

2020 Annual Report Highlights



Building Permits Process

Regina ranked #1 overall in a Canadian Home Builders' Association benchmarking study comparing building permit processes, timelines and customer experience among 23 Canadian cities.

Environmental Sustainability

The City solidified its commitment to becoming a fully renewable City by 2050 and continuing initiatives that encouraged citizens to reduce, reuse and recycle, diverting waste from the Landfill.



The Energy & Sustainability Framework will outline steps to become renewable, focusing on land use and transportation planning, development and building permit guidelines, energy efficient building design, waste management, energy conservation, and regulatory and financial tools, among other actions.



A **60% increase** in waste diversion through the permanent leaf and yard waste depot. **4,250 tonnes** of leaf and yard waste was refined into compost.



Approximately **125 tonnes** of hazardous waste recycled or safely disposed through numerous Household Hazardous Waste Days.

Enhanced Services

The City continues to prioritize technology to provide more efficient and modern services to residents:



Adopting e-signature technology has reduced costs and over 2200 hours of administration work.



New digital maps introduced in Regina's fire stations have reduced response times by an average of 15-20 seconds.



Landfill space has been optimized by using less soil in the waste mixture, using GPS tools to measure waste storage and density, and separating construction and demolition waste, extending the lifespan of the Landfill by **four years**.



Adjustments to winter road maintenance will reduce annual costs and provide enhanced services in school zones near transit stops and high traffic residential roads.

COVID-19 Pandemic Response

The City responded quickly to evolving public health measures in 2020, reallocating resources to areas of most need to maintain essential services and adapt other programs and services as needed. The City is positioned well for a strong recovery post-pandemic.

**Be Safe.
Make Space.**



Investing in Infrastructure

Infrastructure renewal extends the lifespan of City assets, ensuring safety and improved quality of life for citizens. Since 2011, the City has more than tripled its General Operating Fund allocations to capital projects, reducing dependence on external or debt funding to complete current and future infrastructure projects.

2020 capital projects included:



A combined **34 KM** of roadway renewal and sidewalk construction, notably on Albert Street, Sunset Drive, and Park Street*

* Park Street accommodates cars, pedestrians, fully accessible transit service and "all ages, all abilities" cyclists on renewed infrastructure for a smooth ride for all modes of transportation



Completion of Victoria Avenue beautification project



Work progressed on Maple Leaf and Wascana Pools

Financial Sustainability

In 2020, the City of Regina received a second AAA credit rating from Standard & Poor's (S&P) Global. This highest possible rating acknowledges the City's strong financial management practices, long-term financial planning capabilities and stewardship of public funds.

Long-Term City Growth

As of 2020, the City has completed seven master plans - Cultural, Transportation, Recreation, Facilities, Waste, Water, and Wastewater - that advance the Official Community Plan and ensure long-term sustainability and delivery of services that meet the needs of Regina now and into the future. Fire Protection and Transit Master Plans are in development.

City of Regina Financial Position

As at December 31, 2020 (in thousands of dollars)

	Actual 2020	Actual 2019
Financial Assets		
Cash	\$ 96,587	\$ 88,476
Short-term Investments	461,110	400,810
Accounts Receivable	43,450	49,280
Taxes Receivable	14,964	11,753
Long-term Investments	16	19
Land Inventory	20,592	27,192
	\$ 636,719	\$ 577,530
Financial Liabilities		
Accounts payable and accrued liabilities	47,213	64,836
Taxes payable to school boards	11,570	6,449
Deferred revenue	121,984	89,496
Capital lease obligations	1,223	1,463
Long-term debt	292,989	302,619
Employee benefit obligations	74,483	67,949
Landfill closure and post-closure	12,574	9,859
	\$ 562,036	\$ 542,671
Net Financial Assets	74,683	34,859
Non-Financial Assets	2,381,581	2,335,066
Accumulated Surplus	\$ 2,452,654	\$ 2,369,925
Consolidated Statement of Operations and Accumulated Surplus		
Revenue		
Taxation	284,740	273,380
Fees and charges	227,757	275,004
Government Transfers	103,719	87,732
Electrical/Gas distributions	35,718	33,942
Licenses, fines and levies	14,684	21,420
Interest and penalties	9,133	9,553
Contribution of tangible capital assets	4,061	35,417
Other	17,111	29,466
	\$ 696,923	\$ 765,914
Expenses		
Parks, recreation and community services	117,695	151,623
Police	98,326	98,527
Water, wastewater and drainage	94,332	105,784
Legislative and administrative services	89,927	84,163
Roads and traffic	66,394	80,304
Fire	50,590	49,814
Transit	40,490	45,193
Other	56,440	48,423
	614,194	663,831
Annual Surplus	82,729	102,083
Accumulated Surplus, End of Year	\$ 2,452,654	\$ 2,369,925
Reserves		
City of Regina Reserves	212,186	184,644
Other Entities Reserves	18,358	16,533
	\$ 230,544	\$ 201,177

Financial Assets:

Financial assets increased by \$59.2 million during the year. Short-term investments increased by \$60.3 million; in 2019 the City had a planned disposition of the long-term bond portfolio and a switch to a short-term portfolio. The disposition proceeds of the bonds, along with the interest and gains are now invested in short-term GIC's. This will allow the City to quickly execute a new investment strategy that is currently being determined.

Financial Liabilities:

Total financial liabilities increased \$19.4 million from the previous year. Deferred revenues increased due to \$30.4 million received for the Municipal Economic Enhancement Program. Accounts payable and accrued liabilities decreased by \$17.6 million.

Accumulated Surplus:

Accumulated surplus increased by \$82.7 million. This is comprised of a \$41.8 million increase in tangible capital assets that provide service capacity for our citizens, as well as an increase in net financial assets of \$39.8 million. A net financial asset position means the City has the ability to meet its financial liabilities with current resources. The Accumulated Surplus includes both cash and non-cash items (such as tangible capital assets) that are not available to spend.

Revenues:

Revenues decreased by \$69.0 million due to decreases in fees and charges, licenses, fines and levies related to COVID-19. Tangible capital assets decreased due to economic factors such as slower development, the City will continue to see a decrease in contributed assets until major development resumes in Regina.

Expenses:

Expenses decreased \$49.6 million. Parks, recreation and community services decreased by \$33.9 million due mainly to consolidated entities. Water, wastewater and drainage decreased by \$11.5 million due to a decrease in allocated benefit costs. Roads and traffic decreased by \$13.9 million as less construction was done in 2020 due to COVID-19.

Reserves:

Increased by \$29.4 million. COVID-19 recovery reserve is a new reserve in 2020; the City received approximately \$16.3 million in senior government funding to help offset the impact of COVID-19. Approximately \$400,000 was used in 2020 with the remaining balance set aside to offset COVID-19 impacts that continue in 2021. The majority of the City's reserves are self-sustaining whereby both the operating and capital costs are funded from the reserve, such as the Utility Fund Reserve. Other reserves are established for future capital replacements like the Fleet Replacement Reserve. Unallocated funding within the General Fund Reserve and the Asset Revitalization Reserve provide Council with the most flexibility.