investments in tangible capital assets to strengthen service delivery.

Reserves:

Most City reserves are self-sustaining whereby both the operating and capital costs are funded from the reserves, such as the Utility Fund Reserve. Other reserves are established for future capital replacement like the Fleet Replacement Reserve. Unallocated funding within the General Fund Reserve and the Asset Revitalization Reserve provides Council with the most flexibility. Reserves (committed and uncommitted funds) decreased by \$14.4 million from the change in the Land Development reserve. The decrease in the Land Development reserve was due to continuing development of the Towns.

Consolidated Financials

Consolidated Statement of Operations and Accumulated Surplus Revenue

As at December 31, 2023 (in thousands of dollars)

	Actual 2023	Actual 2022
Revenue		
Taxation	\$ 322,119	\$ 307,087
Fees and charges	267,363	250,493
Government transfers	175,482	110,279
Electrical distribution	29,367	31,328
Licenses, fines and levies	15,483	16,798
Gas distribution	7,842	9,362
Interest and penalties	6,087	6,627
Interest on investments	20,568	10,892
Gain on investments	1,873	659
Servicing agreement fees	7,118	3,657
Land sales	13,339	19,638
Property rentals	3,762	4,093
Other	4,425	5,663
Contribution of tangible capital assets	3,637	180
	878,465	776,756
Expenses		
Parks, recreation and community service	157,987	151,343
Police	131,962	116,464
Legislative and administrative services	101,120	103,113
Water, wastewater and drainage	115,567	106,282
Roads and traffic	89,798	91,877
Fire	53,726	52,088
Transit	49,381	48,192
Waste collection and disposal	31,600	29,631
Grants	15,975	18,972
Planning and development	18,382	13,948
	765,498	731,910
Annual Surplus	112,967	44,846
Accumulated Surplus, Beginning of Year	2,571,467	2,526,621
Accumulated Surplus, End of Year	\$2,684,434	\$2,571,467

Revenues:

Revenues increased by \$101.7 million. The increase is mainly related to the following:

- \$15 million more in taxation revenue related to growth and tax rate increases.
- \$10.0 million increase in interest on investment and interest previously deferred under the Canada Community Building Fund.
- \$65.2 million increase in government transfers due to recognition of the Canada Community Building Fund and grants received by Buffalo Pound.

Expenses:

Expenses increased \$33.6 million.

- Parks, Recreation & Cultural Services saw increased costs of \$6.8 millions associated with general wage increases and the repayment of wage benefits.
- \$4.4 million increase due to wage increases and new positions.
- Police increased \$15.5 million due to a pension plan adjustment.

Annual Surplus:

Annual surplus is the amount of revenue greater than expenses. The increase in consolidated surplus for 2023 was \$68.1 million.

Accumulated Surplus:

Accumulated surplus includes both cash and non-cash items (such as tangible capital assets) that are not available to spend. The Accumulated surplus shows a growth of \$113 million. This is related to a \$175.6 million increase in our tangible capital assets such as land, buildings, roads, and equipment that the City continues to invest in, partially offset by a decrease in the net financial assets of \$47.9 million.

Balancing our Budget

On an annual basis, the City prepares a balanced budget, which incorporates the expected revenues and expenditures to provide the residents of our community with services, programs and infrastructure that are efficient, reliable and affordable and that support a vibrant and inclusive community. The budget, presented to City Council for approval, as per Section 128 of *The Cities Act*, details the planned operating and capital activities, as well as the property tax mill rate increase for the upcoming year.

The budget process has two components: the operating budget, which includes operations and routine maintenance, and the capital budget, which includes capital planning. These components are presented in a manner that considers the cash inflows required to support the cost to provide the services, or cash outflows. This is known as the “cash basis” and provides a clear determination of the property tax required for the year. The budget prepared in this manner provides a key source of information that is used to assess, monitor, and report on the overall financial performance of the City of Regina. Reporting done throughout the year helps decision makers stay on top of actions and initiatives approved in the budget to discuss variances from the plan.

The City’s financial statements use “accrual accounting” to comply with financial reporting requirements established by the Public Sector Accounting Board. Accrual accounting requires financial transactions to be recorded and reported when they occur, regardless of when cash is collected or paid. The financial statements are also prepared on a consolidated basis and include all organizations and enterprises which are controlled by the City, as described in Note 1 of the statements.

Given that the budget and financial statements are prepared using different methodologies that use different approaches to recording transactions, the following table adjusts the 2021 Council-approved budget to the “Total Adjusted Budget” used in the financial statements following Public Sector Accounting Standards. Specifically, the table on the following page summarizes how the balanced budget for the operating and capital budget and the budgets for the consolidated entities are adjusted to conform with accrual accounting principles. The adjustments include the elimination of contributions to and withdrawals from our various reserves, internal cost recoveries, re-classifications between revenue and expenses, as well as recognition of tangible capital assets and the associated amortization (i.e. the reduction of an asset’s value over the time it is used).



City of Regina Council Approved Budget

	Operating	Capital	Consolidated Entities	Adjustments	Total Adjusted Budget
Revenue					
Taxation	293,980	-	27,818	(616)	321,182
Fees and charges	264,869	-	54,719	(30,416)	289,172
Government Transfers	54,065	27,278	65,159	(137)	146,365
Electrical distribution	32,120	-	-	-	32,120
Licenses, fines and levies	12,957	-	-	-	12,957
Gas distribution	7,005	-	-	-	7,005
Interest and penalties	-	-	-	-	-
Interest on investments	9,600	-	624	-	10,224
Internal Transfers (Reserves)	-	-	-	-	-
Servicing agreement fees	25,874	205,882	-	(231,756)	-
Land sales	-	60,725	-	-	60,725
Property rentals	-	-	-	-	-
Other Revenues	-	-	-	-	-
Contribution of tangible capital assets	5,384	-	697	(2,573)	3,508
Total Revenue	705,854	293,885	149,017	(265,498)	883,258
Expenses					
Parks, recreation and community services	60,283	13,002	69,896	(601)	142,580
Police	110,089	4,355	-	(5,496)	108,948
Legislative and administrative services	172,759	63,937	-	(96,757)	139,939
Water, wastewater and drainage	166,491	137,024	13,117	(133,521)	183,111
Roads and traffic	43,879	42,051	-	(19,145)	66,785
Fire	45,760	1,225	-	(481)	46,504
Transit	40,538	10,576	-	(5,411)	45,703
Waste collection and disposal	34,255	3,965	-	(11,820)	26,400
Grants	18,092	-	-	(4,100)	13,992
Planning and development	14,066	17,990	-	-	32,056
Total Expenses	706,212	294,125	83,013	(277,332)	806,018
Annual Surplus					77,240

2023 Strategic Priorities Results

In 2021 and 2022, Administration and City Council worked together to develop the City's 2022-25 Strategic Priorities. The Strategic Priorities guide operational business planning and are the foundation of the City's budget. The overarching theme connecting the Strategic Priorities reinforces an Indigenous worldview that our relationship with the land is foundational, and our respect and care for this relationship informs and influences decision making.

 <p>Economic Prosperity</p> <p>Goal We advance economic growth opportunities for Regina and area</p> <p>Strategies</p> <ul style="list-style-type: none"> Promote initiatives from Regina's 2030 Economic Growth Plan Promote Regina as a leading destination for visitors, talent, businesses and investment Build infrastructure for long-term economic growth 	 <p>Environmental Sustainability</p> <p>Goal We achieve net zero emissions and become 100% renewable by 2050</p> <p>Strategies</p> <ul style="list-style-type: none"> Lead by example with municipal operations Work with partners and the community to implement the Energy & Sustainability Framework 	 <p>Community Safety & Well-being</p> <p>Goal We create a healthier and more inclusive community</p> <p>Strategies</p> <ul style="list-style-type: none"> Work with partners and the community to improve safety and well-being of all residents Advance diversity, equity, inclusion and accessibility Advance affordable and social housing 	 <p>Vibrant Community</p> <p>Goal We make Regina a great place to work, live and visit</p> <p>Strategies</p> <ul style="list-style-type: none"> Plan for the future of Regina and its community priorities Prioritize a vibrant city centre Build recreational and cultural infrastructure Provide and encourage year-round programs and services Improve our transportation network 	 <p>Operational Excellence</p> <p>Goal We transform to a service and performance culture that builds resident trust</p> <p>Strategies</p> <ul style="list-style-type: none"> Continuously improve service delivery Make decisions based on data and strategic alignment Achieve long-term financial sustainability Strengthen our workplace culture Create a culturally competent organization Achieve Mission Zero
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The following include examples of program and service delivery and efficiency improvements that advanced the City's Strategic Priorities in 2023, and report on key budget investments profiled in the City's 2023-24 Budget Highlights document.



Economic Prosperity

We advance economic growth opportunities for Regina and area



To support significant economic opportunities from proposal to construction, the City is working with Federated Co-Operatives Limited, AGT Foods and Viterra on municipal approvals for the development of major industrial projects in Regina. Cargill is midway through construction of its canola processing facility at the Global Transportation Hub.



The City is focused on building water and waste infrastructure to enable growth. The 2023 construction program wrapped up with \$94 million invested in transportation, water, wastewater and drainage projects. Administration worked hard to plan and coordinate a construction season that delivers on hundreds of important infrastructure projects to ensure the city's roads, alleys, sidewalks, and underground water and sewer systems, that residents rely on every day, are maintained and improved.

The main areas of investment in 2023 included:

- \$14.8 million for the Residential Road Renewal Program to improve 15.3 kilometres of residential roads
- \$13.2 million for the Street Infrastructure Renewal Program to improve the condition of 11.1 kilometres of major roadways
- \$49 million for water, wastewater and drainage programs to ensure continued reliable service of our water systems

The City began work on a three-year, major infrastructure project to expand the water network while maintaining water service levels for residents, businesses and the requirements for Regina Fire & Protective Services. The Water Network Expansion Project will expand water capacity in the community to achieve future population growth of up to 500,000 residents. Construction started in 2023 and the project is expected to be operational in 2026.



Rail is vital to the movement of goods and is necessary to service proposed new developments and economic opportunities around Regina. Relocation of the Ring Road rail crossing would address traffic delays and move trains away from residential areas to the northeast industrial area. In 2023, through the Ring Road Grade Crossing Relocation Initiative, the City continued to advance a preliminary design with input and collaboration from key stakeholders towards a final recommendation. An additional \$1 million will be provided in the 2024 General Capital Budget for incremental next steps such as preparation of funding proposals, additional engineering investigations and project management.



To assist with residential and commercial development, the City strives to provide prompt, high-quality reviews and decisions for applications. Overall, the 2023 average for residential permit applications was 3.94 days, which is much below the service target of 10 days. On the commercial side, the 2023 average was 7.64 days, which is also considerably below the target of 20 days. In fact, the City currently has some of the fastest turnaround times in Canada. In the 2022 Municipal Benchmarking Study, the Canadian Homebuilders Association ranked the City of Regina #3, and the City continues to look for ways to further improve.



Economic Prosperity

We advance economic growth opportunities for Regina and area



Partnerships with Indigenous Peoples in areas such as economic, community and social development are extremely important in shaping the future of the community as an act of reconciliation. Economic reconciliation is a form of reconciliation in action. It encourages quantifiable success within the framework of an all-inclusive approach, which is congruent with an Indigenous worldview lens. Economic reconciliation advances opportunities for all peoples to reach their full potential and common prosperity. These actions reaffirm the City's commitment to the Truth and Reconciliation Commission of Canada: Calls to Action and Economic Reconciliation.

- The Indigenous Procurement Policy (minimum of 20 per cent of the City's procurement contracts held by Indigenous vendors) advances the City's actions related to the Truth & Reconciliation Commission: Call to Action #92 to ensure that Indigenous peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Indigenous communities gain long-term sustainable benefits from economic development projects. In its first year of implementation, total City of Regina procurement spend from Indigenous business increased incrementally to 0.79 per cent in 2023, representing \$2.96 million in spending. This initial progress contributes to a stronger, more diverse and resilient business sector.
- The City of Regina and Cowessess First Nation negotiated Municipal Servicing and Compatibility Agreement regarding land inside city limits. Upon obtaining reserve status, Cowessess will have full jurisdiction to control and implement its own tax system on the urban reserve lands.



The decision to transfer Tourism Regina from Regina Exhibition Association Limited to the City of Regina was made in November 2023. Tourism Regina officially became part of City Administration on January 1, 2024. The combination of communications and marketing expertise from both organizations presents an opportunity to capitalize on synergies between them and refresh and revitalize the work of Tourism Regina moving forward.



Two new transit bus routes were launched in 2023 that support economic activity:

- A new airport route provides residents and visitors to Regina a convenient way to travel directly to and from the Regina International Airport. The airport service was designed to meet the needs of employees at the airport and surrounding businesses, while providing travellers with public transportation to and from destinations in the downtown core. The route runs Monday to Friday when the airport and surrounding businesses experience peak traffic volumes.
- The City and Global Transportation Hub (GTH) Authority expanded bus services to the GTH. The route will see 16 trips every weekday to the GTH, with 10 trips on Saturday and four on Sundays and holidays. The schedule is organized around shift changes for the major employer at the GTH, the Loblaws Distribution Centre, and positions the City to provide services that accommodate projected future growth at the GTH.



Environmental Sustainability

We achieve net zero emissions and become 100% renewable by 2050

The City of Regina's Energy & Sustainability Framework was unanimously approved by Council in March 2022 and is now being implemented. The City's goal is to achieve net zero carbon emissions and sourcing net zero energy from renewable sources by 2050. The primary focus is on climate change mitigation through a three-pronged approach:

- Reduce energy consumption
- Improve energy usage/efficiency
- Switch to renewable or low carbon energy sources

The Energy & Sustainability Framework outlines the guiding principles, community and citywide action plans, timelines and targets necessary to achieve this goal.



Launched in fall 2023, the Food & Yard Waste program contributes to the City's target to divert 65 per cent of the residential waste otherwise sent to the landfill annually. The implementation of this program is projected to reduce 24,000 tonnes of waste a year, eliminate an average of 10,820 tonnes of greenhouse gas emissions annually and extend the life of the landfill for an additional two and a half years.

- With the introduction of the Food and Yard Waste program in September of 2023, there was a substantial impact on the annual residential diversion rate, increasing diversion by six per cent from the previous year. In 2024, with a full year of diverting food and yard waste and a correlating decrease in tonnes going to the landfill, a larger residential diversion rate is expected.



Overall renewable energy production by the City in 2023 was 12.6 million kilowatt-hours (kWh), which is a unit of energy used by an electrical device during a given period. This was 11 per cent lower than 2022, but 82 per cent higher than 2021 results. With several mechanical challenges addressed, production is anticipated to increase. The City currently generates and consumes renewable energy in three ways:

- The Landfill Gas to Energy system collects methane produced by the landfill and generates electricity which is sold to SaskPower.
- At the Wastewater Treatment Plant, methane produced during treatment is burned in boilers to generate energy that is used on site. This biogas currently satisfies 20 per cent of the energy needed to operate the plant. Administration is actively investigating ways to increase the use of this resource.
- The City also generates electricity through solar energy. In 2022, the City had solar panels installed on two facilities, the Maple Leaf Pool and Glencairn Neighbourhood Recreation Centre. In 2023, Administration installed rooftop solar on three additional buildings including the Regina Police Services Link building, Fire Station #7, and Wascana Pool, and is in the process of installing solar on the Mitakuyé Owás'ā Centre (formally known as the Municipal Justice Building). Once completed, a total of six buildings will have solar panels. The total generating capacity will depend upon roof sizing, panel size and building orientation.



Environmental Sustainability

We achieve net zero emissions and become 100% renewable by 2050



From the time City Council first endorsed the Renewable Regina motion in 2018, up to 2023, 15 City buildings have received energy efficient upgrades. Beginning in 2023, improvements were guided by energy audits performed on City Facilities, which has enabled the identification of a retrofit roadmap to be implemented moving forward.



The City is transitioning to a low-emission municipal fleet. In 2023, two additional electric ice resurfacing machines were added to the City's fleet, and all existing machines will be replaced by 2026. Twenty electric buses are anticipated for delivery in 2025. A fleet electrification plan was developed in 2023 for the civic, transit and fire light vehicles.

The City has been approved to receive \$26 million in funding through the federal government's Permanent Public Transit Program – Zero Emissions Transit Fund. This funding will cover 50 per cent of the purchase cost of 20 electric buses along with the first phase of transit fleet facility upgrades to accommodate electric vehicle charging.



To retrofit a building means to improve its energy efficiency and reduce its environmental impacts. This commonly involves improving the exterior building envelope, including doors, windows, walls, and roofs by improving the efficiency of mechanical and electrical systems, and installing renewable energy systems on site. To encourage greater uptake of retrofits, in June 2022, the City launched a Community Residential Retrofit Rebate pilot that matched grant funding up to \$5,000 for eligible work under the Canada Greener Homes Grant. The program was limited to 80 participants and a one-year window was given for completion of the retrofits. Due to supply chain challenges, the program deadline was extended to November 2023. Of the 80 participants accepted, 61 completed the program.

- The 61 participants completed a total of 121 retrofit projects. Of these, 34 participants completed energy efficiency retrofits, 27 installed solar panels, and two undertook both energy efficiency and solar projects. These retrofits have resulted in significant energy savings of 1,964 gigajoules per year and reduced greenhouse gas emissions by 207.6 tonnes per year. Results of the pilot will be used to inform future program options.



Following a traffic bylaw amendment that allowed for a shared e-scooter program in Regina, a pilot program ran from June to late October by two permitted companies, BIRD Canada and Neuron Mobility. The two companies had a combined fleet of 500 e-scooters available to rent, and 23,498 unique riders rented e-scooters during the inaugural season. Those users travelled a total of 221,139 kilometres over 74,366 separate rides, equating to a reduction of 43.91 metric tonnes of greenhouse gas emissions. A decision on permanently allowing e-scooters will be made in 2024.



Environmental Sustainability

We achieve net zero emissions and become 100% renewable by 2050



The City continued to address aging water meter infrastructure in 2023 through the Water Meter Upgrade Project. Most of the City's water meters were reaching the end of their lifecycle, presenting the opportunity to create a more efficient infrastructure enhancing the service for Regina utility customers. The upgraded meters will collect water use information, enabling customers to manage and conserve water, as well as help detect leaks. In addition, this project will make significant environmental contributions by eliminating the need for meter reading vehicles that emit carbon dioxide (CO₂) during drive-by meter reads. The new system is expected to reduce community CO₂ emissions by an estimated 10 tonnes per year. In 2023, 33,000 water meters were replaced, representing 42 per cent of the community. The project is expected to be completed in 2025.



A Climate Adaptation Strategy will increase the City's ability to prepare for, withstand, and recover from the impacts of changing climate conditions. The strategy will provide guidance on creating a resilient organization with the goal of limiting disruptions to service levels in the face of a changing climate. Initial planning for the development of the Climate Adaptation Strategy began in 2023, and with funding of \$200,000 to develop the strategy, it is a priority for 2024. This work will also prepare the City to be successful in accessing needed funding, as starting in 2024 resilience to climate change impacts may be factored into new federal infrastructure funding programs, as per the National Adaptation Strategy for Canada.



Community Safety & Well-being

We create a healthier and more inclusive community



Through the Community Investment Grants Program (CIGP), the City funds and partners with community non-profit organizations to deliver programs and services to Regina residents that align with City priorities, have a clear community impact and respond to community needs. In 2023, the CIGP provided approximately \$4.6 million to 152 non-profit organizations within our community through 231 separate grants. Through this funding, these organizations were able to provide thousands of hours of programming to residents, allowing participants to enjoy a variety of events, initiatives and programs throughout the community.



Through the Community Non-Profit Tax Exemption Policy (CNPTEP), the City supports the services and organizations in financial need that further Community Safety & Well-being Plan priorities, *Design Regina: The Official Community Plan*, and other plans that support initiatives with a clear community impact and are responsive to community needs. City Council approved an update to the Policy in April 2023. In 2023, the CNPTEP provided \$1.3 million in property tax exemptions to 35 organizations. Through this funding, these organizations could deliver wrap-around services to individuals, support the delivery of parenting skills development, give disaster relief assistance, supply meals and food hampers, provide safe housing for those fleeing from domestic violence, and support attendance at arts and cultural venues.



The Rapid Housing Initiative (RHI) is a federal funding program administered by Canadian Mortgage and Housing Corporation. It provides funding to facilitate the rapid construction of new permanent affordable housing units for people and populations who are vulnerable and prioritized under the National Housing Strategy. The RHI has provided a new opportunity for the City of Regina to support the development of affordable housing units for residents experiencing chronic homelessness and housing insecurity.

- RHI 2 – Silver Sage Housing and Regina Treaty/Status Indian Services completed a 29-unit multi-family residential building, the Horse Dance Lodge, which opened to residents in October.
- RHI 3 – North Central Family Centre was selected as the non-profit housing partner to lead the delivery and operation of a 30-unit, multi-family residential building. Construction started in August and is anticipated to be completed by November 2024.



Community Safety & Well-being

We create a healthier and more inclusive community



The Housing Incentive Policy supports below market, affordable and accessible housing options and encourages housing development that makes efficient use of established City infrastructure to help build vibrant, sustainable and inclusive neighbourhoods. In 2023, 53 affordable housing units that received funding were completed, and \$1.0 million in capital funding was committed for 35 affordable housing units and two support suites under the policy.



A temporary shelter for people experiencing houselessness in Regina opened January 2023, in The Nest Health Centre in the former downtown YMCA building. The shelter was expanded from its initial capacity of 40 spaces to 55 spaces. The temporary emergency shelter, known as “The Gathering Place: New Beginnings,” will continue operating at The Nest in downtown Regina throughout this winter until at least spring 2024. “New Beginnings” provides our community’s most vulnerable residents with shelter and professional wrap-around services to help address root causes of houselessness.



The City’s Harm Reduction Grant Program distributes up to \$385,000 to programs, services and initiatives dedicated to supporting harm reduction in Regina. The objective of this initiative is to increase access to support services and reduce harm associated with substance use in Regina. To be eligible for the grant funding, an organization must be a registered non-profit with a proposed initiative that aligns with one or more of the four priorities in the funding stream: Overdose Prevention, Safe and Accessible Spaces, Safe and Inclusive Communities, and Strengthened Support and Connections. This grant funding reinforces the City’s commitment to our Community Safety and Well-being Plan. Providing supports that address the needs of our community’s most vulnerable residents creates a safer, healthier and more inclusive community.

- In 2023, seven non-profit organizations were funded, totalling an allocation of \$385,000. Examples of funded initiatives include: Nēwo Yōtina Friendship Centre Inc, Wāhkōhtowin Harm Reduction Initiative - White Pony Lodge Inc., Core Services - SOFIA House Inc, Harm Reduction, IPV and Housing Links.



Regina Fire & Protective Services (RF&PS) is a dynamic, highly trained, 24/7/365 organization that handled more than 13,000 calls for service in 2023 for: fire suppression; technical rescue; hazardous material (hazmat); emergency medical services; fire prevention and investigation; and public education and information.

- Since 2016, the Regina Census Metropolitan Area has increased in population growth of approximately 10 per cent. Meanwhile, in this same time span, RF&PS saw emergent calls increase by approximately 78 per cent (2016: 4,667 emergent incidents, 2023: 8,334 emergent incidents), demonstrating a substantial escalation in demand.



Community Safety & Well-being

We create a healthier and more inclusive community



The City of Regina Fire Master Plan identifies the need for a new fire station in southeast Regina to better protect residents, not only in the southeast, but throughout the entire city. The City has purchased a vacant two-acre lot at the corner of Chuka Boulevard and Primrose Green Drive for the future location of Fire Station No. 8. This new station is scheduled to open in 2026, and will provide improved response times and coverage.



The Indigenous Artist in Residence Program celebrates and amplifies the voices of Indigenous artists and the Indigenous artistic and cultural presence in our community. Larissa Kitchemonia, a local Anishnaabe-Saulteaux woman from The Key First Nation, was selected as the City's second Indigenous Artist in Residence. Kitchemonia's painting, bead work and customary art practice is informed by themes of nature, womanhood and motherhood embedded with traditional First Nation ideology and practices. During her residency, Larissa explored the theme of 'Urban Indigeneity'. Kitchemonia hosted artist talks with local Indigenous artists and public engagement workshops for the community. The artwork she created was an acrylic painting that captured the likeness of the participants.



The City's Accessibility Plan was drafted throughout 2023 and will be presented to Council in 2024. The intent of the plan is to identify, remove, and prevent barriers to access in City spaces, programs, and services. Over 2023, there was extensive consultation and engagement with residents including people with disabilities, older adults, and their networks of support and care. The resulting plan will provide a framework to advance accessibility in Regina. There are 60+ actions across six service delivery areas:

- Transportation
- Built Environment
- Communication
- Employment
- Programs, Services, and Financial
- Procurement



Community Safety & Well-being

We create a healthier and more inclusive community



Implementation of the Adapted Recreation Plan provides and encourages accessible year-round recreation programs and services and supports building accessible recreation infrastructure. This includes investments toward improving participation, communications and engagement related to accessible recreation, and a capital investment of \$3.1 million over six years for accessibility upgrades at the City's recreation facilities to improve access to recreation for all ages and abilities, as well as by providing accessible and welcoming recreation spaces. Examples of upgrades include the addition of accessible washrooms with a lift and plinth, and wayfinding improvements at Glencairn and Core neighbourhood centres.

- The Adapted Sport and Recreation Grant supports projects and initiatives that enhance inclusion and increase accessibility in sport and recreation, while promoting active and healthy lifestyles for people with disabilities. The total funding available for 2023 was \$200,000. Examples of projects funded by this program include a sensory-accessibility initiative and programming with the Autism Resource Centre, a dance concert and event series with Creative Options Regina, and the addition of an accessible swing in Gocki Park and accessible table seating in Realtor's Park in partnership with the corresponding community associations.
- Residents facing barriers in accessing and participating in recreation programs can now access the new Inclusion Support Service. This free service offers two types of support:
 - Support pre-participation: Assists in finding suitable programs and activities, navigating registration, connecting to resources and applying for affordable access.
 - Support during participation: Leisure companions provide participants with one-to-one support to the participant while accessing City recreation programs and facilities.



The City and Canadian Tire Jumpstart Charities (Jumpstart) celebrated the grand opening of the Jumpstart Inclusive Playground and Spray Pad in Glencairn Park in September. As part of Jumpstart's first dual-construction project, the two new facilities are designed to accommodate physical, sensory and cognitive disabilities, providing engaging places to play for kids of all abilities. In addition, the Jumpstart Spray Pad operates on a single 9-volt battery per season, making the facility both energy and water efficient. The playground and spray pad are conveniently located in Glencairn Park, a community hub which features a recreation centre and skating rink.



Community Safety & Well-being

We create a healthier and more inclusive community



Three new Water & Municipal Tax Affordability Programs were officially launched January 1, 2023. These programs are designed to help senior citizens and persons living with disabilities stay in their homes longer and make access to safe drinking water more affordable.

- The Water Utility Rebate Program reduces utility charges through a daily rebate of \$0.66 or \$1.32 (depending on household income). The program approved 139 applicants, and the total value of water rebates was \$28,049.
- The High-Efficiency Water Retrofit Program reduces water usage by installing high efficiency toilets, faucets, showerheads and faucet aerators. The program had 38 approvals and the total expenditure for the water efficiency audits and installation of high-efficiency water fixtures was \$35,829.
- The Municipal Property Tax Deferral Program reduces property costs by annually allowing customers to defer a portion of their municipal property taxes. The program had 17 approved applications for 2023, the amount of deferred taxes was \$16,800.



The City offers reduced rates for recreation programs and transit passes to ensure all residents can be included through the Affordable Access Program. The Affordable Fun portion had two improvements which included increasing the leisure pass discount to 80 per cent (from 50 per cent) and implementing a 50 per cent discount on single admissions. In addition, there was a communication campaign to share the changes and increase general awareness about the program. The number of applications in 2023 increased just over 80 per cent from 2022.



To fulfill a strategic direction of the City's Community Safety & Well-being Plan, a municipal corporation, Community and Social Impact Regina (CSIR), was established. CSIR exists apart from the City of Regina, thus having more autonomy and flexibility to be adaptive and responsive to community needs, driving collective impact and systems change. In 2023, CSIR:

- Became operational and set strategic direction, established its governance structure, hired staff, and created reporting processes for accountability.
- Focused on building relationships within the community to help achieve successful collective impacts. This included one-on-one consultations, public presentations, establishing partnerships, and developing a Community Relations Management Database.
- Convened the Spectrum of Substance Use Table and supported local collective initiatives.
- Developed an evaluation framework and advanced data analytics.
- Funded and helped build capacity of the Regina Street Team in partnership with The Regina Downtown Business Improvement District, City of Regina, and The Comeback Society.
- Supported the City's work on the Government of Canada's Building Safer Communities Fund program, through Public Safety Canada.



Vibrant Community

We make Regina a great place to work, live and visit



After many years of serving residents, the 77-year-old Wascana Pool needed to be redesigned and rebuilt to meet changing needs and expectations. The new Wascana Pool reopened in 2023. Regina residents and visitors showed up in droves for the debut season of the new Wascana Pool, with the facility becoming a top destination for swimmers. The pool welcomed more than 104,000 visitors in its initial year, marking a significant increase from the 24,000 individuals who swam at the site in its final year. The Wascana Pool renewal project cost \$16.4 million. The Government of Saskatchewan provided \$12 million in funding through the Municipal Economic Enhancement Program and the City contributed \$4.4 million.



In August 2022, City Council created the Catalyst Committee to explore alignment between significant proposed recreation and cultural facilities to maximize economic and community benefits. The Catalyst Committee, comprised of 16 representatives from across the community, including private industry, social agencies, and three members of Council, delivered a report in early 2023 with their recommendations, which were approved by City Council in March 2023. Funding opportunities and design for projects will now be pursued on an individual basis. For example, an application to the federal government's Investing in Canada Infrastructure Program for a new indoor aquatic facility, was submitted in March 2023.



The Winter City Strategy's goal is to create a common vision and shared understanding of how residents and visitors can embrace winter. The delivery of the second year of the Frost Festival by the Regina Exhibition Association Limited, the Provincial Capital Commission and the business improvement districts was key to implementing the strategy. The host organizations worked with the City, partners and sponsors to deliver another successful event, drawing over 88,000 people in 2023 over the 10-day event, a 30 per cent increase in attendance from 2022.



A new community centre in the Municipal Justice Building located in the Heritage neighbourhood was opened in November. The building, now called the Mitakuyé Owâs'ā Centre, was redeveloped into a neighbourhood centre and Regina Police Service (RPS) training and fitness facility while preserving the heritage of the facility. Mitakuyé Owâs'ā is a Dakota phrase that translates to "All My Relations" in English. This is a common phrase between the Dakota, Nakota and Lakota languages, meaning we are all relatives and connected to each other.

This redevelopment created programmable spaces for the community including a multi-use stage/classroom, community kitchen, meeting rooms, office space and a large gymnasium/multi-purpose room. The City is excited to provide this new space for the community to book for one-time or ongoing meetings, events or programs, as well as offer programs such as drop-in basketball, teen programs and Indigenous storytelling events. Funding for construction of the building included contributions from the Government of Saskatchewan's Municipal Economic Enhancement Program (MEEP) at \$7.5 million, as well as Canada Cultural Spaces Fund for \$0.5 million, and funding from the Regina Police Service.



Vibrant Community

We make Regina a great place to work, live and visit



The 11th Avenue Revitalization Project is a key downtown initiative in Regina's revitalization plan. In 2023, the City of Regina endeavoured to coordinate with external utility companies to streamline project timelines and mitigate stakeholder impacts. However, discussions and assessments revealed the impracticality of concurrent work, citing challenges such as differing durations and limited workspace. SaskPower and SaskTel pledged to complete their tasks by 2025. In 2024, the City aims to finalize design reviews for an August 2024 tendering, ensuring a competitive bidding process. The project's implementation was deferred to 2025, with a \$16.5 million funding increase to address cost escalations and expansion of the scope of work.



An integral component of the approved Yards Neighbourhood Plan is the Dewdney Avenue Corridor Revitalization Project, a two-year major construction initiative between Albert Street and Broad Street. This project aims to transform the designated section of Dewdney Avenue into a more aesthetically pleasing and vibrant corridor. Progress in 2023 included hosting information sessions for the Regina's Warehouse Business Improvement District (RWBID), completing detailed design work, and successfully tendering and awarding the construction contract. Scheduled to commence in April 2024, and conclude by October 2025, the project will initially focus on underground utility upgrades. In 2024, construction phasing plans will be developed, accompanied by additional community engagement efforts such as public information and RWBID sessions, along with a ground-breaking ceremony.



In 2023, efforts to revitalize the F.W. Hill Mall, also known as the Scarth Street Mall, were initiated. A survey was conducted in June with feedback indicating that residents are very interested in downtown and enjoy being able to walk along Scarth Street. Then, as part of the 2024 budget discussions, the construction schedule for this project was moved from 2024 to 2027, allowing for the conversation to continue with the community on the future use of the space to foster a vibrant and attractive downtown. Efforts to coordinate the construction with upgrades being advanced by other utilities concurrently will be a priority to limit the duration of construction.



In 2023, the City continued to advance the Saskatchewan Drive Corridor Project, aligning with its vision of revitalizing the City Centre. The project, encompassing corridor planning, design, and construction, aims to transform a three kilometre stretch into a multi-modal "Grand Avenue." The project progresses through Phases I, II, and III – focused respectively on the Heritage, Downtown, and Cathedral neighbourhoods. Achievements in 2023 included hosting a public open house, refining the Draft Corridor Plan and securing approval from the Regina Planning Commission. In September 2023, City Council deferred the Corridor Plan for additional engagement, and in response, the project team developed an extensive public engagement plan to foster continuous feedback and ensure clarity. The resubmission of the Corridor Plan is scheduled to go to City Council in 2024.



Vibrant Community

We make Regina a great place to work, live and visit



Launched in January 2023, the City's Revitalization and Intensification Incentive programs support redevelopment, reinvestment and revitalization in the City Centre and the North Central and Heritage neighbourhoods. Each program has an approved annual capital budget of \$150,000.

- The Intensification Incentive Program (IIP) supports new construction on vacant sites or additions to existing buildings.
- The Revitalization Incentive Program (RIP) supports property and business owners with costs associated with improvements for exterior building, building or fire code compliance, and the demolition and replacement of an existing building with a new building of the same land use.
- In 2023, 20 applications were approved: four under IIP and 16 under RIP for a commitment of \$300,000 in capital funding and an estimated \$1.2 million in tax exemptions (municipal portion only) under these programs.
- The projects supported have a total construction value over \$17 million and are anticipated to result in at least 61 new dwelling units, 313 square metres of new commercial gross floor area, six residential and four commercial buildings brought into compliance with the building or fire code, and exterior improvements to one residential and five commercial and institutional buildings.



As the Riverside Memorial Park Cemetery has almost reached capacity, it was essential to expand the cemetery to continue to meet the burial needs of our growing diverse community. The Riverside Expansion Project broke ground in 2022 and the new area is projected to be open to the public in fall 2024. Approximately seven acres of burial space was developed, 629 metres of road paved, 3,000 metres of irrigation lines installed, and more than 120 trees and 200 shrubs planted. The new development will meet the burial needs of the community for the next 30-40 years, but also serve as a commemorative, historical, passive recreational park to be enjoyed by visitors long into the future. The \$1.7 million cost of the Expansion Project was funded entirely from the Cemeteries Reserve.



The City worked diligently to address litter in targeted areas of the city:

- The City partnered with Atoskata Youth Restitution Program through Regina Treaty/Status Indian Services for specific community cleanup initiatives. Through this program, 162 loads were collected, resulting in 133 metric tonnes of waste being removed.
- The City's Community Cleanup program continued to proactively pick up litter and debris, focusing on North Central and Heritage neighbourhoods. In 2023, 221 loads were collected, resulting in 78.3 metric tonnes of waste being removed.
- The City also provided stipends to community associations for community cleanup activities in the spring/fall. The waste from these efforts was disposed at the City's Landfill at no charge.



The revised Heritage Conservation Policy seeks to improve preservation of Regina's heritage assets through stronger relationships and communication with property owners, building capacity and expertise to inform decisions, and expanding direct investments in conservation efforts. In 2023, \$250,000 in capital funding and an estimated \$196,444 in tax exemptions (municipal portion only) were committed under this program to support 18 preservation, rehabilitation, or restoration projects.



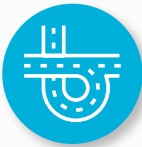
Operational Excellence

We transform to a service and performance culture that builds resident trust



The City is committed to delivering efficient and effective operations. In 2023, \$5.2 million in cost savings, \$11 million in cost avoidances and \$67,000 in revenues were realized from organizational efficiencies, resulting in total benefits of \$16.3 million. Highlights include:

- The seven-day service delivery model in Forestry resulted in exceeding 10,000 trees pruned, increasing total number of jobs completed, and cost avoidances were found and reallocated.
- Regina Fire & Protective Services and the Regina Police Service signed a memorandum of agreement with the Saskatchewan Public Safety Agency to use their mobile command post when required, instead of replacing the department's outdated mobile command post. This agreement resulted in a cost avoidance of \$700,000 between 2023 and 2024.
- The Technology department negotiated IT storage and software contracts with discounts, resulting in \$1.3 million of avoidances.
- In Procurement, costs were avoided through using negotiated Requests for Proposals and deploying strategies such as procuring materials internally, negotiating on material pricing and redirecting scope of work to internal engineering staff.



A substantial Lewvan Drive construction project was completed in the summer of 2023. Lewvan Drive serves as a crucial expressway running from the southern to the northern parts of the city, seeing over 30,000 cars every day, and is an important expressway for the Regina Airport and Regina Exhibition Association Limited (REAL). Focusing on consistent communication with stakeholders and the public throughout the project, construction was completed five weeks ahead of schedule and within budget.



To address the challenge of controlling noxious weeds without using environmentally harmful pesticides, the City employed an innovative solution – goats! Goats allow the City to follow weed management regulations while avoiding the use of chemicals near storm channels. Following a bylaw change, a goat weed management company was brought in. The goats protected residents and surrounding land by removing noxious weeds like leafy spurge that contain chemicals in their sap that can result in burns if it gets on skin. Based on the overall success of the program, including positive residential feedback and comparable prices to more traditional methods, areas such as the landfill and around waterways and storm channels can now be maintained in an effective way without the use of harmful chemicals.



A successful Speed Radar Backpack school safety campaign was completed in the fall. Existing technologies were transformed into an interactive, collaborative and eye-catching campaign to highlight school zone safety. Through collaboration with agencies in Quebec who had launched a similar campaign, and extensive testing and calibrating, the City created a custom speed detection device built into a backpack. Working with the Canadian Automobile Association, the Regina Police Service and Regina schools, a campaign took place in October to overwhelmingly positive feedback from drivers, schools, partners and residents. This is an example of a unique and innovative way to collaborate with community partners, schools and students to support road safety awareness. This project allowed Regina to be the first English-speaking Canadian city to introduce Speed Radar Backpacks, demonstrating Regina's leadership in road safety.



Operational Excellence

We transform to a service and performance culture that builds resident trust



The City developed a creative approach to deliver safe, cool and readily available water during the summer for residents at risk and pets. Built by City staff with limited additional materials, the City provided low-cost, temporary water stations in locations chosen to provide access to as many residents as possible. Water stations were installed in Victoria Park, Core Community Park, and Buffalo Meadows Park throughout the summer months. This provided residents in our community with access to free, and most importantly, safe drinking water on hot summer days when not having access to water can quickly become a life-threatening issue.



The City is focused on enhancing grant coordination to maximize funding opportunities from the provincial and federal governments. Securing additional funding enhances the City's ability to execute strategic priorities and initiatives and achieve long-term financial viability. In 2023, the City of Regina and its service partners – the Regina Police Service, Regina Public Library, Regina Exhibition Association Limited, Buffalo Pound Water Treatment Plant, Economic Development Regina, Regina Downtown Business Improvement District and Regina's Warehouse Business Improvement District – received total operating and capital grant funding of \$174.3 million.

- This total represents \$63.5 million in operating funding, \$55.3 million in capital funding, and \$55.5 million to the service partners.
- Significant funding examples of larger capital grant dollars received in 2023 include:
 - Investing In Canada's Infrastructure Program: Buffalo Pound Water Treatment Plant, \$55.8 million
 - New Building Canada Fund: Winnipeg Street Overpass, \$3.1 million
 - Rapid Housing Initiative 3: 30 Unit Housing Complex, \$7.1 million



To advance reconciliation efforts and complement the City's Strategic Priorities lens, which uses the phrase "recognizing our relationship, we grow our community and improve quality of life", City Council unanimously endorsed the development of an Indigenous Framework that will centre Indigenous ways of knowing, being and learning in all City work. The Framework and recommendations are expected to be completed in 2024.



The University of Regina and the City continue to work together on mutually beneficial initiatives through a Memorandum of Understanding (MOU) signed in 2022. Both organizations recognize the value of collaboration and continue to work closely in identifying and pursuing opportunities that benefit both parties and contribute to creating a livable, prosperous, and sustainable city. Senior leadership from both organizations continue to meet and discuss strategic priorities, updates on current collaborative projects, and future opportunities. Highlights from this partnership include:

- Decarbonizing Southern Saskatchewan Symposia series
- Luther College Net-zero projects
- Mapping EV infrastructure
- The Recycled Construction Materials project



Operational Excellence

We transform to a service and performance culture that builds resident trust



City Council formally established the City Internal Audit Department and approved the City's Internal Audit Charter in February 2023. The Internal Audit Department provides independent and objective assurance and consulting services, designed to add value and help enhance the operations of the organization and achieve its strategic objectives. The City Internal Auditor in the discharge of their duties, remains accountable functionally to the Audit & Finance Committee. The Internal Audit Department uses a systematic and disciplined approach to evaluate and improve the effectiveness of the City's governance, risk management and internal controls. Audit reports assist City Council in its oversight of Administration and the accountability for stewardship over public funds and achievement on value for money in City operations.



To meet the accelerating requirements of leveraging data and analytics in the organization and support a growing data culture, there was a need to increase resource capacity on the Technology data team in 2023. The creation of two new permanent positions on the team has resulted in significant involvement in beneficial organizational data activities such as performance and service management, leveraging new organizational data sources for analytics and decision making, integrating and transforming data so it is more usable in the organization, creating business intelligence dashboards and reports to help stakeholders analyze and visualize data for better understanding and decision making, and improving the collection, use and analysis of data to solve challenges.



To address a backlog of sidewalk repairs, \$1.2 million was spent in 2023 spanning 1.7 kilometres over 125 locations across the community.



Increased funding of \$98,000 for parks maintenance resulted in service improvements that have been well received by residents:

- Increased service levels for maintaining Māmowimīwēyitamōwin Park (formally Regent Park) which refreshed the park and provides more opportunities for multi-season activities for citizens.
- Increased maintenance of the skate loop in Horizon Park.
- Increased snow clearing on pathways within 48 hours and providing snow clearing along the Prince of Wales aggregate pathways.

Awards and Recognition



AAA credit rating S&P Global

For the fifth year in a row, in 2023, the City of Regina received the highest possible credit rating awarded by S&P Global. This demonstrates the City's strong financial management practices, long-term financial planning capabilities and stewardship of public funds.



Canadian Award for Financial Reporting

The Government Finance Officers Association of the United States and Canada

Through commitment to analyzing Public Sector Accounting Standards and timely, concise, financial reporting, the City has gained recognition for excellence in governmental accounting and financial reporting for the fiscal year ending December 31, 2022. This award is valid for one year and represents a significant accomplishment for the City.



International Accreditation

Commission of Fire Accreditation International

Regina Fire & Protective Services is one of only nine fire departments in Canada to achieve International Accreditation. Re-accreditation was achieved in 2022 for another five-year term, with the department maintaining its accredited status through the completion of annual compliance reports and program appraisals. Accreditation recognizes the department's commitment to continuous improvement, data-based decisions and alignment with industry best practices measured against 250 key performance indicators.



Tereo Innovator Award

Canadian Network of Asset Managers

The City of Regina received a national industry award at the 2023 Canadian Network of Asset Managers (CNAM) annual conference in Fredericton, New Brunswick held from May 1 to 4, 2023. The Tereo Innovator Award, 2nd Place, was presented to the City's Asset Management team for creating Regina's first State of Infrastructure Report (Report). The Report looked at all City-owned assets and the replacement value, remaining life, condition and amount of investment needed.

CNAM's Tereo Innovator Award is provided to organizations who can successfully implement changes to effect business improvements. Asset Management is an integrated business approach within an organization that minimizes the lifecycle costs of owning, operating and maintaining assets at an acceptable level of risk, while continuously delivering established levels of service. The City is committed to advancing a best-practice approach to asset management so residents can continue to rely on the necessary and desired services that make Regina an attractive place to live, work, visit and invest in.

Awards and Recognition



Saskatchewan's Most Active Community

ParticipACTION Community Challenge

The ParticipACTION Community Challenge is a national physical activity and sport initiative that encourages everyone to get active throughout the month of June. This year's fourth edition of the challenge ended with Regina being crowned Saskatchewan's Most Active Community and winning \$15,000 to support local physical activity and sport initiatives.

Regina tracked over 2.2 million minutes of physical activity through 300 community members and organizations. Thank you to Al Ritchie Community Association, Autism Resource Centre Inc., Canoe Kayak Saskatchewan, Coronation Park Community School, Four Directions Community Health Centre, Growing Young Movers Youth Development Inc., North Central Community Association and Queen City Eastview Community Association for taking part in the challenge and demonstrating how easy it is to stay active if you are having fun. The City of Regina is committed to creating four season sport and recreation opportunities that improve quality of life and make our community a more vibrant and attractive place to live, work, and visit.



#10toWatch 2023

Indigenomics Institute

The City of Regina's commitment to reconciliation was demonstrated through the development and implementation of its Indigenous Procurement Policy. The minimum goal of achieving 20 per cent engagement for Indigenous procurement set out in the policy is a major step along the journey to economic reconciliation. Developed through strong collaboration with the Indigenous Procurement Advisory Committee, the policy puts instruments in place to foster greater success for Indigenous-led business growth and development within the province and country. Through these efforts, the City was recognized as #10toWatch 2023 by the Indigenomics Institute.

As stated by the Indigenomics Institute, "Regina's Indigenous Procurement Policy marks a pivotal step toward realizing Indigenous prosperity and fostering collaboration. It signifies a commitment to creating a more prosperous future by addressing historical injustices and fostering material change in a municipal context. This is Indigenomics in action."



Certificate of Excellence in Assessment Administration

International Association of Assessing Officers (IAAO)

In 2013, the City of Regina was the first Canadian city to receive the Certificate of Excellence in Assessment Administration. Through this certificate, the IAAO recognizes assessment jurisdictions that are using identified best-practices throughout their service delivery. Recertification took place in 2020 and Regina is currently one of only two Canadian and 35 North American assessment jurisdictions to achieve the certification.

Service Partners

The City of Regina has multiple service partners who report annually to City Council and are included in the City's consolidated financial statements.

Buffalo Pound Water Treatment Plant

The Buffalo Pound Water Treatment Plant is a not-for-profit corporation legally known as the Buffalo Pound Water Treatment Corporation. The Cities of Moose Jaw and Regina jointly own the Plant (City of Regina: 74 per cent; City of Moose Jaw: 26 per cent) and a Board of Directors governs the Corporation on behalf of the two Cities. The Plant provides water to over 270,000 customers primarily in Regina and Moose Jaw and currently has a rated production capacity of 205 million litres per day. The Plant is currently undergoing a significant rehabilitation project to renew the Plant to extend its life to the year 2050, modernizing the water treatment processes used and expanding the capacity to meeting regional growth.

Community & Social Impact Regina

Community and Social Impact Regina (CSIR) is a municipal non-profit corporation. CSIR was established based on the recommendation in the Community Safety and Wellbeing Plan (CSWB) to create a stand-alone backbone organization to facilitate the work in the community. As a purpose-driven organization, CSIR has been tasked to utilize a collective impact approach to address the societal issues of Substance Use, Safety, Food Insecurity, Intimate Partner/Domestic Violence, System Service, and Racism and Discrimination. These issues were identified, prioritized, and brought forward by the broader community in the development of the Community and Safety Wellbeing Plan led by the City of Regina.

We are mandated with a collective impact approach to create, facilitate, and monitor coordinated community and social impact strategies to support the well-being, health, safety, and social inclusion of community members in Regina within Treaty Four Territory, and within the Métis Homeland.

In Regina, a collective impact approach will bring together community members, non-profits, for-profits, and public organizations on the priority areas identified in the CSWB Plan. CSIR is in place to provide the support required to bring the community together and create the conditions for transformative change where everybody thrives and experiences well-being.

Economic Development Regina

Economic Development Regina Inc. (EDR) is the lead agency for economic development for the Greater Regina Area (GRA). Governed by a volunteer Board of Directors, EDR is a not-for-profit municipal corporation, providing leadership to the community with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of industry.
- Find innovative ways to promote sustainable growth while effectively addressing the challenges associated with it.
- Market and promote the GRA for business and investment.
- Ensure the Greater Regina Area offers a vibrant and diversified economy for investors, a climate of growth for business and work toward a high quality of life for residents.

Regina Downtown Business Improvement District

The Regina Downtown Business Improvement District (RDBID) is an organization that provides a range of business and community services to promote and enhance the Downtown District'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. RDBID's services supplement services provided by the City of Regina.

Authorized under Section 25 & 26 of *The Cities Act* and *City of Regina Bylaw No 2001-76*, RDBID programs and services are financed by a special property tax assessment collected from commercial property owners located in the defined boundaries of the Downtown District. This District encompasses 53 blocks bordered by Angus Street to the west, 13th Avenue to the south, Halifax Street to the east, and Saskatchewan Drive to the north. RDBID also extends along Broad Street south to College Avenue.

The special assessments are approved by the Board of Directors of RDBID, which is appointed by City Council, and includes a representative from City Council.

Regina Exhibition Association Limited

Owned by the City of Regina and situated in the heart of Regina, Regina Exhibition Association Limited (REAL) is the largest interconnected event complex in Canada. It is the home of the REAL District and the centre of sport and rec, business, entertainment, and agriculture for the community. REAL is a not-for-profit corporation that operates the 100-acre property. The REAL District hosts most of Regina's major events, including Canada's Farm Show presented by Viterra, Queen City Ex presented by SaskTel, and Canadian Western Agribition. It is also home to the Saskatchewan Roughriders, Regina Pats, Regina Soccer Association, many minor and recreational sports, concerts, trade shows, and conventions.

Regina Police Service

Regina Police Service (RPS) enhances the safety of our city and provides policing services to the residents of Regina and, in partnership with the RCMP, to some of the surrounding region. The RPS currently has 451 sworn officers and 211 civilian personnel combining to form a total employee complement of 662.

Regina Public Library

Regina Public Library (RPL) is an urban library system committed to meeting the ever-evolving needs of Regina's residents. Since its inception in 1908, RPL continues to play an integral role in the social and economic vibrancy of the city. An integrated cultural institution with a commitment to literacy in all forms, RPL provides community members with opportunities to learn and empower themselves for personal success. RPL's services are available to all city residents, including collections from over 300 Saskatchewan public libraries through the Saskatchewan Information Library Services Consortium. RPL is governed by an independent board under *The Public Libraries Act, 1996*.

Regina's Warehouse Business Improvement District

Regina's Warehouse Business Improvement District is the voice of the Warehouse District's property owners, entrepreneurs, and businesses. Their focus is to protect and advance the business interests of the district while ensuring its growth, renewal, re-investment, and maintenance of the district's history and heritage. The Warehouse District encompasses 80 blocks from the west side of Albert Street to the east side of Winnipeg Street and north from the CP rail yard to the south side of 4th Avenue, serving over 600 members in the area.

2023



Financial Statement: Discussion and Analysis

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, 2023. The intent of this discussion and analysis is to look at the City's financial performance as a whole; readers should review the "Regina at a Glance" and "2023 Strategic Priorities Results" 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.

The Consolidated Financial Statements are prepared by management in accordance with Canadian Public Sector Accounting Standards. The Consolidated Financial Statements combine the financial results of the City and all organizations which are controlled or owned by the City. These include:

- Buffalo Pound Water Treatment Corporation (BPWTC)
- Community & Social Impact Regina (CSIR)
- Economic Development Regina Inc. (EDR)
- Regina Downtown Business Improvement District (RDBID)
- Regina Exhibition Association Limited (REAL)
- Regina Public Library Board (RPL)
- Regina's Warehouse Business Improvement District (RWBID)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

A summary of the Consolidated Statement of Financial Position (Table 1) summarized below, outlines the City's financial assets, financial liabilities, and non-financial assets.

Table 1: Statement of Financial Position	2023	2022
Financial assets	\$ 650,290	\$ 686,807
Financial liabilities	676,515	665,095
Net financial (debt) assets	(26,225)	21,712
Non-financial assets	2,684,434	2,549,755
Accumulated remeasurement gains	17,464	-
ACCUMULATED SURPLUS	\$ 2,701,898	\$ 2,571,467

Net Financial (Debt) Assets

The net financial asset or debt position is calculated as financial assets less financial liabilities. A net financial asset position is an indicator of funds available for future expenditures, and a net financial debt position is an indicator of funds required to pay for past expenditures. The City moved from a net financial asset position of \$21.7 million in 2022 to a net financial debt position of \$26.2 million in 2023, a decrease of \$47.9 million. Being in a net debt position means financial assets are insufficient to repay existing liabilities, and future revenues will be required to fund costs incurred in prior years for the delivery of services, investments in tangible capital assets, and other transactions.

While there were various changes to the City's financial asset and liabilities, key reasons for the change in net financial position are due to the following:

- The significant investments that were made in tangible capital assets in 2023 related to the renewal of the Buffalo Pound Water Treat Plant (BPWTP) which will be paid by future water fees collected by the BPWTP.
- The Water Expansion Network project which in 2023 was paid from the City's positive cash balance in 2023 but will be funded from future Service Agreement Fees when collected.
- Financial Liabilities include REAL and EDR Canadian Emergency Wage Subsidy (CEWS) and Canadian Emergency Rent Subsidy (CERS), \$9 million, due to Government of Canada.

- Employee benefit obligations increased due to the amortization of losses incurred in prior years due to the volatility of the market.

Non-Financial Assets

Non-financial assets increased by \$178.4 million in 2023, bringing the total to over \$2.7 billion. This increase is the net result of capital additions of physical assets in the year, offset by disposals and amortization expense. The majority of non-financial assets, 99%, are made up of tangible capital assets which include physical assets such as buildings, roads, and underground water utility infrastructure.

Accumulated Surplus

An accumulated surplus position measures the net resources (both financial and non-financial) available to the City that may be used to provide future services. The City's accumulated surplus at the end of 2023 was \$2.7 billion, an increase of \$130 million from the 2022 accumulated surplus of \$2.57 billion. The accumulated surplus shows positive growth in the City's financial position, primarily related to a net increase in tangible capital assets which is due to continued investment in tangible capital assets to provide future service capacity. Overall, the City continues to maintain a strong financial position.

CONSOLIDATED STATEMENT OF OPERATIONS

The Consolidated Statement of Operations shows how and where the City recognizes its consolidated revenues and expenses. Consolidated revenues totaled \$878.5 million against consolidated expenses of \$765.5 million resulting in an operating surplus of \$113.0 million in 2023.

Revenues

The table below shows the City's consolidated revenues for 2023 compared to budget and the prior year.

Table 2: Revenue by Type

	2023 Budget	2023 Actual	Budget Variance Favourable (Unfavourable)	2022 Actual	Year over Year Increase (Decrease)
Taxation	321,182	322,119	937	307,087	15,032
Fees and charges	289,172	267,363	(21,809)	250,493	16,870
Government transfers	146,365	175,482	29,117	110,279	65,203
Electrical distribution	32,120	29,367	(2,753)	31,328	(1,961)
Licenses, fines and levies	12,957	15,483	2,526	16,798	(1,315)
Gas distribution	7,005	7,842	837	9,362	(1,520)
Interest and penalties	-	6,087	6,087	6,627	(540)
Interest on investments	10,224	20,568	10,344	10,892	9,676
Gain on investments	-	1,873	1,873	659	1,214
Servicing agreement fees	60,725	7,118	(53,607)	3,657	3,461
Land sales	-	13,339	13,339	19,638	(6,299)
Property rentals	-	3,762	3,762	4,093	(331)
Other	3,508	4,425	917	5,663	(1,238)
Contribution of tangible capital assets	-	3,637	3,637	180	3,457
Revenue	883,258	878,465	(4,793)	776,756	101,709

The table above includes both operating and capital revenue, and controlled subsidiaries.

As shown in the above table, the City relies heavily on its own source of funding to cover the cost of providing services. Of the total revenue earned in the year, 67.1% (2022 - 71.8%) is attributed to taxation and fees.

Certain revenues, particularly own-source revenues follow a predictable pattern of growth; these include revenues such as taxation, licenses, fines and levies, and electrical distribution. Other revenues follow a less predictable pattern of growth such as: government transfers are dependent on the level of funding provided by government; and contributed assets which follow development levels and economic factors.

The following provides explanations of significant revenue variances.

Taxation revenue generally increases with growth and tax rate increases. Taxation revenue was \$15.0 million (5%) higher in 2023 when compared to 2022 primarily due to a 4.67% (2022 - 3.4%) increase in the mill rate.

Fees and charges increased \$16.9 million (7%) in 2023 compared to 2022. This is largely due to an increase in the sale of water (\$5.0 million) and sewer service charges (\$3.6 million) as a result of Council approving a 2023 rate increase of 4.5%. The remaining increase is attributable to an increase in building permit fees (1.5 million), transit pass sales (1.8 million), automated speed enforcement (1.9 million), auction and salvage revenues (\$1.9 million) and landfill charges (0.7 million).

Government transfers include both operating and capital transfers and reflects the variability in various Federal and Provincial capital grant programs. Government transfer increased by \$65.2 million (59%) when compared to 2022 as a result of the Buffalo Pound Treatment Plant upgrade (\$34.1 million) and the recognition of the monies received from Canada Community Building Fund program (\$41.4 million) with the recognition of revenue for both current and prior year in 2023 resulting from a delay in obtaining a new Infrastructure Investment Plan (IIP) in 2022. This increase was offset by a decrease of \$11 million from the completion of the Municipal Economic Enhancement Program (MEEP) in 2022. Government transfers were \$29.1 million over budget, and this is due to the Canada Community Building Fund (\$21.3 million) and money received from the federal government for the rapid housing initiative (\$7.1 million)

Licenses, fines and levies decreased by \$1.3 million (8%) from prior year actuals due to a decrease in traffic violation fees, in particular the photo radar.

Gas distribution decreased \$1.5 million (16%) from prior year due to a decrease in gas prices.

Interest and penalties are \$6.1 million below budget as the City does not budget for interest and penalties.

Interest on investments increased \$10 million (89%) largely due to higher than expected interest rates, implementation of a new investment policy resulting in greater returns on investments, and conservative approach taken in budgeting for investment income.

Servicing agreement fees for 2023 were \$3.5 million (95%) higher compared to 2022. 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. Servicing Agreement Fees (SAF) collected in a given year are recorded as revenue or deferred revenue based on eligible expenditures. The change from prior year was a result of recognizing deferred revenue for the Saskatchewan Drive Corridor Plan (\$2.7 million) & the Road Network Improvements Property Purchase project (\$1.0 million). Servicing agreements fees were \$53.6 million below budget due to the budget including SAF revenues equivalent to the Eastern Pressure Solution System project, however, there was no SAF revenues recognized related to this project, with revenues to be recognized in future years when SAF fees are collected.

Land Sales decreased \$6.3 million (32%) with lower demand for single and family lots as compared to prior year. The demand is for high density parcels.

Contribution of tangible capital assets increased \$3.5 million. 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. Tangible capital assets support all of the services the City provides. In the current year, the balance increased with the completion of developer projects. The variance between budget and actual is due to the City not budgeting for contribution of tangible capital assets.

Expenses

The table below shows the City's consolidated expenses for 2023 compared to budget and the prior year.

Table 3: Expenses - Budget to Actual and Prior Year Comparison

	2023 Budget	2023 Actual	Budget Variance Favourable (Unfavourable)	2022 Actual	Year over Year Increase (Decrease)
Parks, recreation and community services	142,580	157,987	(15,407)	151,343	6,644
Police	108,948	131,962	(23,014)	116,464	15,498
Legislative and administrative services	139,939	101,120	38,819	103,113	(1,993)
Water, wastewater and drainage	183,111	115,567	67,544	106,282	9,285
Roads and traffic	66,785	89,798	(23,013)	91,877	(2,079)
Fire	46,504	53,726	(7,222)	52,088	1,638
Transit	45,703	49,381	(3,678)	48,192	1,189
Waste collection and disposal	26,400	31,600	(5,200)	29,631	1,969
Grants	13,992	15,975	(1,983)	18,972	(2,997)
Planning and development	32,056	18,382	13,674	13,948	4,434
Expenses	806,018	765,498	40,520	731,910	33,588

The table above includes both operating and capital expenses, and controlled subsidiaries.

Of the total expenditures incurred, almost 66.2% is attributed to four areas parks, recreation and community services; police; legislative and administrative services; and water, wastewater and drainage.

Parks, recreation and community services increased \$6.6 million (4%) from 2022. Overall, wages increased \$3.6 million with general wage increases. The repayment of CEWS and CERS benefits to the Government of Canada for REAL (\$8 million) and EDR (\$0.9 million) also contributed to the year over year increase in expenses. This increase was partially offset by a decrease in REAL's other expenses. Parks, recreation and community services were \$15.4 million over budget due primarily to the City's controlled entities, largely driven by the repayment of funding to the Government of Canada.

Police increased \$15.5 million (13%) and were \$23.0 million over budget due to an adjustment to the police pension plans (see employee benefit obligations described later in this section of the report).

Legislative and administrative expenses decreased \$2.0 million (2%) compared to 2022 primarily due to 2022 including costs related to the City's contribution of land to the school boards in 2022 (\$3.4 million) and the remediation of asbestos in City Hall ceiling tiles (\$2.0 million), which did not occur in 2023. Also, the cost of sales for lots decreased in correlation to the decrease in lot sales (\$2.7 million). These decreases were offset by retroactive pay and general wage increases with the conclusion of union salary negotiations (\$5.5 million).

Water, wastewater and drainage expenses increased \$9.3 million (9%) from 2022 due to increased contract services including water meter upgrades, sewer cleaning and inspections and drainage upgrades.

Roads and traffic expenses were \$23.0 million over budget due to the winter road maintenance, extra sweeping and increased costs of dust suppression and grid road maintenance, fuel costs as well as salary costs including retro pay for outstanding bargaining agreements.

Transit costs increased \$1.2 (2%) million from 2022 primarily due to general wage increases. Transit was \$3.7 million over budget due to overtime, an increase in the price of parts due to inflation, and maintenance costs and fuel.

Planning and development cost increased \$4.4 (32%) mainly due to an increase in wages and benefits and the housing incentive policy payment.

Grants decreased by \$3.0 million (16%) from 2022 with a decrease in contributions to the Regina Humane Society as the building of the new animal community centre neared completion in 2023.

Expenses by Object

Table 4: Expenses by Object

	2023	2022	2021	2020	2019
Wages and benefits	363,688	325,407	305,911	299,763	300,425
Material, supplies and other goods	74,581	87,610	85,244	57,265	78,512
Contracted and general services	153,647	148,215	114,715	108,465	143,265
Transfer payments/grants	16,075	19,107	12,227	13,074	9,361
Utilities	26,975	22,735	20,179	19,228	17,036
Interest and bank charges	14,387	14,415	13,059	13,365	14,162
Amortization of tangible assets	113,036	112,089	109,018	103,035	101,069
Accretion	3,109	2,332	2,235	-	-
Total	765,498	731,910	662,588	614,195	663,830

Wages and Benefits - Approximately 47.5% of the total expenses incurred by the City of Regina are attributed to wages and benefits. Wages and benefits have increased by 6.7% from prior year which is reasonable due to collective bargaining agreements and staff advancing through annual union step increases. Included in these costs are changes to post employment obligations such as pension plans, sick and vacation payouts. As well, Employee Benefit Obligations increased due to economic loss amortization from loss incurred in 2022 due to market volatility.

The number of people employed by the City of Regina and its related entities including casual staff is 5,386 in 2023 (2022 - 5,348). This represents the number of employees paid during the year by the City of Regina and its related entities.

Material, supplies and other goods, contracted and general services and amortization of tangible assets are affected by capital projects that extend over multiple years. These capital projects, in turn, are influenced by major initiatives and the availability of government funding. While most project expenditures are capitalized, not all meet the necessary criteria to be capitalized. Consequently, an increase in capital projects leads to higher operating expenses.

EMPLOYEE BENEFIT OBLIGATIONS

Employee benefit obligations include liabilities for pensions, sick and severance, vacation and overtime. The increase in employee benefit obligations is impacted by 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 5 to 10 years, the cash outlays relating to this obligation will continue to grow.

Employee benefit obligations also includes the liability for the Regina Police Pension. The Regina Civic Superannuation and Benefits Plan includes a larger group of employees. As it is a multi-employer plan, it

is not possible to determine the City's portion of the deficit. Therefore, no amount is included in the Consolidated Statement of Financial Position for this Plan.

Employee benefit obligations increased by \$17.3 million (23.3%) from 2022. This consists of a \$10 million decrease in the net carrying value for the Regina Police Pension Plan due to the start of the recognition of the loss on assets that the plan experienced in 2022 whereby the market value of the plan's assets decreased. This resulted in a \$62.0 million loss which, under the PS 3250 Retirement Benefits standard, allows for the amortization of gains and losses over the average remaining service lifetime of the active members (9 years). This resulted in \$7.0 million of the loss being amortized in 2023 in addition to the amortization of gains and losses incurred in previous years being recognized.

Additionally, the Target Retirement Income Plan (TRIP) decreased by \$5 million as, under the accounting standards, a surplus cannot be recognized when the plan is showing a surplus and unamortized gains. Comparatively, in 2022, the \$5 million loss could be recognized as an asset/surplus.

LONG-TERM DEBT

The affordability of debt is influenced by many factors including the City's revenue, current debt obligations and other financial obligations. The City's Debt Management Policy outlines specific measures to evaluate the affordability of debt. The policy sets limits on the amount of debt the City can borrow, within the current debt limit set by the Saskatchewan Municipal Board.

The City of Regina's current approved debt limit approved by the Saskatchewan Municipal Board is \$660.0 million. The total consolidated debt on December 31, 2023 was \$313.1 million. The debt undertaken by agencies accountable to and controlled or owned by the City are considered within the overall debt limit. These agencies are responsible for the repayment of the debt they take on. Historically, the City has used a traditional approach to issuing debt for large capital projects and all debt currently held is planned debt. This approach allows the City of Regina to maintain a reasonable debt limit and demonstrates a commitment to long-term planning and fiscal management.

The cost of servicing the debt is presented in Table 5 below. The debt service ratio of 5% of consolidated revenues is set within the Debt Management Policy.

Table 5: City of Regina Long-Term Debt

Debt Outstanding	2023				TOTAL	
	General Municipal	Wastewater Treatment Plant	Buffalo Pound	REAL	2023	2022
Debt outstanding	165,111	67,586	68,798	11,627	313,122	322,242
Principal paid	6,812	1,716	2,696	1,297	12,521	9,415
Interest paid	6,763	4,406	2,283	935	14,387	6,991
Total debt outstanding	165,111	67,586	68,798	11,627	313,122	322,242

	2023	2022
Total debt service costs	14,387	6,991
Debt service costs as a % of expenses	1.9%	1.0%
Debt per capita (\$)*	1,332	1,371
Debt per household (\$)**	3,280	3,376
Debt per community assessed value	1.15%	1.11%
Debt as a multiple of revenue	35.6%	41.5%

*Population figure was obtained from Stats Canada 2021 census.

** Household figure as obtained from Stats Canada 2021 census.

RESERVES

Table 6: Reserves

	2023	2022
City of Regina reserves	192,677	211,347
Group Benefit reserves	12,895	12,037
Other entities reserves	25,659	22,265
Total reserves	231,231	245,549

The City allocates funds to reserves to meet specific future operating and capital requirements. They are a key component to the City's long-term financial strategy, supporting long-term financial viability. Two of 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.

Over the past five years the City's reserves have fluctuated as reserves are used for their intended purposes as defined in the *Regina Administration Bylaw, 2003-69*. Two comprehensive reserve reviews completed in the past, with a third review scheduled for the fall of 2024, have established a strong foundation for establishing and reporting on the reserves to ensure sound fiscal management. Overall, the steady reserve level is an indication of how the City continues to ensure appropriate reserve balances to support planned projects.

The number and level of reserves maintained by a municipality depend on several factors including service levels, internal financial policies, risk tolerances, age of infrastructure, long-term financial plans, and economic conditions. The City's reserves align to the bylaw and internal policies. An annual reserve report is presented to City Council to detail the balances and use of each reserve and recommend any adjustments to continue to align to the best practices.

The reserves decreased by \$14.3 million. The largest change was a decrease in the land development reserve to include current development costs.

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.

	2023	2022
Total Assets to Liabilities Ratio	4.99	4.87
Financial Assets to Liabilities Ratio	0.96	1.03

Flexibility

Flexibility is the degree to which government can change its debt or tax burden and still meet its existing financial obligations. 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, 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.

Vulnerability

This is the degree to which a government is dependent on, 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.

	2023	2022
Government Transfers to Total Revenue Ratio	16.57	19.98

CREDIT RATING

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as S & P Global's service to identify a borrower's overall credit worthiness. 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.

S & P Global undertakes a detailed analysis of the borrower's financial condition, using a robust set of criteria, and updates it annually. The credit rating in 2023 was AAA. In 2024, the rating is AAA. According to the credit agency, this consistently strong performance reflects the City's ongoing commitment to sound fiscal management.

MOSAIC STADIUM OPERATING RESULTS

Mosaic Stadium Operating Results	2023	2022
Revenues		
Property Tax	10,388	10,308
Grant Revenue	2,091	2,114
Tenant Revenue	2,790	2,689
Facility Fees	2,082	3,320
Community Use	63	92
Other Rent	300	300
Other General Revenue	759	759
Insurance Claims Revenue	-	178.34
Total Revenues:	18,473	19,761
Expenditures		
Contracted Property Management	4,880	5,195
Utilities	912	896
Consulting Services	8	2
Property Tax	235	249
Other	56	56
Total Expenditures:	6,090	6,399
Surplus Before Debt Repayment	12,383	13,361
Debt Repayment - Principal & Interest	11,444	11,441
Net Surplus for the year	939	1,920

Property Tax Revenue – Regina City Council committed to implementing a 0.45% mill rate increase each year for 10 years beginning in 2013 (CR13-6). After the initial 10-year period, this pool of property tax revenue will (a) continue to be dedicated to stadium operations and (b) will only be increased in response to growth in the assessment roll.

Grant & Tenant Revenue – In 2017 Sask Sport Inc. and the Saskatchewan Roughrider Football Club Inc. (SRFC) entered into 30-year lease agreements as tenants of Mosaic Stadium. The Sask Sport lease generates revenue of \$2.55 million per year for the use of Sask Sport's leased space and the allocation of a minimum of 600 hours per year for Sask Sport affiliated organizations to access the field of play. A portion of this revenue is recorded as tenant revenue and the balance is recorded as grant revenue.

The SRFC lease generates revenue of a minimum of \$1.5 million per year. In 2018 and each subsequent year, this amount is adjusted to ensure that the revenue received by the City is not unduly eroded due to inflation. As a result, in 2023 the SRFC rent is \$1.8 million. In addition, the SRFC pays \$500,000 per year to the City for the ability to market the naming rights and sponsorship rights in respect of the stadium.

Facility Fees – In addition to the rent paid to the City, the SRFC also collects and remits to the City a facility fee of \$12 per ticket sold for SRFC games.

Other General Revenue – Regina City Council (CR13-6) committed to incorporating the general revenue used to fund the operating maintenance budget for the old stadium as a funding source to support the new stadium. The operating maintenance budget for the former stadium was \$759,000.

Contracted Property Management Expense – The City has contracted Regina Exhibition Association Limited (REAL) to operate and maintain the stadium on the City's behalf. In return the City pays REAL a minimum of \$3.6 million per year. The City also pays REAL a per event fee for the services provided during SRFC game days, Sask Sport affiliated user group events etc. These fees are reviewed by the City and REAL on a regular basis to determine if any adjustment to the fee(s) is required.

Utilities Expenses – This includes the cost for heat, power, telephones and the managed information technology service contract with SaskTel. REAL can take advantage of a discounted rate for electricity so the cost of power for the stadium is reimbursed to REAL through the stadium operating and maintenance contract.

Property Tax Expense – This represents the remittance of property taxes collected from stadium tenants.

Debt Repayment – External financing in support of the stadium was obtained from two sources. The Province of Saskatchewan provided a loan of \$100.0 million (CM14-1). The term of this loan is 31.5 years with an interest rate of 3.99 percent per annum. The current balance outstanding is \$80.4 million. The Canadian Imperial Bank of Commerce provided a loan of \$100.4 million (CR14-45), of which \$67.4 million was used to fund the construction of the stadium and \$33.0 million was set aside for interim cashflow purposes. The term of this loan is 30 years with an interest rate of 4.102 percent per annum. The current outstanding balance is \$80.5 million.

Long Term Financial Outlook

The City's obligation to expend approximately \$11.0 million per year in debt repayments from the start of stadium operations (2013) while the amount of property tax revenue dedicated to the stadium starts out at approximately \$715,000 per annum. At the end of 30 years when the debt has been fully repaid, it is projected that the stadium will have generated a net positive cash flow.

2023



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.

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, CPA, CA, CMA
Executive Director,
Financial Strategy & Sustainability



Niki Anderson
City Manager

June 26, 2024

To Mayor Masters and Members of City Council of City of Regina:

Opinion

We have audited the consolidated financial statements of City of Regina (the "City"), which comprise the consolidated statement of financial position as at December 31, 2023, and the consolidated statements of operations and accumulated operating surplus, changes in net financial debt, cash flows and remeasurement gains and losses for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2023, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises Management's Discussion and Analysis. The other information also comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. We obtained Management's Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

Management is responsible for the preparation and fair presentation of the 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.

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

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Regina, Saskatchewan

June 26, 2024

MNP LLP

Chartered Professional Accountants

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31

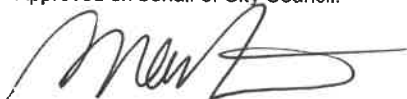
(in thousands of dollars)

	2023	2022
FINANCIAL ASSETS		
Cash	\$ 69,601	\$ 160,147
Accounts receivable (Note 4)	97,868	81,813
Taxes receivable (Note 5)	16,556	13,276
Portfolio investments (Note 6)	444,764	408,090
Land inventory (Note 7)	21,501	23,481
	650,290	686,807
FINANCIAL LIABILITIES		
Bank indebtedness (Note 8)	5,104	4,883
Accounts payable and accrued liabilities	102,793	82,705
Taxes payable to school boards	1,748	8,977
Government of Canada liability (Note 9)	8,953	-
Deferred revenue (Note 10)	95,207	117,689
Capital lease obligations (Note 11)	1,951	1,219
Long-term debt (Note 8)	313,122	322,242
Employee benefit obligations (Note 12)	91,270	74,013
Asset retirement obligations (Note 13)	56,367	53,367
	676,515	665,095
NET FINANCIAL (DEBT) ASSETS	(26,225)	21,712
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 14) (Schedule 3)	2,710,194	2,534,606
Materials and supplies	13,000	11,299
Prepaid	4,929	3,850
ACCUMULATED SURPLUS (Note 15)	2,701,898	2,571,467
Accumulated operating surplus	2,684,434	2,571,467
Accumulated remeasurement gains (Note 3, d)	17,464	-
ACCUMULATED SURPLUS	\$ 2,701,898	\$ 2,571,467

Contractual obligations (Note 22)

See accompanying notes to consolidated financial statements.

Approved on behalf of City Council:



Mayor Sandra Masters

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED OPERATING SURPLUS

For the Year Ended December 31

(in thousands of dollars)

	Budget 2023 (Note 1j)	Actual 2023	Actual 2022
REVENUE			
Taxation (Note 17)	\$ 321,182	\$ 322,119	\$ 307,087
Fees and charges	289,172	267,363	250,493
Government transfers (Note 18)	146,365	175,482	110,279
Electrical distribution	32,120	29,367	31,328
Licenses, fines and levies	12,957	15,483	16,798
Gas distribution	7,005	7,842	9,362
Interest and penalties	-	6,087	6,627
Interest on investments	10,224	20,568	10,892
Gain on investments	-	1,873	659
Servicing agreement fees	60,725	7,118	3,657
Land sales	-	13,339	19,638
Property rentals	-	3,762	4,093
Other	3,508	4,425	5,663
Contribution of tangible capital assets (Note 14)	-	3,637	180
	883,258	878,465	776,756
EXPENSES			
Parks, recreation and community services	142,580	157,987	151,343
Police	108,948	131,962	116,464
Legislative and administrative services	139,939	101,120	103,113
Water, wastewater and drainage	183,111	115,567	106,282
Roads and traffic	66,785	89,798	91,877
Fire	46,504	53,726	52,088
Transit	45,703	49,381	48,192
Waste collection and disposal	26,400	31,600	29,631
Grants	13,992	15,975	18,972
Planning and development	32,056	18,382	13,948
	806,018	765,498	731,910
ANNUAL OPERATING SURPLUS	77,240	112,967	44,846
ACCUMULATED OPERATING SURPLUS, BEGINNING OF YEAR	-	2,571,467	2,526,621
ACCUMULATED OPERATING SURPLUS, END OF YEAR	\$ 77,240	\$ 2,684,434	\$ 2,571,467

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 2023 (Note 1j)	Actual 2023	Actual 2022
Annual operating surplus	\$ 77,240	\$ 112,967	\$ 44,846
Acquisition of tangible capital assets	-	(288,384)	(183,753)
Contribution of tangible capital assets	-	(3,637)	(180)
Amortization of tangible assets	-	113,036	112,090
Proceeds on disposal of tangible capital assets	-	2,310	2,120
Loss on disposal of tangible capital assets	-	1,087	4,233
	-	(175,588)	(65,490)
Net change in materials and supplies	-	(1,701)	(424)
Net change in prepaid	-	(1,079)	273
Net remeasurement gains for the year (Note 3)	-	17,464	-
	-	14,684	(151)
Decrease in net financial assets	77,240	(47,937)	(20,795)
NET FINANCIAL ASSETS, BEGINNING OF YEAR	21,712	21,712	42,507
NET FINANCIAL DEBT, END OF YEAR	\$ 98,952	\$ (26,225)	\$ 21,712

See accompanying notes to consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended December 31

(in thousands of dollars)

	2023	2022
CASH FLOWS FROM OPERATING ACTIVITIES:		
Annual operating surplus	\$ 112,967	\$ 44,846
Non-cash items		
Amortization of tangible capital assets	113,036	112,090
Loss on disposal of tangible capital assets	1,087	4,233
Contribution of tangible capital assets	(3,637)	(180)
Net change in non-cash working capital balances		
Increase in accounts receivable	(16,055)	(25,181)
Increase in taxes receivable	(3,280)	(1,153)
Decrease in land inventory	1,980	1,776
Bank indebtedness	221	3,158
Increase in accounts payable and accrued liabilities	20,088	19,489
(Decrease) increase in taxes payable to school boards	(7,229)	7,654
Increase in Government of Canada liability	8,953	-
Decrease in deferred revenue	(22,482)	(3,030)
Increase in capital lease obligations	732	22
Increase in employee benefit obligations	17,257	1,945
Increase in asset retirement obligations	3,000	2,926
Increase in materials and supplies	(1,701)	(424)
(Increase) decrease in prepaid	(1,079)	273
	223,858	168,444
CASH FLOWS USED IN CAPITAL ACTIVITIES:		
Acquisition of tangible capital assets	(288,384)	(183,753)
Proceeds on disposal of tangible capital assets	2,310	2,120
	(286,074)	(181,633)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of investments	-	(153,816)
Proceeds on sale of investments	(19,210)	167,300
	(19,210)	13,484
CASH FLOWS USED IN FINANCING ACTIVITIES:		
Repayment of long-term debt	(9,120)	(9,415)
DECREASE IN CASH	(90,546)	(9,120)
CASH, BEGINNING OF YEAR	160,147	169,267
CASH, END OF YEAR	\$ 69,601	\$ 160,147

See accompanying notes to consolidated financial statements.

CONSOLIDATED STATEMENT OF REMEASUREMENT OF GAINS AND LOSSES

For the Year Ended December 31, 2023

(in thousands of dollars)

	2023
Accumulated remeasurement gains, beginning of the year	\$ 3,716
Net unrealized gains attributable to:	
Portfolio investments	13,748
Amounts reclassified to the statement of operations:	
Portfolio investments	-
Net remeasurement gains for the year	17,464
Accumulated remeasurement gains, end of year	\$ 17,464

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). 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, cash flows and the net remeasurement gains (losses) for the year 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)
- Community & Social Impact Regina Inc. (CSIR)

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 Board has a 21.62% (2022 - 21.63%) interest in the Saskatchewan Information and Library Services Consortium Inc. (SILS) and a 5.79% interest in mamaweyatitan centre, 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 Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

a. Reporting entity (Continued)

The Community & Social Impact Regina Inc. (CSIR) was incorporated on September 13, 2022 as a controlled corporation pursuant to the Cities Act and *The Non-Profit Corporations Act, 1995 (Saskatchewan)*, with the City of Regina as its sole voting member.

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 revenues are recorded at the time tax billings are issued. 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 17). 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. Prior to that time, any amounts received are recorded as deferred revenue.

Donated or contributed capital assets are recorded at fair value at the date of contribution.

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 allowance for doubtful accounts on accounts receivable and taxes receivable, accrued liabilities, employee benefit obligations, contribution of tangible capital assets, provision on tax appeals, the

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

d. Use of estimates (Continued)

amortization of tangible capital assets, or any provision for impairment of investment values.

In addition, the City's implementation of PS3280 Asset Retirement Obligations has resulted in the requirement for management to make estimates regarding the useful lives of affected tangible capital assets and the expected retirement costs, as well as the timing and duration of these retirement costs.

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 Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

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 121 years
Vehicles and equipment	
Fire trucks and buses	5 to 20 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	7 to 25 years
Infrastructure	
Plants and facilities	5 to 100 years
Roads	1 to 40 years
Underground networks	25 to 166 years
Bridges and other structures	20 to 85 years

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.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

i. Tangible capital assets (Continued)

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 December 14, 2022.

k. Asset retirement obligations

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the City to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at December 31, 2023. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the City reviews the carrying amount of the liability. The City recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

l. Investments

Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized. At which time, they are transferred to the statement of operations. Investment transactions are accounted for at the trade date. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

I. Investments (Continued)

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

The Standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

Level 1 – Unadjusted quoted market prices in active markets for identical assets or liabilities;

Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and

Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

Fair value measurements are classified in the fair value hierarchy based on the lowest level input that is significant to that fair value measurement. This assessment requires judgment, considering factors specific to an investment that may affect placement within the fair value hierarchy.

m. 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).

n. 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.

o. 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.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

2. NEW STANDARDS AND AMENDMENTS TO STANDARDS

Standards and amendments effective for financial statements on or after April 1, 2023:

a. PS 3400 Revenue

Revenue establishes standards on how to account for and report on revenue. This standard covers the identification, recognition, measurement, and disclosure for revenues arising from transactions that include performance obligations and transactions that do not have performance obligations. Performance obligations are enforceable promises to provide specific goods or services to a specific payor.

b. PS 3160 Public private partnerships

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

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

3. CHANGE IN ACCOUNTING POLICIES

a. PS 1201 Financial statement presentation

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

Effective January 1, 2023, the City prospectively adopted the standard and included the new Statement of Remeasurement Gains and Losses as part of the financial statement package.

b. PS 2601 Financial currency translation

Financial Currency Translation requires that monetary assets and liabilities denominated in a foreign currency and nonmonetary items included in the fair value category, denominated in a foreign currency be adjusted to reflect the exchange rates in effect at the financial statement date. Unrealized gains and losses are to be presented in the statement of remeasurement gains and losses.

Effective January 1, 2023, the City prospectively applied the standard and there was no impact upon adoption.

c. PS 3041 Portfolio investments

Portfolio Investments has removed the distinction between temporary and portfolio investments. This section was amended to conform to PS 3450, Financial Instruments and now includes pooled investments in its scope. Upon adoption of PS 3450 and PS 2041, PS 3030, Temporary Investments no longer applies.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

3. CHANGE IN ACCOUNTING POLICIES (Continued)

c. PS 3041 Portfolio investments (Continued)

Effective January 1, 2023, the City prospectively applied the standard. In accordance with the provisions of this standard, the City reflected the following adjustments at January 1, 2023:

An increase of \$3,716 to investments and an increase of \$3,716 to accumulated remeasurement gains/(losses) due to unrealized gains on the City's investments being recognized to record investments on a fair value basis.

d. PS 3450 Financial instruments

Financial Instruments establish recognition, measurement and disclosure requirements for derivative and non-derivative financial instruments. The standard requires fair value measurement of derivatives and equity instruments that are quoted in an active market; all other financial instruments can be measured at cost/amortized cost or fair value at the election of the government. Unrealized gains and losses are presented in a new statement of re-measurement gains and losses. There is the requirement to disclose the nature and extent of risks arising from financial instruments and clarification is given for the de-recognition of financial liabilities.

On January 1, 2023, the City adopted the standard prospectively. Under PS 3450, all financial instruments, including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the City's accounting policy choices (see Note 1 – Significant Accounting Policies).

4. ACCOUNTS RECEIVABLE

	2023	2022
Trade and other receivable	79,562	64,173
Water and sewer receivable	24,668	22,135
Allowance for doubtful accounts	(6,362)	(4,495)
	97,868	81,813

5. TAXES RECEIVABLE

	2023	2022
Taxes receivable	24,490	29,658
Allowance for doubtful accounts	(7,934)	(16,382)
	16,556	13,276

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

6. PORTFOLIO INVESTMENTS

Long term investments include investments in a pooled bond fund.

	MARKET VALUE	
	2023	2022
Investments	444,764	411,806

The investments are managed by an external investment manager in holdings of which may include equities, government and corporate bonds, commercial mortgages and Canadian Real Estate. The average yield earned from investments was 4.34% (2022 - 2.40%). Included in the 2022 balance is \$3,716 as the opening 2023 adjustment for unrealized remeasurement gains and the carrying value of \$408,090 at cost.

7. 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. 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.

	2023	2022
Land inventory	21,501	23,481

8. LONG-TERM DEBT

Debenture debt

The City's long-term debt consists of \$165,111 (2022 - \$171,924) 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 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 \$67,586 (2022 - \$69,302) 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 Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

8. LONG-TERM DEBT (CONTINUED)

Term loan

BPWTC entered into a non-revolving term loan and an interest rate swap agreement with the Bank of Montreal for a 25 year term to fix the interest rate at 3.46%. The term loan is subject to renewal on November 30, 2027. BPWTC also entered into a term loan of \$60,000 payable to TD bank based on a 20-year mortgage style amortization with an interest rate fixed at 3.09% through an interest rate swap. The City has guaranteed its proportionate share of the term loan.

REAL has entered into callable term loans that are due on demand with HSBC Bank Canada. The interest rate is paid monthly at prime - 0.25% and prime - 0.30% with loans due May 2026, December 2033, and May 2034. The City has guaranteed all credit facilities with HSBC Bank Canada.

	2023	2022
City of Regina unsecured debentures and loan		
Operating fund - general municipal LTD	165,111	171,924
WWTP debt - long-term	67,586	69,302
BPWTC term loan	68,798	71,493
REAL callable term loans due on demand	11,627	9,523
Total debt	313,122	322,242
Authorized debt limit	660,000	450,000
Interest rates	1.5-4.1%	1.9-5.6%
Interest costs for year	14,387	11,985

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. REAL has an authorized line of credit with HSBC Bank Canada for \$6,789 at a rate of prime - 0.25%, at December 31, 2023 there is an amount of \$5,104 (2022 - \$4,883) outstanding on the line of credit. The City has access to an unsecured line of credit of up to \$10,000 to cover any bank overdrafts arising from day to day cash transactions.

The long-term debt is repayable as follows:

2024	13,850
2025	14,434
2026	12,677
2027	13,048
2028-2045	259,113
	313,122

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

9. GOVERNMENT OF CANADA LIABILITY

In response to the negative economic impact of COVID-19, the Government of Canada announced the Canada Emergency Wage Subsidy (CEWS) program in April 2020. CEWS provided a wage subsidy to organizations who qualified based on eligible remuneration, subject to limits per employee and including the demonstration of decline in revenues as a result of COVID-19. REAL received a total of \$6,516 and EDR \$754. REAL and EDR were formally advised by Canada Revenue Agency (CRA) that they were not entitled to the wage subsidy as they were not an eligible entity. CRA has provided notification that including penalties and interest REAL owes \$8,035 and EDR \$918.

10. DEFERRED REVENUE

	December 31, 2022	Externally restricted inflows	Revenue earned	December 31, 2023
The Community Canada Building Fund	38,563	14,498	(42,647)	10,414
Servicing agreement fees	46,093	4,875	(9,279)	41,689
Property taxes	1,585	1,746	(1,585)	1,746
Paved alleys	1,209	-	(634)	575
Gravel alleys	486	-	(191)	295
Cemetery internments	890	205	(166)	929
REAL	4,443	39	-	4,482
Other	24,420	55,346	(44,689)	35,077
	117,689	76,709	(99,191)	95,207

11. 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:

2024	691
2025	633
2026	430
2027	197
	1,951

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

12. EMPLOYEE BENEFIT OBLIGATIONS

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

	Total 2023	Total 2022
Defined benefit pension plans		
Regina Police Superannuation and Benefits Plan	29,272	19,116
RPPP Supplemental Pension Plan	3,216	3,113
Target Retirement Income Plan	-	(5,071)
	32,488	17,158
Other benefit plans		
Termination payments	24,607	23,445
Continuation of group life, medical and dental benefits	9,832	9,720
	34,439	33,165
Other plans and arrangements		
Vacation	18,090	17,906
Overtime	5,688	5,254
Group life, medical and dental plans	565	530
	24,343	23,690
	91,270	74,013

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 Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

12. 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 2023	Total 2022
Fair value of plan assets, beginning of year	114,942	313,963	-	428,905	487,145
Employees' contributions	6,908	-	-	6,908	6,187
Employer contributions	6,543	4,646	-	11,189	10,520
Actual return on plan assets	9,068	9,764	-	18,832	(53,617)
Less benefits paid	(1,301)	(19,994)	-	(21,295)	(21,330)
Fair value of plan assets, end of year	136,160	308,379	-	444,539	428,905
Accrued benefit obligation, beginning of year	101,485	417,212	4,285	522,982	498,051
Current period benefit cost	12,917	-	-	12,917	11,463
Interest on accrued benefit obligation	6,545	19,750	202	26,497	25,584
Actuarial loss (gain)	(12,306)	(49,222)	(411)	(61,939)	9,460
Less benefits paid	(1,301)	(19,994)	(256)	(21,551)	(21,576)
Accrued benefit obligation, end of year	107,340	367,746	3,820	478,906	522,982
Funded status, plan surplus (deficit)	28,820	(59,367)	(3,820)	(34,367)	(94,077)
Valuation allowance	(19,591)	-	-	(19,591)	(13,457)
Unamortized net actuarial loss (gain)	(9,229)	30,095	604	21,470	90,376
Accrued benefit asset (liability)	-	(29,272)	(3,216)	(32,488)	(17,158)

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

12. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan	Total 2023	Total 2022
Current period benefit cost	12,917	-	-	12,917	11,463
Amortization of actuarial (gain) loss	308	9,907	157	10,372	634
Employee contributions	(6,908)	-	-	(6,908)	(6,187)
Interest expense	6,545	19,750	202	26,497	25,584
Expected return on plan assets	(7,382)	(14,855)	-	(22,237)	(25,546)
Change in valuation allowance	6,134	-	-	6,134	(1,219)
Benefit expense	11,614	14,802	359	26,775	4,729

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, 2022	Dec 31, 2022	Dec 31, 2022
Discount rate - end of period (%)	6.75	6.00	6.00
Long term inflation rate (%)	2.25	2.25	2.25
Expected long term rate of return on plan assets (%)	6.75	6.00	n/a
Long term salary increase (%)	2.75	2.75	2.75
Expected average remaining service years	11.18	8.0	8.0
Contribution rate as a percentage of salary:			
	6.80% up to the YMPE and 10.70% above YMPE	0.00%	n/a
Members post July 1, 2014			
City post July 1, 2014	8.5%	6.19%	n/a

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

12. 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 Manulife 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 \$8,854 (2022 - \$7,889). This amount has been included in Group Benefits reserves (Note 16).

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

12. 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 2023	Total 2022
Accrued benefit obligation, beginning of year	22,579	586	9,720	32,885	39,603
Current period benefit cost	1,551	28	919	2,498	2,923
Interest on accrued benefit obligation	995	24	409	1,428	905
Actuarial gain	632	(10)	(23)	599	(6,702)
Less benefits paid	(1,936)	(73)	(1,193)	(3,202)	(3,844)
Unamortized net actuarial loss	-	231	-	231	280
Accrued benefit liability - unfunded	23,821	786	9,832	34,439	33,165
Current period benefit cost	1,551	28	-	1,579	2,146
Amortization of actuarial loss (gain)	64	(59)	-	5	432
Interest expense	995	24	-	1,019	636
Benefit expense	2,610	(7)	-	2,603	3,214

	AON	AON	Mercer
Date of most recent valuation	Dec 31, 2020	Dec 31, 2022	Dec 31, 2022
Discount rate (%)	4.0	3.8	4.5
Rate of compensation increase (%)	3.75-4.65	2.5	2.25
Expected average remaining service years	8-14	10	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.

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 Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

12. 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 2023	Total 2022
Surplus of plan assets over benefit obligation per plan financial statements	161,146	22,199	183,345	92,364
Contribution rate as a percentage of salary:				
Members	8.8 - 13.1%	0.46%		
Employers	9.8 - 14.6%	0.46%		
Date of most recent actuarial valuation	Dec 31, 2022	Dec 31, 2021		

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, 2021 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, 2021 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.

	2023	2022
Casual employee members' contribution rate	3.00%	3.00%
Elected official members' contribution rate	6.95%	6.95%
Members' contributions	336	339
Benefit expense	336	338

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

13. ASSET RETIREMENT OBLIGATIONS

The City's asset retirement obligations, recognized under PS 3280 – Asset Retirement Obligations, is comprised of the following:

a. Landfill obligation

The City owns and operates a number of landfill sites. The Municipal Refuse Management Regulations, 1986 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. The costs were based upon the presently known obligations, obtained through a 2022 assessment, that will exist at the estimated year of closure (2050) of the sites and for 40 years post this date. The landfill had an estimated useful life of 80 years when the construction of the initial cells of the new landfill were completed in 2011. Post-closure care is estimated to be required for 40 years from the date of site closure. These costs were discounted to December 31, 2023.

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 Solid waste reserve and operational expenses will be funded through the operating budget, resulting in a reduction in the transfer to the Solid waste reserve.

The landfill asset retirement obligation was calculated using the 30 year discount rate of 4.64% (2022 - 4.64%).

b. Asbestos obligation

The City owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition or renovation of the building. The Occupational Health and Safety Regulations, 1996 outlines the legal obligation to remove it. The City has recognized an obligation relating to the removal of the asbestos in these buildings. The costs were based upon the presently known obligations obtained through assessments. The majority of buildings will be remediated at intervals over the next 30 years. These costs were discounted to December 31, 2023.

c. Storage tank obligation

The City owns and operates several storage tanks which represents a risk of ground contamination due to leaks and corrosion. The Hazardous Substances and Waste Dangerous Goods Regulations outlines the legal obligation to remove the tanks and clean up the surrounding soil. The City recognized an obligation relating to the removal of the tanks and the surrounding soil remediation. The costs were based upon the presently known obligations obtained through assessments. The storage tanks will be remediated at intervals over the next 30 years. These costs were discounted to December 31, 2023.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

13. ASSET RETIREMENT OBLIGATIONS (Continued)

In subsequent periods, the asset retirement obligations are adjusted for accretion. The accretion rate used for 2023 is 6.64% for landfill and 4.69% for buildings and storage tanks (2022 - 6.64%;4.69% respectively). The Regina Public Library used an accretion rate of 2%.

Changes to asset retirement obligations in the year are as follows:

	2022	2023			
	Opening Balance	Liability Incurred (Settled)	Revisions in Estimate	Accretion Expense	Ending Balance
City of Regina					
Buildings (Asbestos)	8,883	(2)	(216)	407	9,072
Vehicles & Equipment (Storage Tanks)	3,350	-	(200)	-	3,150
Landfill	40,093	-	309	2,681	43,083
	52,326	(2)	(107)	3,088	55,305
Regina Public Library					
Buildings (Asbestos)	1,041	-	-	21	1,062
Asset Retirement Obligations, Ending	53,367	(2)	(107)	3,109	56,367

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

14. TANGIBLE CAPITAL ASSETS

	Net Book Value	
	2023	2022
General		
Land	163,957	157,697
Land improvements	107,662	110,002
Buildings and building improvements	501,790	457,349
Vehicles and equipment	191,727	180,224
Office and information technology	9,531	11,514
Infrastructure		
Plants and facilities	377,670	388,798
Roads	449,156	446,222
Underground and other networks	618,076	587,713
Bridges and other structures	53,839	54,451
	2,473,408	2,393,970
Assets under construction	236,786	140,636
	2,710,194	2,534,606

Tangible capital assets contributed to the City totaled \$3,637 (2022 - \$180), which were capitalized and recorded as revenue at their fair value at the time of receipt. The breakdown of contributed assets is as follows:

	2023	2022
Land improvements	1,104	180
Underground and other networks	541	-
Vehicles and equipment	895	-
Roads	881	-
Bridges and other structures	216	-
	3,637	180

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

15. ACCUMULATED OPERATING SURPLUS

Accumulated operating surplus represents the equity of an organization. In determining accumulated operating 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 are 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.

	2023	2022
Unappropriated surplus:		
Regina Downtown Business Improvement District	4	8
Economic Development Regina Inc.	(693)	198
Regina Public Library Board	36	357
Regina's Warehouse Business Improvement District	(27)	(260)
The Regina Exhibition Association Limited	(25,994)	(15,826)
Buffalo Pound Water Treatment Corporation	(9,157)	(5,480)
Community and Social Impact Regina	1,592	-
Land inventory	21,501	23,481
Tangible capital assets	2,710,194	2,534,606
Buffalo Pound Water Treatment Corporation portion of tangible capital asset financing	(33,256)	-
Regina Downtown Business Improvement District portion of tangible capital asset financing	(461)	-
Appropriated surplus:		
General capital projects	129,149	63,996
Utility capital projects	143,516	136,637
Buffalo Pound capital funding projects	45,357	78,370
Reserves (Note 16)	231,231	245,649
Infrastructure to be funded from future servicing agreement fees:		
Water, wastewater and drainage	(65,848)	(39,428)
Obligations to be funded from future revenues:		
Long-term debt (Note 8)	(313,122)	(322,242)
Employee benefit obligations (Note 12)	(91,270)	(74,013)
Asset retirement obligations (Note 13)	(56,367)	(53,367)
Capital lease obligations (Note 11)	(1,951)	(1,219)
Accumulated operating surplus	2,684,434	2,571,467

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

16. RESERVES

	2023	2022
City of Regina reserves:		
General utility reserve	112,699	105,422
RPS Community Policing Initiative Reserve	874	617
General fund reserve	28,602	24,559
Solid waste reserve	41,654	38,978
Regina revitalization initiative - stadium reserve	(1,026)	(1,815)
Land development reserve	(12,208)	1,359
Asset revitalization reserve	3,664	10,631
Fleet replacement reserve	17,351	22,099
Social development reserve	5,137	6,364
Elections & property reassessment reserve	854	649
Planning & sustainability stabilization reserve	(8,952)	(7,380)
Winter road maintenance reserve	-	-
Regina Police Service general reserve	2,373	3,074
Asphalt reserve	1,244	888
Community investment grants reserve	580	736
Golf course reserve	2,785	2,165
Technology reserve	208	183
mâwawêyatîtan centre reserve	588	490
Employer provided parking reserve	3,610	3,695
Cemetery reserve	(808)	(854)
Intensification Infrastructure Reserve	(6,899)	(665)
Regina Police Service radio equipment reserve	347	152
	192,677	211,347
Group Benefits reserves:		
Group life insurance reserve	8,854	7,889
Dental benefits reserve	2,559	2,667
Medical - City of Regina reserve	461	703
Police services premium reduction reserve	571	487
Police long-term disability reserve	450	291
	12,895	12,037
Other Entities reserves:		
Regina Public Library reserves	24,738	21,797
Buffalo Pound Water Treatment Corporation/Administration Board	-	-
Regina Downtown Business Improvement District reserve	373	294
Regina's Warehouse Business Improvement District infrastructure reserve	-	174
Economic Development Regina reserve	548	-
	25,659	22,265
	231,231	245,649

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

17. TAXATION

	Budget (Note 1j)	Actual	Actual
	2023	2023	2022
Total taxation revenue levied	321,182	476,803	460,527
Taxes levied on behalf of others:			
Regina School Division No. 4	-	(105,462)	(104,197)
Global Transportation Hub Authority	-	(3,531)	(3,235)
Regina Roman Catholic Separate School Division No. 81	-	(45,691)	(46,008)
Taxation revenue	321,182	322,119	307,087
City of Regina			
Municipal levies	275,982	277,225	263,756
Grants in lieu	17,065	16,354	16,104
Supplementary taxes	800	817	654
Other	(374)	(250)	(345)
	293,473	294,146	280,169
Regina Public Library			
Taxation levies	24,642	24,809	23,817
Grants in lieu	1,494	1,494	1,528
	26,136	26,303	25,345
Regina Downtown Business Improvement District levies	1,229	1,314	1,229
Regina's Warehouse Business Improvement District levies	344	356	344
	321,182	322,119	307,087

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, 2023, the following amounts are reflected in the Consolidated Statement of Financial Position for these provisions:

	2023	2022
Allowance for doubtful outstanding taxes netted against taxes receivable	7,934	16,382

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

18. GOVERNMENT TRANSFERS

	Budget (Note 1j)	Actual	Actual
	2023	2023	2022
Operating transfers			
Federal	1,887	5,602	4,039
Provincial	45,810	59,093	54,714
	47,697	64,695	58,753
Capital transfers			
Federal	25,457	107,955	35,255
Provincial	9,642	2,832	16,271
	35,099	110,787	51,526
	82,796	175,482	110,279

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 17).

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

19. 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, 2023 in thousands of dollars. There are no known contractual obligations or contingencies as at December 31, 2023. These amounts represent 100% of the financial position and activities:

	2023	2022
Financial assets	64,948	93,681
Financial liabilities	122,524	114,501
Net financial assets	(57,576)	(20,820)
Inventory	259	151
Prepaid	3	-
Tangible capital assets	268,926	153,247
Accumulated surplus	211,612	132,578

Statement of Operations

Revenue	102,402	53,865
Expenses	23,367	19,388
Annual surplus	79,035	34,477
Accumulated surplus, beginning of year	132,576	98,099
Accumulated surplus, end of year	211,611	132,576

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:

Statement of Financial Position	2023	2022
Financial assets	44,468	66,711
Financial liabilities	90,668	84,731
Non-financial assets	199,199	113,514
Net assets	152,999	95,494

Statement of Operations

Revenue	60,734	26,056
Expenses	17,140	14,229
Annual surplus	43,594	11,827

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

19. GOVERNMENT PARTNERSHIPS (CONTINUED)

The City of Regina and the Regina Public Library entered into a master agreement with the Board of Education of the Regina School Division No. 4 and constructed an integrated educational/library/community facility in the North Central area of the City of Regina known as the māmawēyatitān centre. 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:

	2023	2022
Tangible Capital Assets	32,679	33,778

The above financial information has been proportionately consolidated with the City and the Regina Public Library's partnership share of 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:

	2023	2022
Tangible Capital Assets	8,872	9,170

20. 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:

	2023	2022
Perpetual Care Trust	2,384	2,707
Williamson Driver Award	5	5
	2,389	2,712

21. CONTRACTUAL RIGHTS

1) Saskatchewan Roughrider Football Club Inc. Lease Agreement

On June 6, 2017 the City and the Saskatchewan Roughrider Football Club Inc. (SRFC) entered into a lease agreement for Mosaic Stadium. The term of the Agreement became effective as of February 13, 2017 and expires on March 31, 2047, or until earlier terminated by either party pursuant to the terms of this Agreement. The yearly lease fee is \$1,553.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

21. CONTRACTUAL RIGHTS (Continued)

2) BPWTC - New Building Canada Fund

BPWTC entered into an agreement with the Government of Canada and Province of Saskatchewan in March 2021 as part of Investing in Canada Infrastructure Program. Under this agreement, BPWTC has a contractual right to receive contribution for eligible expenditure up to a maximum of \$74,269 from the Province of Saskatchewan and \$89,132 from the Government of Canada up until March 31, 2026. Contributions in the amount of \$43,159 (excluding year-end accruals of \$32,141) have been received as of December 31, 2023.

3) Indoor Aquatic Facility Funding

On March 7, 2024, the City of Regina, along with the Government of Canada and Saskatchewan, announced approval of funding through the Investing in Canada Program of \$128,000 to fund the Indoor Aquatics Facility.

22. CONTRACTUAL OBLIGATIONS

1) Wastewater Treatment Plant

As at December 31, 2022, the expected commitment related to the Wastewater Treatment Plant is \$192,960. 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:

Year	Amount
2024	10,601
2025	9,744
2026	9,864
2028 - 2044	162,751

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

2) māmawêyatitân centre Development Agreement

The agreement was 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%.

3) Taylor Field Neighbourhood

This project is the redevelopment of the area where historic Mosaic Stadium was located.

4) Railyard Renewal

This project is the redevelopment of the Railyard site in the City Centre, including the implementation of the Yards Neighbourhood Plan, as at December 31, 2023 \$1,123 has been spent.

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 \$12,610 of which \$1,803 was paid by the City in 2023; 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) Globe Theatre

On September 21, 2020, the City entered into an agreement with the Globe Theatre Society (Globe Theatre) to provide up to \$6,600 to support the revitalization of the Globe Theatre's Prince Edward Building, of which \$6,997 (overpayment of \$337) has been paid to date.

7) Lawsuits

In the ordinary course of business, various claims and lawsuits are brought against The City. Provisions have been made for any claims that are likely and the amount of the potential loss can be reasonably estimated. It is the opinion of management that final determination of any other claims will not materially affect the financial position of the City.

8) BPWTC

BPWTC has entered into several agreements that contain contractual obligations of \$125,017 as of December 31, 2023.

9) Viterra Canda Inc.

The City entered into a Memorandum of Understanding with Viterra Canada Inc. ancillary to the Option to Purchase Agreement dated April 12, 2021 that outlined incentives provided to Viterra including: transfer of up to \$12,600 for the Land Development Reserve to fund the costs of providing water and wastewater infrastructure, paying development charges, and acquiring land for rail, water and wastewater infrastructure; transfer \$6,000 from the Asset Revitalization Reserve to fund the costs of investments in rail line development.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

10) Indoor Aquatic Facility

This project is the construction of a state-of-the-art Indoor Aquatic Facility that has an estimated cost of \$189,000.

23. SEGMENTED INFORMATION

The City is a diversified municipal government institution that provides a wide range of services to its citizens, including police, fire, 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:

a. Citizen Services

The Citizen Services Division delivers reliable services to address the fundamental needs of our community and partners. This includes providing services in the areas of fire suppression, transit, waste management, water, wastewater, and transportation. The division is comprised of four departments: Fire & Protective Services, Roadways & Transportation, Transit & Fleet and Water, Waste & Environmental Services.

b. Citizen Experience, Innovation & Performance

The Citizen Experience, Innovation and Performance division plans and supports organizational change that modernizes our traditional business lines and the services citizens rely on every day. Together we integrate people, strategy, process and technology to create an environment that sparks innovation, transforms services and changes our workplace culture.

This division includes: Citizen Experience, Technology & Digital Innovation, People & Organizational Culture and Corporate Strategy & Performance.

c. City Planning & Community Development

This division shapes the City's development and the quality of life residents experience by working with internal and external partners to create complete neighbourhoods, and programs and services that achieve the goals of the Official Community Plan for residents and visitors. The division consists of four departments: Facilities Services; Parks, Recreation & Cultural Services; Planning & Development Services; and Sustainable Infrastructure.

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.

Notes to the Financial Statements

For the Year Ended December 31, 2023

(in thousands of dollars)

e. Financial Strategy & Sustainability

The Financial Strategy & Sustainability division contributes to a customer-focused, financially sustainable city by providing strategic, equitable, and transparent tax, financial, and land management services. These high-level services are delivered via three departments: Assessment, Tax & Utility Billing; Financial Services, and Land & Real Estate.

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).

24. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's presentation.

CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION
2023 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	294,762	-	-	-	294,762
Fees and charges	68,158	163,904	9,625	1,180	242,867
Government transfers	63,595	-	54,064	1,000	118,659
Electrical distribution	29,367	-	-	-	29,367
Licenses, fines and levies	15,291	-	192	-	15,483
Gas distribution	7,842	-	-	-	7,842
Interest and penalties	4,633	259	-	-	4,892
Interest on investments	18,493	-	-	-	18,493
Gain on investments	1,873	-	-	-	1,873
Servicing agreement fees	984	680	4,875	579	7,118
Land sales	13,339	-	-	-	13,339
Property rentals	3,762	-	-	-	3,762
Other	3,329	264	748	50	4,391
Contribution of tangible capital assets	-	-	3,096	541	3,637
	525,428	165,107	72,600	3,350	766,485
EXPENSES					
Parks, recreation and community services	62,132	-	11,797	-	73,929
Police	125,836	-	2,096	-	127,932
Legislative and administrative services	79,651	-	5,324	-	84,975
Water, wastewater and drainage	4	77,512	-	12,104	89,620
Roads and traffic	37,771	-	19,865	-	57,636
Fire	52,109	-	275	-	52,384
Transit	43,203	-	27	-	43,230
Waste collection and disposal	24,581	-	1,341	-	25,922
Grants	19,722	-	353	-	20,075
Planning and development	18,382	-	-	-	18,382
Amortization	-	-	77,228	23,778	101,006
Accretion	3,088	-	-	-	3,088
	466,479	77,512	118,306	35,882	698,179
Annual surplus	58,949	87,595	(45,706)	(32,532)	68,306

CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION

2023 Schedule 1

For the year ended December 31

(in thousands of dollars)

RDBID	EDR	BPWTC	RPL	RWBID	REAL	CSIR	Consolidation adjustments	Consolidated 2023
1,314	-	-	26,303	356	-	-	(616)	322,119
-	2,815	17,829	434	-	33,834	-	(30,416)	267,363
67	-	55,722	1,004	167	-	-	(137)	175,482
-	-	-	-	-	-	-	-	29,367
-	-	-	-	-	-	-	-	15,483
-	-	-	-	-	-	-	-	7,842
-	-	-	1,195	-	-	-	-	6,087
-	-	2,075	-	-	-	-	-	20,568
-	-	-	-	-	-	-	-	1,873
-	-	-	-	-	-	-	-	7,118
-	-	-	-	-	-	-	-	13,339
-	-	-	-	-	-	-	-	3,762
801	-	151	-	-	-	1,655	(2,573)	4,425
-	-	-	-	-	-	-	-	3,637
2,182	2,815	75,777	28,936	523	33,834	1,655	(33,742)	878,465
1,913	3,497	-	24,072	459	44,631	363	(14,514)	134,350
-	-	-	-	-	-	-	-	127,932
-	-	-	-	-	-	-	-	84,975
-	-	14,075	-	-	-	-	(15,128)	88,567
-	-	-	-	-	-	-	-	57,636
-	-	-	-	-	-	-	-	52,384
-	-	-	-	-	-	-	-	43,230
-	-	-	-	-	-	-	-	25,922
-	-	-	-	-	-	-	(4,100)	15,975
-	-	-	-	-	-	-	-	18,382
133	18	3,217	2,609	23	6,030	-	-	113,036
-	-	-	21	-	-	-	-	3,109
2,046	3,515	17,292	26,702	482	50,661	363	(33,742)	765,498
136	(700)	58,485	2,234	41	(16,827)	1,292	-	112,967

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT
2023 Schedule 2
For the year ended December 31
(in thousands of dollars)

	Citizen Services	Citizen Experience, Innovation & Performance	City Planning & Community Development	Regina Police Service	Financial Strategy & Sustainability	Total City of Regina
REVENUES						
Taxation	-	-	10,388	-	284,374	294,762
Fees and charges	46,179	340	24,715	1,798	169,835	242,867
Government transfers	50,468	-	12,238	9,441	46,512	118,659
Electrical distribution	-	-	-	-	29,367	29,367
Licenses, fines and levies	3,161	-	-	-	12,322	15,483
Gas distribution	-	-	-	-	7,842	7,842
Interest and penalties	-	-	-	-	4,892	4,892
Interest on investments	-	-	111	-	18,382	18,493
Gain on investments	-	-	-	-	1,873	1,873
Servicing agreement fees	187	-	6,352	-	579	7,118
Land sales	-	-	748	-	12,591	13,339
Property rentals	77	-	2,260	-	1,425	3,762
Other	1,030	62	1,156	1,635	508	4,391
Contribution of tangible capital assets	1,638	-	1,999	-	-	3,637
	102,740	402	59,967	12,874	590,502	766,485
EXPENSES						
Wages and benefits	110,653	20,612	47,632	108,884	28,282	316,063
Material, supplies, and other goods	23,159	2,120	25,914	5,406	2,227	58,826
Contracted and general services	27,187	5,617	69,189	12,883	37,417	152,293
Utilities	9,024	4	5,637	648	20,253	35,566
Transfer payments/grants	13	-	12,135	122	7,898	20,168
Interest and bank charges	-	-	6,649	-	4,520	11,169
Amortization of tangible assets	77,436	3,863	15,678	4,029	-	101,006
Accretion	2,713	-	123	-	252	3,088
	250,185	32,216	182,957	131,972	100,849	698,179
Excess of revenues over expenditures (expenses over revenues)	\$ (147,445)	\$ (31,814)	\$ (122,990)	\$ (119,098)	\$ 489,653	\$ 68,306

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

2023 Schedule 2

RDBID	EDR	BPWTC	RPL	RWBID	REAL	CSIR	Consolidation Adjustment	Consolidated 2023
1,314	-	-	26,303	356	-	-	(616)	322,119
-	2,815	17,829	434	-	33,834	-	(30,416)	267,363
67	-	55,722	1,004	167	-	-	(137)	175,482
-	-	-	-	-	-	-	-	29,367
-	-	-	-	-	-	-	-	15,483
-	-	-	-	-	-	-	-	7,842
-	-	-	1,195	-	-	-	-	6,087
-	-	2,075	-	-	-	-	-	20,568
-	-	-	-	-	-	-	-	1,873
-	-	-	-	-	-	-	-	7,118
-	-	-	-	-	-	-	-	13,339
-	-	-	-	-	-	-	-	3,762
801	-	151	-	-	-	1,655	(2,573)	4,425
-	-	-	-	-	-	-	-	3,637
2,182	2,815	75,777	28,936	523	33,834	1,655	(33,742)	878,465
1,070	2,176	3,310	15,625	201	24,965	278	-	363,688
189	1,321	3,828	8,447	34	12,416	12	(10,492)	74,581
648	-	2,348	-	224	1,963	73	(3,902)	153,647
-	-	2,305	-	-	4,352	-	(15,248)	26,975
6	-	1	-	-	-	-	(4,100)	16,075
-	-	2,283	-	-	935	-	-	14,387
133	18	3,217	2,609	23	6,030	-	-	113,036
-	-	-	21	-	-	-	-	3,109
2,046	3,515	17,292	26,702	482	50,661	363	(33,742)	765,498
\$ 136 \$	(700) \$	58,485 \$	2,234 \$	41 \$	(16,827) \$	1,292 \$	- \$	112,967

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT
2022 Schedule 2
For the year ended December 31
(in thousands of dollars)

	Citizen Services	Citizen Experience, Innovation & Performance	City Planning & Community Development	Regina Police Service	Financial Strategy & Sustainability	Total City of Regina
REVENUES						
Taxation	\$ -	\$ -	10,309	\$ -	270,556	\$ 280,865
Fees and charges	41,113	204	21,993	1,753	161,928	226,991
Government transfers	18,165	-	17,650	9,834	41,958	87,607
Electrical distribution	-	-	-	-	31,328	31,328
Licenses, fines and levies	4,972	-	-	-	11,826	16,798
Gas distribution	-	-	-	-	9,362	9,362
Interest and penalties	-	-	-	-	6,014	6,014
Interest on investments	-	-	95	-	9,532	9,627
Gain on investments	-	-	-	-	659	659
Servicing agreement fees	676	-	2,629	-	352	3,657
Land sales	-	-	658	-	18,980	19,638
Property rentals	75	-	2,188	-	1,830	4,093
Other	500	76	1,238	1,971	824	4,609
Contribution of tangible capital assets	-	-	180	-	-	180
	65,501	280	56,940	13,558	565,149	701,428
EXPENSES						
Wages and benefits	106,132	19,607	44,083	95,555	23,738	289,115
Material, supplies, and other goods	45,715	2,744	13,024	6,696	2,836	71,015
Contracted and general services	50,931	5,715	46,874	9,879	32,329	145,728
Utilities	6,891	3	5,406	654	18,119	31,073
Transfer payments/grants	3	-	11,520	147	10,139	21,809
Interest and bank charges	-	-	6,835	-	4,660	11,495
Amortization of tangible assets	75,740	5,122	16,067	3,541	-	100,470
Accretion	1,794	-	117	-	401	2,312
	287,206	33,191	143,926	116,472	92,222	673,017
Excess of revenues over expenditures (expenses over revenues)	\$ (221,705)	\$ (32,911)	\$ (86,986)	\$ (102,914)	\$ 472,927	\$ 28,411

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

2022 Schedule 2

	RDBID	EDR	BPWTC	RPL	RWBID	REAL	Consolidation Adjustment	Consolidated 2022
\$	1,229	\$ -	\$ -	25,345	\$ 344	\$ -	(696)	\$ 307,087
	-	2,834	16,524	1,016	-	33,854	(30,726)	250,493
	366	-	21,591	668	47	958	(958)	110,279
	-	-	-	-	-	-	-	31,328
	-	-	-	-	-	-	-	16,798
	-	-	-	-	-	-	-	9,362
	-	-	-	612	-	-	-	6,626
	-	-	1,265	-	-	-	-	10,892
	-	-	-	-	-	-	-	659
	-	-	-	-	-	-	-	3,657
	-	-	-	-	-	-	-	19,638
	-	-	-	-	-	-	-	4,093
	732	-	480	-	-	-	(157)	5,664
	-	-	-	-	-	-	-	180
	2,327	2,834	39,860	27,641	391	34,812	(32,537)	776,756
	1,064	1,498	3,408	14,493	182	18,010	(2,363)	325,407
	218	1,410	1,331	8,424	41	14,888	(9,717)	87,610
	726	-	2,755	-	273	2,422	(3,689)	148,215
	-	-	1,753	-	-	3,960	(14,051)	22,735
	15	-	-	-	-	-	(2,717)	19,107
	-	-	2,430	-	-	490	-	14,415
	82	30	2,708	2,743	25	6,031	-	112,089
	-	-	-	20	-	-	-	2,332
	2,105	2,938	14,385	25,680	521	45,801	(32,537)	731,910
\$	222	\$ (104)	\$ 25,475	\$ 1,961	\$ (130)	\$ (10,989)	\$ -	\$ 44,846

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS
2023 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	157,697	217,478	595,847	392,129	44,060
Add:					
Additions during the year	6,857	2,919	9,564	37,255	4,489
Transfers from assets under construction	79	768	49,968	5,559	-
Less:					
Disposals during the year	676	-	498	20,792	3,344
Balance, end of year	163,957	221,165	654,881	414,151	45,205
Accumulated amortization					
Balance, beginning of year	-	107,476	138,498	211,905	32,546
Add:					
Amortization	-	6,027	15,084	30,272	6,472
Less:					
Accumulated amortization on disposals	-	-	491	19,753	3,344
Balance, end of year	-	113,503	153,091	222,424	35,674
Net Book Value	163,957	107,662	501,790	191,727	9,531

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS

2023 Schedule 3

For the year ended December 31

(in thousands of dollars)

Infrastructure						
Plants and facilities	Roads	Underground and other networks	Bridges and other structures	Assets under construction	2023	2022
550,622	902,791	845,151	69,738	140,636	3,916,149	3,766,669
1,179	33,117	32,216	485	163,940	292,021	183,933
852	-	10,565	-	-	67,791	53,445
65	10,148	105	46	67,790	103,464	87,898
552,588	925,760	887,827	70,177	236,786	4,172,497	3,916,149
161,824	456,569	257,438	15,287	-	1,381,543	1,297,553
13,132	28,580	12,372	1,097	-	113,036	112,090
38	8,545	59	46	-	32,276	28,100
174,918	476,604	269,751	16,338	-	1,462,303	1,381,543
377,670	449,156	618,076	53,839	236,786	2,710,194	2,534,606

2023



General Trust Fund

Independent Auditor's Report

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

Opinion

We have audited the financial statements of General Trust Fund of the City of Regina (the "Trust"), which comprise the statement of financial position as at December 31, 2023, and the statement of revenue, expenditures and change in fund balance and the statement of remeasurement of gains and losses for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Trust as at December 31, 2023, and the results of its operations for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with 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.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

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

Regina, Saskatchewan

June 26, 2024

The logo for MNP LLP, featuring the letters 'MNP' in a large, bold, sans-serif font, followed by 'LLP' in a smaller, all-caps, sans-serif font.

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 2023	Total 2022
FINANCIAL ASSETS				
Cash	13	-	13	76
Portfolio investments (Note 5)	2,448	5	2,453	2,708
Total Assets	2,461	5	2,466	2,784
FINANCIAL LIABILITIES AND FUND BALANCES				
Due to the City of Regina	77	-	77	72
Fund balance	2,384	5	2,389	2,712
Total Liabilities and Fund Balances	2,461	5	2,466	2,784
Fund Balance is Comprised of:				
Accumulated fund balance			2,719	2,712
Accumulated remeasurement losses			(330)	-
Accumulated Fund Balance			2,389	2,712

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 2023	Total 2022
REVENUE				
Contributions	8	-	8	9
Investment income	76	-	76	72
Total Revenue	84	-	84	81
EXPENDITURES				
Cemetery maintenance	77	-	77	73
Total Expenditures	77	-	77	73
Excess of revenue over expenditures	7	-	7	8
Fund balance, beginning of year	2,707	5	2,712	2,704
Fund balance, end of year	2,714	5	2,719	2,712

See accompanying notes

General Trust Fund

STATEMENT OF REMEASUREMENT OF GAINS AND LOSSES

(in thousands of dollars)

As at December 31

	Total 2023
Accumulated remeasurement losses beginning of the year	(409)
Net unrealized gains attributable to:	
Portfolio investments	79
Amounts reclassified to the statement of operations:	
Portfolio investments	-
Net remeasurement losses	(330)
Accumulated remeasurement losses, end of year	(330)

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 (the "Trust") 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 its fair value and included in the statement of remeasurement of gain and loss. (PS3041)
- (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. CHANGE IN ACCOUNTING POLICY

a. PS 3041 Portfolio investments

Portfolio Investments has removed the distinction between temporary and portfolio investments. This section was amended to conform to PS 3450, Financial Instruments and now includes pooled investments in its scope. Upon adoption of PS 3450 and PS 2041, PS 3030, Temporary Investments no longer applies.

Effective January 1, 2023, the Trust prospectively applied the standard. In accordance with the provisions of this standard, the Trust reflected the following adjustments at January 1, 2023:

A decrease of \$409 to investments and a decrease of \$409 to accumulated remeasurement gains/(losses) due to unrealized gains on the Trust's investments being recognized to record investments on a fair value basis.

b. PS 3450 Financial instruments

Financial Instruments establish recognition, measurement and disclosure requirements for derivative and non-derivative financial instruments. The standard requires fair value measurement of derivatives and equity instruments that are quoted in an active market. Unrealized gains and losses are presented in a new statement of re-measurement gains and losses.

There is the requirement to disclose the nature and extent of risks arising from financial instruments and clarification is given for the de-recognition of financial liabilities.

On January 1, 2023, the Trust adopted the standard prospectively. Under PS 3450, all financial instruments are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the Trust's accounting policy choices (see Note 2 – Summary of significant Accounting Policies).

4. FINANCIAL INSTRUMENTS

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.

General Trust Fund

NOTES TO FINANCIAL STATEMENTS

(in thousands of dollars)

As at December 31

5. Portfolio Investments

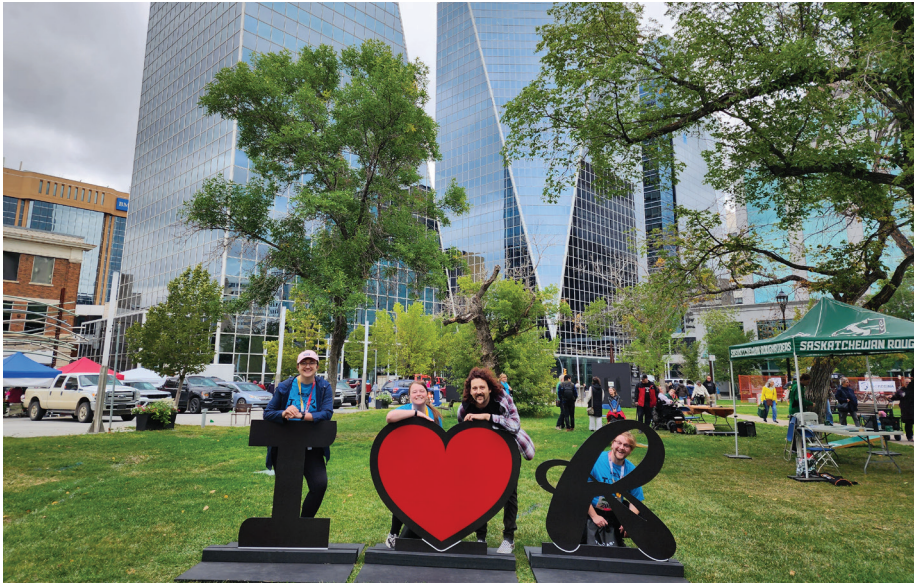
The long-term investments consist of a pooled bond fund. A pooled bond fund is a group of individual bonds managed by an investment manager. The market value of the pooled bond fund units is based on the market price per unit which is determined by the overall market values of each of the bonds in the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

	2023	2022
Investment cost	2,783	2,708
Market value	2,453	2,299

6. 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, 2023, as they would not provide additional information.

2023



Appendices

Appendix 1 - 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.

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. PSAS 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 district 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): the 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 or funds with 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.

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 Goods and Services Tax levied on either goods or services by the federal government.

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: the Long Term Disability plan.

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: the 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: funds segregated by Municipal Council for the purpose of carrying on specific activities or attaining certain objectives in accordance with internally established restrictions or limitations.

RRI: the Regina Revitalization Initiative is the largest revitalization project in City of Regina's history beginning 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.

S & P Global: the world's leading index provider and the foremost source of independent credit ratings. S & P Global; formerly 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 & wastewater infrastructure, vehicles and equipment.

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: the City's total consolidated borrowings outstanding that includes debt or borrowings by the City's related entities.

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.

