



2015 APPROVED OPERATING AND CAPITAL BUDGET

APPROVED BY CITY COUNCIL, DECEMBER 9, 2014

City of Saskatoon

2015 APPROVED CORPORATE BUSINESS PLAN

AND OPERATING AND CAPITAL BUDGETS

Approved by City Council,

DECEMBER 9, 2014

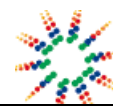
This document contains the details for the 2015 Approved Corporate Business Plan and Operating and Capital Budgets.

This document is accompanied by the following companion documents:

- 2015 Corporate Business Plan and Budget
- 2015 Approved Capital Project Details

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The 2015 Business Plan and Budgeting Process

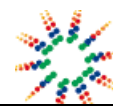
The 2015 Corporate Business Plan and Budget is aligned to the City's 2013 - 2023 Strategic Plan, and aims to balance the pressures of the increased costs of maintaining existing services and the requirements of a growing city with available funding and resources. The 2015 Corporate Business Plan and Budget forms the path the City will take over the next year to focus on the major issues and challenges facing the City, while continuing to provide quality services to our citizens.

The Business Plan outlines the achievements, key challenges, major initiatives, and continuous improvement initiatives planned within its business lines which include the following:

- Community Support
- Corporate Asset Management
- Corporate Governance and Finance
- Environmental Health
- Fire Services
- Land Development
- Policing
- Recreation and Culture
- Taxation and General Revenues
- Transportation
- Urban Planning and Development
- Utilities

**Does not include Saskatoon Public Library.*

The City's planning process ensures resources are allocated to various programs and services within these business lines, and that resources are tied to clear and achievable plans. The operating and capital budgets are integrated for effective resource management. The process also provides a framework which allows the City to adapt and respond quickly to changing municipal, provincial, and federal dynamics.



SUMMARY OF THE 2015 CAPITAL AND OPERATING BUDGETS

The City of Saskatoon provides the infrastructure and delivers several programs and services necessary to maintain and enhance the city's high quality of life. Roads, bridges, pathways, and public transit that move people; police, bylaws and fire services to keep people safe; parks, waste management, and drainage to keep neighbourhoods clean and healthy; social programs and leisure activities to make Saskatoon a great place to live, work, and visit. These core areas reflect the top priorities of the City of Saskatoon and the public it serves.

To achieve these priorities, the City of Saskatoon prepares an annual business plan and budget that allocates the financial, human, and technological resources to infrastructure and various programs and services.

The City of Saskatoon's Capital Budget provides the investment in Saskatoon's hard infrastructure. This includes the construction of buildings like recreation centres and libraries, transportation assets like new roads and bridges, and neighbourhood infrastructure like sidewalks and water lines.

The City of Saskatoon's Operating Budget identifies the costs for all day-to-day civic services and programs that the people of Saskatoon rely on each and every day. It also identifies the sources of revenue to pay for those services, including property taxes, utility rates, and user fees. Legally, the City of Saskatoon must produce a balanced budget each year. In other words, the City is not permitted to budget for a deficit or a surplus. As a result, the City collects the amount of tax required to balance the budget after all other revenue sources are considered.

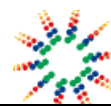
The City of Saskatoon's 2015 Budget (including Utilities and Land Development) includes a combined capital and operating investment of approximately \$1.1 billion, comprised as follows:

- 2015 Capital Budget: \$373.4 million;
- 2015 Operating Budget: \$728.4 million

Citizen input has confirmed that improving Saskatoon's road network is the top priority for both the City and its residents. To address this issue, starting in 2014, the City of Saskatoon implemented an aggressive plan to allocate more resources to its road network and their related services, including snow and ice clearing and street sweeping.

As part of the City of Saskatoon's Strategic Goal on Asset and Financial Sustainability, the City implemented an Asset Management Plan that uses defined service levels to set targets and corresponding funding plans to achieve performance targets.

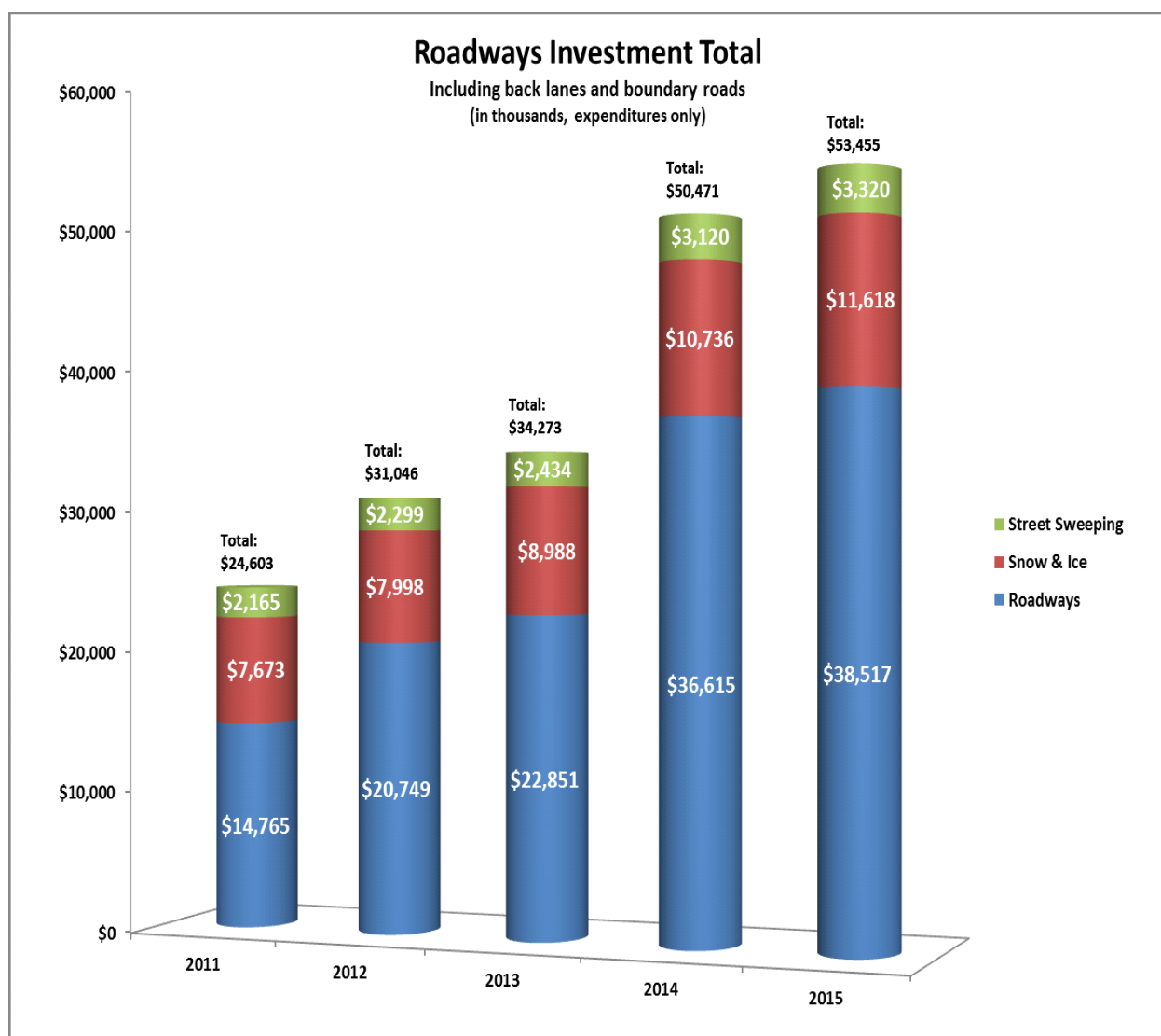
City Council has set a Service Level "B" for roadway condition which identified a need to fund the gap that exists between the current and targeted service level. Service Level "B" means "Getting Better" – sufficient expenditures to increase asset condition / value and decrease backlog slowly over time. Once the backlog is eliminated the funding is sufficient to maintain the condition without a backlog. The 2015 Capital and Operating Budget builds on this plan and invests approximately

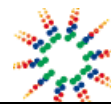


\$53.5 million to improve road conditions. As noted in the graph below, this is an increase of over \$3.0 million from the 2014 Budget and over double the investment since 2011.

In order to accomplish the objectives of this aggressive plan, the 2015 Operating Budget includes a property tax increase of 1.94% that is strictly dedicated to improving Saskatoon's road network.

Over the past four years funding for Neighbourhood and Primary Network Renewal programs for the roadway assets has been steadily increasing as shown in the graph below. In 2015, \$38.5 million in total operating and capital investments will be dedicated to the maintenance of roads and sidewalks which is a \$15.6 million increase over 2013. (This does not include expenditures for street sweeping or snow removal.)

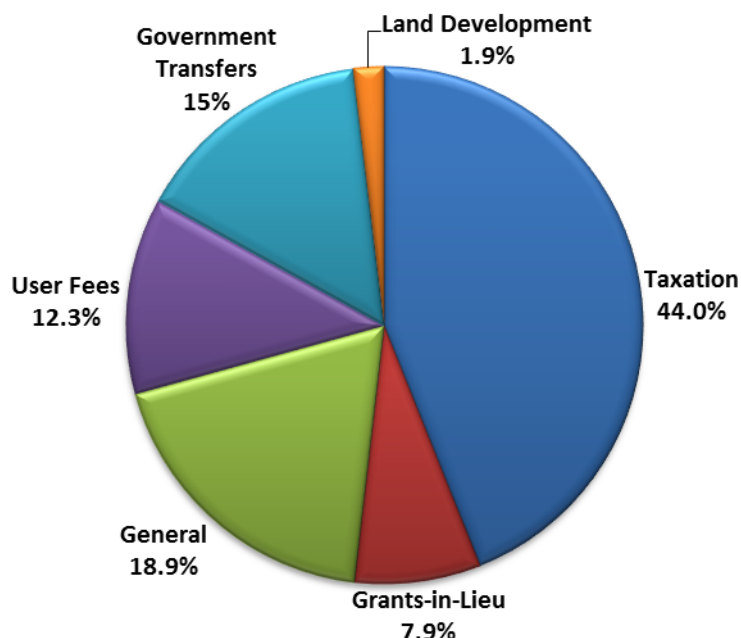




PROPERTY TAX

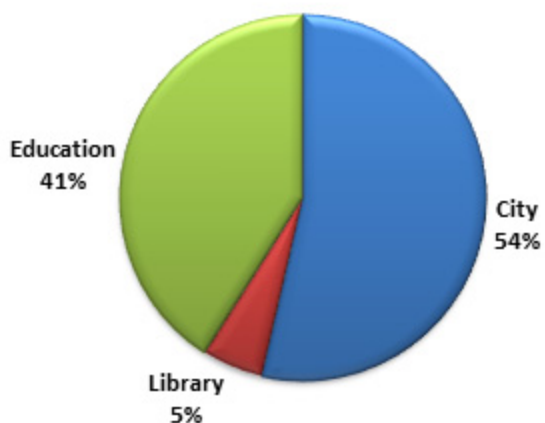
In preparing the 2015 Corporate Business Plan and Budget, many inputs were considered by the Administration when allocating the resources to specific programs, services and projects. Major trends and issues were examined to form the framework of the Plan and Budget, resulting in a greater focus on meeting the outcomes identified in the business plan and operating budgets.

While the City of Saskatoon tries to minimize property tax increases, the reality is that it derives its revenues from very few sources. As shown in the chart below, 44% of the City of Saskatoon's 2015 operating revenues come from property taxation.



The following chart shows how total property tax dollars are distributed for 2015. The chart reveals that a little more than half of all property taxes collected go to the City of Saskatoon for the delivery of key services like municipal policing, fire protection, and public transit.

Distribution of Property Tax Dollars 2015





To help pay for the City's operations, the 2015 Operating Budget includes a municipal property tax increase of 3.19%. This increase will generate an additional \$5.6 million for the City of Saskatoon. (This excludes amounts dedicated to traffic noise attenuation and to roadways)

In addition, 0.2%, or \$0.3 million, has been added for the debt repayment on future traffic noise attenuation projects and 1.94%, or \$3.4 million, has been added which is dedicated to the maintenance of roadways.

The following table illustrates the details of the 2015 property tax increase for Policing, Fire Services and the remaining civic services.

	Expenditures	Revenues	Property Tax Increase	Percent Increase
Civic Operations:				
Cost of services + Growth + Service Level Adj	9,233,900	(13,368,200)	(4,134,300)	-2.38%
Capital Contributions				
General Capital Levies	2,715,900		2,715,900	
Bridge Major Repair Reserve	750,000		750,000	
Civic Radio Replacement Reserve	60,000		60,000	
Active Transportation Reserve	174,000		174,000	
Facility Site Infrastructure Renewal/Repl. Reserve	50,000		50,000	
Total Capital Contributions	3,749,900	0	3,749,900	2.15%
Civic Tax Increase (excluding Fire Services)	12,983,800	(13,368,200)	(384,400)	-0.22%
Fire Services				
Cost of services + Growth + Service Level Adj	3,286,900	(1,321,600)	1,965,300	
Total Fire Services Operating	3,286,900	(1,321,600)	1,965,300	1.13%
Fire Capital Contributions				
Policy-driven reserve contributions	23,700		23,700	
Fire Hall Funding	200,000		200,000	
Total Fire Services Capital Contributions	223,700	0	223,700	0.13%
Total Fire Services Property Tax Increase	3,510,600	(1,321,600)	2,189,000	1.26%
Total Civic Services Property Tax Increase	16,494,400	(14,689,800)	1,804,600	1.03%
Saskatoon Police Service				
Cost of services + Growth + Service Level Adj	4,743,500	(1,896,400)	2,847,100	
Total Police Operating	4,743,500	(1,896,400)	2,847,100	1.64%
Police Capital Contributions:				
Policy-driven reserve contributions	57,400		57,400	
Police Headquarters funding plan & other capital	850,000		850,000	
Total Policing Capital Contributions	907,400	0	907,400	0.52%
Total Policing Property Tax Increase	5,650,900	(1,896,400)	3,754,500	2.16%
Total Municipal Property Tax Increases	22,145,300	(16,586,200)	5,559,100	3.19%
Dedicated Roadways	3,377,200	0	3,377,200	1.94%
Dedicated Traffic Noise Attenuation	348,200	0	348,200	0.20%
Grand Total	25,870,700	(16,586,200)	9,284,500	5.33%

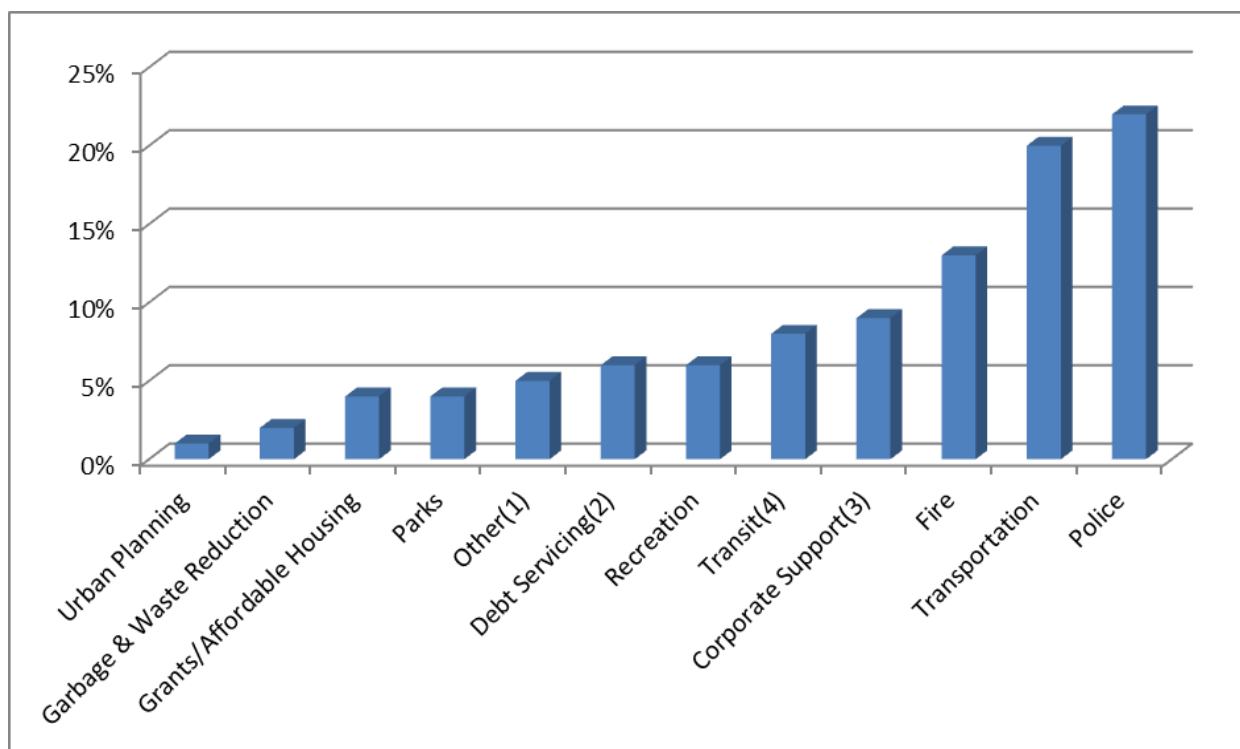


The approved property tax increase of 5.33% means that a homeowner who owns a single-family detached home with an average assessment of \$325,000 will see their municipal property taxes increase by the approximate amounts categorized in the following table:

Municipal Tax Increase Per Average Household \$325,000 Assessment	Municipal Operating 3.19%	Traffic Noise Attenuation 0.20%	Dedicated Road 1.94%	Total 5.33%
Approximate Total Increase	\$50	\$3	\$30	\$83
Approximate \$ Per Month	\$4	\$0	\$3	\$7

The following graph shows the percentage of municipal property tax collected by the City of Saskatoon is shared between the various services the City provides.

Tax Distribution by Service Type

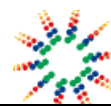


(1) Other includes street lighting, urban forestry, pest management, animal services, cemeteries and facilities, withholding costs and property annexation costs

(2) Debt Servicing includes provisions for current and future debt servicing

(3) Corporate Support includes the offices of the City Manager, City Clerks, City Solicitors, Finance, Revenue, Assessment & Taxation, Information Technology, Human Resources and General Administration

(4) Includes Access Transit



In Saskatoon, property taxes are determined by applying the following formula to each taxable property in the city:

$$\frac{\text{Taxable assessment}}{\$1000} \times \text{Mill Rate} \times \text{Mill Rate Factor} = \text{City of Saskatoon Tax}$$

The taxable assessment for an individual property is determined in accordance with provincial legislation. In Saskatchewan, property assessments are updated every four years. Saskatoon's last property reassessment was completed in 2013 which is based on a property's market value as of January 1, 2011. The next revaluation is expected to take place in 2017 using values as at January, 2015. The City of Saskatoon continues to lobby the Provincial government to reduce this cycle.

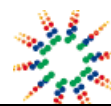
The City uses mass appraisal valuation approaches when conducting residential assessments. With this approach, property values are a reflection of their market value, the most probable sale price of a property, on a given date. Statistical models (mathematical formulas created through an analysis of sales and property characteristics) are the most economical way to determine property values. Differences in values are based on property characteristics. Using these models ensures equity as similar properties will have a similar assessment value. For residential assessments, some of the factors used to determine value include the location (neighbourhood) of the property, traffic patterns around the property, views, and the property structure. Adjustments are made for factors including size, age, style, garage, etc. Factors that do not directly influence an assessment include the plumbing details, whether or not the property has a deck, landscaping, a back lane, or if the property is affected by broad based influences such as aircraft noise.

Non-residential assessments are calculated by using any of the three currently accepted approaches to value in conjunction with mass-appraisal processes. The most commonly used approach in the City of Saskatoon is the property income (rental) approach.

The other variables in the formula *Taxable Assessment x Mill Rate x Mill Rate Factor* are Mill Rate and Mill Rate Factors.

A uniform mill rate is set after the budget has been approved to allocate the property tax levy to each taxing authority by dividing the tax required by the total taxable assessment in Saskatoon, per \$1,000 of taxable assessment.

Mill rate factors are used to determine the proportion of tax revenue that each property class will pay. There are three main property classes: residential/condominium, multi-residential, and commercial/industrial.



MILL RATES

Uniform Mill Rate

The Municipal and Library taxing authorities have established their uniform mill rates to reflect the requirement to finance operations while the two School Boards have their mill rates set by the Province as announced in the Provincial Budget.

The 2015 Uniform Mill rates, identified in the following table, reflect all of these requirements by taxing authority over the past five years:

Uniform Mill Rates					
Taxing Authority	2011	2012	2013*	2014	2015
City	11.5714	12.0491	6.7894	7.2566	7.6300
Library	1.3027	1.3333	0.7248	0.7353	0.7657
Total	12.8741	13.3824	7.5142	7.9919	8.3957

*2013 was a reassessment year for all properties in Saskatchewan. In 2013 property values were updated to reflect fair market values as at January 1, 2011. Due to this update in property values, the tax levy is not comparable to previous years' levies.

The Provincial Government set province-wide mill rates by class for education. The 2015 education mill rates are as follows:

2015 Education Mill Rates	
Residential, Condominium, Multi-residential	5.03
Agricultural	2.67
Commercial	8.28
Resource/Pipeline	11.04

Mill Rate Factors

Mill Rate Factors serve to redistribute uniform mill rate revenues between property classes. As such, the establishment of mill rate factors on an annual basis is not dependent upon establishing the uniform mill rate (which raises revenue for each taxing authority), but is based on various tax policies set by City Council. Two items impact the 2015 factors. First, in 2001 City Council adopted a Tax Ratio Policy such that non-residential properties would pay property tax at a rate of 1.75 times that of residential properties by 2010. The 2015 Mill Rate Factors reflect the maintenance of this ratio for the municipal (City & Library) portion of the taxes. The Provincial Government legislation does not allow for mill rate factors to be applied to the education portion of the property taxes.

Second, the 2015 tax roll experienced growth, but not evenly through the property classes. The Mill Rate Factors have been adjusted to ensure the 1.75 tax ratio is retained.



Mill Rate Factors					
Property Class	2011	2012	2013	2014	2015
Residential	0.9421	0.9411	0.9411	0.9448	0.9447
Condominiums	0.9421	0.9411	0.9411	0.9448	0.9447
Multi-unit Residential	0.9578	0.9411	0.9411	0.9448	0.9447
Commercial	1.1730	1.1811	1.1765	1.1684	1.1676
Private light aircraft Hangar	0.6595	0.6586	0.6588	0.6613	0.6613

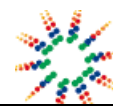
Effective Tax Rates

Effective Tax Rates are a way of expressing taxes as a percentage of the fair value of property. The 2015 uniform mill rate and mill rate factors result in the following effective tax rates.

Effective Tax Rates						2015 Taxes per
Property Class	2011	2012	2013*	2014	2015	\$325,000 of Assessed Value
Residential	1.515	1.547	0.847	0.881	0.907	\$2,949
Condominiums	1.515	1.547	0.847	0.881	0.907	\$2,949
Multi-Unit Residential	1.529	1.547	0.847	0.881	0.907	\$2,949
Commercial**	2.735	2.810	1.712	1.762	1.808	\$5,877

*2013 was a reassessment year for all properties in Saskatchewan. All property values were updated in 2013 to reflect fair market values as at Jan 1, 2011. Due to this update in property values, the tax levy is not comparable to previous years' levies.

**Until 2013, commercial rate applies to all commercial/industrial property with fair values up to and including \$499,999 that are to be taxed completely using the first tier of the Commercial education mill rate.



THE 2015 OPERATING BUDGET

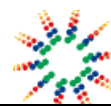
The City of Saskatoon's 2015 Operating Budget (excluding Utilities), has total expenditures of approximately \$439.1 million. As required by provincial legislation, the City of Saskatoon must balance its operating revenues with its operating expenditures. Consequently, the City is prohibited from approving a budgetary deficit or surplus in any given year. Although a surplus or a deficit may arise at year-end, the operating budget must be balanced.

The City has developed a Municipal Price Index (MPI) using the City's "basket of goods" such as fuel, asphalt, electricity, facility/equipment repairs, and maintenance costs. The MPI is a better estimate for the City instead of the Consumer Price Index (CPI) because the CPI is a measure of inflation for average households and measures items such as rent, food, household expenses, and education. Other cities in Canada have also begun calculating this MPI to help understand the rising cost of municipal purchases and also to assist in the forecast of future expenditures.

The City of Saskatoon's 2015 Operating Budget also includes Utilities owned by the City of Saskatoon. These self-funded programs generate revenues that also form an important source of revenue for the City which contribute significantly to various Civic mill rate programs. In the 2015 Operating Budget, these Utilities have contributed \$53.5 million to the City through General Revenues to offset the cost of the City's Civic Operations. This represents a \$2.0 million increase over that contributed in the 2014 Operating Budget.

In the preparation of the 2015 Operating Budget, mill rate and expenditure mandates were set to guide departments. These mandates were set in response to the Chamber of Commerce and the Canadian Federation of Independent Business (CFIB) encouraging municipal governments to keep expenditures in check with inflation. As noted in a letter tabled by the CFIB with Saskatoon City Council during the 2012 budget review, it urged the City of Saskatoon to "limit year-over-year spending growth to a maximum of inflation plus population growth".

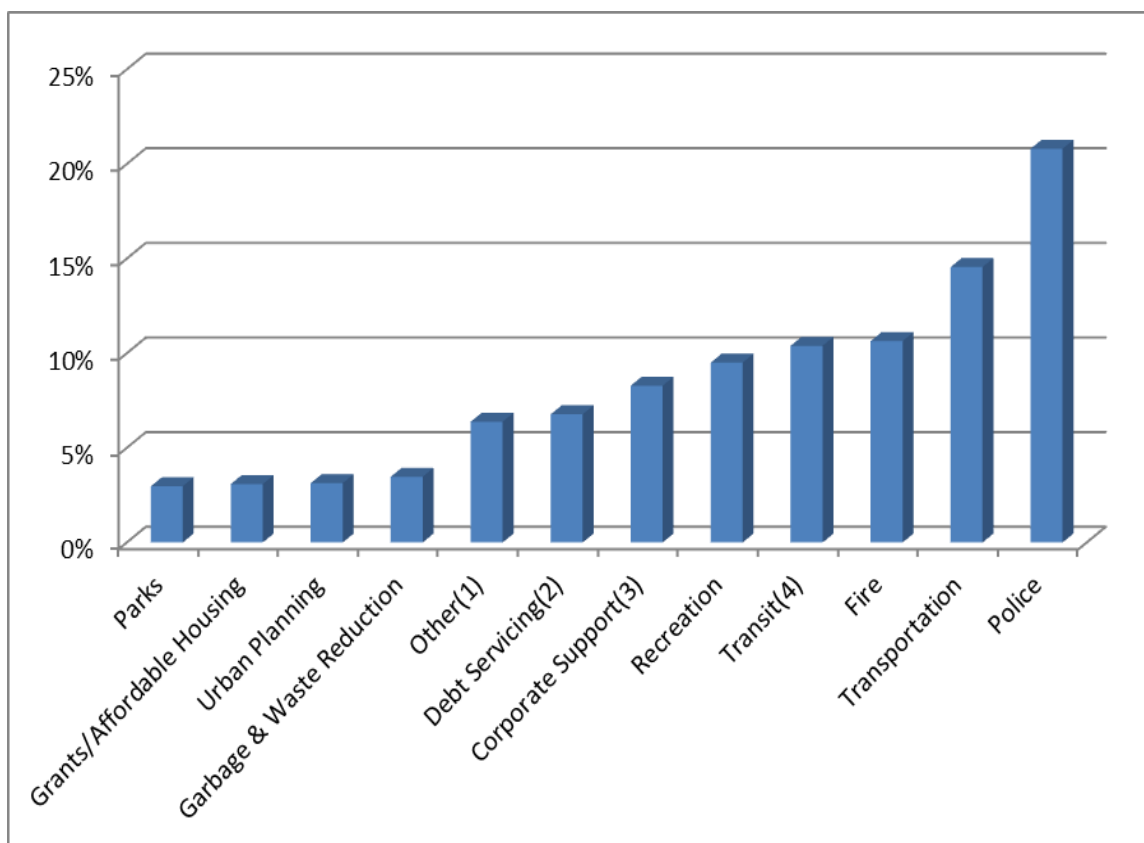
The 2015 budget was prepared with the view to limit the tax increase, prior to the amount dedicated to roadways and traffic noise attenuation, to no more than the MPI which was calculated at 3.23%. The increased amount budgeted from the tax base for Civic Services including Fire is 1.03%. The Policing budget adds an additional 2.16%, which brings the increase to 3.19%. After the dedicated roadways increase of 1.94% and the increased amount for traffic noise attenuation of 0.20% are added, the total proposed 2015 tax increase is 5.33%.



EXPENDITURES

The following graph shows the distribution of expenditures by service. The largest portion is Policing with 21% of the total budget and Transportation is next largest at 15%.

Expenditures by Service



(1) Other includes street lighting, urban forestry, pest management, animal services, cemeteries and facilities, withholding costs and property annexation costs

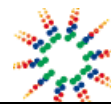
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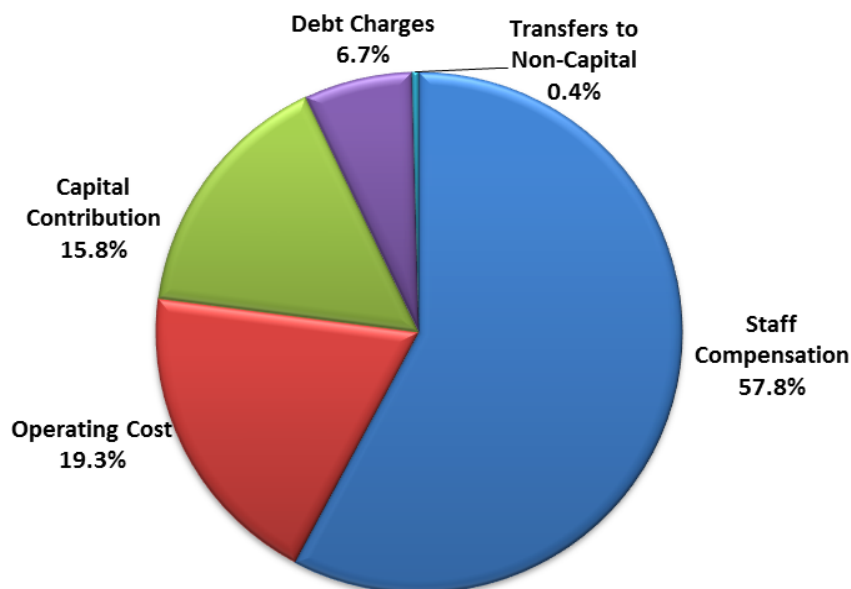
(4) Includes Access Transit

The following pie chart shows the major expense categories within the 2015 Operating Budget.

The majority of expenditures (57.8%) are for staff salaries and payroll costs while other operating expenditures are 19.3% of the total budget. \$69.4 million (15.8%) of the total operating budget is allocated to capital reserves to fund capital projects. Debt servicing costs (principal and interest) are \$30.9 million (6.7%) of the budget.



Expenditures by Category



A number of key items were included in the 2015 Operating Budget, many of which are strategic phase-ins related to financing plans for future requirements.

Included in the budget are the following items totaling over \$2.0 million:

- \$850,000 – Incremental Phase-in for Police HQ Capital Financing Plan;
- \$750,000 – 1st of four year phase-in to North Commuter Parkway Bridge (applied as temporary funding for the Bridge Reserve);
- \$200,000 – Incremental Phase-in for Future Fire Hall Growth Plan;
- \$174,000 – 0.1% of annual property tax revenue allocated to Active Transportation Reserve;
- \$50,000 – Incremental Phase-in for Facility Site Infrastructure Replacement Reserve.

Also included are operating impacts from new capital projects for 2015. These total \$88,800 and are listed in detail in the Capital Budget section.



Staffing

In total 46.80 new full-time equivalents (FTE's) are included in the 2015 budget of which 38.51 are to address growth, 2.66 for new service level changes and another 4.1 required as result of new capital projects.

Thirty-seven of these new FTE's are front line operational positions while four positions are supervisory or managerial in nature. The remaining six positions are for Police.

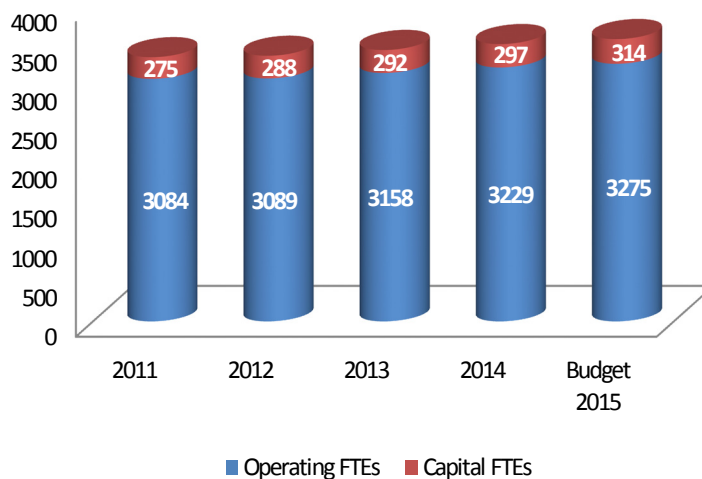
The following summarizes the change in budgeted staffing for 2015 by Business Line:

Summary of Staff Years in Full-Time Equivalents (FTE's)

	2014 Budget	2015 Budget	Variance
Business Lines:			
Community Support	30.61	30.61	0.00
Corp. Asset Management	222.55	225.70	3.15
Corp. Governance & Finance	390.69	400.69	10.00
Environmental Health	106.86	106.28	(0.58)
Fire Services	334.00	334.00	0.00
Land Development	18.50	18.50	0.00
Policing	633.61	640.11	6.50
Recreation & Culture	462.68	468.98	6.30
Transportation	591.26	604.05	12.79
Urban Planning & Development	104.25	109.00	4.75
Utilities	333.52	337.41	3.89
Total	3228.53	3275.33	46.80

	2015 Staffing - Incremental FTE's					
	Business Lines		Boards		Utilities	Total
	Mill Rate	Funded	Mill Rate	Funded	Funded	
Capital Impacts	0.00	4.10	0.00	0.00	0.00	4.10
Transfers	5.48	0.25	0.00	0.00	(3.90)	1.83
Growth	13.94	10.85	5.93	0.00	7.79	38.51
Service Level Changes	(1.08)	2.34	(0.50)	1.90	0.00	2.66
Cont. Improvement	(0.30)	0.00	0.00	0.00	0.00	(0.30)
Total	18.04	17.54	5.43	1.90	3.89	46.80

A guideline for FTE increases has been set for the past three years at growth, less 1%. For 2015 with a 3.04% growth rate the targeted FTE rate increase would be 2.04%. The 48.60 new positions in 2015 means a 1.45% increase (includes Land Development 2014 total FTE of 18.5) which is below the target of 2.04%

**Staffing Levels 2011-2015****New Growth Positions:**

-The 2015 budget includes 19.87 growth FTE's fully funded by the mill rate. These growth positions are related to additional staff required to operate a growing city. There are 2.84 new labourer FTE's for road maintenance, snow removal, street cleaning & sweeping, bridges, subways and overpasses. There are 1.88 new FTE's to maintain new park space and 1.70 new FTE's for tree maintenance and increasing wildlife issues. In addition 4 FTE's for Patrol Constables are included in the Police budget which will add \$309,400 in staff compensation and operating costs. These positions are for Patrol Constables that are required to keep pace with the population growth. Mendel Art Gallery has a net increase of 1.93 FTE's due to an increase for transitioning to the new Rемаi Modern Art Galley offset by a decrease for the wind down of the Mendel Art Gallery. Other FTE increases as a result from city growth include financial administration support, facilities maintenance and building operations.

-There are 18.64 new growth FTE's which are fully funded through cost recovery, savings in overtime, generation of revenues, capital reserves and utilities.

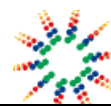
New Service Level Positions:

-The 2015 budget includes a service level decrease of 1.58 FTE's. The decrease in pickups for solid waste collections resulted in a service level decrease of 1.08 FTE's. The Saskatoon Police Service budget has a 0.5 FTE service level decrease related to a position seconded to the New Police Headquarters.

-There are 4.24 new service level FTE's which are fully funded through government funding and generation of revenues.

New Capital Budget Positions:

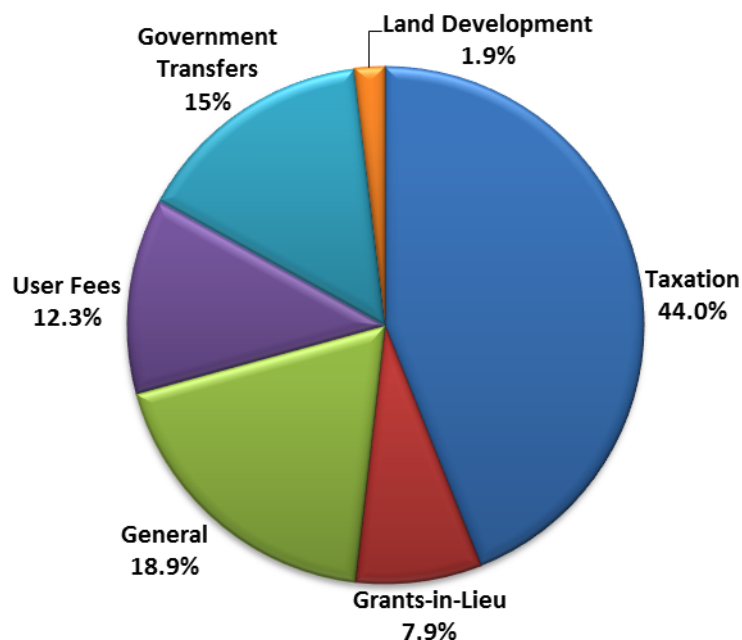
In 2015, 16.93 new FTE's are being charged against the capital budget for project engineers, managers, planners and traffic signing and painting positions which are noted in several business lines throughout the budget document. There are 4.10 new FTE's in the operating budget which have a capital impact and are funded through a recovery from capital.



REVENUES

A more formalized revenue review process has been implemented that includes a scheduled review of revenues. Included as a part of this process are the documentation and review of all revenue streams for the City that identifies the basis, calculation, method, and comparison to other jurisdictions of the revenue. This process will be on-going and forms part of the financial practice of the City.

Distribution 2015 Operating Revenue Sources



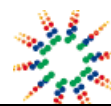
General Revenues

For the 2015 Operating Budget, general revenues make up 18.9% of City of Saskatoon operating revenues. For the purposes of this document, general revenues include the following items:

- investment income;
- franchise fees;
- land sales;
- fines and penalties; and,
- licenses and permits

The City of Saskatoon has established five utility funds – Water, Wastewater, Storm Water, Light & Power, and Waste Services.

General revenues from these utilities include a return on the City's investment in the Light & Power utility, and an administrative cross-charge to cover the costs of providing certain corporate support services (e.g. legal, payroll, purchasing, accounts payable, etc.). Franchise fees are also received from SaskPower (10% surcharge and 5% of electricity sales) and SaskEnergy/TransGas (5% of the cost of supply and delivery).

**User Fees**

User fees revenue comprises 12.3% of the 2015 Operating Budget. Various services provided by the City of Saskatoon are funded in whole or in part through fees paid directly by the user. Some services are expected to be self-sufficient, while others are only expected to recover a portion of their total costs from users. In other words, for those services that directly benefit a particular user, then, in most cases, user fees are charged. However, for those services that have social or community benefits, and where the cost to the user would be prohibitive, then the City will subsidize a portion of the cost of the service.

The 2015 budget includes increases for user fees, some of which include:

2015 User Fee Rate Increases (000's)	
Leisure facility admissions, registration, and rental fees	899.6
Golf course green fees and cart rentals	93.0
Cemetery grave, interment, and monument sales	74.7
Fire Services rate increase for outside jurisdictions	189.0
Zoo admissions	29.1
Policing - criminal record checks and family services	9.8
Parking Permits	6.2

Government Transfers

In order to provide necessary and essential public services and programs to its residents, the City of Saskatoon receives funding from other orders of government. For 2015, 15.0% of the City's projected operating revenues come from other governments, particularly the Government of Saskatchewan.

The most significant transfer is from the Government of Saskatchewan which is the Municipal Revenue Sharing grant. The objective of this grant program is to provide long-term predictable funding to municipalities to help them address the operational challenges they face as a result of growing populations and increased demands for services.

The program grant is tied to the Provincial Sales Tax (PST) that grows with the economy. The PST is predictable, sustainable, and reflective of economic growth. The grant represents the equivalent of one point of the PST revenue pool. Cities receive approximately 48% of the total revenue sharing pool.

For 2015, the Government of Saskatchewan will be providing the City of Saskatoon with \$47.4 million in revenue sharing funding. This is an increase of \$1.2 million over the 2014 funding.

Grants-in-Lieu of Taxes

This revenue source comprises 7.9% of the City of Saskatoon's projected operating revenues for 2015.

Grants-in-lieu of taxes are typically grant payments to municipalities from the federal and provincial orders of government. Although these orders of government are exempt from paying local property taxes, they do make grant payments in place of property taxes for government owned/managed properties.

In the City of Saskatoon, a Grant-in-lieu is also paid by Saskatoon Land and the City's utilities.



THE 2015 CAPITAL BUDGET

The City of Saskatoon's Capital Budget directs funding for the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines. The 2015 Capital Budget not only addresses the city's growth, but also its basic infrastructure needs with continued emphasis on roads and bridges.

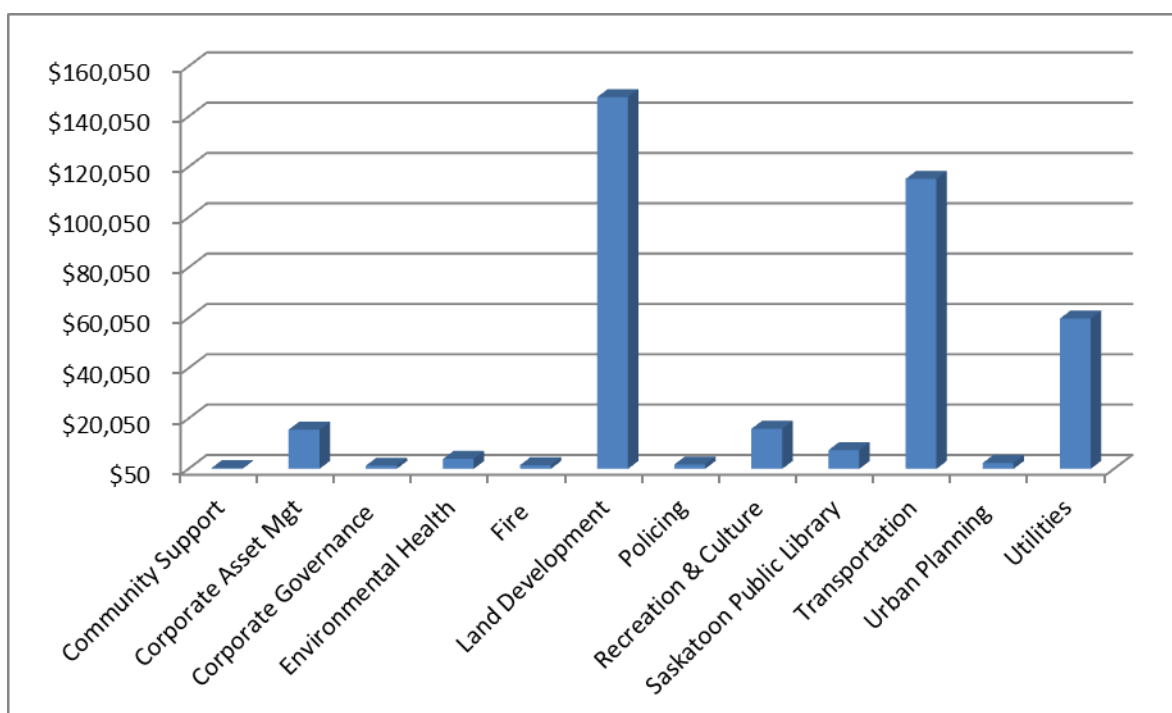
The City of Saskatoon is continuing to develop funding plans for major infrastructure projects not only resulting from growth but also for maintenance and replacement due to aging. One of the key funding strategies is to dedicate property tax increases, solely for the maintenance of roads as the required funding base is built to meet the long term needs and to achieve the service levels desired by the citizens of Saskatoon.

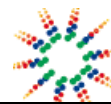
The City of Saskatoon's 2015 Capital Budget (including Land Development) provides a total capital investment of \$373.4 million (\$381.1 million in 2014). Together, the various projects that make up this total investment aim to meet the objectives of the strategic plan and specifically:

- prepare us for growth;
- improve our mobility;
- enhance the safety of our public;
- increase our quality of life; and,
- protect our environment

Capital Investment by Business Line

(in 000's)





Land Development continues to play a major role in the capital program of the City of Saskatoon with those projects totaling \$147.8 million and making up 40% of the capital budget. In 2015, serviced family lots will be completed in Kensington along with the initial phases of the Aspen Ridge neighbourhood and the Elk Point neighbourhood concept plan will be submitted for approval. In addition, new parks will be developed in Montgomery, Parkridge, Stonebridge, Rosewood, Evergreen and Kensington. These new growth areas and various in-fill developments play a vital role in providing the serviced land that will accommodate new housing and commercial investment in our City over the next five to ten years.

Transportation is the next largest component of the capital plan with 30.9% of the budgeted expenditures. Two of the largest projects in the 2015 Capital Budget are the Boychuk Drive/ Highway 16 Interchange and the McOrmond Drive/Highway 5 Interchange. \$70.0 million (\$35.0 million each) has been budgeted for these major construction projects beginning in 2015.

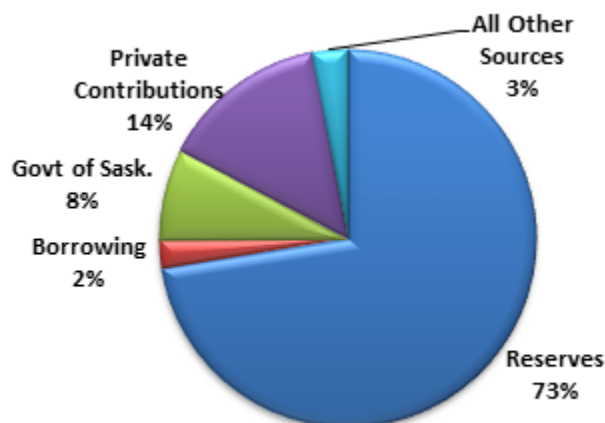
Other projects of significance for 2015 include the Water Utilities AMI (meter reading) conversion project budgeted at \$4.4 million; the Wastewater's Collection system for continuous rehabilitation of water mains budgeted at \$4.6 million; and, the second phase of the Gordon Howe Bowl Upgrades budgeted at \$5.0 million of which \$1.0 million in funding is the City's portion.

The City's utilities contribute another \$59.8 million which is 16% of the total capital budget.

PAYING FOR THE 2015 CAPITAL BUDGET

As illustrated in the pie chart below the largest source of funding for the 2015 Capital Budget is reserves. 73% of the entire Capital Budget is funded through reserves that the City has set aside for capital replacement, enhancement and new capital work. Private Contributions make up 14% of the funding source which includes developer levies, community association contributions, and donations from fundraising events. Borrowing comprises 2%, funding from the Provincial Government is 8% and the remaining 3% of the funding comes from all other sources including external sources, and operating contributions.

2015 Capital Funding Sources





The following table summarizes the funding for the 2015 Capital Budget.

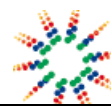
2015 CAPITAL BUDGET FUNDING SUMMARY	
GENERAL CAPITAL: (in 000's)	2015 Budget
Reserves	94,719
Borrowing	3,100
Province of Saskatchewan	28,950
Private, External Funding	23,925
Operating Contributions	1,100
Other	6,487
Saskatoon Public Library Reserve	7,509
Total General Capital	165,789
UTILITY CAPITAL: (in 000's)	
Reserves	48,640
Borrowing	5,895
Private and External Contributions	1,625
Operating Contributions	3,615
Total Utility Capital	59,775
Total General & Utility Capital	225,564
LAND DEVELOPMENT: (in 000's)	
Reserves/Developers	147,822
Total Land Development	147,822
Total Capital Funding	373,386

BORROWING

The 2015 Capital Budget contains borrowing of \$9.0 million, mostly for a number of utility projects (\$5.9 million) for which the debt payments would be funded through utility rates. While borrowing is budgeted for projects as a source of funding, the actual borrowing is based on cash flow requirements. The total outstanding debt as of December 31, 2013 was \$234.5 million. The City borrowed an additional \$25.0 million in 2014 for various Utility projects. With these borrowings and the planned debt repayments, the expected outstanding debt balance at December 31, 2014 will be about \$238.0 million.

The forecasted borrowing for the next five years is to increase to a peak near \$479.0 million in 2018. City Council recently approved the application to the Saskatchewan Municipal Board for an increase in the City's debt limit to \$558.0 million. Most of this increase in project debt is from Public Private Partnerships (P3) such as the Civic Operations Centre and the North Commuter Parkway and Traffic Bridge Replacement projects.

Borrowing related to the utility projects will be repaid through utility rates. The repayment of the debt related to the other projects is funded through the general operating budget and through the overall borrowing strategy, using gas tax revenues from the federal government.

**RESERVES**

Reserves accumulate funds from various sources and are used to fund many capital projects. Annual contributions are made to designated capital reserves based on formulas and provisions as described in the Capital Reserves Bylaw and City Policy. The Reserve Sufficiency Schedule reflects the sufficiency of these reserves as shown in the Tables and Schedules section of the Operating Budget.

The balances in the City's capital and stabilization reserves heading into 2015 remain healthy with a total balance of \$113.6 million

ESTIMATED RESERVE BALANCES		
Capital Reserves: (millions)	Jan/14	Jan/15
General	5.65	3.0
Prepaid Services (Land Development)	(34.8)	25.7
Property Realized	47.9	30.7
Boards/Commissions (Including Saskatoon Public Library)	41.6	28.0
Capital Reserves Total	60.3	87.4
Stabilization Reserves: (millions)		
Fiscal Stabilization	7.3	6.1
Land Operations Stabilization	3.2	4.1
Fuel Stabilization	1.0	1.0
Utilities Stabilization	6.0	6.0
Building Permits/Inspections Stabilization	5.6	6.1
Other	2.9	2.9
Stabilization Reserves Total	26.0	26.2
Total Reserves Balance	86.3	113.6

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. In total, nearly \$3.6 million was made available to fund the discretionary capital projects. RCE is mostly funded by an annual mill rate contribution.

RESERVE FOR CAPITAL EXPENDITURES (in 000's)	2015
Projected January 1 Opening Balance	1,555
Contribution from Operating Budget	3,678
Allocation of Rosewood Dividend	750
Repayment from the Multi-Material Recycling Program	169
River Landing Operating Funding	(1,192)
Temporary Reduction to Operating Contribution*	(625)
Minimum Balance Retained	(750)
Allocated to RCE Capital Projects	3,585

*2013 Budget Commitment on P2320 - Transit Dart System Improvement/ITS, temporarily reducing RCE operating contribution in 2014 and 2015 to transfer funding to cover debt



While the City's reserves are in good financial condition, there are three reserves that will be in deficit positions at the end of 2015. City Council has authorized these deficits as an exception from the normal requirement to remain in a zero or positive balance.

The Infrastructure Reserve for Water and Wastewater has been in a deficit position for the past number of years based on the advancement of flood control projects to alleviate further flooding. The plan to replenish the reserve is through a flood control levy of \$4.50 per water meter placed on utility bills. This reserve is expected to be in a positive position by 2018.

Another reserve that has City Council's approval to remain in a deficit balance until 2016 is the Parks Infrastructure Replacement Reserve, to cover the higher construction costs of the WJL Harvey Park Redevelopment. The Parks Reserve will be replenished through annual contributions. The only plan to address the long-term under-funding of the Parks Infrastructure Reserve is to defer projects. There is no plan to impact the mill rate with any increases to fund the reserve deficit.

The Regional Waste Management Facility capital project to upgrade and expand the landfill has a \$6.0 million withdrawal from the Landfill Replacement Reserve placing the reserve in a deficit position until 2016. The plan is to replenish the reserve over time through revenues. City Council has approved this strategy in principle.

EXTERNAL FUNDING SOURCES

Funding from external sources include, but are not limited to, other orders of government programs, private contributions, fundraising campaigns, and corporate sponsorship or partnership arrangements. Some of the key external funding sources are the Federal Gas Tax and the Federal Transit Fund, in addition to the already mentioned, Building Canada Fund and Infrastructure Stimulus funds.

In the 2012 Federal Budget, the federal gas tax transfer was made a permanent source of funding for municipalities. These funds are being allocated to a number of projects as cash and/or debt repayment on borrowing for these projects.

The City also receives funding from the Province under the Urban Highway Connector Program to help maintain provincial connector roads.

OPERATING BUDGET IMPACT OF CAPITAL INVESTMENTS

Capital projects within this budget will impact future City operating programs. The additional operating costs for the 2015 projects for the years 2015 - 2017 are summarized as follows:

OPERATING IMPACT (in 000's)	2015	2016	2017
Corporate Governance & Finance	\$29	\$67	\$36
Policing	44	61	0
Recreation and Cultural Services	0	43	163
Transportation	0	174	344
Urban Planning & Development	16	0	0
Total	\$89	\$345	\$543

NOTE: Specific operating impacts are disclosed at the project level throughout the Capital Budget and summarized in the Tables and Schedules Section at the back of this document.



DEFINITIONS / EXPLANATIONS

Within the 2015 Operating and Capital Budget document there are some key terms, titles, and references that are referred to that are defined below for the reader's reference.

Base Adjustment: This is the budgetary change to the 2014 budget that would include all inflationary changes, transfers, and other adjustments to deliver the same service levels as in the previous year. (Excludes Growth and Service Level Adjustments)

Business Line: This is the higher categorization of major businesses that the City of Saskatoon undertakes for its citizens.

Cost Recovery: This is a recovery of expenses by one business unit that is charged out to other business units to recoup the costs of providing a service to that unit. The recovery is meant to be charged out at cost (in other words there should not be a mark-up in costs, otherwise this would be reclassified as revenue) and may be direct and indirect costs for that service.

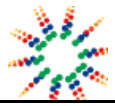
Growth: A budgetary change as a result of population, workload, or capital growth usually aimed at providing the same service level as in the previous year.

Reserve for Capital Expenditures: This is a reserve that is funded through an annual contribution from the operating budget as well as any other discretionary funds allocated to it that is used to fund capital projects at the discretion of City Council. These projects would normally not have a dedicated reserve as the source for funding.

Service Level Adjustment: This is a budgetary change to address an increase or decrease in the program's service level.

Service Line: This is a program or service which falls with the broader Business Line (see definition above) and has its own program definition, budget, and outcomes.

Staff Compensation: Within the Service Line budgets contained in this document expenditure categories are presented. Staff compensation includes items such as salaries, payroll costs, car allowance, uniform allowance, and other direct employee costs.



Operating Budget
\$13.4 million

Capital Budget
\$0.4 million



STRATEGIC GOAL:



Quality of Life

Overview

Saskatoon consistently ranks among the top cities in North America for quality of life. The City of Saskatoon defines quality of life as the sense of well-being achieved when people are physically and emotionally healthy, economically secure, safe, have adequate shelter, a sense of belonging, and share cultural and social connections.

Achieving quality of life for residents of Saskatoon requires the combined commitment of individuals, families, community organizations, service providers and the City of Saskatoon. The Community Support business line provides both human and financial supports for community groups, as well as a broad range of City-led initiatives. These initiatives are aimed at building capacity in sport, recreation, culture, heritage, and social organizations and enhancing neighbourhood-based associations. The Community Support business line also provides subsidized or no cost programs where cost is a barrier for families or individuals. In addition, within this business line are services respecting dignity and addressing cost as a barrier in the services provided by Cemeteries and the Animal Control program. Further, economic development, tourism and protection of our river valley are supported through contributions to the Saskatoon Regional Economic Development Authority (SREDA), Tourism Saskatoon and the Meewasin Valley Authority (MVA).

Community supports often take the form of investments in community-based organizations. This approach ensures a balance between municipal leadership and community involvement in the development and revitalization of facilities, programs, and services, and the protection of Saskatoon's heritage buildings and structures. Partnerships and community collaboration continue to be keys to the success of this service delivery approach. Further, the human and financial leveraging facilitated through this approach is exponential.

At A Glance

- Provides support and community investments to approximately 65 social agencies; 50 sports organizations; 49 community outdoor rinks; 46 community associations; 17 arts, culture, and heritage organizations; and 16 community gardens.
- Provides in excess of \$5.5 million in community support grants.
- Community support grants leverage both human and financial resources in the community-based organizations in excess of \$48.0 million in self-generated revenue; \$600,000 in grants to the City; approximately 600,000 visits to cultural facilities; approximately 125,000 Community Association volunteer hours; 60,000 sport, culture and recreation program hours; and 161,300 program participants.
- Supports the stewardship of the natural and heritage resources along the river edges through our connection and supports to MVA.



- Supports expanding our economy through tourism by providing grants to Saskatoon Tourism.
- Supports economic development to ensure Saskatoon is a place to live, work, invest and prosper through our supports to SREDA.
- Coordinates programs designed to enhance the engagement of Aboriginal people, address racism and discrimination and enhance racial harmony.
- Facilitates community engagement processes.
- Maintains Woodlawn Cemetery and Nutana Pioneer Cemetery.
- Subsidizes approximately 175 spay or neuter surgeries a year.
- Subsidizes approximately 93,000 Leisure Access visits to leisure facilities a year.

Key Challenges

- Balancing municipal leadership, private sector involvement and community involvement in addressing the needs of the community.
- Ensuring our programs, services and various infrastructures (facilities, roads, sidewalks, etc) are barrier free for citizens of all abilities and are accessible (geographically, physically and financially) for the broadest segment of the community.
- Collaborative delivery of services depends on partners/arms-length service delivery agents fulfilling commitments.
- Increasing diversity in Saskatoon's population means ongoing changes and challenges to building cultural and social cohesion.
- Changing funding priorities has more Government grant dollars being directed to employment and economic development programs and initiatives. This means less funding available for the cultural and social community based organizations.
- Increasing demands on community based organizations and volunteers to be the delivery agents, along with increased demands for reporting and offering a wider variety of programs and services.
- Being able to meet the growing community needs for animal services in response to pet owner's requests to provide additional dog parks and additional amenities at existing parks (e.g. benches, dispenser bags, education signage, and garbage containers). Also there is a decline in pet owners buying pet licenses, resulting in less revenue to cover program costs and an increase in stray cats and dogs in Saskatoon.
- An aging population and an expanding diversity of cultures presents some challenges for Woodlawn Cemetery in providing services that will ensure the cemetery operations continue to meet the needs and maintain cost recovery objectives. There is now a need to undertake a strategic plan for cemetery expansion to ensure long term available capacity.

Major Initiatives 2015-2017

Implement the Following 4-Year Priorities:

- Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program. These programs will assist in enhancing economic, employment and training opportunities.
- Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more "age-friendly" city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.
- Implement the Immigration Action Plan, through community intersectoral collaboration. Ensure the City's programs and services are changing along with the changes in the community.

Implement the Following Long-Term Strategies (10-Year):

- Update and continue implementation of the Corporate Accessibility Action Plan, a collaborative, long-range, ongoing effort to address accessibility of civic facilities, programs, services and infrastructure. The plan includes the installation of audible pedestrian signals and curb ramps, barrier free facility assessments, establishing an Accessibility webpage, and formalizing the Universal Design Standards for the City.



- Promote existing cultural education and awareness programs. Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.
- Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.
- Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.
- Continued implementation of the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation and Culture Business Line.
- Through our involvement with the Saskatoon Collaborative Funders Partnership will pilot an evaluation and reporting tool among local community organizations that have a similar mandate. This reporting tool will help community organizations to better report on their collective impact in the community and streamline the reporting.
- Support community building through direct investment, community development expertise and support to volunteers on committees and community associations.
- A feasibility study for cemeteries, which involves hiring a Cemetery Consultant to assist with providing: an accurate count of the years remaining in Woodlawn Cemetery; a strategic plan to develop all unallocated areas within Woodlawn Cemetery; and a report to outline the future needs of the City, by providing the number and size of future cemeteries.
- The continued implementation of the animal services program plan is highlighted within the Recreation & Culture business line and includes the following: providing reasonable access to off leash areas within all quadrants of the City, reviewing licensing fees, ensuring the SPCA and SACA are consulted regarding plans for addressing the growing demand for animal services as the city continues to grow.

Continuous Improvements

- The Saskatoon Collaborative Funders Partnership will pilot an evaluation and reporting tool among local community organizations that will help community organizations to better report on their collective impact in the community and streamline the reporting.
- Conduct a review of the Leisure Access Card and program, how it operates, processing times, and impact on operating costs.
- Continuing to monitor the new community associations being established in new neighbourhoods and the resulting supports required from the City.
- Develop a standardized framework of information management for positions within the Community Development Division to maximize efficiency and consistency for when staff turnover occurs.
- The administration will review internal graffiti management processes and procedures across departments and divisions to streamline processes, avoid duplication of efforts, and improve customer service in responding to reports from the public about graffiti on civic property.

Budget Implications

- The major budget implications for the Community Support Business Line are a direct reflection of a growing city, the changing needs and preferences of residents and the increasingly diverse population in Saskatoon. These changes have resulted in increased demands of \$29.8 for addressing cost as a barrier, \$82.6 for providing programs and services for family pets, \$189.2 for enhanced community grants, increased economic incentives for housing, business and tourism of \$294.8, an increase in annual funding of \$257.6 to the MVA for the MVA Trail within City limits, and an overall decrease of \$51.3 in general grants to organizations.
- There is also the impact of \$29.8 by incorporating programs and services within operations that for the past 8 years has been funded through grants.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Services	581.7	475.3	513.8	(643.0)	1,239.4	596.4	82.6	16.1%
Community Development	2,763.4	2,879.7	3,067.9	(196.8)	3,376.1	3,179.3	111.4	3.6%
Community Investments & Supports	8,622.7	8,440.2	8,775.6	0.0	9,495.7	9,495.7	720.1	8.2%
Cemeteries	233.7	244.0	124.0	(1,339.4)	1,516.1	176.7	52.7	42.5%
Total	12,201.5	12,039.2	12,481.3	(2,179.2)	15,627.3	13,448.1	966.8	7.7%

Staff Complement	2014	2015	Difference
Full Time Equivalents	30.61	30.61	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Animal Services	(698.2)	55.2	(643.0)	1,212.0	20.2	7.2	0.0	1,239.4	596.4
Community Development	(100.1)	(96.7)	(196.8)	3,168.0	208.1	0.0	0.0	3,376.1	3,179.3
Community Investments & Supports	0.0	0.0	0.0	8,775.6	520.1	0.0	200.0	9,495.7	9,495.7
Cemeteries	(1,334.3)	(5.1)	(1,339.4)	1,458.3	57.8	0.0	0.0	1,516.1	176.7
Total	(2,132.6)	(46.6)	(2,179.2)	14,613.9	806.2	7.2	200.0	15,627.3	13,448.1

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Animal Services	0.0	0.0	0.0	0.0	0.0
Community Development	100.0	100.0	50.0	100.0	0.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	300.0	0.0	0.0	0.0	0.0
Total	400.0	100.0	50.0	100.0	0.0

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
CIVIC BLDGS COMPR MTNCE	100.0	50.0	50.0	50.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	300.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	0.0	50.0	0.0	50.0	0.0
Total	400.0	100.0	50.0	100.0	0.0
Unfunded	0.0	840.0	5,870.0	5,520.0	3,300.0



Animal Services

Overview

The Animal Services Program is responsible for: collection of pet license revenue; bylaw enforcement through the management of the SPCA and SACA contracts; program development including the subsidized spay/neuter program, programs to encourage the purchase of licenses and educating the public on animal control bylaws; and, development and maintenance of dog parks.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(580.0)	(698.2)	(698.2)	(643.0)	55.2	-7.9%
Staff Compensation	79.0	79.1	79.4	82.4	3.0	3.8%
Operating Cost	1,057.0	1,073.0	1,111.2	1,135.6	24.4	2.2%
Cost Recovery	(4.3)	(8.6)	(8.6)	(8.6)	0.0	0.0%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Total	581.7	475.3	513.8	596.4	82.6	16.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Animal Services	(698.2)	55.2	(643.0)	1,212.0	20.2	7.2	0.0	1,239.4	596.4

Service Level Change:

- Advertising revenue has increased by \$15.0 to reflect a new advertising initiative in dog parks.

Growth:

- Dog park maintenance has increased by \$7.2 to reflect maintenance requirements for new parks.

Other Significant Changes:

- Animal license revenue has decreased by \$70.2 to reflect historical actuals.
- The contract payments to SPCA and SACA have increased by \$17.2.

Summary of Capital Investments

Capital investments relating to the development of dog parks is outlined in Recreation & Culture Community Partnerships.



Community Development

Overview

Achieving quality of life for residents of Saskatoon requires the commitment and energy of individuals, families, and communities in addition to the supports from various service providers including the City of Saskatoon. The commitment must focus on information sharing, and collaboration that strengthens groups, builds social cohesion and promotes inclusion.

The City's role in community development is to ensure a safe, secure environment for people to live in, and to facilitate and/or encourage access to a broad scope of programs and services which contribute to a quality lifestyle for the purpose of healthier individuals and stronger communities. Included in this, the City provides coordination of programs designed to enhance racial harmony and improve intercultural collaborations. The City also provides support to the Aboriginal community with respect to sport, culture and recreation initiatives through leadership development, grant funding and program delivery. The support system for community development helps enable residents to meet their basic needs and support rich social interactions and inclusion of all residents in community life.

The supports from the City of Saskatoon are provided through financial and human resources, including staff that work directly with the community based organizations to facilitate their growth and development and to create a network of volunteers capable of addressing issues that affect the quality of life in their community. The City facilitates residents' active participation in the community through our Community Engagement process.

The City supports the protection and enhancement of the natural and built environment. Related to the built environment, the City has a key role to play in ensuring that Saskatoon's diverse heritage is conserved and interpreted in a planned, selective, and cost-feasible manner for Saskatoon citizens and visitors.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(166.2)	(80.9)	(65.0)	(178.0)	(113.0)	173.8%
Province of Saskatchewan	(53.7)	(86.4)	(35.1)	(18.8)	16.3	-46.4%
Staff Compensation	1,693.3	1,746.6	1,783.9	1,816.3	32.4	1.8%
Operating Cost	1,330.3	1,343.7	1,347.4	1,523.1	175.7	13.0%
Transfer to/from Other Operating	(80.0)	(80.0)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
Total	2,760.4	2,879.7	3,067.9	3,179.3	111.4	3.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	20.35	20.35	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Community Development	(100.1)	(96.7)	(196.8)	3,168.0	208.1	0.0	0.0	3,376.1	3,179.3

Significant Changes:

- The Immigration Coordinator position and immigration initiatives had been fully funded through Provincial and Federal Immigration Grants since 2008. 2013 was the first year of a three-year phase-out of this funding. 2015 is the final year of the phase out of grant funding, with the funding being reduced by \$28.3. Consequently the Immigration Coordinator position will be fully phased into the mill rate, with an additional \$29.8 (0.35 of an FTE) funded through the mill rate in 2015.



- Federal funding increase of \$125.0 is offset by expenditure increase of \$125.0 for Aboriginal Economic and Employment initiatives in 2015.
- Increase in admissions and facility rental rates at leisure facilities of \$42.0 are charged to this program under the reciprocal facility use agreement between the City and schools.

Funded Capital Projects		2015	2016	2017	2018	2019
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	100.0	100.0	50.0	100.0	0.0
Total		100.0	100.0	50.0	100.0	0.0

Unfunded Capital Projects		2015	2016	2017	2018	2019
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	0.0	490.0	3,220.0	270.0	550.0
Total		0.0	490.0	3,220.0	270.0	550.0

Summary of Capital Investments

The Accessibility Action Plan identified short and long term goals for improving accessibility to City of Saskatoon services, programs, facilities and infrastructure. This capital project is the on-going and systematic implementation of those recommendations identified within the action plan. The 2015 funded portion of the project includes \$50.0 for barrier free facility assessments, repairs and modifications and \$50.0 for the implementation of service level guidelines.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Community Investments & Supports

Overview

The City provides financial assistance in the form of cash grants and tax abatements to a variety of sport, culture and social-serving community groups for the delivery and coordination of programs meeting the expressed needs of residents. In addition, the City provides cash grant support and incentives for cultural and heritage facilities, the stewardship of the natural and heritage resources along the river edges, tourism, and economic development in Saskatoon.

Funding for preventative social programs can minimize inequalities across neighbourhoods and includes the process of community planning and coordination of services to address the changing social environment of the city. The Youth Sport Subsidy program provides rental subsidies to minor sport organizations. The sports participation grant provides funds for increasing participation in sport, learn to/developmental opportunities, and addressing cost-as-a-barrier to participation.

The investment of public resources balances municipal leadership and community involvement in the development and implementation of programs and services with partnerships and community collaboration being the key to the service delivery approach. The community investments and supports work to ensure that everyone can participate and that services and opportunities are available to all residents.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Operating Cost	8,039.0	8,122.0	8,329.4	8,749.5	420.1	5.0%
Transfer to/from Other Operating	80.0	80.0	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	503.7	238.2	446.2	746.2	300.0	67.2%
Total	8,622.7	8,440.2	8,775.6	9,495.7	720.1	8.2%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Community Investments & Supports	0.0	0.0	0.0	8,775.6	520.1	0.0	200.0	9,495.7	9,495.7

Service Level Changes:

- Special Events Reserve decrease of \$50.0 is a reduction in the funding to the Profile Saskatoon event category from an annual contribution of \$300.0 to \$250.0. Reserve projections support this decrease in funding.
- The funding to Meewasin Valley Authority (MVA) has increased by \$250.0, directly targeted toward the maintenance, enhancement and new construction of the MVA Trail System. The MVA Trail System is an integral part of Saskatoon's active transportation system, which is a growing component of the overall transportation network.

Other Significant Changes:

- Tax abatements increase of \$159.4 (Cultural and Heritage- \$74.3 and Social- \$85.1) is a result of an increase in the 2014 mill rate when compared to 2013 of 2.44% (2013-4.99% and 2014-7.43%) for an increase of \$26.3 and a percentage increase in the City's allocation of tax abatements for an increase of \$76.2. Cultural grants



increased by \$56.9 for the full (100%) property tax abatement to Persephone Theatre being expensed through the Culture Grants Program for a period of five-years, beginning in 2015. The Persephone Theatre tax abatements transferred from the River Landing service line within the Recreation and Culture business line.

- Provision of Civic Services increase of \$5.0 is required to meet the demand for in-kind Civic Services in supporting community events.
- Cultural Participation Grant increase of \$10.5 is required to continue to work towards achieving a funding level approaching \$2 per capita.
- Access to Leisure Facilities provided to low income individuals and families through the Leisure Access Program decreased by \$39.5, partially offset by an increase of \$34.2 for rates; these changes are offset by admission and registration revenues changes in the Leisure Facilities.
- Social Grant increase of \$15.3 maintains the \$2.00 per capita funding formula and is based on a 2% population growth.
- Youth Sport Subsidy program has an increase of \$35.1 due to increased participation levels and rental rates.
- Economic Incentives have increased by \$231.3 primarily due to tax incentives resulting from the increased participation in the Mortgage Flexibilities Support program of \$200.0 and Vacant Lot Adaptive Reuse program of \$100.0. Net decreases in other economic incentives of \$68.7 are a result of agreements expiring in 2015 partially offset by new agreements beginning in 2015.
- Increase in grant to SREDA of \$53.9 based on a change in the funding formula. It will provide base funding to \$702.6, phased-in over a four year period which began in 2013.
- Saskatoon Tourism grant increase of \$9.6 is based on changes in commercial assessment from year to year.
- The funding to Meewasin Valley Authority has also been increased by CPI in the amount of \$7.6.

Not Included:

- The annual increment for the Cultural Grant is \$14.5 less than the historical annual increment of \$25.0. This will further extend the time required to achieve the \$2.0 per capita goal for this grant.
- The establishment of a Public Art Reserve through a five-year phase-in of \$20.0 per year, incrementally, to achieve an annual contribution of \$100.0, was approved in principle by Council and referred to 2015 Business Plan and Budget Review. The first installment of \$20.0 has not been included. This will impact any potential public art projects in 2015 and will extend the time to achieve the \$100.0 annual contribution for this reserve.
- The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival), special runs that require civic services, road closures, onsite garbage cans, street sweeping, etc., is \$80.0 less than historical actual expenditures of \$160.0. Not providing civic services would result in a decrease in business development, increase in pollution, and an increase in roadway hazards.



Community Investments and Support by Type of Grant (\$000's)

	2013 Budget	2014 Budget	2015 Budget	Changes
Cultural and Heritage				
Tax Abatements	45.7	61.6	135.9	74.3
Provision of Civic Services	70.0	75.0	80.0	5.0
Site Services - Shakespeare on the Sask.	3.5	2.0	1.0	(1.0)
Wanuskewin Heritage Park	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	57.6	57.6	57.6	0.0
Cultural Participation Grants	461.0	406.0	416.5	10.5
Cultural Grant Capital Reserve	80.0	100.0	100.0	0.0
	901.8	886.2	975.0	88.8
Social				
Tax Abatements	305.7	302.3	387.4	85.1
Leisure Centre Accessibility Subsidy Program	607.0	667.3	662.0	(5.3)
Downtown Youth Centre	120.0	120.0	120.0	0.0
Saskatoon Crisis Intervention Service	125.2	125.2	125.2	0.0
Green Gardening Fund	5.0	5.0	5.0	0.0
Cash Grants	473.2	482.1	497.4	15.3
Restorative Action Program	75.0	75.0	75.0	0.0
Kinsmen Telemiracle	5.0	2.5	2.5	0.0
White Buffalo Youth Lodge	138.9	151.5	151.5	0.0
Detoxification Centre	100.0	100.0	100.0	0.0
	1,955.0	2,030.9	2,126.0	95.1
Sport				
Youth Sport Subsidies	1,520.8	1,568.9	1,604.0	35.1
Sport Participation Grants	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	0.0
	1,595.1	1,643.2	1,678.3	35.1
Economic Development				
Economic Incentives	1,577.4	1,690.6	1,921.9	231.3
SREDA	540.7	594.6	648.5	53.9
	2,118.1	2,285.2	2,570.4	285.2
Tourism				
Saskatoon Tourism	414.8	427.8	437.4	9.6
Saskatoon Sport Tourism	5.0	5.0	5.0	0.0
	419.8	432.8	442.4	9.6
General				
Community Initiative - Contingency	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	550.0	550.0	500.0	(50.0)
Meewasin Valley Authority	689.5	717.0	974.6	257.6
Saskatoon Prairieland Park	61.0	71.0	66.8	(4.2)
Cash Grants- Environmental	5.0	10.0	10.0	0.0
SPCA- Cruelty Investigations	140.1	144.5	147.4	2.9
	1,450.4	1,497.3	1,703.6	206.3
	8,440.2	8,775.6	9,495.7	720.1



Summary of Capital Investments

There are no capital investments for Community Investments & Supports.



Cemeteries

Overview

The Cemetery program sells and maintains graves, provides interment services, installs monument foundations and provides other related functions at the Woodlawn Cemetery, and maintains the Nutana (Pioneer) Cemetery. The purpose is also to provide interment rights free of charge for an unclaimed body or for a deceased person with limited financial means.

The City has established a Perpetual Care Fund. All revenues collected as perpetual care fees are transferred to this fund, and all interest earned on the fund is transferred back to the program as revenue.

A Cemetery Stabilization Reserve was established under Policy C03-003. Transfers to or from the reserve are based on year-end surpluses/deficits realized in the program.

Annual contributions to the Cemetery Assurance fund of \$90.0 and the Cemetery Perpetual Care Fund of \$114.0, established in 2011, are required to remedy historical funding shortfalls. The Cemetery program will require mill rate support until revenues are sufficient to fund these contributions.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(1,230.2)	(1,175.5)	(1,334.3)	(1,339.4)	(5.1)	0.4%
Staff Compensation	625.5	592.5	611.3	628.6	17.3	2.8%
Operating Cost	613.8	613.2	633.2	646.2	13.0	2.1%
Debt Charges	7.8	7.8	7.8	7.3	(0.5)	-6.4%
Transfer to/from Reserves	238.1	206.0	206.0	234.0	28.0	13.6%
Total	255.0	244.0	124.0	176.7	52.7	42.5%

Staff Complement	2014	2015	Difference
Full Time Equivalents	9.26	9.26	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	
Cemeteries	(1,334.3)	(5.1)	(1,339.4)	1,458.3	57.8	0.0	0.0	1,516.1
								176.7

Significant Change:

- Transfer to the Perpetual Care Reserve increased by \$28.0 to adjust the reserve contribution to budgeted perpetual care revenues.

Funded Capital Projects	2015	2016	2017	2018	2019
P1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	300.0	0.0	0.0	0.0	0.0
Total	300.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P1650 CY-NEW MUNICIPAL CEMETERIES	0.0	200.0	2,500.0	5,100.0	2,600.0



Unfunded Capital Projects		2015	2016	2017	2018	2019
P1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	0.0	150.0	150.0	150.0	150.0
Total		0.0	350.0	2,650.0	5,250.0	2,750.0

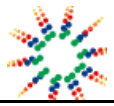
Summary of Capital Investments

In 2015 a project to upgrade the Woodlawn Cemetery roadways has been identified for \$300.0. This represents the first year of a nine year road rehabilitation plan.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.





Operating Budget

\$7.4 million

Capital Budget

\$15.6 million



STRATEGIC GOAL:



Asset & Financial Sustainability

Overview

The Corporate Asset Management business line provides support and services for all civic programs and departments including building operations and maintenance services for City buildings and structures such as leisure facilities, fire halls, transit buildings, civic offices, libraries and galleries, Police Headquarters, and other associated services for TCU Place and SaskTel Centre. The Fleet Services program within this business line provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, maintenance and repair, fuel distribution and operator training.

The City employs a comprehensive maintenance program for the preservation of facilities and fleet infrastructure. This program combines preventive maintenance with cyclical infrastructure renewal to ensure facility and fleet assets are optimized for longevity.

At A Glance

- Building value: \$1.21 billion; Contents value: \$244.2 million.
- Total building areas: 359,550 square meters.
- Vehicle parking areas maintained and operated: 92,268 square meters.
- Play structures maintained: 184 structures.
- 28,670 park furnishings maintained in 233 parks.
- Pools maintained and operated: 6 indoor; 4 outdoor; 32 paddling; 16 spray.
- More than 9,300 assets maintained via the Comprehensive Maintenance Program: 15,120 work requests issued through Facilities (average 126/working day); 11,160 work requests issued through Fleet Services (average 46/working day).
- 1,300 vehicles and equipment in the City's fleet worth a book value of \$80.0 million.
- Diesel & gasoline consumption: 3.6 million litres per year from 23 separate fueling stations.
- Total number of trunked radios on radio system: 1,403 worth a book value of \$15.2 million.

Key Challenges

- A primary concern for the Corporation is maintaining the aging infrastructure of its assets and managing renewal backlog – buildings and structures and the fleet of vehicles and equipment. 43% of City buildings and structures, based on area, are 50 years of age and older. 39% of our heavy equipment fleet is 10 years of age or older.



- Building capacity for site capital renewal and addressing deferred maintenance of our site infrastructure, including parking lots and entrance roadways, underground infrastructure, play structures, and spray pools.
- The Building Better Roads program has resulted in a marked increase (30% - 50%) in heavy equipment utilization rates and correspondingly higher equipment repair costs and accelerated equipment depreciation rates, which has not been reflected in operational funding or capital renewal.
- Hiring, developing and retaining skilled trades and professionals in a competitive labour market.

Major Initiatives 2015-2017

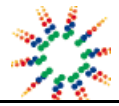
- Continue radio system enhancements to meet civic demand and provincial emergency communication networks, including expansion to accommodate expanded City coverage.
- Construction of a permanent snow storage facility as a part of the new Civic Operations Centre.
- Construction of a new Transit facility in 2015/2016 as a part of the new Civic Operations Centre.
- Continue work on civic accommodation in City Hall to further examine the immediate and long term space requirements and opportunities within newly acquired office spaces.
- Develop alternate maintenance and operations service delivery models for maximizing resources.
- Establish mutually derived service level agreements with our customers to reflect their requirements and documenting expectations for service levels.
- In partnership with Environmental and Corporate Initiatives, develop energy management programs and strategies for effective management of water, electrical and natural gas consumption within civic facilities.

Continuous Improvement

- Fleet Services is scheduled for an in-depth Civic Service Review for 2015, examining current operating service delivery and exploring service models, risk management, funding strategies, and reviewing best practices for service enhancement.
- Continued expansion of energy management initiatives partnered with Environmental Health including the completion of the combined heat and power projects at the Shaw Centre and Lakewood Civic Centre, energy performance contracting, and maximizing operational efficiencies through information garnered from our civic facilities energy and water monitoring project.
- The transition into our new work management systems includes Electronic Time Sheet Entry which will reduce labour efforts in time sheet reconciliation and greatly improve capturing work cost data.
- Improvements to procurement opportunities to expedite work processes and greatly reduce duplication of effort including blanket purchase orders for a variety of services and multi-year service contracts.
- Optimizing graffiti response processes through centralization of reporting and the development of a focussed response team as part of the Graffiti Task Force.

Budget Implications

- The Corporate Asset Management business line, in consideration of its Strategic Goal of "Asset and Financial Sustainability", has incorporated budget changes related to capital expansion and rehabilitation, addressing infrastructure renewal deficit to ensure the long-term preservation of its facilities infrastructure.
- The capital investments identified in this program have targeted capital renewal and refurbishment of existing assets. Facilities Management have identified 90 projects for \$7.7 million for capital rehabilitation and replacement of existing assets including boilers, flooring, windows, roofing and other mechanical, electrical and architectural infrastructure with civic buildings. Fleet Services have identified 63 vehicles and equipment for \$6.2 million for life-cycle replacement of an aging fleet. As well, an investment of \$50.0 has been identified to address the replacement of assets in the areas directly adjacent to civic facilities by establishing a Facility Site Replacement Reserve.



- 2015 is the fourth of a six year phase-in contributing \$60.0 to the Radio Replacement and Expansion Reserve to address a shortfall in funding required for radio replacements.
- In addition to the expenditure increases for growth in this business line, an allocation of \$470.9 for full occupancy of the new Police Headquarters for operations, maintenance equipment and supplies and to complete the complement of staffing by 1.0 FTE. A further allocation of \$121.5 for the impact of growth and new capital construction (Stonebridge, Rosewood, Evergreen, Kinsmen Park redevelopment, and infrastructure additions at Shaw Centre) including 1.9 FTEs for trades and technical support staff.
- The addition of Civic Square East (previously known as the Vecima building) to the civic facility portfolio has required an increase of \$245.9 for operations and maintenance (no FTE at this time).



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Facilities Management	8,246.8	8,037.5	7,509.1	(89.1)	7,961.5	7,872.4	363.3	4.8%
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	(1,681.80)	(1,168.1)	261.3	(2,536.0)	2,107.7	(428.3)	(689.6)	-263.9%
Total	6,585.0	6,869.4	7,770.4	(2,625.1)	10,069.2	7,444.1	(326.3)	-4.2%

Staff Complement	2014	2015	Difference
Full Time Equivalents	222.55	225.70	3.15

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015	2014 Base	Base Adj	Growth	Serv Lvl &	2015	2015
			Budget				Cont Impr	Budget	
Facilities Management	(135.6)	46.5	(89.1)	7,644.7	(705.1)	971.9	50.0	7,961.5	7,872.4
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City-Owned Property - Land	(2,256.5)	(279.5)	(2,536.0)	2,517.8	(410.1)	0.0	0.0	2,107.7	(428.3)
Total	(2,392.1)	(233.0)	(2,625.1)	10,162.5	(1,115.2)	971.9	50.0	10,069.2	7,444.1

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Facilities Management	8,950.0	8,912.0	9,499.0	17,736.0	33,907.0
Fleet Services	6,647.0	5,500.0	5,600.0	5,900.0	5,800.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
Total	15,597.0	14,412.0	15,099.0	23,636.0	39,707.0

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
BORROWING	0.0	0.0	0.0	0.0	22,500.0
CIVIC BLDGS COMPR MTNCE	7,722.0	7,482.0	7,864.0	7,597.0	7,557.0
CIVIC RADIO REPL & EXPN RESERVE	300.0	300.0	300.0	300.0	300.0
CONTRIBUTION FROM OPERATING BUDGET	0.0	0.0	0.0	6,000.0	0.0
CORPORATE CAPITAL RESERVE	500.0	500.0	500.0	0.0	0.0
FACILITY SITE REPL RES	50.0	200.0	350.0	500.0	600.0
IS - CAPITAL RESERVE	0.0	50.0	50.0	50.0	50.0
OTHER	0.0	0.0	0.0	2,500.0	2,500.0
PARKS GROUNDS MTCE EQUIP ACQ RES	48.0	100.0	100.0	300.0	100.0
SNOW & ICE MGT EQUIP ACQUISITION	415.0	0.0	0.0	0.0	0.0
TRUNKED RADIO SYS INFRAS REPL RES	378.0	380.0	435.0	789.0	400.0
VEHICLE EQUIPMENT REPLACE RESERVE	6,184.0	5,400.0	5,500.0	5,600.0	5,700.0
Total	15,597.0	14,412.0	15,099.0	23,636.0	39,707.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Facilities Management

Overview

Facilities Management provides support and services for civic programs and departments including building operations and maintenance services for City buildings and structures such as leisure facilities, fire halls, transit buildings, civic offices, libraries and galleries, Police Headquarters, associated services for TCU Place and SaskTel Centre, and site appurtenances and play structures. The Energy Management program provides comprehensive management of the utility costs within those facilities which are being operated by, or have an operating agreement with, Facilities Management of the Asset and Financial Management Department.

Facilities Management also provides administration, operation and maintenance services for the Corporation's trunked radio communication systems.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(143.2)	(135.6)	(135.6)	(89.1)	46.5	-34.3%
Staff Compensation	11,266.9	10,803.6	11,876.1	12,551.3	675.2	5.7%
Operating Cost	15,010.3	18,149.4	19,873.1	20,331.5	458.4	2.3%
Cost Recovery	(24,044.2)	(26,936.9)	(30,909.2)	(32,610.2)	(1,701.0)	5.5%
Capital Contribution	6,157.0	6,157.0	6,804.7	7,688.9	884.2	13.0%
Total	8,246.8	8,037.5	7,509.1	7,872.4	363.3	4.8%

Staff Complement	2014	2015	Difference
Full Time Equivalents	172.45	175.60	3.15

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Facilities Management	(135.6)	46.5	(89.1)	7,644.7	(705.1)	971.9	50.0	7,961.5	7,872.4

Growth:

- Costs associated with the full occupancy of the new Police Headquarters consist of increases for material \$402.6, an additional 1.0 FTE for a Building Operator position \$68.3K for a total of \$470.9 which is recovered from Saskatoon Police Service. This increase allows the facility to run on a 24-hour 7-day basis as required by Saskatoon Police Service.
- In addition to the \$470.9 for operating costs recovered from Saskatoon Police Service, there will be an increase in contributions of \$631.3 to the Civic Building Comprehensive Maintenance Reserve also recovered from Saskatoon Police Service.
- An additional \$79.3 reflects the operating impact of capital construction which is not recovered from clients. These include appurtenances in new and upgraded parks, including the spray park in Stonebridge. This increase includes an additional 0.57 FTE Trades Staff position to sustain park and playground amenities operations in a safe and functioning manner.
- An increase of \$42.2 required for the impact of new capital construction for the installation of air handling equipment and ceiling fans at Shaw Centre and the redevelopment project at Kinsmen Park. This increase includes an additional 0.33 FTE Trades Staff position to assume the responsibility for the increased workload.



- An additional \$71.0 for 1.0 FTE representing a Drafting Technologist position to assist with Project Services program to provide technical support and deliver multiple project services to various civic departments due to City growth.
- An increase of \$245.9 required for the operations and maintenance at the Civic Square East which is a new addition to civic facility as the property was newly purchased in late 2013. This increase is fully cost recovered from Saskatoon Land.

Capital Contributions:

- Increase relates to a Radio Replacement and Expansion Reserve contribution of \$60.0 which is the fourth of a six-year phase in. This initiative was included in the Radio Infrastructure Upgrade Report which was approved by Council in March 2011. An increase of \$84.0 has also been made to the Trunked Radio System Infrastructure Replacement Reserve.
- An allocation of \$50.0 for start-up funding for the new Facility Site Replacement Reserve to maintain and repair the infrastructure components which are not currently covered by the Civic Building Comprehensive Maintenance Reserve.

Other Significant Changes:

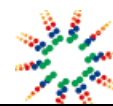
- A reduction of \$60.0 in natural gas and \$120.0 in electricity resulting in a decrease in cross charges to clients of \$180.0 in the Energy Management program due to under expenditures in the last five years in these two accounts. A further reduction of \$188.0 to remove the old Police Headquarters in the Energy Management program as the building is anticipated to be sold in 2014 and an adjustment of \$188.3 to reduce the new Police Headquarters Energy Management budget mainly in electricity.
- The above reductions are partially offset by a projected 8.0% increase in natural gas of \$81.2, 3.0% increase in electricity of \$73.9 and a 9.5% increase in water utility expenses of \$91.7 resulting in a decrease in cross charges to clients of \$318.3 in the Energy Management program.
- An increase of \$187.6 in Risk Management cross charge from Solicitors to reflect the increase value of civic properties.
- A decrease in revenues \$47.4 due to a plan to sell most of the City owned properties in Civic Buildings Rentals program.

Not Included:

Costs associated with the growing burden of deferred capital renewal which is reflected in Key Challenges:

- Recent increases in construction costs and budget constraints have caused the Civic Buildings Comprehensive Maintenance Reserve to be under funding pressure. A report will be forthcoming.
- For the new Facility Site Replacement Reserve, the aggregate valuation for all civic sites is \$22.6 million. It is recommended by consultants to use 3.5% of assessed value for the replacement cost which is equal to an annual contribution of \$790.9 to the reserve. At the current funding commitment of \$100.0, the need will continue to outpace renewal. An administrative report will be forthcoming in 2015 to address this need.

Funded Capital Projects	2015	2016	2017	2018	2019
P0877 AF-CITY-WIDE RADIO TRUNKING SYST	378.0	380.0	435.0	789.0	400.0
P1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,722.0	7,482.0	7,864.0	7,597.0	7,557.0
P1523 AF-RADIO TRUNKING SYSTEM EXPANSION	300.0	300.0	300.0	300.0	300.0
P1557 TU-OFFICE MOD'NS/FURNITURE REPL/ UPGRADES	0.0	50.0	50.0	50.0	50.0
P1584 CIVIC OPERATIONS CENTRE	0.0	0.0	0.0	6,000.0	22,500.0
P1949 C MGR-CIVIC ACCOMMODATION	500.0	500.0	500.0	2,500.0	2,500.0
P2180 AF-CIVIC FACILITY SITE MAINTENANCE	50.0	200.0	350.0	500.0	600.0
Total	8,950.0	8,912.0	9,499.0	17,736.0	33,907.0



Summary of Capital Investments

The 2015 Facilities Management Capital Investments include five funded projects totaling \$8.95 million.

Three of these projects totaling \$8.65 million are geared towards maintaining existing corporate assets. The remainder of this investment expands the existing radio trunking system and addresses civic accommodation.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Fleet Services

Overview

Fleet Services provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, maintenance and repair, fuel distribution and operator training.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	4,230.0	4,052.8	4,519.6	4,686.6	167.0	3.7%
Operating Cost	14,419.5	10,375.1	11,155.7	11,794.2	638.5	5.7%
Cost Recovery	(23,539.9)	(19,417.9)	(21,182.3)	(22,108.5)	(926.2)	4.4%
Capital Contribution	4,890.4	4,990.0	5,507.0	5,627.7	120.7	2.2%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	49.20	49.20	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Capital Contributions:

- Increase in contribution to the Civic Vehicles and Equipment Replacement Reserve of \$113.3 consistent with inflation.

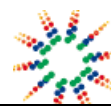
Other Significant Changes:

- Increase in rental rates by 1.75% totaling \$321.9 which is fully cost recovered from user departments.
- Additional equipment and maintenance costs of \$496.5 to maintain the existing fleet which is fully cost recovered.

Not Included:

- Additional 2.0 FTEs for Mechanic Journeyman required to meet maintenance and repair demands associated with civic fleet growth and increased equipment utilization, \$169.0. Not funding these costs will risk equipment repair downtime as well as increased overtime costs.
- Additional funding for the Civic Vehicles & Equipment Replacement Reserve in the amount of \$2.7 million. City growth and increased utilization rates have accelerated equipment depreciation and shortened life-cycle for the majority of the heavy duty equipment fleet. To match demand, Fleet Services has sought alternative solutions including used procurement, lease and rental. The used procurement strategy results in only deferring major equipment maintenance costs and fleet renewal.

Funded Capital Projects	2015	2016	2017	2018	2019
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	463.0	100.0	100.0	300.0	100.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	6,184.0	5,400.0	5,500.0	5,600.0	5,700.0
Total	6,647.0	5,500.0	5,600.0	5,900.0	5,800.0



Summary of Capital Investments

The 2015 Fleet Services Capital Investments involve the purchase of additional and replacement fleet vehicles and equipment totaling \$6.6 million.

\$6.2 million is required to replace units that are experiencing unacceptable maintenance and repair costs, excessive downtime, and/or a loss in productivity, and have reached or passed their scheduled life spans.

Funded from the Snow and Ice Equipment Acquisition Reserve is \$415.0 to purchase a sander plough truck and a multi-purpose tractor.

Funded from the Parks Ground Maintenance Equipment Acquisition Reserve is \$48.0 to purchase four four-wheel utility vehicles.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



City-Owned Property - Land

Overview

This service line involves the effective management of city-owned land that is held for future land development or fully serviced industrial city-owned land leased to businesses on a long term basis under the City's Industrial Land Incentive Program. The lease rates established are based on market value and may be of duration of less than one year (short term leases), three to five years for farm leases, or up to fifteen years for serviced industrial land. The revenues received are offset by costs attributable to property inspections and maintenance including clean up and weed/grass cutting as well as property taxes for lands outside of city limits.

The service line also manages the leasing of accommodation space required by various civic departments from external sources. Also included is Civic Square East which has allowed for many external City Leases to be moved into a new City Owned Facility. Several external tenants are currently leasing space which provides additional revenue to the City.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(1,828.6)	(1,305.0)	(2,256.5)	(2,536.0)	(279.5)	12.4%
Staff Compensation	0.0	0.0	54.0	56.7	2.7	5.0%
Operating Cost	146.7	136.9	2,463.8	1,558.6	(905.2)	-36.7%
Capital Contribution	0.0	0.0	0.0	492.4	492.4	0.0%
Total	(1,681.8)	(1,168.1)	261.3	(428.3)	(689.6)	-263.9%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.90	0.90	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
City-Owned Property - Land	(2,256.5)	(279.5)	(2,536.0)	2,517.8	(410.1)	0.0	0.0	2,107.7
								(428.3)

Growth:

- Acquisition of downtown parcels currently being held for future development is generating an estimated \$256.4 in revenue to the City.

Significant Changes:

- The move of external leases to Civic Square east is saving the Corporation \$493.0 in lease costs. Additional lease savings have allowed an increase to the Corporate Capital Reserve in the amount of \$342.4 to assist in funding the Civic Accommodation capital project within the Civic Facilities service line.

Summary of Capital Investments

There are no capital investments for City Owned Property - Land.



Operating Budget
\$53.0 million

Capital Budget
\$1.3 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Culture of Continuous Improvement

Overview

The Corporate Governance and Finance business line provides essential direction and support for the City of Saskatoon in three main areas:

- Governance
- Finance
- Performance

The leadership and expertise that City staff provides in these important areas help ensure the smooth, seamless delivery of programs and services to residents, businesses, organizations, and stakeholders.

Corporate governance oversees legislative and legal compliance, and implements strategic corporate programs to support City Council and Administration. Corporate governance includes the Offices of the City Manager, the City Solicitor and the City Clerk and carries out the legislated duties of the Corporation, as defined in the Saskatchewan Cities Act. The City Manager's office also administers the corporate Risk Based Management System, which is intended to ensure that significant risks facing the City are addressed in a positive, systematic and productive way.

The Chief Financial Officer (CFO) provides corporate financial leadership to Council and the Administration. The CFO reports to the City Manager and partners with General Managers on the overall development and deployment of financial plans and strategies to enable effective program and service delivery. The CFO is also the General Manager of Asset and Financial Management.

A key function of the Corporate Governance and Finance business line is to operationalize the City of Saskatoon's mission and vision by aligning organizational performance with the Strategic Plan. Through sound management and strong governance the business line supports other divisions within the organization in achieving the seven Strategic Goals.

By focusing on continuous improvement and performance measurement, the organization strives to provide the best possible services being innovative and creative. Enhancing effectiveness and improving efficiency allows for the delivery of affordable and sustainable programs to citizens. This ensures the Administration continues to focus on its long-term goal of managing the Corporation in a smart, sustainable way.

The Corporate Governance and Finance business line contains several additional employee and organizational services that ensure corporate support functions work together to help front-line staff deliver quality services to the



citizens of Saskatoon. Keeping citizens informed through community engagement and corporate communications are two important functions of the Corporate Governance and Finance Business Line.

Employee and organizational services include:

- human resources,
- strategic and business planning,
- government relations,
- aboriginal affairs,
- corporate communications,
- customer service,
- information technology,
- billing and collection of revenue.

At A Glance

- Total Corporate Operating Budget: 2014 \$411.9 million.
- Total Corporate Capital Budget: 2014 \$381.1 million.
- There are 11 elected officials consisting of the Mayor and 10 Ward Councillors.
- There are 12 unions and associations within the City's organizational structure.
- Total 2013 collected and billed revenues corporately of \$588.0 million.
- The 2014 assessed value of all property in Saskatoon is \$39.4 billion (taxable \$31.4 billion).
- There are 18 Joint Occupational Health and Safety Committees representing employees from every department in the City's organizational structure.
- There are 3,504 full time equivalent (FTE) operating and capital budget positions for 2014. Currently there are 3,936 permanent employees (includes full time, part time and job share employees).

Key Challenges

- The ability to finance the maintenance and replacement of the city's aging, existing infrastructure.
- Developing the appropriate taxation or user fee models for service delivery funding.
- Expectations for increased communications, engagement, customer service and digital programs/media are growing faster than our capacity to deliver.
- Providing reliable and responsive service to respond to the increased expectations and needs of our changing community.
- Increasing expectations of citizens and reactionary nature of business, challenges the capacity of departments to deliver services that meet our customers' needs while at the same time respond to increased demands for information.
- Rapid pace of growth resulting in increased pressures placed on all departments and divisions resulting in an imbalance of priorities.
- Creating awareness of where tax dollars are spent.
- Attracting top talent in an increasingly competitive job market.
- Creating an organization that embraces a diverse and inclusive workforce that supports employees with different needs and expectations.
- Achieving a workforce that is representative of the population being served
- Ensuring potential and new managers are trained on critical skills, knowledge, competencies, values and behaviours required to succeed in a leadership role with the City.
- Rapid, ongoing changes in technology.



Major Initiatives 2015-2017

Implement the Following 4-Year Priorities:

- Develop an Employee Rewards and Recognition Program in consultation with employees.
- Develop a formalized corporate fund-raising strategy and/or a philanthropic policy.
- Implement a Succession Planning Process that will include a smooth transition of knowledge and skills to successors.
- Launch the “Investing in Leaders” staff development program that will provide training and development opportunities for staff at all levels and align leadership development with the Strategic Plan.
- Explore alternate sources of revenues to pay for ongoing operations.
- Begin the process of implementing Service Saskatoon - a coordinated approach to responding to citizen calls and inquiries on programs and services. Develop a detailed project plan and facilitate the implementation process for a 311/Customer Relationship Management system.
- Continue implementation of an electronic agenda and meeting management system to streamline process, improve access to information from City Council and Standing Policy Committee meetings, increase staff efficiencies and reduce photocopying and paper costs.
- Launch a new website for the City that is more customer and citizen friendly and adopt a Digital Policy and Standards Guide to enhance online services and maintain a consistent user experience.
- Lead the transition from manual meter reading to Advanced Metering Infrastructure (AMI).
- Develop a long-term financial plan which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.
- Develop a plan to increase awareness on levels of service and associated costs.
- Development of a business plan for a core corporate financial system.
- Coordinate the Civic Service Reviews and continuous improvement initiatives in collaboration with all divisions across the organization, to improve the effectiveness and efficiency of programs and service delivery to our citizens.

Implement the Following Long-Term Strategies (10-Year):

- Create and encourage a workplace culture of continuous improvement that encourages innovation and forward thinking. Identify targeted opportunities to implement specific continuous improvement tools within each division.

Continuous Improvement

Corporate Governance and Finance will be exploring and identifying opportunities to more effectively and efficiently support the organization through a review on current systems as well as development of new systems:

- Assessment & Taxation – Review of processes, systems and industry best practices to ensure the division can more effectively and efficiently address current taxation options, and operate in a shorter reassessment cycle if required.
- Assessment & Taxation - Continue to explore opportunities to convert paper records to digital to reduce current office storage requirements, allow for easier access to historical records and assist with records security and efficiencies.
- City Clerks - Implementation of Electronic Agenda and Meeting Management System will streamline processes and improve access to information from City Council and Standing Policy Committees.
- Strategic & Business Planning - Development of a Corporate Project Management System to improve consistency and efficiency in all projects across the organization.
- Strategic & Business Planning - Development of a Corporate Training System including: leadership development and technical training.



- Human Resources - Develop process for automation of employee leave reports, job postings and staffing actions.
- Information Technology - Review how support is being provided to the Corporation. Resourcing in this area is vital in being able to proceed with continuous improvement projects and ensure technology used for every day tasks is resourced and supported.
- Communications - Evaluate the use of NotifyNow and Service Alerts to eliminate redundancies and improve communication delivery to citizens during emergencies and service disruptions.

Budget Implications

- One of the planned initiatives is Service Saskatoon in order to provide responsive and reliable services to citizens. A key capital project for the provision of personalized access is the implementation of a 311/ Customer Relationship Management System for which \$300.0 has been identified in 2015. In addition, Communications & Media Relations has a \$100.0 operating budget increase for the Service Saskatoon initiative.
- Continued phase-in of base funding for future debt payments is planned in 2015. These include the final increment of \$850.0 for the Police Headquarters project and \$200.0 for the Future Fire Hall Growth Plan.
- A net increase of \$1.16 million in administrative recoveries from the Utilities and the Public Library has resulted from Utility saving transfers of \$1.07 million from Saskatoon Water, the addition of a charge to the Recycling Utility of \$52.0 and a budget increase of 2.21% on remaining areas in the amount of \$30.4.
- Working capital interest has declined by \$193.2, the decrease in utilities is comprised of \$51.6 and the remaining \$141.6 decrease is from the Land Bank attributed to a decrease in the fund balance.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,261.1	1,446.6	1,506.6	0.0	1,541.7	1,541.7	35.1	2.3%
City Manager's Office	1,564.8	1,523.3	647.1	0.0	656.4	656.4	9.3	1.4%
City Clerk's Office	1,976.4	2,168.9	2,251.0	10.0	2,276.4	2,286.4	35.4	1.6%
City Solicitor's Office	1,756.7	1,840.2	1,893.1	(231.8)	2,152.7	1,920.9	27.8	1.5%
Corporate Support	15,106.9	16,036.0	17,814.0	(51.0)	18,276.4	18,225.4	411.4	2.3%
General Services	20,494.7	19,813.1	19,601.3	(10,577.3)	30,687.7	20,110.4	509.1	2.6%
Assessment & Taxation	3,262.0	3,475.6	3,546.7	(4.5)	3,561.0	3,556.5	9.8	0.3%
Revenue Services	1,727.8	1,887.1	1,790.9	(76.4)	1,920.3	1,843.9	53.0	3.0%
Financial Services	2,761.6	2,557.5	2,664.0	0.0	2,891.7	2,891.7	227.7	8.5%
Total	49,912.0	50,748.3	51,714.7	(10,931.0)	63,964.3	53,033.3	1,318.6	2.5%

Corporate Governance and

Staff Complement	2014	2015	Difference
Full Time Equivalents	390.69	400.69	10.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Legislative	0.0	0.0	0.0	1,506.6	35.1	0.0	0.0	1,541.7	1,541.7
City Manager's Office	0.0	0.0	0.0	647.1	9.3	0.0	0.0	656.4	656.4
City Clerk's Office	50.0	(40.0)	10.0	2,201.0	45.6	31.3	(1.5)	2,276.4	2,286.4
City Solicitor's Office	(222.3)	(9.5)	(231.8)	2,115.4	51.3	0.0	(14.0)	2,152.7	1,920.9
Corporate Support	(51.0)	0.0	(51.0)	17,865.0	116.9	258.1	36.4	18,276.4	18,225.4
General Services	(9,255.1)	(1,322.2)	(10,577.3)	28,856.4	781.3	1,050.0	0.0	30,687.7	20,110.4
Assessment & Taxation	(4.5)	0.0	(4.5)	3,551.2	65.3	(35.5)	(20.0)	3,561.0	3,556.5
Revenue Services	(73.8)	(2.6)	(76.4)	1,864.7	42.6	12.8	0.2	1,920.3	1,843.9
Financial Services	0.0	0.0	0.0	2,664.0	204.0	35.7	(12.0)	2,891.7	2,891.7
Total	(9556.7)	(1,374.3)	(10,931.0)	61,271.4	1341.4	1,352.4	(10.9)	63,964.3	53,033.3

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Legislative	0.0	0.0	0.0	0.0	0.0
City Manager's Office	0.0	0.0	0.0	0.0	0.0
City Clerk's Office	80.0	110.0	95.0	84.0	165.0
City Solicitor's Office	0.0	0.0	0.0	0.0	0.0
Corporate Support	1,016.0	500.0	750.0	775.0	125.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	100.0	250.0	100.0	0.0	100.0
Revenue Services	0.0	300.0	0.0	0.0	0.0
Financial Services	110.0	0.0	0.0	0.0	0.0
Total	1,306.0	1,160.0	945.0	859.0	390.0



Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
CK - CAPITAL RESERVE	80.0	60.0	95.0	84.0	85.0
COMPUTER EQUIPMENT REPL RES	580.0	500.0	750.0	775.0	125.0
CORPORATE CAPITAL RESERVE	100.0	0.0	0.0	0.0	0.0
CP - CAPITAL RESERVE	200.0	0.0	0.0	0.0	0.0
CS - CAPITAL RESERVE	210.0	550.0	100.0	0.0	100.0
OPERATING FUND CONTRIBUTION	0.0	50.0	0.0	0.0	80.0
PRINTING AND MAIL EQUIP REPL RESERVE	136.0	0.0	0.0	0.0	0.0
Total	1,306.0	1,160.0	945.0	859.0	390.0
Unfunded	0.0	1,000.0	1,000.0	0.0	0.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P1883 CK-ELECTRONIC RECORDS MANAGEMENT	28.8	26.3	36.0	29.4	12.0
P1977 CP-LOCAL AREA NETWORK & DATA SECURITY	0.0	6.0	0.0	0.0	0.0
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	15.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	20.0	0.0	0.0	0.0
Total	28.8	67.3	36.0	29.4	12.0



Legislative

Overview

This service line provides for the operation of the Office of the Mayor and the Councillors' offices.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	998.8	1,011.9	1,040.3	1,052.6	12.3	1.2%
Operating Cost	262.3	434.7	453.3	476.1	22.8	5.0%
Transfer to/from Reserves	0.0	0.0	13.0	13.0	0.0	0.0%
Total	1,261.1	1,446.6	1,506.6	1,541.7	35.1	2.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Legislative	0.0	0.0	0.0	1,506.6	35.1	0.0	0.0	1,541.7	1,541.7

Significant Changes:

- There is an increase of \$10.5 for Pension Conferences in order to achieve FTMS Certification for the Mayor and Councillors.
- An increase of \$12.3 represents adjusted staffing increments, contractual and payroll cost increases for 2015. Additionally there is an increase in operating costs of \$22.8 related to inflationary costs.

Summary of Capital Investments

There are no capital investments in Legislative.



City Manager's Office

Overview

This service line provides direction and leadership to civic departments, policy advice to City Council and its Committees, and acts as liaison between the Administration, City Council, other levels of government, and the public.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	1,257.1	1,224.1	610.9	641.0	30.1	4.9%
Operating Cost	329.8	321.4	62.5	64.1	1.6	2.6%
Cost Recovery	(52.2)	(52.2)	(56.3)	(58.7)	(2.4)	4.3%
Capital Contribution	30.0	30.0	30.0	10.0	(20.0)	-66.7%
Total	1,564.7	1,523.3	647.1	656.4	9.3	1.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
City Manager's Office	0.0	0.0	0.0	647.1	9.3	0.0	0.0	656.4	656.4

Significant Change:

- In 2015, staffing consists of an increase in contractual and payroll costs of \$30.1.

Capital Contribution:

- A transfer of \$20.0 from capital contribution to the Corporate Performance Department resulting from the corporate alignment.

Summary of Capital Investments

There are no current capital investments for the City Manager's Office.



City Clerk's Office

Overview

This service line provides secretarial and administrative support to City Council and its Committees, maintains and has custody of official City records, provides record management and archival services to the Corporation, administers the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act*, administers civic and school boards elections, provides information to the corporation and the public on the proceedings of City Council and its Committees, and provides general information to the public on activities of the corporation through the Information Desk located in the lobby of City Hall.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(57.8)	(20.0)	50.0	10.0	(40.0)	-80.0%
Staff Compensation	1,575.5	1,647.9	1,666.4	1,705.7	39.3	2.4%
Operating Cost	363.9	445.3	427.9	459.7	31.8	7.4%
Cost Recovery	(40.2)	(39.3)	(38.3)	(62.8)	(24.5)	64.0%
Capital Contribution	65.0	65.0	75.0	103.8	28.8	38.4%
Transfer to/from Reserves	70.0	70.0	70.0	70.0	0.0	0.0%
Total	1,976.4	2,168.9	2,251.0	2,286.4	35.4	1.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	20.24	20.24	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
City Clerk's Office	50.0	(40.0)	10.0	2,201.0	45.6	31.3	(1.5)	2,276.4	2,286.4

Growth:

- There is an increase in operating costs of \$31.3 related to the Electronic Records and Information Management System maintenance for additional software licenses and related to the ward boundary review to be undertaken due to growth in the city's population.

Capital contributions

- The \$28.8 contribution to reserve relates to the upgrade to the Documentum Records and Information Management Software system.

Other Significant Changes:

- Staffing increments, contractual and payroll cost increases totaled \$39.3 for 2015.
- An increase of \$30.0 in the Board of Revision revenue is expected based on the third year of the reassessment cycle, further supplemented by a decrease of \$10.0 for fee refunds for successful appeals at the local and provincial appeal board levels. The net increase amounts to \$40.0 for 2015.
- Cost Recovery increased by \$24.5 due to administrative services work for the upcoming 2016 election.

Not Included:

- 1.0 FTE for an Access and Privacy Assistant in the amount of \$80.0. This position is required to support the work of the City Clerk's Office in administering the requirements of *The Local Authority Freedom of Information and Protection of Privacy Act*. The position would assist the City Clerk and Deputy City Clerk in



developing a more comprehensive Privacy Program, including the development of privacy policies, an education and training program and delivery model, and to streamline the process to conduct privacy impact assessments on new and revised projects and initiatives. The position would also assist in research and processing of Access Requests, as well as privacy enquiries.

Funded Capital Projects		2015	2016	2017	2018	2019
P1883	CK-ELECTRONIC RECORDS MANAGEMENT	80.0	60.0	95.0	84.0	85.0
P1884	CK-ELECTRONIC AGENDA & MEETING MGT SYSTEM	0.0	50.0	0.0	0.0	80.0
Total		80.0	110.0	95.0	84.0	165.0

Summary of Capital Investments

Operating improvements are expected with the continued implementation of Electronic Records and Information Management system in all civic departments. From 2016 to 2019 expenditures are expected for minor upgrades and additional Electronic records and information management licenses.

Future Operating Impact of Current Year's Capital Projects

In 2015 City Clerk Capital Reserve transfers for the Documentum Software System upgrades will be \$28.8. Maintenance and Capital Transfers to maintain the system will be incurred over the useful life of the system.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P1883 CK-ELECTRONIC RECORDS MANAGEMENT	28.8	26.3	36.0	29.4	12.0
Total	28.8	26.3	36.0	29.4	12.0



City Solicitor's Office

Overview

The City Solicitor's Office provides general and specialized legal services to City Council, Committees of Council, the City Manager's Office, the City Clerk's Office, all other City Departments, the City's controlled corporations and the Saskatoon Public Library Board.

The City Solicitor's Office represents the City of Saskatoon, its controlled corporations and the Saskatoon Public Library Board at all levels of court and before various tribunals, provides all legislative drafting for the City and conducts bylaw prosecutions and appeals. Also, the City Solicitor's Office carries out a wide variety of legal services such as land transactions, contracts, loans and debentures, expropriations and tax enforcement, and attends to the City's risk management function by arranging for insurance for the City, and by dealing with all claims made against the City.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(232.6)	(222.3)	(222.3)	(231.8)	(9.5)	4.3%
Staff Compensation	2,245.6	2,342.7	2,398.3	2,467.3	69.0	2.9%
Operating Cost	1,664.7	1,567.2	1,592.6	1,723.3	130.7	8.2%
Cost Recovery	(2,871.0)	(2,797.4)	(2,825.5)	(2,637.9)	187.6	-6.6%
Transfer to/from Reserves	950.0	950.0	950.0	600.0	(350.0)	-36.8%
Total	1,756.7	1,840.2	1,893.1	1,920.9	27.8	1.5%

Staff Complement	2014	2015	Difference
Full Time Equivalents	22.00	22.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	
City Solicitor's Office	(222.3)	(9.5)	(231.8)	2,115.4	51.3	0.0	(14.0)	2,152.7
								1,920.9

Significant Changes:

- The Risk Management Program has seen a decrease of \$187.6 in cost recovery due to the Self Insured Retention Reserve reaching the cap of \$2.5 million resulting in a decrease of \$350.0 in transfer to reserve. It is partially offset by an increase of \$177.1 in insurance premiums based on market expectations.

Continuous Improvement:

- Estimate saving of \$14.0 by increased use of online research and reduced books and periodicals purchases.

Summary of Capital Investments

There are no capital investments in the City Solicitor's Office.



Corporate Support

Overview

Corporate Support includes Aboriginal Relations, Communications & Media Relations, Human Resources, Information Technology, Materials Management, Strategic & Business Planning, the Business Administration Divisions from departments including Transportation and Utilities and Community Services as well as Administrative support for the Facilities and Parks Divisions.

Aboriginal Relations Division is committed to enhancing relationships with and providing opportunities for Saskatoon's Aboriginal population. A key function of this division is to work in collaboration with the Corporation as a whole to engage the Aboriginal community in carrying out the Strategic Plan. Through partnerships in the Community and working with all orders of government, the City strives to ensure Aboriginal inclusion in achieving the seven Strategic Goals.

Communications Division and the Media Relations Division provide meaningful exchange of information by means of communications, customer service, and community engagement with both internal and external audiences. This is accomplished by using multiple channels such as news media, digital programs, phone, in-person, and paid media. Communications is also responsible for beginning the process of implementing Service Saskatoon in a coordinated approach to responding to citizen calls and inquiries on programs and services.

Human Resources Division consults and provides a wide range of employee and organizational services including: workplace safety, health and wellness, employee benefits, employee developments, human resources planning, labour relations, organization development, recruitment, employment equity, total compensation and training. These services encourage and support employees to reach their full potential to achieve corporate goals and objectives in addition to ensuring provision of a qualified, competent, stable and productive workforce for the organization.

Information Technology Division provides support and assistance for corporate and departmental information technology needs; central computing services; and to provide for the control and acquisition of all telephone equipment and related services.

Materials Management Division is responsible for providing procurement & inventory management, asset disposal, mail and printing services to the corporation.

Strategic and Business Planning Division strives to ensure that organizational initiatives are aligned with the Strategic Plan. Through initiatives such as the Continuous Improvement Strategy and development of a Performance Measurement Program, this Division helps support the Corporation to become more adaptive and responsive to the changing needs of the community. Strategic and Business Planning also provides corporate leadership and development opportunities that enhance an employee's understanding of the Corporation, their work environment, and their role responsibilities so they can provide the highest quality of service to citizens.

The Business Administration Division of the Transportation and Utilities Department provides general management, accounting, administrative, personnel and system support services for the Transportation and Utilities Department.

The Community Services Department Business Administrative Division provides management and support services, including budgeting, accounting and control, payroll, personnel, clerical and systems development for the Community Services Department.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(121.5)	(51.0)	(51.0)	(51.0)	0.0	0.0%
Staff Compensation	16,872.9	16,852.5	18,656.0	20,217.6	1,561.6	8.4%
Operating Cost	5,609.3	6,427.8	7,044.1	6,735.3	(308.8)	-4.4%
Cost Recovery	(8,673.6)	(8,653.1)	(9,271.4)	(10,163.5)	(892.1)	9.6%



Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Capital Contribution	1,414.2	1,454.2	1,430.6	1,481.1	50.5	3.5%
Transfer to/from Reserves	5.6	5.6	5.7	5.9	0.2	3.5%
Total	15,106.9	16,036.0	17,814.0	18,225.4	411.4	2.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	205.15	213.65	8.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Corporate Support	(51.0)	0.0	(51.0)	17,865.0	116.9	258.1	36.4	18,276.4	18,225.4

Service Level Change:

- Communications & Media Relations has a \$100.0 increase for the corporate initiative of Service Saskatoon.

Growth:

- IT has necessary increases resulting from previous capital projects totaling \$20.0.
- A net increase of \$72.2 required for an Accounting Coordinator for both Public Works and Environmental and Corporate Initiatives, a net increase of \$180.1 for Communications positions and an increase of \$8.4 for the redeployment of an Accounting Coordinator I position to an Accounting Coordinator II position. These increases are in turn cost recovered to the operating and capital programs that they provide services to.

Other Significant Changes:

- Communications & Media Relations staffing expenses for contractual and payroll costs total \$51.0.
- Human Resources staffing expenses for contractual and payroll costs total \$107.5. These costs are partially offset with reduced training expenses of \$21.1 and additional cost recoveries of \$29.2.
- The IT staffing consists of an increase in contractual and payroll costs of \$224.9. These costs are partially offset with additional cost recoveries of \$52.1.
- Materials Management has an increase in staff complement of 0.80 FTE to complete three part-time Printing and Mailroom Clerk positions in order to support the printing and mail room functions of the corporation for \$36.1.
- The Transportation and Utilities Business Administration Division staffing component consists of a net transfer in to the program of 4.20 FTE from various programs within the department as a result of the corporate alignment. The costs associated with these FTE are fully cost recovered to the programs they provide services to. Also due to the corporate alignment is a base transfer of \$100.0 from the Departmental Capital Reserve to Asset and Financial Management Departmental Reserve. Solicitor's Cross Charges have been reduced by \$65.6 and these savings have been passed on to the divisions affected.
- The Parks Administration section has transferred 1.00 FTE for \$79.2 for a Staff Accountant into this program which supports the Parks Maintenance & Design service line.
- Facilities Administration section has a 0.80 FTE transfer in for an Accounting Coordinator with a request of \$67.9 complementing the already funded 0.20 FTE supporting the Facilities and Fleet Management Division.

Continuous Improvement:

- Information Technology (IT) has changed the process for securing licensing fees by signing multi-year agreements saving \$76.4 in 2015.
- The Community Services Business Administration Division has a decrease of 0.3 FTE for \$15.6 to eliminate an Accounting Clerk position as it is no longer required for the summer coverage in the Revenue Control section due to implementation of a standardized Point-Of-Sales system and policy changes.



Funded Capital Projects		2015	2016	2017	2018	2019
P1083	CP-CORPORATE NETWORK EQUIPMENT REPL	275.0	375.0	525.0	575.0	0.0
P1364	CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT	300.0	0.0	0.0	0.0	0.0
P1780	CP-CORP NETWORK INFRASTRUCTURE	245.0	125.0	125.0	125.0	125.0
P1977	CP-LOCAL AREA NETWORK & DATA SECURITY	60.0	0.0	100.0	75.0	0.0
P2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	136.0	0.0	0.0	0.0	0.0
Total		1,016.0	500.0	750.0	775.0	125.0

Summary of Capital Investments

2015 Capital Investments include four asset replacement projects totaling \$716.0 to keep the network equipment and printing services current.

The fifth project totaling \$300.0 is for Service Saskatoon in order to provide responsive and reliable services to citizens. One of the planned initiatives under the provision of personalized access is the implementation of a 311/Customer Relationship Management System.

Future Operating Impacts of Current Year's Capital Projects

Future operating capital impacts include IT storage management licensing costs of \$5.0, maintenance of equipment of \$6.0, server hardware maintenance of \$10.0 and switch maintenance of \$20.0 in 2016.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P1977 CP-LOCAL AREA NETWORK & DATA SECURITY	0.0	6.0	0.0	0.0	0.0
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	15.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	20.0	0.0	0.0	0.0
Total	0.0	41.0	0.0	0.0	0.0



General Services

Overview

To provide for various provisions for revenues and expenditures that relate to the operation of the municipality but do not relate to specific programs. Examples of the revenues and expenditures include debt payments, transfers to general reserves, administrative recoveries and gas tax revenue related to debt payments.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue - Admin Recovery	(2,198.6)	(2,198.6)	(2,074.1)	(3,394.2)	(1,320.1)	63.6%
Revenue - Gas Tax	(7,160.6)	(7,174.2)	(7,181.0)	(7,183.1)	(2.1)	0.0%
Staff Compensation	39,891.2	39,862.4	43,658.8	47,950.4	4,291.6	9.8%
Operating Cost	2,258.4	1,403.3	(588.7)	781.0	1,369.7	-232.7%
Debt Charges	23,451.4	23,412.4	26,292.9	27,283.7	990.8	3.8%
Cost Recovery	(40,391.4)	(40,136.5)	(43,860.0)	(48,380.8)	(4,520.8)	10.3%
Capital Contribution	4,644.3	4,644.3	3,353.4	3,053.4	(300.0)	-8.9%
Total	20,494.7	19,813.1	19,601.3	20,110.4	509.1	2.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
General Services	(9,255.1)	(1,322.2)	(10,577.3)	28,856.4	781.3	1,050.0	0.0	30,687.7	20,110.4

Growth:

- Debt Charges have been increased to continue building a funding base for future debt payments. These include the final increment of \$850.0 for the Police Headquarters project approved in 2011 within Saskatoon Police Service and \$200.0 for the Future Fire Hall Growth Plan.

Other Significant Changes:

- There is \$1.3 million more in administrative cost recoveries being charged to the utilities and the Library. \$450,000 of the increase is a CI transfer from the Water utility for chemical usage savings through a more favourable contract.
- Working capital interest has declined by \$193.2, the decrease in utilities is comprised of \$51.6 and the remaining \$141.6 decrease is from the Land Bank attributed to a decrease in the fund balance.

Summary of Capital Investments

There are no capital investments for General Services.



Assessment & Taxation

Overview

The Assessment and Taxation Service Line prepares and defends the Assessment Roll based on the standards set out by The Saskatchewan Assessment Management Agency (SAMA), and produces and maintains the associated Taxation Roll on an annual basis as required by Provincial Legislation. Based on the legislation set out in The Cities Act, this Division issues the related Assessment and Taxation notices to property owners. Collection of tax revenue is handled by Corporate Revenue.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(10.0)	(4.5)	(4.5)	(4.5)	0.0	0.0%
Staff Compensation	2,795.5	2,930.7	2,997.3	3,076.3	79.0	2.6%
Operating Cost	488.6	558.7	565.2	498.8	(66.4)	-11.7%
Cost Recovery	(17.9)	(15.0)	(17.0)	(20.0)	(3.0)	17.6%
Transfer to/from Reserves	5.7	5.7	5.7	5.9	0.2	3.5%
Total	3,261.9	3,475.6	3,546.7	3,556.5	9.8	0.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	38.00	37.00	(1.00)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Assessment & Taxation	(4.5)	0.0	(4.5)	3,551.2	65.3	(35.5)	(20.0)	3,561.0	3,556.5

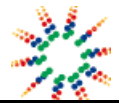
Continuous Improvement:

- A change in operations has allowed Assessment & Taxation to have a reduction in photocopy services for a net of \$10.0. Additionally, due to adjustment in the treatment of car allowance, there has also been a \$15.8 reduction to expenses.

Other Significant Changes:

- The largest impact to the Assessment & Taxation service line is the staffing component consisting of an increase in contractual and payroll costs of \$125.5.
- A change in operations in 2014 has allowed Assessment & Taxation to transfer 1.0 FTE for \$46.5 to Financial Service (0.50 FTE) and Revenue Services (0.50 FTE) service lines resulting in a net staff compensation of \$79.0.
- Additionally, there is a reduction in costs related to reduced contract services required in the amount of \$40.0.

Funded Capital Projects	2015	2016	2017	2018	2019
P2079 AF-PROPERTY REASSESSMENT	100.0	250.0	100.0	0.0	100.0
Total	100.0	250.0	100.0	0.0	100.0



Summary of Capital Investments

The 2015 Capital Investment is required to address the costs associated with the upcoming 2017 reassessment. This capital project provides funding to contract specialists to assist in the determination and defense of assessment values for complex properties. The project also includes funds for the increased costs of assessment notices (4 times the average year), updating of website information and the appeal costs related to a reassessment.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Revenue Services

Overview

Revenue Services is responsible for the meter reading, billing, customer service and collection functions for civic utility services. This service line is also responsible for collection and customer inquiries for property taxes, parking tickets and other accounts receivable; the control and disbursement of all corporate funds, and the civic investment function. Further responsibilities include the administration of the General Licensing Bylaw regulating, as well as the taxi service in Saskatoon.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(86.0)	(70.4)	(73.8)	(76.4)	(2.6)	3.5%
Staff Compensation	4,530.4	4,958.9	4,997.4	5,066.9	69.5	1.4%
Operating Cost	2,748.1	2,866.2	3,002.1	3,145.8	143.7	4.8%
Cost Recovery	(5,470.4)	(5,867.6)	(6,134.8)	(6,292.4)	(157.6)	2.6%
Capital Contribution	5.7	0.0	0.0	0.0	0.0	0.0%
Total	1,727.8	1,887.1	1,790.9	1,843.9	53.0	3.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	72.20	72.70	0.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Revenue Services	(73.8)	(2.6)	(76.4)	1,864.7	42.6	12.8	0.2	1,920.3	1,843.9

Growth:

- In 2015 Revenue Services has additional support for the implementation of new services in the amount \$12.8.

Other Significant Changes:

- Increase in contractual salary and payroll costs of \$46.5.
- Information Technology expenses for Revenue Services have increased by \$23.6 due to inflationary increases.
- Assessment & Taxation service line has transferred 0.50 FTE in the amount of \$19.4 for an additional Clerk position.
- Postage costs for utility billings, animal licensing and general mail have increased by \$65.3.
- These expenses are partially off-set with increased cost recoveries of \$163.1.

Funded Capital Projects	2015	2016	2017	2018	2019
P2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	0.0	300.0	0.0	0.0	0.0
Total	0.0	300.0	0.0	0.0	0.0



Summary of Capital Investments

There are no 2015 capital investments for Revenue Services.



Financial Services

Overview

The financial stewardship of the corporation is a critical function which includes the leadership and guidance on financial matters facing the Corporation.

This area includes the general management, leadership and control for the Asset & Financial Management department's operations, including policy development, inquiries from the public, and Council relations.

The corporation's investment and borrowing decisions, financial recording, reporting and control; corporate budgeting; supplier payments and employee payroll and benefits are key services provided.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	2,187.2	2,110.7	2,168.6	2,431.2	262.6	12.1%
Operating Cost	416.7	288.0	308.9	299.4	(9.5)	-3.1%
Cost Recovery	(38.2)	(37.2)	(38.5)	(108.9)	(70.4)	182.9%
Capital Contribution	196.0	196.0	225.0	270.0	45.0	20.0%
Total	2,761.7	2,557.5	2,664.0	2,891.7	227.7	8.5%

Staff Complement	2014	2015	Difference
Full Time Equivalents	25.10	27.10	2.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Financial Services	0.0	0.0	0.0	2,664.0	204.0	35.7	(12.0)	2,891.7	2,891.7

Growth:

- A 0.50 FTE Accounting Clerk increase for \$35.7 in order to assist with the increased workload due to upcoming P3 capital projects. This position is fully recovered from capital projects.

Capital Contribution:

- A transfer of \$45.0 from the Corporate Support service line to enhance the Corporate Services Capital Reserve.

Other Significant Changes:

- In 2015, staffing consists of an increase in contractual and payroll costs of \$68.2 which are partially offset with a transfer from Corporate Support service line to recover staffing costs from Saskatoon Land of \$34.7.
- A transfer of 1.0 FTE for the Director of Business Administration in the amount of \$120.9 has been transferred from the Utility programs in order to support the new alignment of the Corporation.
- Assessment & Taxation service line has transferred 0.50 FTE for \$35.9 to combine with the 0.50 FTE increase identified in order to create a full-time Accounting Clerk within the Financial Services service line.

Continuous Improvement:

- There is a targeted continuous improvement initiative to reduce expenses by \$12.0 in 2015.



Funded Capital Projects		2015	2016	2017	2018	2019
P1829	AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	50.0	0.0	0.0	0.0	0.0
P2412	CS-BUDGET SYSTEM & OTHER FINANCIAL SYS	60.0	0.0	0.0	0.0	0.0
Total		110.0	0.0	0.0	0.0	0.0
Unfunded Capital Projects		2015	2016	2017	2018	2019
P1829	AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	0.0	1,000.0	1,000.0	0.0	0.0
Total		0.0	1,000.0	1,000.0	0.0	0.0

Summary of Capital Investments

The 2015 Capital Investment is required in order to complete the implementation of the new Corporate Budgeting System.

Also included in 2015 is funding for the development of a business case for the potential of a central integrated financial system.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.





Operating Budget

\$13.0 million

Capital Budget

\$3.8 million



STRATEGIC GOAL:



Environmental Leadership

Overview

A healthy environment is essential to a healthy population, now and in the future. The City of Saskatoon demonstrates Environmental Leadership through a number of programs, services, and activities under the Environmental Health business line. These initiatives enable the City to grow in harmony with nature and effectively preserve and protect the long-term health of the environment in which Saskatoon is built.

Saskatoon's waste handling services form the core of this business line. Air, water, and land protection are the critical motivators behind the services provided under this business line, and the particular focus of Environmental Programs. Guided by plans, strategies, and environmental regulations, the impact of our activities is reduced for the benefit of citizens today and tomorrow.

Initiatives include: collection and management of solid waste; recycling and composting program development and management; implementation of environmental programs to reduce energy use and the emission of greenhouse gases; stewardship of hazardous waste; responsible management or remediation of contaminated City-owned sites; water and air quality protection; management of Saskatoon's urban forest; prevention of the spread of insect and plant pests; and environmental policy development. These programs and services are delivered by three (3) divisions: Environmental & Corporate Initiatives, Parks, and Public Works. The City is expected to be a leader in environmental stewardship. Environmental & Corporate Initiatives supports and facilitates environmentally friendly and sustainable practices for improved environmental performance both by the corporation and the community at large.

At A Glance

- Parks Division maintains the health and beauty of over 105,000 park and boulevard trees.
- Landfill receives approximately 117,000 tonnes of garbage annually; 55% is residential garbage.
- In addition to recycling and composting programs provided by the waste services utility, waste diversion programs collect over 50,000 kg's of hazardous waste and 2,700 tonnes of recyclable paper and cardboard at public depots.
- Pest Management monitors and treats 950 km² of land in and around Saskatoon for mosquito larvae, monitors approximately 33,000 American Elm for Dutch elm disease, manages nuisance wildlife and administers the provincial Noxious Weed Act through Inspection Services.



Key Challenges

- Greenhouse gas emissions continue to rise and legislation mandating emissions reduction is anticipated. The City will need to make deeper cuts in emissions from civic operations and promote reductions across the community.
- Landfill life will be shortened if waste reduction does not occur.
- The health of the urban forest is threatened by pests, disease, and weather patterns.
- The quality and quantity of water available in the South Saskatchewan River threatens the City's ability to provide cost-effective drinking water to citizens and the local economy.
- Air quality, while remaining 'Good' has shown trends toward deterioration.
- Growth relies on the ability to develop cost effective and safe procedures for managing contaminated sites important for infill development or in the path of future urban expansion.
- Climate change, extreme weather events, flooding and drought conditions affect a number of civic services and assets.
- Vector and nuisance mosquito populations can become an issue in very wet seasons.

Major Initiatives 2015-2017

The implementation of 4-Year Priorities regarding the following programs and services:

- Report on environmental implications and resiliency to climate change impacts.
- Update the greenhouse gas emissions inventory count.
- Develop an Energy and Greenhouse Gas Reduction Business Plan that identifies key initiatives to achieve emissions reductions targets by 2020.
- Establish an Environmental Sustainability Reserve to fund initiatives that reduce greenhouse gas emissions, save costs, and reduce impacts on the environment.
- Implement energy-efficient practices in City buildings including installing efficient motors and optimizing the operations of equipment through measurement and verification.
- Implement energy-efficient practices within the City fleet of vehicles and equipment including the development of a Green Fleet Strategy that includes the use of bio-fuels, compressed natural gas (CNG), and route optimization using GPS.
- Implement energy-efficient practices at the Water and Wastewater Treatment Plants.
- Complete the Garbage Service Verification project to improve service and achieve cost savings through efficiencies.
- Implement Sustainable Procurement policies to maximize the economic, social, and environmental benefits of the City's purchasing practices.
- Continue to replace conventional energy sources with clean energy technologies at civic facilities and within park irrigation systems.
- Launch a Solar City program to encourage residents and businesses to install renewable energy systems or undertake energy efficiency retrofits.
- Implement community waste audits to track the performance of recycling and composting programs.
- Implement a comprehensive City of Saskatoon (corporate) recycling program for all civic operations.
- Implement the Landfill Optimization Strategy to extend the life of the Landfill indefinitely.
- Continue to expand programs to divert organics from the Landfill.



- Complete Recovery Park, a facility adjacent to the Landfill including a 'Take-It or Leave-It' household item reuse centre, recycling depot, and processing areas for soil, stone, bricks, concrete, asphalt, wood, metal, drywall, and glass.
- Communicate the financial benefit of environmental initiatives.

Implement Long-Term Strategies (10-Years) through the following initiatives:

- Participate in the South Saskatchewan River Watershed Stewards as a leader in watershed protection and improvement, including studies of water quality.
- Define the City of Saskatoon role in integrated watershed management through planning.
- Establish a storm water monitoring program.
- Implement soil protection and remediation policies and procedures to make way for infill development opportunities under the Integrated Growth Plan for Saskatoon.

Other Ongoing Major Initiatives:

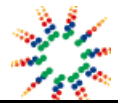
- Develop an emergency response plan for pest management should an invasive species threaten the urban forest.
- Develop enhanced spill response capabilities to protect the watershed.
- Participate in the newly-established West Yellowhead Air Management Zone to guide air protection efforts within the region.
- Improve the customer experience at the Saskatoon Regional Waste Management Centre (Landfill) while appropriately managing safety and environmental risk.

Continuous Improvement

- A number of continuous improvement initiatives will continue or proceed in 2015 and are listed under the applicable Service Lines. Many of the initiatives involve coordinated management and communications across Service Lines to achieve financial savings, improved productivity, more efficient use of assets, compliance with regulations, and alignment with industry best practices.
- Initiatives include the continuation of the Garbage Service Verification project, completion of the Waste Handling Service Review and expansion of the Soils Handling Strategy. New initiatives for 2015 include changes to construction specifications to increase the use of materials from waste diversion programs and increased coordination and tracking of regulatory compliance reporting

Budget Implications

- The focus of the Environmental Program is to improve sustainability outcomes that meet changing regulatory requirements and resident expectations by seeking efficiencies that eliminate waste or reduce the potential for harm to human health and the environment. Outcomes are measured and performance tracked through reporting including the 'Our Environment' report.
- The Parks Division will continue to provide Leadership in the maintenance and protection of the urban forest. As the City grows, so too does the cost of maintaining Saskatoon's green canopy of trees. New parks will add to the growing forest of trees already requiring care in existing parks and on City boulevards.
- Convenient recycling and composting programs have been expanded to extend the life of the Landfill, conserve resources, and reduce greenhouse gas emissions. Energy efficiency initiatives continue to achieve utility savings for the corporation. To date, 111,200 tonnes of greenhouse gas emissions have been eliminated annually, or the equivalent of removing 23,165 passenger vehicles from our roadways.
- Garbage collection services are provided to 66,000 single-family homes by a fleet of eighteen garbage trucks. Operational efficiencies and improved customer service are currently being implemented through a Garbage Service Verification project that will see the introduction of new Garbage and Recycling collection routes for 2016. Landfill fees continue to remain below the national average. While revenues from operations of the Landfill are expected to decrease in 2015, it is estimated that the facility will recover 90% of



its operating costs. Two additional private landfill facilities within the region make future revenue predictions difficult to determine.

- Pest management will continue to provide control of mosquitoes which includes those that vector the West Nile virus. Surveys of diseases such as Dutch elm disease and monitoring for the presence of alien invasive species as well as the development of strategies to reduce the impact of these pest species will continue. The program is also responsible for wildlife management and inspection services (i.e. the enforcement of the provincial Weed Control Act and monitoring and management of invasive weeds).



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	682.2	638.6	501.1	0.0	474.2	474.2	(26.9)	-5.4%
Urban Forestry	3,146.7	3,226.9	3,365.5	0.0	3,504.8	3,504.8	139.3	4.1%
Waste Reduction & Resource Recovery	509.0	541.3	799.9	(8.2)	823.7	815.5	15.6	2.0%
Waste Handling Service	6,380.5	5,197.7	5,670.1	(6,348.2)	13,669.2	7,321.0	1,650.9	29.1%
Pest Management	761.0	800.5	820.4	(5.0)	868.2	863.2	42.8	5.2%
Total	11,479.4	10,405.0	11,157.0	(6,361.4)	19,340.1	12,978.7	1,821.7	16.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	106.86	106.28	(0.58)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Environmental Program	0.0	0.0	0.0	501.1	(53.8)	30.0	(3.1)	474.2	474.2
Urban Forestry	0.0	0.0	0.0	3,365.5	40.8	98.5	0.0	3,504.8	3,504.8
Waste Reduction & Resource Recovery	0.0	(8.2)	(8.2)	799.9	11.8	12.0	0.0	823.7	815.5
Waste Handling Service	(7,843.7)	1,495.5	(6,348.2)	13,513.8	189.6	(14.2)	(20.0)	13,669.2	7,321.0
Pest Management	(5.0)	0.0	(5.0)	825.4	9.6	33.2	0.0	868.2	863.2
Total	(7,848.7)	1,487.3	(6,361.4)	19,005.7	198.0	159.5	(23.1)	19,340.1	12,978.7

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Environmental Program	600.0	0.0	0.0	0.0	0.0
Urban Forestry	0.0	0.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	0.0	350.0	0.0	250.0	0.0
Waste Handling Service	3,207.0	943.6	255.8	1,668.6	0.0
Pest Management	0.0	0.0	0.0	0.0	0.0
Total	3,807.0	1,293.6	255.8	1,918.6	0.0

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
AUTO GARBAGE CONTAINER REPL RES	707.0	243.6	255.8	268.6	0.0
BORROWING	2,500.0	0.0	0.0	0.0	0.0
GREEN LOAN	600.0	0.0	0.0	0.0	0.0
LANDFILL REPLACEMENT RESERVE	0.0	1,050.0	0.0	1,650.0	0.0
Total	3,807.0	1,293.6	255.8	1,918.6	0.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Environmental Program

Overview

To focus on environmental protection for the benefit of current and future residents. The work program of the Service Line includes planning and policy development, education and outreach, research and environmental monitoring, and reporting of outcomes to regulators and citizens. Collaboration with various civic departments and the community-at-large are necessary for the achievement of the outcomes described in the Corporate Strategic Plan.

This program provides leadership in improving civic environmental outcomes. Environmental policies and programs are developed related to solid waste management, energy efficiency, watershed improvement, air quality, and the management of toxins and contaminants in soils. Performance toward environmental goals is tracked and reported annually and through the 'Our Environment' report.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	466.9	425.7	330.7	283.4	(47.3)	-14.3%
Operating Cost	215.3	212.3	170.4	190.8	20.4	12.0%
Capital Contribution	0.0	0.6	0.0	0.0	0.0	0.0%
Total	682.2	638.6	501.1	474.2	(26.9)	-5.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	3.35	2.90	(0.45)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	
Environmental Program	0.0	0.0	0.0	501.1	(53.8)	30.0	(3.1)	474.2

Growth:

- An increase of \$38.0 for advertising and promotional communication to create further awareness of waste diversion and energy efficiency programs.

Other Significant Changes:

- A net decrease of 0.45 FTE's with \$47.3 reduced costs due to the corporate alignment and a partial transfer from the capital programs.

Continuous Improvement:

- The Soils Handling Strategy is expected to reduce project costs across a number of Services Lines.
- Establishment of a coordinated compliance register to ensure regulatory reporting requirements are being met and preparations for future regulations are made.
- \$3.1 has been identified from operational efficiencies to expand composting education.

Not Included:

- Greenhouse gas inventory count to improve tracking and reporting of greenhouse gas emissions; valued at \$75.0.



Funded Capital Projects		2015	2016	2017	2018	2019
P2568	US-CIVIC FAC ENERGY & WTR MONITORING	600.0	0.0	0.0	0.0	0.0
Total		600.0	0.0	0.0	0.0	0.0

Summary of Capital Investments

The 2015 Capital Investment is to expand renewable energy in the community.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Urban Forestry

Overview

Urban Forestry is responsible for tree maintenance including a pruning cycle of once every seven years, tree planting, disease control and prevention (e.g. Dutch Elm Disease), and nursery production for management of the urban forest on the City's parks, boulevards, buffer strips, medians and other programs.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	1,639.1	1,598.6	1,636.6	1,754.6	118.0	7.2%
Operating Cost	1,573.5	1,619.5	1,720.1	1,741.4	21.3	1.2%
Cost Recovery	(92.2)	(17.5)	(17.5)	(17.5)	0.0	0.0%
Capital Contribution	26.3	26.3	26.3	26.3	0.0	0.0%
Total	3,146.7	3,226.9	3,365.5	3,504.8	139.3	4.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	24.24	25.19	0.95

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Urban Forestry	0.0	0.0	0.0	3,365.5	40.8	98.5	0.0	3,504.8	3,504.8

Growth:

- Staffing has increased by \$89.3 (1.1 FTEs) for Parks Technicians and a Clerk, as well as an increase of \$9.2 for tree maintenance and reforestation, to accommodate city growth.

Other Significant Changes:

- A Staff Accountant position (\$15.9, 0.2 FTE) has been transferred to Corporate Governance and Finance – Corporate Support.

Not Included:

- Additional contract tree maintenance of \$30.0, required to maintain the current cyclical tree maintenance standard, has not been included. The need is due to increased boulevard tree planting as the city grows. The impact of not increasing contract tree maintenance is the risk that the standard pruning cycle may not be achieved. The standard pruning cycle involves regularly inspecting trees and removing dead wood which improves aesthetics, reduces obstructions, proactively addresses high risk branches and improves the overall health and growth of trees.

Summary of Capital Investments

There are no capital investments for Urban Forestry.



Waste Reduction & Resource Recovery

Overview

To provide a focus on reducing, reusing, recycling, recapturing resources and seeking operational efficiencies. Initiatives under this program include the management of recycling contracts for curbside and multi-unit dwellings, support for recycling depots located across the community, implementing utility-saving projects, and monitoring energy use and greenhouse gas emissions.

Performance toward waste reduction and resource recovery goals is contained in plans such as the Saskatoon Waste and Recycling Plan and Energy and Greenhouse Gas Management Plan.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(271.4)	(197.1)	0.0	(8.2)	(8.2)	0.0%
Staff Compensation	453.5	329.5	467.7	478.5	10.8	2.3%
Operating Cost	316.0	368.2	344.2	368.6	24.4	7.1%
Cost Recovery	0.0	0.0	(12.0)	(23.4)	(11.4)	95.0%
Capital Contribution	10.9	0.0	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	0.0	40.7	0.0	0.0	0.0	0.0%
Total	509.0	541.3	799.9	815.5	15.6	2.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	5.32	5.20	(0.12)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Waste Reduction & Resource Recovery	0.0	(8.2)	(8.2)	799.9	11.8	12.0	0.0	823.7
								815.5

Growth:

- \$12.0 in growth relates to additional costs to maintain City-owned recycling depots.

Other Significant Changes:

- \$11.8 for EPO's needed to address additional Waste Bylaw enforcement issues.
- Transfer of 0.12 FTE to Corporate Governance and Finance – Corporate Support to centralize management and business administration support for the Transportation and Utilities Department in the Transportation and Utilities Business Administration program.

Continuous Improvement:

- Significant progress is being taken to increase the use of recycled materials in civic infrastructure construction projects.

Not Included:

- This Service Line relies heavily on a complement of temporary staff to deliver an ambitious program of work. Slow progress on efficiency efforts will delay the achievement of savings and defer opportunities to invest these savings in priority areas; additional FTEs for project delivery and administrative support, \$60.0.



- The cost of each Household Hazardous Waste Collection Day is rising; \$75.0 in additional funding would be required to maintain the current level of service.

Funded Capital Projects		2015	2016	2017	2018	2019
P1482	US - SW-RECYCLING DEPOTS	0.0	200.0	0.0	250.0	0.0
P2184	US-WASTE CHARACTERIZATION STUDY	0.0	150.0	0.0	0.0	0.0
Total		0.0	350.0	0.0	250.0	0.0

Summary of Capital Investments

There are no 2015 capital investments for Waste Reduction & Resource Recovery.



Waste Handling Service

Overview

To provide efficient, effective, and customer-oriented waste management services.

Waste Handling includes solid waste collections, the management of City-owned garbage carts, and the operation of the Saskatoon Regional Waste Management Facility (Landfill) to ensure solid waste is managed in a safe and environmentally sound manner. The design and operations of the Landfill are optimized to maximize the available space within the facility. The transfer to the Landfill Replacement Reserve includes a base provision of \$410.0, plus an amount from the tipping fee, identified as a rate per tonne in accordance with the Capital Reserves Bylaw.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(5,823.7)	(7,318.8)	(7,843.7)	(6,348.2)	1,495.5	-19.1%
Staff Compensation	4,371.6	4,138.0	4,447.5	4,684.6	237.1	5.3%
Operating Cost	4,825.4	4,964.4	5,914.5	5,527.2	(387.3)	-6.5%
Debt Charges	246.7	540.8	384.5	478.5	94.0	24.4%
Cost Recovery	(16.4)	(12.0)	(390.4)	(395.4)	(5.0)	1.3%
Capital Contribution	2,820.9	3,012.4	3,249.8	3,373.0	123.2	3.8%
Transfer to/from Reserves	1.0	1.0	1.2	1.3	0.1	8.3%
Transfer to/from Stabilization	(45.1)	(128.1)	(93.3)	0.0	93.3	-100.0%
Total	6,380.4	5,197.7	5,670.1	7,321.0	1,650.9	29.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	64.03	62.62	(1.41)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Waste Handling Service	(7,843.7)	1,495.5	(6,348.2)	13,513.8	189.6	(14.2)	(20.0)	13,669.2
								7,321.0

Capital contributions:

- An increase in transfers to the Automated Garbage Container Replacement Reserve related to city growth total \$7.2.
- A one-time transfer to the Automated Garbage Container Replacement Reserve in the amount of \$525.9 by diverting operational base not required by the Heavy Grit Facility program in 2015.
- A net \$409.9 decrease in transfers to the Landfill Replacement Reserve comprised of a decrease of \$147.1 from increased debt servicing costs and a further \$750.0 decrease in provision resulting from an adjustment based on actual revenues realized at the landfill. This is partially offset by \$487.2 that reflects an adjusted transfer of the provision for the compost management contract fee.

Other Significant Changes:

- Transfer of 0.48 FTE to Corporate Governance and Finance – Corporate Support to centralize management and business administration support for the Transportation and Utilities Department in the Transportation and Utilities Business Administration program.
- Transfer of 0.25 FTE (Project Engineer) from capital for operational requirements.



- Redeployment of 0.10 FTE to Corporate Governance and Finance – Financial Services to create a Director of Business Administration position for the Corporate Performance and Asset & Financial Management Departments.
- Revenues in the Landfill program have been reduced by \$821.8 due to decreased revenue as a result of waste diversion projects. Revenues in the Heavy Grit Facility program have been reduced by \$673.7 as they are adjusted to actuals and eight months of operations for 2015.
- Increases of \$325.0 due to inflation and growth include \$81.5 for the routing system maintenance fee, \$10.0 for spill clean ups and lane maintenance, \$21.0 for radio lease costs, \$36.9 for vehicles and equipment costs, \$269.5 for equipment lease costs including a dozer and a tracked loader and \$13.5 for the purchase of a flatbed trailer. These costs have been offset by a net decrease of \$137.4 in fuel costs and a \$30.0 increase in cost recovery expected from metal recovery.
- A savings of \$110.0 by reducing garbage collection from weekly to bi-weekly in April and October. \$65,400 of this reduction relates to the reduction of 1.08 FTE's.

Continuous Improvement:

- The Garbage Service Verification project introduced modernizing technology to garbage collections that are generating savings in fuel due to route optimization.
- A Service Line Review is underway.

Not Included:

- The average age of equipment used for garbage collection is twice that of the industry average; replacement vehicles and other equipment remain unfunded.
- A compactor lease of \$300.0 is a key piece of equipment at the Landfill to compact the garbage. This equipment preserves airspace and extends the life of the Landfill.

Funded Capital Projects		2015	2016	2017	2018	2019
P0876	US-REGIONAL WASTE MGNT FACILITY	2,500.0	0.0	0.0	1,400.0	0.0
P1475	US-AUTO'D GARBAGE CONTAINER REPL	707.0	243.6	255.8	268.6	0.0
P2051	US-LANDFILL OPTIMIZATION	0.0	700.0	0.0	0.0	0.0
Total		3,207.0	943.6	255.8	1,668.6	0.0

Summary of Capital Investments

2015 Waste Handling Service capital investments include preliminary work into Lead Cell decommissioning and closure of the north-west area of the Landfill. The project is expected to recapture Landfill airspace and extend the life of the Landfill.

Future Operating Impacts of Current Year's Capital Projects

There are no future impacts from current year capital projects.



Pest Management

Overview

Pest Management is responsible for monitoring and, where necessary, controlling urban pest populations. This includes mosquitoes, nuisance wildlife (e.g. ground squirrels), tree insects and diseases (e.g. Dutch elm disease) and inspection services of nuisance, noxious and prohibited weeds. In addition, this program provides consultation services to the public pertaining to tree related insects and diseases and urban wildlife.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(5.0)	(5.0)	(5.0)	(5.0)	0.0	0.0%
Staff Compensation	553.5	595.0	600.9	639.6	38.7	6.4%
Operating Cost	212.5	210.5	224.5	215.1	(9.4)	-4.2%
Capital Contribution	0.0	0.0	0.0	13.5	13.5	0.0%
Total	761.0	800.5	820.4	863.2	42.8	5.2%

Staff Complement	2014	2015	Difference
Full Time Equivalents	9.92	10.37	0.45

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Pest Management	(5.0)	0.0	(5.0)	825.4	9.6	33.2	0.0	868.2	863.2

Growth:

- Staffing increase of \$33.2 (0.45 FTE) is required for a Pest Management Technician. This increase changes a position from a summer seasonal to full time to address increasing year-round wildlife issues that result from city growth.

Capital Contributions:

- A contribution of \$13.5 to the Pest Control Reserve is required by the Reserve for Future Expenditures Policy.

Other Significant Change:

- The provision for chemicals used for mosquito control has decreased by \$13.5.

Summary of Capital Investments

There are no capital investments for Pest Management.





Operating Budget
\$45.0 million

Capital Budget
\$1.6 million



STRATEGIC GOAL:



Quality of Life

Overview

With a recent branding change “The Saskatoon Fire Department” (SFD) is responsible for emergency planning and response to be able to mitigate all incidents of concern within the city of Saskatoon and surrounding RMs that are covered by applicable service agreements. The Department’s responsibility to enforce the above initiatives is through both *The Fire Prevention Act 1992* (soon to be *The Fire Safety Act*) and *The Emergency Planning Act*. The responsibilities of the Saskatoon Fire Department are enabled through *The Cities Act* and then Saskatoon Fire and Protective Services Bylaw 7990 within Part II, Section 4, codified June 18, 2012. The SFD combines enforcement with proactive prevention and education to align with the City’s strategic goals of Public Safety and Quality of Life.

At A Glance

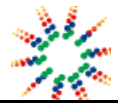
The SFD has 334 staff with 280 in the Operations Division and the remainder within the Administration, Prevention, Training, Emergency Measures and Support divisions. The operational staff currently operates 12 front line engines and two aerials out of nine fire stations. In 2013 crews responded to 11,071 emergency and non-emergency calls not including inspection activity or community engagement events.

Through the Fire Prevention Division and Operations over 2,300 fire inspections were carried out under Bylaw 7990 including Day Care and Care Homes. Property Maintenance and Nuisance Abatement Bylaw 8175 saw 2,145 complaints which generated 3,298 inspections and re-inspections.

SFD continues with the Saskatchewan Rental Housing Supplement Program to improve the overall standard of rental properties in the city. The Fire Prevention Division will inspect up to 1040 single family rental properties to assist clients of social services.

Through a tiered-response agreement with the Saskatoon Health Region, SFD plays a major role in the delivery of pre-hospital care to the citizens of Saskatoon. Another area of support is through Needle Safe Saskatoon where Fire picks up discarded needles in public spaces.

A new initiative for 2014 was the introduction of a mass notification system through Emergency Measures; **notifynow**. This system enables the city to communicate with citizens via multiple means of social media and telephone about pending emergent information or updates on civic concerns such as power and water interruptions.



Key Challenges

- Expansion of the City's population and physical boundaries requires an increase in resources to meet these demands based on standards.
- Increased property maintenance concerns within the city.
- Expanded operations will require additional resources in all support divisions.
- Succession planning for departmental senior management positions.
- Due to increased property maintenance concerns within the city a coordinated bylaw enforcement group is being developed.

Major Initiatives 2015-2017

Implement the following 4-Year Priorities:

- Construction of Fire Station No. 10 in the Northwest sector in 2016/2017.
- Develop a coordinated approach to address derelict residential structures.
- Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.
- Identify a station location in the South Saskatoon area.

Other Ongoing Major Initiatives:

- Creation of vacant properties/buildings bylaw.
- Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications and departmental certifications.
- Station headquarters upgrade to accommodate accessibility needs and communications upgrades.

Continuous Improvement

- The SFD has undertaken a thorough continuous improvement review and tabulated results on the budget impact will be realized during a late 2015 comparative study. The department is reviewing revenue sources and overhauling the operating expenditures. Included is a review on the operational effectiveness on the deployment of staffing.

Budget Implications

- The increased staff within the EMO Division in 2013 has allowed for increased emergency planning and preparedness within the corporation and community. The enhancement has also provided for the development of emergency planning and improved communications with outside agencies.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Fire Services	42,974.4	41,268.1	41,825.3	(826.9)	45,403.0	44,576.1	2,750.8	6.6%
Emergency Measures	392.6	357.5	362.1	0.0	408.8	408.8	46.7	12.9%
Total	43,367.0	41,625.6	42,187.4	(826.9)	45,811.8	44,984.9	2,797.5	6.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	334.00	334.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Fire Services	(313.8)	(513.1)	(826.9)	42,139.1	3,322.9	0.0	(59.0)	45,403.0	44,576.1
Emergency Measures	0.0	0.0	0.0	362.1	46.7	0.0	0.0	408.8	408.8
Total	(313.8)	(513.1)	(826.9)	42,501.2	3,369.6	0.0	(59.0)	45,811.8	44,984.9

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Fire Services	1,559.2	7,238.3	1,270.7	3,728.4	7,241.8
Emergency Measures	0.0	0.0	0.0	0.0	0.0
Total	1,559.2	7,238.3	1,270.7	3,728.4	7,241.8

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
FIRE - CAPITAL RESERVE	163.0	320.0	390.0	0.0	0.0
FIRE APPARATUS	1,181.2	575.3	650.7	856.4	1,934.8
FIRE SMALL EQUIPMENT REPL RESERVE	215.0	258.0	230.0	372.0	307.0
OPERATING FUND CONTRIBUTION	0.0	6,085.0	0.0	0.0	0.0
OTHER	0.0	0.0	0.0	2,500.0	5,000.0
Total	1,559.2	7,238.3	1,270.7	3,728.4	7,241.8
Unfunded	0.0	0.0	0.0	8,100.0	31,500.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P2373 FR - NEW STATION - SOUTHEAST SASKATOON	0.0	0.0	0.0	0.0	1,670.0
P2380 FR- NEW STATION - EAST SASKATOON	0.0	0.0	0.0	0.0	2,009.0
P2505 FR- TRAINING MECHANICAL MAINTENANCE SHOP	0.0	0.0	0.0	0.0	650.0
P2506 FR- 1 HALL ADDITION / REFURBISHMENT	0.0	0.0	0.0	229.0	0.0
Total	0.0	0.0	0.0	229.0	4,329.0



Fire Services

Overview

Based on accepted civic mandates the ability to respond to all emergencies involving fire, pre-hospital emergency medical, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances within predetermined timeframes is essential for the safety of the citizens of Saskatoon.

To provide a community-based, customer-focused service which protects the City's tax base, supports economic development, and provides a safe and comfortable environment for the citizens of Saskatoon through extensive fire prevention and property maintenance inspection programs, education and enforcement.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(254.9)	(206.6)	(218.1)	(731.2)	(513.1)	235.3%
Province of Saskatchewan	(83.2)	(95.7)	(95.7)	(95.7)	0.0	0.0%
Staff Compensation	38,506.2	36,649.1	37,073.2	40,322.8	3,249.6	8.8%
Operating Cost	3,543.9	3,654.3	3,738.1	3,728.7	(9.4)	-0.3%
Cost Recovery	(14.5)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	1,271.5	1,271.5	1,329.8	1,353.5	23.7	1.8%
Transfer to/from Reserves	5.5	5.5	8.0	8.0	0.0	0.0%
Total	42,974.5	41,268.1	41,825.3	44,576.1	2,750.8	6.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	331.00	331.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	
Fire Services	(313.8)	(513.1)	(826.9)	42,139.1	3,322.9	0.0	(59.0)	45,403.0
								44,576.1

Service Level Changes:

- A \$294.1 Service level increase in revenue associated with fee for service lift assists, alarm bells, high hazmat calls and for fire service agreements with various community agencies and RM districts outside of Saskatoon.

Capital Contributions:

- Fire Apparatus Replacement Reserve increase of \$16.7 required to meet normal replacement schedule.
- Small Equipment Replacement Reserve increase of \$7.0 required to meet normal replacement schedule.

Other Significant Changes:

- The contract for Local 80 for 2011 – 2016 has now been settled and the budget base for salaries and payroll costs are adjusted to current negotiated rates.
- Inflationary revenue increases include \$219.0 for the fire service agreement with the RM of Corman Park and other districts outside of Saskatoon.

Continuous Improvement:

- The Saskatoon Fire Department is continuing its extensive review on continuous improvement to identify savings.



- Currently identified savings include reducing the number of licensed Primary Care Paramedics, (PCP) creating an annual savings of \$23.0. The number of fire engine road tests are being reduced, as well as the process for the needle pick up program will be modified, creating combined fuel savings of \$21.0. A change in the policy for overtime accumulation will result in an additional \$15.0 in savings.

Not Included:

- 2.0 FTE positions, one for a Human Resource Consultant to provide administrative support and an Information Technologist, to maintain the department's information systems directly related to the specific software of the department (i.e. Fire Dispatch Management Records Management System (FDM RMS), as well as a communication computer upgrade of \$30.0 to provide for necessary upgrades to the systems in 2015 and beyond.

Funded Capital Projects	2015	2016	2017	2018	2019
P0582 FR- APPAR-REFURB/REPL/ADD'L	215.0	258.0	230.0	372.0	307.0
P1914 FR - NEW STATION - NORTHWEST SASKATOON	0.0	6,085.0	0.0	0.0	0.0
P2373 FR - NEW STATION - SOUTHEAST SASKATOON	0.0	0.0	0.0	2,500.0	5,000.0
P2379 FR - APPARATUS REPLACEMENT	1,181.2	575.3	650.7	856.4	1,934.8
P2504 FR - NEW EQUIPMENT	163.0	320.0	390.0	0.0	0.0
Total	1,559.2	7,238.3	1,270.7	3,728.4	7,241.8

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2505 FR- TRAINING MECHANICAL MAINTENANCE SHOP	0.0	0.0	0.0	0.0	31,500.0
P2506 FR- 1 HALL ADDITION / REFURBISHMENT	0.0	0.0	0.0	8,100.0	0.0
Total	0.0	0.0	0.0	8,100.0	31,500.0

Summary of Capital Investments

All Capital Projects for the replacement of fire apparatus, support vehicles, and equipment that total \$1.6 million are funded from existing Reserves.

Construction and staffing of Fire Station No. 10 (North West Saskatoon) is slated for 2016/2017.

Construction and staffing of Fire Station No. 11 (South East Saskatoon) is slated for 2018/2019.

As there are currently no funding sources specifically for Fire Services at either the Provincial or Federal Government levels, funding for the new fire stations above will be a part of the Civic Facilities Funding plan. In 2013, \$400.0 was added as a contribution to the Civic Facilities Funding plan, with an additional \$400.0 in 2014. This will begin a phased-in approach to fund the operational costs of the future fire halls and will provide, in the interim, a contribution towards the design/construction of the fire halls.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2373 FR - NEW STATION - SOUTHEAST SASKATOON	0.0	0.0	0.0	0.0	1,670.0
P2380 FR- NEW STATION - EAST SASKATOON	0.0	0.0	0.0	0.0	2,009.0
P2505 FR- TRAINING MECHANICAL MAINTENANCE SHOP	0.0	0.0	0.0	0.0	650.0
P2506 FR- 1 HALL ADDITION / REFURBISHMENT	0.0	0.0	0.0	229.0	0.0
Total	0.0	0.0	0.0	229.0	4,329.0



Emergency Measures

Overview

To provide the coordination of planning and preparedness for major emergencies both for the City of Saskatoon and external resources in the event of a required response to a major emergency that could impact the City and the well being of its citizens. Planning for business interruption and continuity will also be considered in the impact evaluation.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	319.4	306.8	312.3	339.0	26.7	8.5%
Operating Cost	73.2	50.7	49.8	84.8	35.0	70.3%
Cost Recovery	0.0	0.0	0.0	(15.0)	(15.0)	0.0%
Total	392.6	357.5	362.1	408.8	46.7	12.9%

Staff Complement	2014	2015	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Emergency Measures	0.0	0.0	0.0	362.1	46.7	0.0	0.0	408.8	408.8

Significant Changes:

- Staff compensation increase of \$26.7 due to increments, contractual and payroll cost increases.
- A mass notification tool developed by Everbridge and branded by the City of Saskatoon as **notifynow** has been implemented. Through all means of social networking this system is being implemented through Emergency Measures to communicate with citizens in times of pending emergency and civic alerts. Participating partners in the program are Parks, SL&P, Public Works, Saskatoon Health Region, Saskatoon Public Schools, City Hall security alerts and Saskatoon Police Services. The annual licensing fee of \$35.0 will be partially supported by sponsorship revenues from community partnerships in the amount of \$15.0.

Summary of Capital Investments

There are no capital investments for Emergency Measures.



Operating Budget

\$0.0 million

Capital Budget

\$147.8 million



STRATEGIC GOAL:



Asset & Financial Sustainability



Sustainable Growth

Overview

This document includes the City of Saskatoon's 2015 Land Development Operating and Capital Budgets. The document focuses on three business lines, Saskatoon Land, Corporate Projects and the Land Development Capital Projects program, each devoted to ensuring an adequate supply of new infrastructure is in place to accommodate new development and core civic services. A healthy land development industry plays an important role within an expanding economy. It provides the base upon which immediate and future growth will thrive.

Saskatoon has witnessed considerable economic growth in recent years – growth that would have been constrained if sufficient land had not been available for development. The Land Development business line responds to the needs of a variety of customers in the housing, commercial, institutional and industrial sectors. It invests capital dollars in the provision of municipal infrastructure and creates demand for durable products and employment. This adds value to the economy and encourages job growth, positive net migration and other important multiplier effects. Over the past five years significant investment has been made to accelerate infrastructure extensions into new developments in the Holmwood, University Heights, Blairmore and Marquis Industrial Sectors. These new growth areas and various infill developments, like the North Downtown redevelopment plan, will play a vital role in providing the serviced land that will accommodate new housing and commercial investment in our City over the next five to ten years.

Projections for growth in our community remain positive with most economic indicators suggesting continued population and employment growth that will require investment in new infrastructure to satisfy demand for serviced land. The 2015 Land Development Budget submission includes the funding plan required to accommodate a continuation of this growth. Should significant changes in demand for serviced land in Saskatoon occur, subsequent annual capital budget submissions will be adjusted accordingly.

The City of Saskatoon is unique in that it is a land developer. Saskatoon Land operates on a level playing field with the private sector. It is mandated to: ensure adequate levels of serviced residential, institutional and industrial lands are available at competitive market values, to provide innovation and leadership in design for new growth, and provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs. Saskatoon Land is operated on a for-profit basis, with 100% of the surplus funds allocated for reinvestment in the community.



Another essential element in ensuring success of the land development business objectives is performed by Real Estate Services. This Section of Saskatoon Land is responsible for all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, farm leases, coordinating and overseeing the maintenance of lands held for future development, providing valuations and real estate advice to the Corporation as a whole. This section is also responsible for the planning and implementation of the City of Saskatoon's corporate accommodations plan.

The Land Development Capital Program includes the construction of arterial roadways, trunk sewers, primary water mains, roadway interchanges, lift stations, and suburban park development. These projects are funded from the collection of off-site levies collected from all land developers and are necessary for the City to support continuous urban growth.

At A Glance

- Since 2007, City Council has committed over \$119.3 million from the City's Neighbourhood Land Development Fund towards a variety of projects, including the recent roadway maintenance investments, Pleasant Hill neighbourhood revitalization, Mayfair pool reconstruction, affordable housing incentives, local area road upgrades, operating budget contributions, and designated future land acquisitions.
- Development levies collected from pre-paid servicing rates are used to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains and a portion of new roadway interchanges.

Key Challenges

- Providing adequate amounts of serviced land to meet supply objectives while ensuring the significant financial risk associated with investment in land development projects is managed responsibly.
- Implementing the new vision and strategic priorities from the evolving Growing Forward Shaping Saskatoon Project has been challenging in a regulatory environment that has yet to clearly establish policies and design standards for these important planning elements.
- Maintaining sufficient supply of banked raw land to ensure the City's Land Development operation is viable and continues to deliver steady returns on investment well into the future.
- Rapid growth straining the City's funding capacity for offsite services while increasing pressure on existing infrastructure. Construction of new subdivisions along with infill development puts a strain on our existing infrastructure as trucks and heavy machinery use our roads, back alleys, etc. to travel to and access job sites often causing damage in the process that needs to be repaired.

Major Initiatives 2015-2017

- The initial phases of the Aspen Ridge neighbourhood will be serviced to accommodate new single family dwelling construction; 2015 - 378 lots, 2016 - 411 lots, 2017 - 334 lots.
- In Kensington, 278 single family lots will be serviced by the City in 2015.
- The Elk Point neighbourhood concept plan will be submitted for approval in 2015. Pending approval, 258 single family lots will be serviced by the City in 2015, with a further 332 lots in 2016, and 300 in 2017.
- Continue analysis of potential land assembly to initiate infill development on city owned parcels throughout the city.
- Neighbourhood Concept plans for the next new neighbourhoods in the Blairmore Suburban Development Area and University Heights Suburban Development Area will be prepared and submitted to Planning and Development for initial review and public consultation.
- A total of 52 acres of multi-family land will be serviced in 2015, with a further 27 acres in 2016, and 48 acres in 2017.



- In the Marquis Industrial Area, 116 acres of land will be serviced in 2015, with a further 105 acres in 2016, and 30 acres in 2017.
- New arterial road construction includes Fedoruk Drive, Central Avenue, McOrmond Drive, and Zimmerman Road.
- Trunk sewer extensions in the following locations: trunk piping and storm ponds in Aspen Ridge, Elk Point, Brighton, and the Marquis Industrial Area.
- Primary water mains and fill mains situated in Aspen Ridge, Elk Point, Brighton, and the Marquis Industrial area.
- Development of new parks in Montgomery, Parkridge, Stonebridge, Rosewood, Evergreen, and Kensington is estimated at \$8.95 million for 2015.

Continuous Improvement

- Implement the use of decorative cast-in-place concrete fencing for neighbourhood entrances instead of masonry block fencing. These new concrete fencing alternatives replace masonry block fences and are attractive, cost less, and can be constructed in less time.
- Perform a corporate wide department survey to quantify future land and office space requirements to plan better for future real estate needs.

Budget Implications

- Demand for serviced land in all categories remained strong in 2014. Projections for 2015 and beyond suggest continued growth in gross domestic product (GDP), population, and employment that will stimulate demand for serviced land in all categories. To accommodate this anticipated growth and demand, \$147.82 million of capital funding is included for: direct services (\$69.23 million) such as roadway/curb, water and sewer installations within Saskatoon Land development areas for 2,644 single family lots and over 533 acres of multi-family, industrial, commercial, and institutional land; major offsite servicing projects (\$69.64 million)* such as trunk sewer, primary water main, and arterial road construction located throughout the city; and suburban park development (\$8.95 million) within new neighbourhoods.
- The Land Development operating and capital service lines have no direct impact on the mill rate. These service lines are self-financed by land sales administration fees (Saskatoon Land), industrial and commercial land sales (Corporate Projects) or monies collected from prepaid servicing levies (Land Development Capital Program). Funding for these projects is allocated primarily from the Prepaid Service Reserves and other contributions from developers.
- The Reserve Sufficiency Table reflects the prediction of the sufficiency of the prepaid service reserves. With the growth of the Land Development Capital Program there is risk in this prediction based on contractor availability and capacity as well as inclement weather throughout the construction season that may impact the Reserve Sufficiency statement.

*The major offsite servicing projects total of \$69.64 million does not include the two interchange projects (P2016- Boychuk Drive/Hwy 16 Grade Separation and P2017- McOrmond Drive/Hwy 5 Grade Separation) which are partially funded by the Land Development Interchange Levy Prepaid Reserve for a total of \$21.35 million in 2015. These two projects are included in the Bridges, Subways and Overpasses service line within the Transportation business line.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Land	0.0	0.0	0.0	(8,436.3)	8,436.3	0.0	0.0	0.0%
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Total	0.0	0.0	0.0	(8,436.3)	8,436.3	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	18.50	18.50	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2014 Base	Change	2015	2014 Base	Base Adj	Growth	Serv Lvl &	2015	2015
			Budget				Cont Impr	Budget	
Saskatoon Land	(6,988.1)	(1,448.2)	(8,436.3)	6,988.1	1,033.6	324.6	90.0	8,436.3	0.0
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	(6,988.1)	(1,448.2)	(8,436.3)	6,988.1	1,033.6	324.6	90.0	8,436.3	0.0

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Saskatoon Land	0.0	0.0	0.0	0.0	0.0
Corporate Projects	0.0	0.0	0.0	0.0	0.0
Land Development - Capital	147,822.0	252,074.0	126,612.9	119,207.5	110,590.0
Total	147,822.0	252,074.0	126,612.9	119,207.5	110,590.0

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
ARTERIAL ROAD RESERVE	14,592.0	31,101.0	11,883.0	11,098.0	35,656.0
BORROWING	0.0	0.0	0.0	15,750.0	0.0
BUFFER RESERVE	415.0	794.0	609.0	0.0	0.0
DEDICATED LANDS RESERVE	378.0	0.0	0.0	0.0	0.0
FENCING RESERVE	105.0	216.0	201.0	0.0	0.0
GEN PPD SERVICES-GENERAL	224.0	0.0	0.0	0.0	0.0
GENERAL PPD SERV-ELEC-CITY	2,816.0	3,776.0	0.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	42,939.0	147,085.0	63,942.0	63,942.0	63,942.0
GENERAL PREPAID SVCES-ELEC-SPC	2,819.0	4,125.0	0.0	0.0	0.0
INDUSTRIAL PARK DEVELOPMENT RES	175.0	1,180.0	50.0	50.0	50.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	0.0	1,750.0	0.0
PARKS AND RECREATION LEVY	8,400.0	12,671.0	18,574.0	12,199.0	8,193.0
PRIMARY WATERMAIN RES	16,544.0	9,092.0	7,559.0	7,008.0	0.0
PRIVATE CONTRIBUTIONS	3,936.0	4,502.0	324.0	0.0	(3,256.0)
PROPERTY REALIZED RES	3,345.0	4,590.0	133.0	0.0	(2,516.0)
PRR-LAND DEVELOPMENT	17,499.0	8,594.0	0.0	0.0	0.0
TRUNK SEWER RESERVE	33,126.0	22,171.0	19,473.0	6,472.0	8,521.0
WARRANTY RESERVE	349.0	406.0	0.0	0.0	0.0



Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
WASTEWATER LIFT STATION RES	160.0	1,771.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	3,864.9	938.5	0.0
Total	147,822.0	252,074.0	126,612.9	119,207.5	110,590.0
Unfunded	0.0	2,845.0	1,015.0	8,440.0	100.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.4	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	4.0	0.0
P1639 PARK DEV - HAMPTON VILLAGE NBHD	0.0	8.0	0.0	0.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	43.0	0.0	0.0
P1569 PARK DEV-EVERGREEN	0.0	0.0	109.0	31.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	38.0	4.5	0.0
P1363 PARK DEV-MONTGOMERY PLACE	0.0	0.0	0.0	8.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	0.0	16.0	0.0
P1575 PARK DEV-ELK POINT	0.0	0.0	0.0	53.0	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	0.0	80.0	0.0
P1578 PARK DEV-SILVERWOOD INDUSTRIAL AREA PARK	0.0	0.0	0.0	35.0	0.0
Total	0.0	8.0	190.0	240.9	0.0



Saskatoon Land

Overview

Saskatoon Land (previously named Land Bank Program) is directed to ensure an adequate supply of serviced residential, institutional and industrial land at competitive market value; provide innovation and leadership in design for new growth; and yield financial returns to the City for re-investment within the community. This program provides funding to the City-Wide Urban Design Program of \$750.0. Consistent with the recent corporate alignment, Real Estate Services has moved under the Saskatoon Land service line for 2015. The administrative costs for this program are funded from an administration fee charged on land sales, with no direct impact on the mill rate.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(7,119.3)	(6,768.7)	(6,988.1)	(8,436.3)	(1,448.2)	20.7%
Staff Compensation	953.8	972.4	1,186.0	1,628.7	442.7	37.3%
Operating Cost	745.5	1,158.9	1,251.2	1,762.3	511.1	40.8%
Cost Recovery	(197.4)	0.0	(622.0)	(1,116.8)	(494.8)	79.5%
Capital Contribution	4,706.2	3,726.3	4,895.7	4,738.3	(157.4)	-3.2%
Transfer to/from Other Operating	750.0	750.0	750.0	750.0	0.0	0.0%
Transfer to/from Reserves	1.1	1.1	1.2	1.2	0.0	0.0%
Transfer to/from Stabilization	160.0	160.0	(474.0)	672.6	1,146.6	-241.9%
Total	(0.1)	0.0	(0.0)	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	13.50	17.50	4.00

Summary of Operating Changes

Summary of Budget Changes

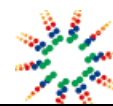
Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Saskatoon Land	(6,988.1)	(1,448.2)	(8,436.3)	6,988.1	1,033.6	324.6	90.0	8,436.3
								0.0

Service Level Change:

- Increase of \$150.0 is for development and launch of a web based map inventory software in 2015. The new software would provide real time information on land availability and parcel information for residential and industrial land. The cost will be recovered from neighbourhood land developments.

Growth:

- Land sales revenue estimates are based on the three year Land Development Program and reflect the administration fees received from increases in residential property sales of \$646.8, institutional and multi-family sales of \$579.2, industrial sales of \$142.9, and commercial sales of \$79.3.
- Increase in staff compensation of \$115.1 for 1.00 FTE (Property Agent position) for a transfer from Corporate Projects capital to the Saskatoon Land Operating Budget, of which \$63.3 is an increase for growth and \$58.1 transferred from capital. This position allows for the continuing demand of the corporate accommodation plan and other real estate matters to be met. There is also an increase of \$6.6 in operating costs related to this position.
- Increase of \$235.0 for marketing infill parcels and accommodating expected increases for show home rebate applications.
- There is an increase of \$5.0 for office renovations due to re-branding as Saskatoon Land.



- An increase of \$14.7 in computer expenses has been budgeted for a plotter printer and a copier/scanner to accommodate Saskatoon Land's operations.

Capital Contribution:

- The contribution to the Land Operations Reserve increased by \$989.2 for a total contribution of \$5.4 million.

Other Significant Changes:

- A Property Coordinator position (1.00 FTE for \$71.0), a Property Agent position (1.00 FTE for \$97.2), and a Real Estate Manager position (1.00 FTE for \$127.5) transferred from the Corporate Projects service line within the Land Development business line.
- There is an increase in leased office space of \$29.6 as Saskatoon Land has taken over the second floor of 201 3rd Avenue North.
- Cost Recovery has increased by \$428.5 to account for the portion of marketing expenditures that are charged to the various neighbourhood land development projects as well as for the managing of City Owned Properties.
- Cost Recovery has increased by \$66.3 as a result of Real Estate being transferred from the Corporate Projects service line to the Saskatoon Land service line, both within the Land Development business line.

Continuous Improvement:

- Continuous improvement savings of \$60.0 is expected as a result of using less print materials for marketing and placing more emphasis on online advertising such as social media.

Summary of Capital Investments

See Land Development – Capital for a detailed listing of capital projects by area.



Corporate Projects

Overview

The Corporate Projects service line manages planning and design of major city-building initiatives to stimulate increased community quality of life and sustainability in all its' forms; financial, social, cultural, and environmental. Initiatives include the re-use of the Mendel Gallery Building for a new Children's Discovery Museum, accommodation of the Mendel into the new Remai Modern Art Gallery, future infill development opportunities on City-owned lands, and future planning with the Saskatoon Public Library, TCU Place and other community facilities. Consistent with the recent corporate alignment, Real Estate Services has moved from the Corporate Project service line to the Saskatoon Land service line for 2015.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	550.8	566.6	604.2	141.4	(462.8)	-76.6%
Operating Cost	88.9	106.8	128.9	39.8	(89.1)	-69.1%
Cost Recovery	(69.3)	(47.3)	(66.3)	0.0	66.3	-100.0%
Transfer to/from Reserves	(570.4)	(626.1)	(666.8)	(181.2)	485.6	-72.8%
Total	0.0	0.0	0.0	0.0	(0.0)	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	5.00	1.00	(4.00)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Significant Changes:

- Staff compensation decrease of \$161.2 (1.00 FTE) is due to a transfer of a Special Projects position to Capital.
- A Property Coordinator position (1.00 FTE for \$71.0), a Property Agent position (1.00 FTE for \$97.2), and a Real Estate Manager position (1.00 FTE for \$127.5) transferred to the Saskatoon Land service line within the Land Development business line.
- Decrease in special services of \$63.1 for a consultant that will be paid from capital.
- Increase in administration support costs of \$21.0 as a result of the corporate alignment in 2014.
- Cost Recovery has decreased by \$66.3 as a result of the Real Estate function being transferred from the Corporate Projects service line to the Saskatoon Land service line, both within the Land Development business line.

Summary of Capital Investments

There are no 2015 capital investments for Corporate Projects.



Land Development - Capital

Overview

These major capital projects involve the design and construction of infrastructure required to facilitate urban residential, institutional, commercial and industrial growth in emerging suburban areas or major redevelopment areas such as the 25th Street and adjacent North Downtown Area. Major arterial roadways, park development, primary water mains and trunk sewers are funded primarily from developer paid off-site levies. Direct services identified by specific areas such as land development in Aspen Ridge, Brighton, Evergreen, Elk Point, Parkridge and Kensington are funded from pre-paid direct service levies paid primarily by the City's Land Development Fund or Property Realized Reserve and are supportive of the City's Saskatoon Land Program.

Summary of Operating Changes

There is no operating budget for the Land Development- Capital service line.

Funded Capital Projects		2015	2016	2017	2018	2019
P0607	PARK DEV-STONEBRIDGE NBRHD	0.0	616.0	0.0	0.0	0.0
P0616	LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	3,176.0	3,190.0	5,077.9	22,458.5	0.0
P0619	LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	0.0	0.0	1,778.0	0.0	0.0
P0625	LAND DEV'T-TR SWR-NORTHEAST SECTOR	2,389.0	2,726.0	7,944.0	4,382.0	0.0
P0626	LAND DEV'T-SUBDIVIS'N WARRANTY	549.0	606.0	0.0	0.0	0.0
P0627	LAND DEV'T-SUBDIVIS'N FENCING	105.0	216.0	201.0	0.0	0.0
P0634	LAND DEV'T-TR SWR-NORTH INDUSTRIAL	5,461.0	11,256.0	837.0	50.0	8,471.0
P0636	LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	0.0	0.0	0.0	0.0	50.0
P0639	LAND DEV'T-SUBDIVIS'N BUFFERS	415.0	794.0	609.0	0.0	0.0
P0655	LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	7,079.0	14,446.0	0.0	2,647.0	5,794.0
P0668	PARK DEV-BOULEVARD DEVELOPMENT	100.0	100.0	100.0	100.0	100.0
P0681	LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	0.0	0.0	3,047.0	0.0	2,652.0
P0686	LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	2,946.0	0.0	0.0	0.0	0.0
P0748	LAND DEV'T-GEN ADMIN-OLD AREAS	224.0	0.0	0.0	0.0	0.0
P0778	LAND DEV'T-TR SWR-STONEBRIDGE	400.0	0.0	0.0	0.0	0.0
P1057	PARK DEV-IND'L AREA BLVD TREE PLANTING	50.0	50.0	50.0	50.0	50.0
P1363	PARK DEV-MONTGOMERY PLACE	31.0	283.0	0.0	0.0	0.0
P1391	LAND DEV'T-PARKRIDGE SUB	397.0	0.0	0.0	0.0	0.0
P1396	LAND DEV'T-WILLOWGROVE SUB	250.0	0.0	0.0	0.0	0.0
P1400	LAND DEV'T-HAMPTON VILLAGE SUB	220.0	0.0	0.0	0.0	0.0
P1401	LAND DEV'T-STONEBRIDGE	752.0	0.0	0.0	0.0	0.0
P1402	LAND DEV'T-WILLOWS	0.0	64.0	0.0	0.0	0.0
P1403	LAND DEV'T-ROSEWOOD	1,411.0	2,308.0	0.0	0.0	0.0
P1405	LAND DEV'T-EVERGREEN	4,155.0	500.0	0.0	0.0	0.0
P1407	LAND DEV'T-KENSINGTON	6,564.0	4,978.0	0.0	0.0	0.0



Funded Capital Projects	2015	2016	2017	2018	2019
P1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	100.0	1,190.0	0.0	0.0	0.0
P1410 LAND DEV'T-ELK POINT	20,399.0	17,554.0	0.0	0.0	0.0
P1411 LAND DEV'T- ASPEN RIDGE	11,028.0	25,368.0	0.0	0.0	0.0
P1413 LAND DEV'T- BLAIRMORE #3	6,064.0	5,121.0	0.0	0.0	0.0
P1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	1,496.0	10,360.0	2,347.0	0.0	0.0
P1417 LAND DEV'T-TR SWR-BLAIRMORE	3,044.0	1,309.0	0.0	2,040.0	0.0
P1418 LAND DEV'T-TR SWR - HOLMWOOD	22,434.0	50.0	8,802.0	0.0	0.0
P1419 LAND DEV'T - BRIGHTON	11,894.0	16,622.0	0.0	0.0	0.0
P1421 LAND DEV'T -UNIVERSITY HEIGHTS #3	250.0	0.0	0.0	0.0	0.0
P1422 LAND DEV'T - ARTL RD - ZIMMERMAN (HWY 16 TO CPR TRACK)	10,317.0	0.0	0.0	0.0	0.0
P1435 LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	1,448.0	2,693.0	1,087.0	0.0	0.0
P1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	4,346.0	0.0	2,173.0	2,988.0	0.0
P1437 LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	4,628.0	3,209.0	3,086.0	0.0	0.0
P1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	0.0	11,544.0	0.0	0.0	10,046.0
P1459 LAND DEV'T-ART RD-22ND ST (LANGEVIN-PERIMETR RD)	472.0	0.0	0.0	0.0	0.0
P1460 LAND DEV'T-ARTL RD-NEALT RDWY (22ND-SEC 2)	0.0	2,969.0	3,900.0	4,596.0	5,977.0
P1464 LAND DEV'T-ART RD-FEDORUK DRIVE	0.0	3,907.0	0.0	3,855.0	0.0
P1466 LAND DEV'T-ART RD - WANUSKEWIN RD	0.0	0.0	0.0	0.0	2,645.0
P1467 LAND DEV'T-ART RD - 33RD ST (HUGHES-DALMENY RD)	0.0	4,007.0	0.0	0.0	0.0
P1468 LAND DEV'T-ART RD - 8TH STREET EAST	0.0	0.0	3,158.0	0.0	2,770.0
P1474 LAND DEV'T -ESTIMATED FUTURE DIRECT SERVICING PROJECTS	0.0	78,201.0	63,942.0	63,942.0	63,942.0
P1568 PARK DEV-ROSEWOOD	1,139.0	2,642.0	3,911.0	1,708.0	741.0
P1569 PARK DEV-EVERGREEN	3,161.0	795.0	2,341.0	0.0	0.0
P1570 PARK DEV-KENSINGTON	1,713.0	847.0	2,972.0	0.0	586.0
P1571 PARK DEV-PARKRIDGE EXTENSION	0.0	644.0	0.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	76.0	818.0	1,432.0	2,266.0	4,346.0
P1575 PARK DEV-ELK POINT	1,264.0	1,918.0	898.0	3,430.0	1,947.0
P1576 PARK DEV-BRIGHTON	365.0	4,008.0	6,920.0	4,695.0	473.0
P1578 PARK DEV-SILVERWOOD INDUSTRIAL AREA PARK	503.0	1,130.0	0.0	0.0	0.0
P1639 PARK DEV - HAMPTON VILLAGE NBHD	551.0	0.0	0.0	0.0	0.0
P1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	4,456.0	13,035.0	0.0	0.0	0.0
Total	147,822.0	252,074.0	126,612.9	119,207.5	110,590.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P0704 LAND DEV'T-TR SWR-SOUTHEAST SECTOR	0.0	2,100.0	0.0	0.0	0.0
P1409 LAND DEV'T-NORTH DOWNTOWN	0.0	500.0	500.0	6,900.0	100.0
P2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	0.0	245.0	515.0	1,540.0	0.0
Total	0.0	2,845.0	1,015.0	8,440.0	100.0

Summary of Capital Investments



2015 capital investments for Land Development include the following:

- \$69.23 million for direct servicing costs attributable to the City's Land Bank Program;
- \$69.64 million for offsite servicing costs of arterial roads, primary water mains, and trunk sewers, lift stations; and*
- \$8.95 million for a variety of parks in Stonebridge, Rosewood, Evergreen, Aspen Ridge, Brighton, Hampton Village, Kensington, and Elk Point.

Unfunded portion of \$400.0 for the North Downtown project involves a traffic impact study and possible design revisions, re-zoning and preparation of the architectural controls for the site.

*The major offsite servicing projects total of \$69.64 million does not include the two interchange projects (P2016- Boychuk Drive/Hwy 16 Grade Separation and P2017- McOrmond Drive/Hwy 5 Grade Separation) which are partially funded by the Land Development Interchange Levy Prepaid Reserve for a total of \$21.35 million in 2015. These two projects are included in the Bridges, Subways and Overpasses service line within the Transportation business line.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.4	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	4.0	0.0
P1639 PARK DEV - HAMPTON VILLAGE NBHD	0.0	8.0	0.0	0.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	43.0	0.0	0.0
P1569 PARK DEV-EVERGREEN	0.0	0.0	109.0	31.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	38.0	4.5	0.0
P1363 PARK DEV-MONTGOMERY PLACE	0.0	0.0	0.0	8.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	0.0	16.0	0.0
P1575 PARK DEV-ELK POINT	0.0	0.0	0.0	53.0	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	0.0	80.0	0.0
P1578 PARK DEV-SILVERWOOD INDUSTRIAL AREA PARK	0.0	0.0	0.0	35.0	0.0
Total	0.0	8.0	190.0	240.9	0.0





Operating Budget

\$80.1 million

Capital Budget

\$1.8 million



STRATEGIC GOAL:



Quality of Life

Overview

Surveys from the public indicate that nine out of ten residents believe Saskatoon provides a good quality of life. Public safety is key to this perception, and is also essential in a healthy, growing community. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Public Safety business line.

The Police Service completed a core service review and decided upon its core responsibilities: Emergency Response, Quality Investigations, Traffic, and Community Involvement. The redeployment in 2007 positioned the Police Service in a very operational stance, with almost all sworn members directly dealing with the public. In an effort to further increase efficiency the Police Service will conduct a service review related to dispatch calls for in the spring of 2015.

The Saskatoon Police Service (SPS) works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Police Service, in partnership with City Council and the community, combine enforcement with proactive prevention, education, and early intervention strategies.

At A Glance

- SPS has 442.5 police officers, 58.5 special constables, and 132.61 civilians for a total of 633.61 staff members.
- There were 256,793 calls to the communication centre, and cars were dispatched to 71,790 calls for service.
- There were 10,733 arrests processed through the detention area.
- There were 34,845 traffic tickets issued.

Key Challenges

- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.
- Servicing a community with a large marginalized population facing poverty, poor housing, and non-inclusion. These are contributing factors to street and gang activity such as robbery, assault, theft, and vandalism.



- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.
- SPS will require additional growth to meet the demands of an increasing population.
- Current demographics of the SPS result in salary increases attributable to (i) less turnover among senior staff, and (ii) new staff who will begin to move up the pay scale.

Major Initiatives 2015-2017

- Complete the move into the new police headquarters.
- New integrated traffic section with the RCMP, funded through SGI.
- Continue to reduce street crime, with emphasis on: robberies, thefts, and mischief.
- Create 2 Police and Crisis Teams (PACT). PACT partners a police officer with a mental health professional in a team. The team attends calls where their expertise is utilized to assist people in crisis.
- Continue developing a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training.
- Implement and train Traffic members to enforce new sections with the Noise bylaw pertaining to vehicles. Decibel measuring devices will be purchased, traffic officers trained, and special clinics will be held to provide public an opportunity to have their motorcycles tested for noise levels without the risk of charges.
- Complete a 5-year business plan 2015 – 2019.

Continuous Improvement

SPS continuous improvement plans for 2015 include:

- Service delivery review
- Administrative position review
- New payroll & scheduling system
- Regional traffic section integrated with the RCMP
- Freeze on Criminal Investigation Division vehicle purchases
- Freeze on portable radio purchases

Budget Implications

- Increase in contractual salary and payroll costs and the impact of a large number of less experienced staff moving up through negotiated pay level increments.
- Increase in costs due to the creation of four (4) new City funded Patrol Constable positions.
- A net total of 6.5 new positions are incorporated in the budget including the increase of 4 City funded positions in addition to an increase of 5 positions for a new Provincial Integrated Traffic Unit as well as a decrease of 2 Federal Government secondment positions and the removal of a 0.5 position seconded to the New Police Headquarters capital project.
- Increase in Operating Costs related to the second year occupancy of the new Police Headquarters Facility.
- 2015 Saskatoon Police Service Capital Investments include six projects totaling \$1.76 million of which \$1.68 million is targeted for a number of asset replacement projects including \$1.06 million for computer replacements such as computer network storage and the payroll/timekeeping system, \$511.0 related to radio and communication recording system replacements and \$63.0 for operational equipment for the Traffic Section and Forensic Identification. Facility replacement projects include \$50.0 for general furniture replacement.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Police Service	70,596.5	72,031.2	76,008.6	(9,523.7)	89,589.9	80,066.2	4,057.6	5.3%
Total	70,596.5	72,031.2	76,008.6	(9,523.7)	89,589.9	80,066.2	4,057.6	5.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	633.61	640.11	6.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Saskatoon Police Service	(8,720.4)	(803.3)	(9,523.7)	84,729.0	2,819.9	1,575.1	465.9	89,589.9	80,066.2
Total	(8,720.4)	(803.3)	(9,523.7)	84,729.0	2,819.9	1,575.1	465.9	89,589.9	80,066.2

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Saskatoon Police Service	1,762.4	1,951.1	2,587.4	1,338.8	1,004.3
Total	1,762.4	1,951.1	2,587.4	1,338.8	1,004.3

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
POLICE CAPITAL RESERVE	0.0	166.0	641.0	166.0	166.0
POLICE FAC RENOVATION RES	50.0	50.0	50.0	50.0	50.0
POLICE OPER EQUIP & TECH RES	1,201.4	1,385.1	1,571.4	797.8	463.3
POLICE RADIO RESERVE	511.0	350.0	325.0	325.0	325.0
Total	1,762.4	1,951.1	2,587.4	1,338.8	1,004.3
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P2119 POLICE-RADIO REPLACEMENT	34.0	0.0	0.0	0.0	0.0
P2480 POLICE - PAYROLL SYSTEM REPLACEMENT	0.0	20.0	0.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	41.0	0.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	10.0	0.0	0.0	0.0	0.0
Total	44.0	61.0	0.0	0.0	0.0



Saskatoon Police Service

Overview

The purpose of the Saskatoon Police Service is to provide the policing required to maintain law and order, protect lives and property, and prevent and detect crime. In partnership with the community, the Police Service strives to provide service based on excellence to ensure a safe and secure environment. The Police Service is responsible for the preservation of the public peace, prevention of crime, detection and apprehension of law offenders, protection of the rights of persons and property, and enforcement of federal and provincial laws and City bylaws.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(2,607.0)	(1,976.8)	(2,341.7)	(2,191.0)	150.7	-6.4%
Province of Saskatchewan	(6,219.7)	(6,098.6)	(6,378.7)	(7,332.7)	(954.0)	15.0%
Staff Compensation	65,959.2	66,151.0	69,611.4	72,422.7	2,811.3	4.0%
Operating Cost	12,224.5	12,580.9	13,596.6	15,523.9	1,927.3	14.2%
Cost Recovery	(359.7)	(224.5)	(258.8)	(193.9)	64.9	-25.1%
Capital Contribution	1,593.6	1,593.6	1,771.8	1,829.2	57.4	3.2%
Transfer to/from Reserves	5.6	5.6	8.0	8.0	0.0	0.0%
Total	70,596.5	72,031.2	76,008.6	80,066.2	4,057.6	5.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	633.61	640.11	6.50

Summary of Operating Changes

Summary of Budget Changes

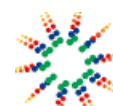
Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Saskatoon Police Service	(8,720.4)	(803.3)	(9,523.7)	84,729.0	2,819.9	1,575.1	465.9	89,589.9	80,066.2

Service Level Changes:

- The increase of 5 Provincial Government funded positions related to the new Integrated Traffic Unit will increase staff compensation and operating costs by \$672.0 all of which is offset by a corresponding increase in revenues.
- The decrease of 2 Federal Government funded secondment positions will decrease staff compensation and operating costs by \$243.3 all of which is offset by a corresponding decrease in revenues.
- The removal of 0.5 FTE and cost recovery related to a position seconded to the New Police Headquarters capital project.

Growth:

- The incremental operating impact of the second year occupancy of the New Police Headquarters Facility (Project 2132) is estimated to be \$1.2 million including Corporate Asset Management cross charges for maintenance, utilities, custodian costs and reserve contributions.
- The addition of 4 Growth Patrol Constable Positions (4.0 FTE) will add \$309.4 in staff compensation and operating costs.
- The addition of 4 Patrol Constable positions are required in order to keep up with the population growth of Saskatoon and surrounding area, and to keep our police to population ratio close to our 10 year average. These positions will maintain our police presence and response times in a growing city and allow for incremental growth of the Police Service. Remaining at our current staffing level while the population of



Saskatoon is growing will cause a decrease in our police to population ratio which has historically related to an increase in the reported crime rate. This could result in the need to hire a large number of officers at some point in the future, which creates challenges in terms of the initial training at the Saskatchewan Police College and our own field training program.

Capital Contribution:

- The annual provision to the Police Equipment & Technology Capital Reserve will increase by \$57.4 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

Other Significant Changes:

- Revenues will increase \$879.6 due to the addition of a new Provincial funded Integrated Traffic Unit.
- Contractual salary and payroll costs are budgeted to increase \$2.37 million including salary contingencies for police and the impact of a large number of less experienced staff moving up through negotiated pay level increments.
- Inflation impacts will increase operating costs by an estimated \$179.3 including \$74.4 related to a need to phase in a different model patrol car as the production of the previous long time standard model has been discontinued. Other inflation impacts include insurance rate increases of \$36.0, Commissionaire contract rates of \$22.3 and prisoner meals rates of \$20.0.
- Provincial mandated technology upgrades to the Sask911 system will increase operating costs by \$157.8.

Funded Capital Projects	2015	2016	2017	2018	2019
P2119 POLICE-RADIO REPLACEMENT	511.0	350.0	325.0	325.0	325.0
P2389 POLICE - FLEET ADDITIONS	0.0	166.0	641.0	166.0	166.0
P2480 POLICE - PAYROLL SYSTEM REPLACEMENT	240.0	0.0	0.0	0.0	0.0
P2489 POLICE - FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497 POLICE-EQUIPMENT REPLACEMENT	63.0	0.0	475.0	0.0	54.0
P2498 POLICE-EQUIPMENT EXPANSION	0.0	444.0	187.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	823.4	591.1	599.4	697.8	284.3
P2610 POLICE-TECHNOLOGY EXPANSION	75.0	350.0	310.0	100.0	125.0
Total	1,762.4	1,951.1	2,587.4	1,338.8	1,004.3

Summary of Capital Investments

2015 Saskatoon Police Service Capital Investments include six projects totaling \$1.76 million of which \$1.68 million is targeted for a number of asset replacement projects including \$1.06 million for computer replacements such as computer network storage and the payroll/timekeeping system, \$511.0 related to radio and communication recording system replacements and \$63.0 for operational equipment for the Traffic Section and Forensic Identification. Facility replacement projects include \$50.0 for general furniture replacement.

Planned capital expansion projects for 2015 total \$75.0 required for year two funding to implement an electronic ticketing system in Traffic and Patrol vehicles.

Future Operating Impact of Current Year's Capital Projects

2015 projects will have a minor impact on the 2015 Operating Budget. Project 2119 Radio Replacements will increase software licensing costs by \$34.0 while Project 2610 Technology Expansion will increase software support costs by \$10.0.



Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2119 POLICE-RADIO REPLACEMENT	34.0	0.0	0.0	0.0	0.0
P2480 POLICE - PAYROLL SYSTEM REPLACEMENT	0.0	20.0	0.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	41.0	0.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	10.0	0.0	0.0	0.0	0.0
Total	44.0	61.0	0.0	0.0	0.0



Operating Budget

\$32.2 million

Capital Budget

\$16.2 million



STRATEGIC GOAL:



Quality of Life

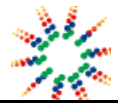
Overview

The Recreation and Culture business line provides a wealth of opportunities for citizens to participate in and enjoy the benefits of sport, recreation, culture, and park activities. Such activities are a core element of Saskatoon's quality of life, and an essential part of individual and community health.

One of the City's over-arching goals is to encourage as many citizens as possible to take advantage of the recreation and cultural activities available. In order to do this, the Recreation and Culture business line operates a number of facilities, provides direct services and programs, and provides support to community-based organizations involved in delivering programs and services. Saskatoon's parks and open spaces provide areas for citizens to play sports, walk, wheel or bike along pathways, and play in playgrounds and paddling pools. In addition, river valley parks are home to many of Saskatoon's festivals and major seasonal special events enjoyed by citizens and visitors to the area.

At A Glance

- City-operated sport, culture, and recreation facilities attract over 1.5 million visits a year.
- The business line delivers paid admission programs and services, including swimming, skating, fitness, recreation, golfing, the zoo and horticulture displays.
- During 2013 at leisure facilities there were 14,350 registered program hours, 15,500 people registered in swimming lessons, 122,700 rounds of golf played, 68,100 hours available for drop-in programs, and 35,200 hours rented to community organizations.
- During 2013 there were 273,100 visits to the Forestry Farm Park and Zoo, and 12,100 visitor nights at the Gordon Howe Campground.
- The business line supports community associations in providing 11,000 hours of year-round low cost or no cost neighbourhood-based sport, culture, and recreation programs to 12,000 registrants.
- Approximately 5,200 acres of park/open spaces and 145 kms of park pathways are maintained.
- There are outdoor sportfields for activities such as softball, baseball, soccer, slo-pitch, lacrosse, football, speed skating, rugby, and field hockey.
- The neighbourhood summer playground programs with visitation reaching 123,000 included the operation of 30 paddling pools, 17 spray pads, 11 youth centres, 2 travelling program vans, and 2 mobile skateboard animators.



- Provides venues for major sport, culture, and entertainment events, including Mendel Art Gallery, River Landing, SaskTel Centre, and TCU Place.
- Supporting 16 major culture organizations which attract approximately 700,000 annual visits.
- \$2.75 million in inventory of public art is owned and maintained by the City.
- Recently facilitated a major donation of commemorative art work from Whitecap Dakota First Nation valued at \$500.0.
- Supports various community-based boards and agencies which in turn provide programs and services in visual art, performing art, and cultural heritage, including the Marr Residence and Albert Community Centre.
- On average 1,200 trees are planted annually in reforestation projects and new park development.
- River Landing is 14.8 hectares (36 acres) of pathways, green space, public art, a seasonal concession, children's water play feature, Farmers' Market, public and private development, with almost 300,000 annual users of the riverfront trail.
- The public infrastructure for River Landing was completed in the Fall of 2014 (outdoor adult fitness circuit and surrounding green space), and it is the location of many special events and major festivals including WinterShines, Subaru Triathlon, Mogathon, and the PotashCorp Fireworks Festival.

Key Challenges

- Keeping activities affordable and accessible to all residents.
- Reacting in a timely manner to the changes in sport, culture and recreation program trends, participant needs and preferences, and in response to a shift in demographics (e.g. seniors, newcomers, persons with disabilities).
- Aging infrastructure of recreation facilities such as Forestry Farm Park and Zoo, outdoor pools, paddling pools, and recreation units. There is an increasing request to build new facilities such as ice arenas, cricket pitch, winter activity park, outdoor track & field facility, ultimate frisbee fields.
- Addressing excess capacity of activity rental space at indoor Leisure Centres during low usage periods.
- Demand for riverbank parks is growing as the number and size of special events increase annually.
- As the City grows, parks in new neighbourhoods are located far from the centralized maintenance operation, requiring staff to spend increasing amounts of time traveling from the maintenance facility to the various parks.
- Designing and building parks that meet the needs of citizens while minimizing ongoing maintenance requirements.
- Increasing demands on community based organizations and volunteers to be delivery agents, along with increased needs of having to report out and offer more and a wider variety of programs and services.
- Also there is a continued challenge to find more ways to expand partnerships, to leverage the funding available, and work in collaboration with the community in the delivery of community based programs.
- Finding sufficient staff to support our summer program needs for the duration of the season.
- Increased development of Naturalized Parks requires unique management vision, policies, goals, and maintenance strategies.

Major Initiatives 2015-2017

Implement the Following 4-Year Priorities:

- City Council identified a recreation facility located in one of the core neighbourhoods as a four-year priority. The City has since been approached by the YMCA and the Saskatoon Tribal Council about a potential partnership for this city centre recreation facility. The Administration will undertake discussions about a potential partnership of a new recreation facility in a core neighbourhood.
- Development and implement a new service delivery model that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.



- Develop and implement a special event application and event monitoring process to ensure residents neighbouring special use parks are able to enjoy Saskatoon river valley during the special event and festival season.
- Develop a new “Naturalized Park” classification that will reflect the unique nature of the management vision, policies, goals and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.
- Continued development of off-leash dog parks on available City-owned land or park space based on the approved program plan.
- In recent years, admission volumes at the Leisure Centres have been showing a decline, specifically in the sale and usage of LeisureCards. Based on market survey conducted in 2014 there is evidence of admission price, quantity of recreation programs, and awareness levels of Leisure Centre facilities are impacting admission volumes. Additional research is being conducted that will identify possible admission price strategies and fee options that will increase attendance at Leisure Centres.

Implement the Following Long-Term Strategies (10-Year):

- Document and compile infrastructure deficiencies with respect to paddling pools and park/recreation buildings, and research potential options for the long term sustainability of these facilities, including solutions from other cities.
- Complete a review of the Park Development Guidelines in relation to new neighbourhood development and existing park upgrades so that the parks continue to meet the needs of citizens while providing ongoing maintenance in a cost effective way.
- Work with the Meewasin Valley Authority to complete the detail design for Chief Whitecap Park followed by construction of the north parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, dog waste dispensers).

Culture Plan:

- Establish a process to ensure the City’s major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places.
- Identify and move forward with necessary amendments to the Official Community Plan (OCP) to align with the Culture Plan.
- Continue to develop a database and map of cultural facilities, public art, heritage and civic institutions and artist studio spaces.
- Continue to research and report-out on impacts and benefits of cultural investments and cultural spending; includes participation in the Department of Canadian Heritage’s Cultural Statistics Strategy as well as in the Saskatchewan Partnership for Arts Research (SPAR) Arts Ecology Project, established by Saskatchewan Arts Alliance to examine how the arts work and how they are funded in Saskatchewan.

Other Ongoing Major Initiatives:

- Complete the construction of the PotashCorp Playland at Kinsmen Park that includes new rides (train, train station, Ferris-wheel and carousel) and an adventure playground area.
- Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor leisure centres.
- Identify new opportunities for ongoing winter recreation programs at the neighbourhood level.
- Complete the construction of a new Zoo Entrance and Gift Shop Building.
- Completion of the Recreation and Parks Master Plan.
- Complete phase 2 construction of the Saskatoon Minor Football Field at Gordon Howe Park.

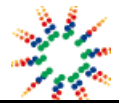
Continuous Improvement



- Implementation of recommendations resulting from the Parks Civic Service Review that was conducted in 2014.
- Improved customer service at the Saskatoon Forestry Farm Park & Zoo with the opening of the new entrance building and gift shop.
- Conduct a review of the processes and procedures to prepare staff work schedules at indoor Leisure Centres and outdoor pools.
- To explore alternate program registration vendor software to further enhance on-line registration improvements implemented in 2014.
- Review the overall playgrounds and recreation program supports - weekend versus weekday operations, spray pads versus paddling pools, neighbourhood based versus district based programming.
- Review and streamline the process for identifying the project scope, the design, concept plan and construction process for recreation units, and/or play structures.

Budget Implications

- Kinsmen Park is one of Saskatoon's oldest downtown parks and in 2014 began a major revitalization and upgrade. The capital improvement to Kinsmen Park and Area is possible through partnerships with the business community that will create a lasting legacy for the benefit of the entire city. The first phase of construction for Kinsmen Park and Area will be complete in spring of 2015 with the planned opening of the new PotashCorp Playland in May 2015. The 2015 operating cost is estimated at \$348.2 and is to be funded through admission revenues.
- The Friends of the Bowl Foundation is a local non-profit charitable organization responsible for the fundraising and management of the capital upgrades to the Saskatoon Minor Football Field at Gordon Howe Park. Construction will occur in two phases: Phase 1 (artificial turf, field lighting and sound system) was complete in September 2014; Phase 2 (service building with change rooms, concessions, meeting space and storage) will be complete in 2015, subject to securing of funding sources. The estimated capital budget for Phase 1 is \$4.4 million. Capital funding for Phase 1 will come from private donations estimated at \$3.4 million and \$1.05 million from the Reserve for Capital Expenditures (RCE). Phase 2 estimated capital cost is \$5.6 million. Capital funding for Phase 2 is from private donations, \$600.0 from RCE, and a request for an additional \$1.0 million from RCE in 2015.
- The Saskatoon Football Inc. is a local non-for profit organization that the City has approved to operate the Saskatoon Minor Football Field at Gordon Howe Park. As a result of this change, there are decreases in revenues of \$30.3 and operating expenses of \$66.8, and an increase in the contribution to Leisure Services Equipment Replacement Reserve of \$97.0 to provide for the future replacement of the turf, scoreboard and sound system. Labourer positions (\$15.2; 0.35 FTE) have transferred to Gordon Howe Campsite and a Facility Supervisor position (\$29.2; 0.40 FTE) has transferred to Community Partnerships.
- The Parks Division is responsible for developing, preserving and enhancing the City of Saskatoon's investment of its park system and civic open spaces. As the City grows and new neighbourhoods are developed, there is an increase in park and open space infrastructure that must be maintained. In 2014, 2,090 hectares (5,165 acres) of park and open space is being maintained. In 2015, maintenance will be required on an additional 87 hectares (215 acres) of park and open space in the Evergreen and Rosewood neighbourhoods. The 2015 operating budget reflects an increase of 2.9 FTE seasonal labourers to maintain the parks and open spaces to the approved standard.
- Ground maintenance equipment used to maintain park space is at the end of its life-cycle and in need of replacement. A fleet of aging equipment is more costly to maintain and operating old equipment can be a safety concern for workers. The replacement reserve is not sufficient to keep pace with the funding required to replace this equipment. The 2015 operating budget has provisions for an increase in the transfer to the equipment replacement reserve of \$24.0 to ensure safe modern equipment is used to maintain park space.
- Although demand for registered Recreation & Sport programs is growing, there is a decrease in demand for general admissions. 'General Admissions' include access to public swims, lane swims, drop-in fitness classes (both wet and dry), weight and fitness rooms, and walking/jogging tracks, at six indoor leisure facilities. In 2015, admission revenues are budgeted to increase by \$143.0 due to rate increases; this is offset by a decrease in admission volumes of \$307.7 at the indoor leisure centres. In 2015, registered program revenue will increase \$36.5 due to recreation program rate increase. In 2015, program staff will implement new



strategies and programs to increase admission volumes while keeping activities affordable. This is consistent with the mandate to identify needs of citizens and provide services and programs that are responsive and adaptive to changing needs and demands, with the goal of improving the quality of life.

- The construction of the new Remai Modern Art Gallery began in 2013. The new Gallery is expected to be complete and opening in 2016. The budget includes funding for the transition toward the new gallery in 2015 which will include developing and implementing a branding strategy, include items such as marketing, communications, and development staff (dedicated to fundraising). Operating budget preparation and business planning have been on-going to be ready for the opening and associated costs in 2016.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	145.7	131.5	136.4	0.0	151.4	151.4	15.0	11.0%
Marketing Services	567.0	586.6	586.3	0.0	599.2	599.2	12.9	2.2%
Community Partnerships	227.3	246.4	249.6	(15.0)	356.8	341.8	92.2	36.9%
Forestry Farm Park & Zoo	1,474.7	1,589.0	1,583.0	(836.0)	2,435.5	1,599.5	16.5	1.0%
Golf Courses	0.0	0.0	0.0	(3,935.9)	3,935.9	0.0	0.0	0.0%
Gordon Howe Campsite	0.0	0.0	0.0	(585.2)	585.2	0.0	0.0	0.0%
Indoor Rinks	133.8	216.1	285.7	(2,056.6)	2,333.3	276.7	(9.0)	-3.2%
PotashCorp Playland	46.1	40.6	40.6	(348.2)	348.2	0.0	(40.6)	-100.0%
Outdoor Pools	620.0	716.2	732.0	(440.3)	1,247.0	806.7	74.7	10.2%
Outdoor Sports Fields	392.2	326.3	325.1	(538.7)	885.7	347.0	21.9	6.7%
Parks Maintenance & Design	11,775.5	11,712.0	12,333.8	(152.5)	12,785.9	12,633.4	299.6	2.4%
Playground & Recreation Areas	812.2	818.8	858.6	0.0	879.1	879.1	20.5	2.4%
Program Research & Design	189.9	206.2	203.9	0.0	213.5	213.5	9.6	4.7%
Rec-Competitive Facilities - Program	3,585.1	3,215.4	3,467.1	(6,272.3)	9,949.1	3,676.8	209.7	6.0%
Rec-Competitive Facilities - Rentals	3,997.8	4,151.2	4,037.3	(5,854.1)	10,053.2	4,199.1	161.8	4.0%
Targeted Programming	517.9	571.8	578.2	(10.4)	589.3	578.9	0.7	0.1%
Albert Community Centre	55.3	118.1	125.4	(157.3)	226.9	69.6	(55.8)	-44.5%
SaskTel Centre	459.0	459.0	498.6	0.0	558.8	558.8	60.2	12.1%
Marr Residence	25.3	20.4	20.8	(0.5)	21.8	21.3	0.5	2.4%
Mendel Art Gallery	2,776.8	2,776.8	3,069.5	0.0	3,661.1	3,661.1	591.6	19.3%
TCU Place	1,482.0	1,482.0	1,490.4	0.0	1,621.6	1,621.6	131.2	8.8%
River Landing	0.0	0.0	0.0	(115.5)	115.5	0.0	0.0	0.0%
Total	29,283.6	29,384.4	30,622.3	(21,318.5)	53,554.0	32,235.5	1,613.2	5.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	462.68	468.98	6.30

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2015				Serv Lvl &	2015	
Service Line	2014 Base	Change	Budget	2014 Base	Base Adj	Growth	Cont Impr	Budget	Budget
Spectator Ballfields	0.0	0.0	0.0	136.4	15.0	0.0	0.0	151.4	151.4
Marketing Services	0.0	0.0	0.0	586.3	12.9	0.0	0.0	599.2	599.2
Community Partnerships	0.0	(15.0)	(15.0)	249.6	107.2	0.0	0.0	356.8	341.8
Forestry Farm Park & Zoo	(769.2)	(66.8)	(836.0)	2,352.2	78.1	5.2	0.0	2,435.5	1,599.5
Golf Courses	(3,780.0)	(155.9)	(3,935.9)	3,780.0	155.9	0.0	0.0	3,935.9	0.0
Gordon Howe Campsite	(552.6)	(32.6)	(585.2)	552.6	32.6	0.0	0.0	585.2	0.0
Indoor Rinks	(2,028.3)	(28.3)	(2,056.6)	2,314.0	(5.1)	24.4	0.0	2,333.3	276.7
PotashCorp Playland	0.0	(348.2)	(348.2)	40.6	39.4	0.0	268.2	348.2	0.0
Outdoor Pools	(419.3)	(21.0)	(440.3)	1,151.3	95.7	0.0	0.0	1,247.0	806.7
Outdoor Sports Fields	(538.0)	(0.7)	(538.7)	863.1	(15.7)	13.1	25.2	885.7	347.0
Parks Maintenance & Design	(145.4)	(7.1)	(152.5)	12,479.2	19.4	287.3	0.0	12,785.9	12,633.4
Playground & Recreation Areas	0.0	0.0	0.0	858.6	20.5	0.0	0.0	879.1	879.1
Program Research & Design	0.0	0.0	0.0	203.9	9.6	0.0	0.0	213.5	213.5
Rec-Competitive Facilities - Program	(6,401.6)	129.3	(6,272.3)	9,868.7	80.4	0.0	0.0	9,949.1	3,676.8
Rec-Competitive Facilities - Rentals	(5,747.3)	(106.8)	(5,854.1)	9,784.6	268.6	0.0	0.0	10,053.2	4,199.1



Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Targeted Programming	(10.4)	0.0	(10.4)	588.6	0.7	0.0	0.0	589.3	578.9
Albert Community Centre	(113.3)	(44.0)	(157.3)	238.7	6.5	0.0	(18.3)	226.9	69.6
SaskTel Centre	0.0	0.0	0.0	498.6	60.2	0.0	0.0	558.8	558.8
Marr Residence	(0.5)	0.0	(0.5)	21.3	0.5	0.0	0.0	21.8	21.3
Mendel Art Gallery	0.0	0.0	0.0	3,069.5	175.2	416.4	0.0	3,661.1	3,661.1
TCU Place	0.0	0.0	0.0	1,490.4	131.2	0.0	0.0	1,621.6	1,621.6
River Landing	(143.1)	27.6	(115.5)	143.1	(27.6)	0.0	0.0	115.5	0.0
Total	(20,649.0)	(669.5)	(21,318.5)	51,271.3	1,261.2	746.4	275.1	53,554.0	32,235.5

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Spectator Ballfields	0.0	0.0	0.0	0.0	0.0
Marketing Services	0.0	0.0	0.0	0.0	0.0
Community Partnerships	1,085.0	30.0	0.0	0.0	0.0
Forestry Farm Park & Zoo	200.0	200.0	150.0	120.0	0.0
Golf Courses	305.0	790.0	220.0	170.0	580.0
Gordon Howe Campsite	0.0	0.0	0.0	0.0	0.0
Indoor Rinks	0.0	0.0	0.0	0.0	0.0
PotashCorp Playland	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	0.0	0.0
Outdoor Sports Fields	5,311.0	0.0	370.0	310.0	260.0
Parks Maintenance & Design	2,090.0	840.0	810.0	670.0	1,350.0
Playground & Recreation Areas	0.0	50.0	0.0	0.0	0.0
Program Research & Design	150.0	2,000.0	8,000.0	0.0	0.0
Rec-Competitive Facilities - Program	0.0	0.0	0.0	0.0	0.0
Rec-Competitive Facilities - Rentals	155.0	115.0	115.0	115.0	115.0
Targeted Programming	0.0	0.0	0.0	0.0	0.0
Albert Community Centre	0.0	50.0	0.0	0.0	60.0
SaskTel Centre	123.0	263.0	198.0	73.0	183.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
Mendel Art Gallery	0.0	0.0	0.0	0.0	0.0
TCU Place	735.3	809.0	290.8	58.9	1,299.2
River Landing	6,000.0	0.0	0.0	0.0	0.0
Total	16,154.3	5,147.0	10,153.8	1,516.9	3,847.2

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
ALBERT MAJOR REPAIR RES	0.0	50.0	0.0	0.0	60.0
ANIMAL SERVICES RESERVE	30.0	30.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	50.0	0.0	50.0	0.0	50.0
CY CAPITAL RESERVE	350.0	0.0	0.0	0.0	0.0
DEDICATED LANDS RESERVE	1,005.0	0.0	0.0	0.0	0.0
FORESTRY FARM PARK DEVELOPMENT RES	0.0	50.0	0.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	200.0	150.0	150.0	120.0	0.0
GOLF COURSE CAPITAL RESERVE	305.0	790.0	220.0	170.0	580.0
GROUNDS MAINTENANCE EQUIPMENT RES	290.0	350.0	380.0	390.0	400.0
LEISURE SERVICES EQUIPMENT REPL RES	155.0	115.0	115.0	115.0	115.0
OTHER	6,000.0	2,000.0	8,000.0	0.0	0.0



Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
PARK ENHANCE RES	336.0	25.0	370.0	310.0	260.0
PARKS AND RECREATION LEVY	0.0	490.0	380.0	280.0	900.0
PRIVATE CONTRIBUTIONS	4,225.0	25.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	2,350.0	0.0	0.0	0.0	0.0
SASKTEL CENTRE EQUIPMENT REPL	123.0	263.0	198.0	73.0	183.0
TCU PLACE CAPITAL EXPANSION RESERVE	400.0	350.0	0.0	0.0	0.0
TCU PLACE EQUIPMENT RESERVE	335.3	459.0	290.8	58.9	1,299.2
Total	16,154.3	5,147.0	10,153.8	1,516.9	3,847.2
Unfunded	0.0	6,380.0	9,077.0	14,735.0	3,180.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P1935 AF-SPRAY PAD REPAIRS AND UPGRADES	0.0	27.2	0.0	0.0	0.0
P2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	0.0	150.8	0.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	7.3	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	8.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	0.0	12.5	0.0	0.0
P2600 CY- CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	0.0	0.0	235.0	745.0
Total	0.0	42.5	163.3	235.0	745.0



Spectator Ballfields

Overview

Saskatoon has active minor and adult softball and baseball groups that organize and provide league play, tournaments, and provide an opportunity for participants to develop their skills, meet new friends, exercise and have fun. To support these groups, the City makes available outdoor spectator softball and baseball facilities located in the Gordon Howe Park. These facilities are also used for tournament play at the provincial, national and international levels. The user groups undertake and fund all day-to-day operating costs. The City funds costs relating to the infrastructure.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Operating Cost	145.7	131.5	136.4	151.4	15.0	11.0%
Total	145.7	131.5	136.4	151.4	15.0	11.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Spectator Ballfields	0.0	0.0	0.0	136.4	15.0	0.0	0.0	151.4	151.4

There are no significant operating changes in Spectator Ballfields.

Summary of Capital Investments

There are no capital investments in Spectator Ballfields.



Marketing Services

Overview

Success of any City of Saskatoon program or service is dependent on public awareness and promotion of programs and services. To achieve this, the Marketing Section provides expertise, support services and research on the strategic marketing of programs/services and communicating information to the public, for the Community Services Department Divisions, Recreation & Sport, Parks, Planning & Development, Building Standards and Community Development, and Saskatoon Land.

Marketing helps achieve the business plan objectives by providing their internal clients with strategic market direction, development and implementation of marketing and communication plans, creative direction and brand strategy, in addition to the evaluation of programs, services and pricing.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	387.1	391.3	390.0	400.3	10.3	2.6%
Operating Cost	284.0	269.0	270.6	275.9	5.3	2.0%
Cost Recovery	(104.1)	(73.7)	(74.3)	(77.0)	(2.7)	3.6%
Total	567.0	586.6	586.3	599.2	12.9	2.2%

Staff Complement	2014	2015	Difference
Full Time Equivalents	5.00	5.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Marketing Services	0.0	0.0	0.0	586.3	12.9	0.0	0.0	599.2	599.2

There are no significant operating changes in Marketing Services.

Summary of Capital Investments

There are no capital investments in Marketing Services.



Community Partnerships

Overview

Developing and sustaining partnerships to ensure sport and recreation facilities are available to the community is important to a successful sport and recreation delivery system. This is accomplished through the development of partnership and joint use agreements at civic and school facilities, working with external sport organizations in the development of outdoor sports facilities that are used by minor and adult sport leagues, and securing sponsorship agreements for specified community program assets. In addition, partnerships are established between various civic departments and external provincial agencies to develop emergency disaster plans for the city.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	0.0	0.0	0.0	(15.0)	(15.0)	0.0%
Staff Compensation	171.9	196.3	199.2	308.4	109.2	54.8%
Operating Cost	42.8	37.4	37.7	35.7	(2.0)	-5.3%
Transfer to/from Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
Total	227.4	246.4	249.6	341.8	92.2	36.9%

Staff Complement	2014	2015	Difference
Full Time Equivalents	2.30	3.30	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Community Partnerships	0.0	(15.0)	(15.0)	249.6	107.2	0.0	0.0	356.8
								341.8

Growth:

- A new Special Event Application Fee established to cover the costs associated with processing special event applications and contracts when booking parks has increased revenues by \$15.0.

Other Significant Change:

- Staff increase of \$104.4 (1.0 FTE) for a Customer Services Manager is required to oversee program services and customer services work unit. This position was created through a reallocation of a Facility Operations Supervisor position in Indoor Rinks (\$43.8 for 0.6 FTE) and Outdoor Sports Fields (\$29.1 for 0.4 FTE).

Funded Capital Projects	2015	2016	2017	2018	2019
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	400.0	0.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	150.0	30.0	0.0	0.0	0.0
P2602 CY-WINTER RECREATION PARK AT DIEFENBAKER PARK	535.0	0.0	0.0	0.0	0.0
Total	1,085.0	30.0	0.0	0.0	0.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2114 CY-VICTORIA PARK - UPGRADES	0.0	360.0	295.0	405.0	0.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	0.0	125.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	0.0	375.0	495.0	475.0	95.0



Unfunded Capital Projects		2015	2016	2017	2018	2019
P2469	CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	0.0	0.0	512.0	0.0	0.0
P2471	CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	400.0	2,745.0	0.0	0.0
P2474	CY-HUDSON BAY AREA DISTRICT PARKS	0.0	95.0	1,510.0	1,610.0	2,010.0
P2528	CY-DOG PARK DEVELOPMENT	0.0	120.0	0.0	0.0	0.0
Total		0.0	1,350.0	5,682.0	2,490.0	2,105.0

Summary of Capital Investments

The Kinsmen Park and Area Master Plan set up a process to rejuvenate the site, intended to create a vibrant activity area that will be memorable and enjoyable for all ages. The Master Plan integrates activities on both sides of Spadina Crescent, including PotashCorp Playland at Kinsmen Park, the existing Mendel Art Gallery building and grounds, and the Shakespeare on the Saskatchewan site. The 2015 budget and 2016 plan provides for improvements to the Mendel Site parking lot, development of the festival site, and upgrades to Kinsmen Avenue.

The popularity of Dog Parks is growing and there are increasing demands for this recreational activity. The 2015 improvements to existing dog parks include fencing and garbage can upgrades, sign strategy implementation, and the development of one new dog park, proposed for the City's West Central area.

The Optimist Club of Saskatoon is proposing to build and operate a winter facility at Diefenbaker Park. This facility is proposed to include a toboggan hill, groomed lanes for snow tubing, a snow terrain park, a snowboarding area, as well as a Lifestyle Activity Center. The City's contribution is the design and installation of necessary utility services.

Future Operating Impact of Current Year's Capital Projects

The operating impact for the Kinsmen Park and Area Master Plan will be \$7.3 for comprehensive maintenance and replacement reserve contribution for the parking lot the year following construction.

The operating impact will be \$8.0 in annual maintenance for each dog park constructed.

There is no future operating impact for the Winter Recreation Park at Diefenbaker Park as it will be operated under agreement with the Optimist Club of Saskatoon.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	7.3	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	8.0	0.0	0.0	0.0
Total	0.0	15.3	0.0	0.0	0.0



Forestry Farm Park & Zoo

Overview

The Forestry Farm Park & Zoo educates residents and tourists on the importance of sustaining animal and plant species native to Saskatchewan, through the delivery of a variety of zoological, horticultural and conservational heritage programs. To increase awareness, the Forestry Farm Park and Zoo provides a natural environment for people to learn about and appreciate nature and the variety of native mammals, birds, and tree species. This facility provides a setting for recreation activities such as picnics, fishing, walking and creative play.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(857.8)	(721.6)	(769.2)	(836.0)	(66.8)	8.7%
Staff Compensation	1,066.3	1,060.4	1,087.6	1,113.2	25.6	2.4%
Operating Cost	1,063.9	1,066.0	1,077.2	1,129.1	51.9	4.8%
Capital Contribution	150.0	150.0	150.0	150.0	0.0	0.0%
Transfer to/from Reserves	52.4	34.2	37.4	43.2	5.8	15.5%
Total	1,474.8	1,589.0	1,583.0	1,599.5	16.5	1.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	15.39	15.39	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Forestry Farm Park & Zoo	(769.2)	(66.8)	(836.0)	2,352.2	78.1	5.2	0.0	2,435.5	1,599.5

Growth:

- Utility increases of \$5.2 are required for the new Zoo Entrance and Gift Shop building.

Capital Contribution:

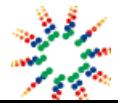
- There are increased contributions to the Forestry Farm Development Reserve of \$4.8 which is based on 60% of the front gate revenues and the Superintendent's Residence Reserve or \$1.0 based on 30% of the rental revenue.

Other Significant Changes:

- Revenue increases of \$29.0 are due to higher admission rates, \$34.7 for an increase in the number of admissions, and \$3.1 for and increase in rentals.
- Utility increases of \$18.8 are due to higher rates for gas, water and electricity.

Funded Capital Projects	2015	2016	2017	2018	2019
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	200.0	200.0	150.0	120.0	0.0
Total	200.0	200.0	150.0	120.0	0.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0



Summary of Capital Investments

Planned for 2015 is the first year of a two year project to rebuild the 1.25 kilometre Park entry road. The project is split over two years in order to accommodate customer traffic.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 capital projects.



Golf Courses

Overview

Golfing is an activity enjoyed by all ages, and for many it becomes a lifelong recreation activity. To meet the needs of the beginner, intermediate and advanced golfers of Saskatoon, the City operates three municipal golf courses that challenge all playing abilities.

The City's three golf courses (Holiday Park, Wildwood and Silverwood) are operated on a user-pay basis. The financial objective for the golf course program is that user revenues must be sufficient to fund all ongoing operating costs, capital and equipment replacement expenditures, all costs required to support future redevelopment and improvements, debt repayments, and a financial return based on a calculated Return on Assets.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(3,513.5)	(3,148.8)	(3,780.0)	(3,935.9)	(155.9)	4.1%
Staff Compensation	1,326.8	1,526.3	1,611.4	1,550.5	(60.9)	-3.8%
Operating Cost	1,592.6	1,290.2	1,690.1	1,747.6	57.5	3.4%
Debt Charges	52.0	52.0	5.5	0.0	(5.5)	-100.0%
Capital Contribution	542.3	280.4	473.0	637.8	164.8	34.8%
Transfer to/from Stabilization	(0.1)	(0.1)	0.0	0.0	0.0	0.0%
Total	0.1	(0.0)	0.0	(0.0)	(0.0)	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	25.30	24.80	(0.50)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Golf Courses	(3,780.0)	(155.9)	(3,935.9)	3,780.0	155.9	0.0	0.0	3,935.9
								0.0

Capital Contributions:

- The contribution to the Golf Course Capital Reserve has increased by \$163.6, bringing the total contribution to \$529.6.
- The contribution to the HPGC Redevelopment Reserve has increased by \$1.2 due to an increase in the budgeted number of rounds played.

Other Significant Changes:

- Increases in green fee revenues of \$89.1 and lounge revenue of \$10.8 are due to rate increases, increases in green fee revenue of \$35.3 and power cart revenue of \$32.9 are due to increased volumes, golf cart tracking fees and other revenues have increased by \$2.3 and lounge volumes have decreased by \$14.5 based on a 3 year average.
- Staff decrease of \$48.4 (0.5 FTE) relates to the transfer of a portion of the Facility Supervisor position to Indoor Rinks to reflect an increase in responsibilities.
- Debt repayment reduction of \$5.5 is attributable to the maturity of the loan required to fund the Wildwood Golf Course Irrigation system.



Funded Capital Projects		2015	2016	2017	2018	2019
P2101	CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	305.0	790.0	220.0	170.0	580.0
Total		305.0	790.0	220.0	170.0	580.0

Summary of Capital Investments

\$160.0 is required for the planned replacement of major golf course equipment and is funded from the Golf Course Capital Reserve. This allows the civic golf courses to be maintained at the standard of play expected by our patrons.

\$145.0 is required for the replacement of irrigation system master control and satellite controllers at the Holiday Park Golf Course and if funded from the Golf Course Capital Reserve.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2015 capital projects.



Gordon Howe Campsite

Overview

Saskatoon attracts many visitors looking for a motor-home, camp-trailer and tenting experience in an urban setting. The Gordon Howe Campsite provides sites with electrical services, basic tenting sites, and support services such as barbeque, laundry and shower facilities, picnic tables and a confectionery. This very popular campsite is located near shopping centres, golf courses, Riversdale outdoor swimming pool and various parks.

The Gordon Howe Campsite is operated on a user-pay basis, meaning the operation has no impact on the mill rate.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(552.5)	(531.2)	(552.6)	(585.2)	(32.6)	5.9%
Staff Compensation	134.9	134.6	143.1	160.1	17.0	11.9%
Operating Cost	231.0	228.7	233.3	245.5	12.2	5.2%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Transfer to/from Stabilization	88.3	69.7	78.0	81.4	3.4	4.4%
Total	(0.1)	(0.0)	0.0	(0.0)	(0.0)	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	2.25	2.60	0.35

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Gordon Howe Campsite	(552.6)	(32.6)	(585.2)	552.6	32.6	0.0	0.0	585.2
								0.0

Capital Contribution:

- The contribution to the Campsite Reserve has increased by \$3.4, bringing the total contribution to \$81.4.

Other Significant Changes:

- Increase in campsite rental revenue of \$15.2 is due to an increase in rates, \$13.9 due to an increase in volumes and \$3.5 due to an increase in laundromat revenue.
- Staff increase of \$15.2 (0.35 FTE) for labourers is a transfer of staffing from Outdoor Sports Fields.
- Operating cost increase of \$10.0 is due to an allocation of systems and accounting support costs.

Summary of Capital Investments

There are no capital investments in Gordon Howe Campsite.



Indoor Rinks

Overview

Minor hockey, figure skating and speed skating programs are a big part of Saskatoon's sport and recreation scene where citizens can participate, develop life skills that will be a benefit throughout their lives, have fun and meet new friends. To support the minor sports organizations and the general public, the City operates six indoor ice surfaces in various locations throughout the city. Also offered are learn-to-skate and general public skating programs at city arenas. During the summer months indoor arenas are also used for youth and adult lacrosse and ball hockey.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(2,021.3)	(2,038.8)	(2,028.3)	(2,056.6)	(28.3)	1.4%
Staff Compensation	862.7	910.5	965.3	945.7	(19.6)	-2.0%
Operating Cost	1,255.7	1,307.8	1,312.1	1,351.0	38.9	3.0%
Capital Contribution	36.6	36.6	36.6	36.6	0.0	0.0%
Total	133.7	216.1	285.7	276.7	(9.0)	-3.2%

Staff Complement	2014	2015	Difference
Full Time Equivalents	14.40	14.10	(0.30)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Indoor Rinks	(2,028.3)	(28.3)	(2,056.6)	2,314.0	(5.1)	24.4	0.0	2,333.3	276.7

Growth:

- Staffing has increased for a Labourer position (\$11.3 for 0.25 FTE) and a Clerk 10 position (\$13.1 for 0.2 FTE).

Other Significant Changes:

- Annual lease revenue has increased by \$24.5 due to an increase in rates; hourly rental revenue has decreased by \$10.1 due to volume decreases, partially offset by a \$2.6 increase in rates.
- Public skating admission rate increase of \$4.1 is partially offset by a volume decrease of \$2.8.
- Board advertising revenue has increased by \$10.0 due to the increase in the number of advertisers.
- A Facility Operations Supervisor (\$43.8 for 0.6 FTE) has been reallocated to Community Partnerships, a Facility Supervisor (\$12.4 for 0.1 FTE) has been transferred to PotashCorp Playland and a Facility Operations Supervisor (\$4.0 for 0.05 FTE) has been transferred to Outdoor Sport Fields.
- Utility rate increases of \$24.9 are partially offset by a reduction in volumes of \$9.7 that are the result of energy efficiency improvements at the rinks.

Summary of Capital Investments

There are no capital investments in Indoor Rinks.



PotashCorp Playland

Overview

When complete in 2015, the PotashCorp Playland will create a vibrant one of a kind recreation and tourist attraction that serves visitors of all ages and abilities and from various locations while continuing to support the local community and the growing downtown population. The new Rides will be comprised of three ride components including a new miniature locomotive train with an expanded train loop and train platform as well as a refurbished animal carousel and a new larger Ferris wheel. The Rides will also be supported by a new entranceway and plaza as well as water features, sand play and natural element.

This program is not subsidized by the mill rate with all expenditures funded through the generation of revenues. Revenues in excess of expenditures are held in the Stabilization Reserve. In 2015, \$1.5 will be transferred into this reserve.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	0.1	0.0	0.0	(348.2)	(348.2)	0.0%
Staff Compensation	0.0	0.0	0.0	231.2	231.2	0.0%
Operating Cost	16.4	11.1	11.1	86.0	74.9	674.8%
Debt Charges	29.5	29.5	29.5	29.5	0.0	0.0%
Transfer to/from Stabilization	0.0	0.0	0.0	1.5	1.5	0.0%
Total	46.0	40.6	40.6	0.0	(40.6)	-100.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	1.74	3.78	2.04

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
PotashCorp Playland	0.0	(348.2)	(348.2)	40.6	39.4	0.0	268.2	348.2	0.0

Service Level Changes:

- The redeveloped PotashCorp Playland will reopen in 2015.
- Revenue increases of \$330.2 are due to admissions and group rentals and \$18.0 is due to increased concession lease.
- Staffing increases of \$93.3 (1.84 FTEs) for ride operators, a maintenance person, a booking clerk and a recreational program leader, are needed to operate and maintain complex rides. Staffing also includes transfers of \$8.7 (0.1 FTE) for a facility supervisor from Indoor Rinks and \$8.7 (0.1 FTE) for a site administrator from Rec-Competitive Facilities – Rental. Other staffing and operating costs have increased by \$195.4.

Capital Contribution:

- The transfer to the stabilization reserve increased by \$1.5 in 2015 based on the reserve policy.

Summary of Capital Investments

There are no capital investments in PotashCorp Playland.



Outdoor Pools

Overview

The City operates four outdoor pools, providing an opportunity for children and their families to find relief from the summer heat, have fun, play, and learn how to swim in a safe outdoor setting. George Ward, Lathey, Mayfair and Riversdale Outdoor Pools are located in central neighbourhood suburban areas.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(396.3)	(385.6)	(419.3)	(440.3)	(21.0)	5.0%
Staff Compensation	393.2	426.0	448.2	439.8	(8.4)	-1.9%
Operating Cost	629.3	675.8	703.1	807.2	104.1	14.8%
Total	626.2	716.2	732.0	806.7	74.7	10.2%

Staff Complement	2014	2015	Difference
Full Time Equivalents	7.80	7.85	0.05

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Outdoor Pools	(419.3)	(21.0)	(440.3)	1,151.3	95.7	0.0	0.0	1,247.0	806.7

Significant Changes:

- Revenue increase of \$14.7 is due to an increase in rates and \$6.3 is due to an increase in volumes.
- Staff increase of \$3.4 (0.05 FTE) is the transfer of a site administrator from Rec-Competitive Facilities – Program.
- Increases of \$80.1 relates to an increase in the contribution to the comprehensive building and maintenance reserve.
- Utility rates have increased by \$11.0.

Summary of Capital Investments

There are no capital investments in Outdoor Pools.



Outdoor Sports Fields

Overview

Saskatoon has active minor and adult sport organizations in Saskatoon, that plan and coordinate league play and tournaments, providing an opportunity for participants to develop their skills, meet new friends, exercise and have fun. To support these groups, the City makes available outdoor sport facilities for soccer, softball, slo-pitch, football, speed skating, baseball, lacrosse, cricket and ultimate Frisbee programs. These facilities also are used for tournament play at the provincial, national and international levels.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(391.0)	(508.8)	(538.0)	(538.7)	(0.7)	0.1%
Staff Compensation	155.0	166.0	161.4	131.2	(30.2)	-18.7%
Operating Cost	513.0	553.9	586.5	541.6	(44.9)	-7.7%
Capital Contribution	115.2	115.2	115.2	212.9	97.7	84.8%
Total	392.2	326.3	325.1	347.0	21.9	6.7%

Staff Complement	2014	2015	Difference
Full Time Equivalents	2.55	2.05	(0.50)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Outdoor Sports Fields	(538.0)	(0.7)	(538.7)	863.1	(15.7)	13.1	25.2	885.7	347.0

Service Level Changes:

- The Saskatoon Minor Football Field (formerly named Gordon Howe Bowl) at Gordon Howe Park has been replaced with artificial turf, providing a reliable playing surface and allowing the field to be used for a longer season. The Saskatoon Minor Football Field will be operated by Saskatoon Football Inc.
- As a result of this change, there are decreases in revenues of \$30.3 and operating expenses of \$72.5, and an increase in the contribution to Leisure Services Equipment Replacement Reserve of \$97.7 to provide for the future replacement of the turf, scoreboard and sound system.

Growth:

- Staff increase of \$13.1 for a Clerk 10 (0.2 FTE) is required for a booking clerk and is cost recovered by fees.

Other Significant Changes:

- Increase in sportfield rental revenue rates of \$94.5 is partially offset by a decrease in rental volumes of \$63.5.
- Facility Operations Supervisor increase of \$4.0 (.05 FTE) is a transfer from Indoor Rinks.
- Labourer positions (\$15.2; 0.35 FTE) have transferred to Gordon Howe Campsite and a Facility Supervisor position (\$29.2; 0.40 FTE) has transferred to Community Partnerships.
- Increase in parks sportfield maintenance service costs of \$21.0 to reflect the current level of service for sportfields for which a fee is charged.



Funded Capital Projects		2015	2016	2017	2018	2019
P2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	311.0	0.0	370.0	310.0	260.0
P2349	CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	5,000.0	0.0	0.0	0.0	0.0
Total		5,311.0	0.0	370.0	310.0	260.0

Summary of Capital Investments

City staff works closely with sportfield user groups to develop a short and long-term plan to maintain and redevelop minor and adult sportfields. In 2015, \$275.0 is required to expand the existing parking lot and install site furniture at Kate Waygood District Park. Also in 2015, \$36.0 is required to upgrade Centennial multi-purpose field to a class two sportfield standard.

The Saskatoon Minor Football Field Upgrades project address current and future programming needs. The construction is being implemented in two phases. The first phase, which commenced in 2014, includes the artificial turf field, score clock and sound system, and outdoor field lighting. The second phase, budgeted for 2015 and subject to the Friends of the Bowl fundraising results, includes an entrance plaza and separate service building that includes change rooms, public washrooms and concession. The City contribution of \$1.0 million per phase is for design, underground utilities, demolition of the existing building and field and construction of new amenities, so that the funds raised by the Friends of the Bowl Foundation go directly to improvements at the Saskatoon Minor Football Field.

Future Operating Impacts of Current Year's Capital Projects

Future operating costs for the Saskatoon Minor Football Field upgrades include \$150.8 in 2017 for incremental operating costs and reserve contribution.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	0.0	150.8	0.0	0.0
Total	0.0	0.0	150.8	0.0	0.0



Parks Maintenance & Design

Overview

The Parks Maintenance & Design Service Line provides irrigation and horticultural and turf maintenance for landscaped areas in parks, sportsfields, and public open spaces including boulevards, medians, rights-of-way and street beautification projects. In addition, this program is responsible for park pathway snow removal and the grooming of cross country ski trails.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(8.3)	(23.6)	(23.6)	(12.1)	11.5	-48.7%
Province of Saskatchewan	(121.8)	(136.9)	(121.8)	(140.4)	(18.6)	15.3%
Staff Compensation	7,197.9	6,953.9	6,943.4	7,113.8	170.4	2.5%
Operating Cost	5,602.4	5,627.3	5,517.0	5,664.5	147.5	2.7%
Debt Charges	181.0	180.9	180.9	181.0	0.1	0.1%
Cost Recovery	(2,406.6)	(2,220.5)	(1,177.1)	(1,222.0)	(44.9)	3.8%
Capital Contribution	1,339.2	1,339.1	1,023.2	1,056.8	33.6	3.3%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	0.0	0.0%
Total	11,775.6	11,712.0	12,333.8	12,633.4	299.6	2.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	123.49	126.07	2.58

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Parks Maintenance & Design	(145.4)	(7.1)	(152.5)	12,479.2	19.4	287.3	0.0	12,785.9	12,633.4

Growth:

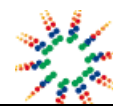
- Operating costs, including 2.7 FTEs for various positions, increased by \$222.7 and capital contributions to the Grounds Maintenance Equipment Acquisition Reserve increased by \$24.0, to accommodate the impact of maintaining new park space. Additional green space to be maintained 2015 are located in the Evergreen, Rosewood and Nutana neighbourhoods.
- An increase of \$40.6 is required for the impact of the annexation of new roadways. This increase has been applied to turf maintenance contract services to provide ditch mowing.

Capital Contribution:

- Increase of \$9.6 to the Parks Infrastructure Reserve, based on the Consumer Price Index, is in compliance with the Capital Reserve Bylaw.

Other Significant Changes:

- A Staff Accountant position (\$63.3, 0.8 FTE) has been transferred to Corporate Governance and Finance – Corporate Support. A permanent seasonal Labourer position (\$20.7, 0.48 FTE) has been created through a reduction to special services as previously contracted work will be performed by staff.
- Increase of \$50.0 to address the backlog in pathway maintenance and reconstruction.
- Decrease of \$174.9 due to an adjustment to the Storm Water Management Charge associated with park space.



- Increase in cost recovery of \$29.9 reflects adjustments required to Parks Custom Work, which is a full cost recovered program.
- An increase in revenue of \$18.6 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for roadway ditch mowing within the agreement; this revenue increase has been offset by an increase in operating costs.

Funded Capital Projects	2015	2016	2017	2018	2019
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	290.0	350.0	380.0	390.0	400.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	150.0	0.0	0.0	0.0	0.0
P1648 CY-PARK IRRIGATION UPGRADES	230.0	0.0	0.0	0.0	0.0
P1653 CY-PARK DRAINAGE	100.0	0.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	50.0	490.0	380.0	280.0	900.0
P1876 AF-TENNIS COURT-ACRYLIC SURFACE	50.0	0.0	50.0	0.0	50.0
P1935 AF-SPRAY PAD REPAIRS AND UPGRADES	620.0	0.0	0.0	0.0	0.0
P1938 AF-PLAY STRUCTURE UPGRDE AND REPL	400.0	0.0	0.0	0.0	0.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	200.0	0.0	0.0	0.0	0.0
Total	2,090.0	840.0	810.0	670.0	1,350.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P0819 AF-TENNIS COURTS RESURFACE	0.0	100.0	0.0	100.0	0.0
P1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	0.0	300.0	350.0	350.0	350.0
P1641 CY-NATURAL PARK AREA STRATEGIC MGMT PLAN	0.0	125.0	0.0	0.0	0.0
P1648 CY-PARK IRRIGATION UPGRADES	0.0	1,080.0	470.0	270.0	0.0
P1653 CY-PARK DRAINAGE	0.0	50.0	100.0	50.0	50.0
P1938 AF-PLAY STRUCTURE UPGRDE AND REPL	0.0	675.0	675.0	675.0	675.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	0.0	600.0	0.0	800.0	0.0
P1940 AF-GREENHOUSE REPLACEMENT	0.0	1,500.0	0.0	0.0	0.0
Total	0.0	4,430.0	1,595.0	2,245.0	1,075.0

Summary of Capital Investments

2015 Parks Maintenance and Design Capital Investments include nine funded projects; \$2.04 million involves the maintenance and replacement of existing assets and \$50.0 is for design of new satellite maintenance buildings.

The replacement of Parks Equipment is funded from the Grounds Maintenance Equipment Replacement Reserve.

The Neighbourhood Parks Enhancements project is funded through Community Association contributions and the Park Enhancement Reserve. Projects brought forward by the Community Associations are adjudicated through an approval process. The 2015 project, initiated by the Nutana Community Association, involves the upgrading of the basketball court and play structure beside the Albert Recreation Unit.

The Rotary Park irrigation system will be replaced.

Park drainage remediation will be undertaken in Roulliard Park, Wallace Park, Anita Langford Park and Wilson Park Play Area.

New satellite maintenance buildings to be strategically located geographically closer to parks in new neighbourhoods, are required as the city parks and open spaces continue to grow at the rate of approximately 40 hectares per year. Design costs for 3 buildings are proposed to be funded by the Parks and Recreation Levy.



Surfacing coating of tennis courts located in Scott, Albert, James Girgulis and Ashworth Homes Parks is funded by the Civic Buildings Comprehensive Maintenance Reserve.

The Pleasant Hill water feature upgrade is funded by the Dedicated Lands and Community Services Capital Reserves.

Replacing old wooden play structures and paddling/spray pools will be undertaken on a priority basis determined by structures that are heavily utilized but can no longer be repaired.

In the Parks Maintenance and Design Service Line there is an unfunded component of \$1.0 million. Of this amount \$700.0 is the shortfall of funding required for the rehabilitation or replacement of existing assets and \$300.0 for city entranceway and expressway landscaping.

Future Operating Impact of Current Year's Capital Projects

The operating impacts for the satellite maintenance buildings are \$12.5 for reserve contribution and utilities, to be realized in 2017, and \$27.2 for maintenance, water and reserve contribution related to the Pleasant Hill water feature upgrade, to be realized in 2016. The operating impact for the upgrade to the basketball court and play structure beside the Albert Recreation Unit will be determined based on actual construction.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P1935 AF-SPRAY PAD REPAIRS AND UPGRADES	0.0	27.2	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	0.0	12.5	0.0	0.0
Total	0.0	27.2	12.5	0.0	0.0



Playground & Recreation Areas

Overview

Playgrounds & recreation areas provide outdoor summer recreation programs for children and youth on a neighbourhood and district level, including playground programs, paddling pool programs and outdoor water features.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	743.7	747.4	786.6	802.0	15.4	2.0%
Operating Cost	68.5	71.4	72.0	77.1	5.1	7.1%
Total	812.2	818.8	858.6	879.1	20.5	2.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	17.49	17.49	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Playground & Recreation Areas	0.0	0.0	0.0	858.6	20.5	0.0	0.0	879.1

There are no significant operating changes in Playground & Recreation Areas.

Not Included:

- Willowgrove spray pad opened in late 2014 and a new spray pad is scheduled to open in Stonebridge for the summer of 2015. Staff increases of \$22.3 (0.6 FTE) for Recreation Program Leaders would be required to deliver the playground program at these two spray parks for July and August. This amount has not been included in the 2015 budget. The spray parks will only operate for water play as there will not be any staff to lead the playground programs and activities.

Funded Capital Projects	2015	2016	2017	2018	2019
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	50.0	0.0	0.0	0.0
Total	0.0	50.0	0.0	0.0	0.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	450.0	0.0	0.0	0.0
Total	0.0	450.0	0.0	0.0	0.0

Summary of Capital Investments

P2354 Accessible Playgrounds involves the design and construction of a destination-type accessible and inclusive playground (similar to the playground in WW Ashley Park), where children with sensory, physical and developmental disabilities can play together with typically able children. The playground planned for 2016 will be constructed in Ashworth Holmes Neighbourhood Park.



Program Research & Design

Overview

Program research involves gathering information which is used to make decisions on the design and delivery of programming that will meet the needs of our customers. This is accomplished by conducting city-wide needs assessment surveys to identify future program needs and trends, gather information on specific issues to address and assess the effectiveness of sport, culture and recreation programming in achieving the intended outcomes. Regular customer satisfaction surveys are conducted and analyzed, with the goal of improving the quality of programs and services being delivered and designing new programs.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	144.7	142.6	140.1	149.7	9.6	6.9%
Operating Cost	45.2	63.6	63.8	63.8	0.0	0.0%
Total	189.9	206.2	203.9	213.5	9.6	4.7%

Staff Complement	2014	2015	Difference
Full Time Equivalents	2.00	2.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Program Research & Design	0.0	0.0	0.0	203.9	9.6	0.0	0.0	213.5
								213.5

There are no significant operating changes in Program Research & Design.

Funded Capital Projects	2015	2016	2017	2018	2019
P2600 CY- CITY CENTRE AREA INDOOR RECREATION FACILITY	150.0	2,000.0	8,000.0	0.0	0.0
Total	150.0	2,000.0	8,000.0	0.0	0.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2600 CY- CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	0.0	1,800.0	10,000.0	0.0
Total	0.0	0.0	1,800.0	10,000.0	0.0

Summary of Capital Investments

The development of the Business Plan for the City Centre Area Indoor Recreation Facility is budgeted for 2015 and will include community engagement. This Plan will be jointly funded by the City and community partners.

Future Operating Impact of Current Year's Capital Projects

Operating impacts will be determined during the design phase of the project. Preliminary estimates include \$235.0 in 2018 for comprehensive maintenance and replacement reserve contribution and \$745.0 in 2019 for facility maintenance and utilities.



Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2600 CY- CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	0.0	0.0	235.0	745.0
Total	0.0	0.0	0.0	235.0	745.0



Rec-Competitive Facilities - Program

Overview

The City operates indoor recreation centres that offer a variety of program opportunities in recreation, aquatics (swim lessons, public swims), fitness and wellness (e.g. weight training, walking/jogging, yoga), and life skills (e.g. cooking & photography classes) for Saskatoon residents. These programs and services provide an opportunity for participants to learn and practice skills, meet new friends, become safer around water, be more active and physically fit, and enjoy a healthy life-style. The Recreation and Support Branch delivers city-wide programs and services based on the changing needs and demands of our citizens, where participants pay admission and/or program fees to recover a portion of the costs.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(5,804.7)	(6,176.6)	(6,401.6)	(6,272.3)	129.3	-2.0%
Staff Compensation	4,592.0	4,561.4	4,785.7	4,844.2	58.5	1.2%
Operating Cost	4,809.6	4,822.3	5,074.7	5,096.6	21.9	0.4%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
Total	3,605.2	3,215.4	3,467.1	3,676.8	209.7	6.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	76.83	77.19	0.36

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Rec-Competitive Facilities - Program	(6,401.6)	129.3	(6,272.3)	9,868.7	80.4	0.0	0.0	9,949.1	3,676.8

Significant Changes:

- Increase in admission revenue rates of \$143.0 and program registration rates of \$36.5.
- Decrease in admission volumes of \$307.7 and an increase in program registration volumes of \$1.1.
- Staffing increase of \$6.6 (0.10 FTE) is required for a Clerk 10. Other staffing increases of \$36.3 (0.26 FTE) are transfers of various programming staff from other Recreation & Culture service lines.
- Increase in internal rental costs of \$157.6 for rate increases offset by \$147.3 for volume decreases.

Summary of Capital Investments

There are no capital investments for Recreation and Competitive Facilities - Program Delivery.



Rec-Competitive Facilities - Rentals

Overview

The operation of indoor leisure centres supports the delivery of recreation, sport, and wellness programs delivered by Leisure Services, community organizations and private business. Indoor leisure centre and competitive facilities provide safe, well-maintained, attractive and accessible spaces for the delivery of competitive sport programs, public fitness and aquatic exercise classes, leased space for wellness businesses and sport groups, and to host community events. The Cosmo, Lakewood, Lawson and Shaw Civic Centres, Harry Bailey Aquatic Centre, Saskatoon Field House, and Fitness Circuit and Terry Fox Track (in SaskTel Sports Centre), are located in the six suburban areas. Rental rates are charged to recover a portion of the operating costs and are based on fair market value.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(5,509.5)	(5,441.0)	(5,747.3)	(5,854.1)	(106.8)	1.9%
Staff Compensation	1,257.7	1,241.6	1,271.2	1,324.0	52.8	4.2%
Operating Cost	8,169.7	8,272.8	8,439.1	8,573.6	134.5	1.6%
Debt Charges	29.4	27.0	26.4	112.0	85.6	324.2%
Cost Recovery	(163.8)	(163.4)	(166.3)	(170.6)	(4.3)	2.6%
Capital Contribution	214.2	214.2	214.2	214.2	0.0	0.0%
Total	3,997.7	4,151.2	4,037.3	4,199.1	161.8	4.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	17.80	18.19	0.39

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Rec-Competitive Facilities - Rentals	(5,747.3)	(106.8)	(5,854.1)	9,784.6	268.6	0.0	0.0	10,053.2	4,199.1

Significant Changes:

- Increase in internal rental revenue rate of \$162.4 partially offset by a decrease in internal rental volumes of \$147.0 as part of ongoing review of existing programs and discontinuation of programs that no longer meet the needs of the community.
- Increase in revenues from hourly and agreement rental rates of \$52.7 and volumes of \$41.2.
- Decreases in concession leases of \$5.1, partially offset by an increase in locker and parking revenue of \$2.6.
- Staffing increase of \$19.8 (0.30 FTE) is required for a Clerk 10. Other staffing increases of \$3.7 (0.09 FTE) are transfers of various programming staff from other Recreation & Culture service lines.
- Increase in preventative maintenance and custodial service charges of \$156.9 and utility rates of \$123.1.
- On December 2, 2013, City Council approved the installation of combined heat and power units at Shaw Centre and Lakewood Civic Centre. The project was funded in part by a \$375.0 loan to be repaid over five years through anticipated utility savings. The increase in debt charges of \$85.6 are offset by a reduction in utilities of \$85.6.



Funded Capital Projects		2015	2016	2017	2018	2019
P0706	CY-LEIS SERV-FACILITY EQUIP REPL	155.0	115.0	115.0	115.0	115.0
Total		155.0	115.0	115.0	115.0	115.0

Summary of Capital Investments

Leisure Centres require specialized program and fitness equipment to be replaced on a planned basis once the equipment reaches the end of its useful life. The type of equipment being replaced under Capital Project 706 is fitness equipment (e.g. treadmills, elliptical climbers) and upgrading the competitive swimming pool start blocks at the Shaw Centre.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2015 capital projects.



Targeted Programming

Overview

Targeted programming assists the Community Associations in the delivery of sport, culture and recreation programs at the neighbourhood level.

This program partners with community groups in the delivery of children and youth programs, district youth centres and to provide aboriginal programs and/or create an awareness of the aboriginal culture through sport, culture and recreation activities.

This program also provides a skateboard program.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(23.0)	(10.4)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	363.6	373.0	381.2	386.1	4.9	1.3%
Operating Cost	177.2	209.2	207.4	203.2	(4.2)	-2.0%
Total	517.8	571.8	578.2	578.9	0.7	0.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	6.77	6.77	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Targeted Programming	(10.4)	0.0	(10.4)	588.6	0.7	0.0	0.0	589.3	578.9

There are no significant operating changes in Targeted Programming.

Summary of Capital Investments

There are no capital investments in Targeted Programming.



Albert Community Centre

Overview

To provide for a community centre that is available for meetings, classes, displays, socials, fund raising events, etc., as well as a meeting place for interaction with City-wide organizations.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(180.5)	(113.3)	(113.3)	(157.3)	(44.0)	38.8%
Operating Cost	214.2	209.7	217.0	205.2	(11.8)	-5.4%
Capital Contribution	21.7	21.7	21.7	21.7	0.0	0.0%
Total	55.4	118.1	125.4	69.6	(55.8)	-44.5%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Albert Community Centre	(113.3)	(44.0)	(157.3)	238.7	6.5	0.0	(18.3)	226.9
								69.6

Service Level Change:

- A reduction of \$18.3 to reflect the agreement reached between the City and Saskatoon Football Inc. Albert Community Centre is no longer required to fund the Saskatoon Public School Division's portion of usage of Saskatoon Minor Football Field (formally named Gordon Howe Bowl).

Other Significant Change:

- Increased temporary and property rentals are expected to increase rental revenue by \$44.0 in 2015.

Funded Capital Projects	2015	2016	2017	2018	2019
P0677 AF-ALBERT COMM CENTRE RENOS	0.0	50.0	0.0	0.0	60.0
Total	0.0	50.0	0.0	0.0	60.0

Summary of Capital Investments

This project involves identifying and completing the necessary major repair or replacement expenditures in the Albert Community Centre as required by the facility's comprehensive maintenance program. There is no work identified in the 2015 budget.



SaskTel Centre

Overview

To provide facilities for a wide range of major sports, entertainment and trade show activities.

Effective October 1, 2014, the sports and entertainment centre (formerly known as Credit Union Centre) was renamed SaskTel Centre through a new naming rights agreement.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Operating Cost	709.0	709.0	748.6	858.8	110.2	14.7%
Cost Recovery	(250.0)	(250.0)	(250.0)	(300.0)	(50.0)	20.0%
Total	459.0	459.0	498.6	558.8	60.2	12.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	48.77	47.67	(1.10)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
SaskTel Centre	0.0	0.0	0.0	498.6	60.2	0.0	0.0	558.8	558.8

The City's contribution to the SaskTel Centre operation is for the Civic Comprehensive Maintenance Reserve which is a total of \$858.8 for 2015. For 2015, SaskTel Centre and the City have agreed that the SaskTel Centre will contribute \$300.0 of this contribution which is an increase of \$50.0. In 2016 and onwards, SaskTel Centre will contribute one-third of this contribution based on an agreement between the City and SaskTel Centre which is capped at this amount for future years. All other operating expenditures are covered by SaskTel Centre's own internal revenues.

Significant Changes:

- Civic Buildings Comprehensive Maintenance Reserve contribution increase of \$110.2.
- All other operating expenditures are covered by SaskTel Centre's own internal revenues including the increase of 9.0 FTE's offset by a decrease in 10.1 FTE's.

Funded Capital Projects	2015	2016	2017	2018	2019
P1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	123.0	263.0	198.0	73.0	183.0
Total	123.0	263.0	198.0	73.0	183.0

Summary of Capital Investments

The equipment replacement purchases project at SaskTel Centre is in accordance with the SaskTel Centre Reserve Fund Policy.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Marr Residence

Overview

To operate a community centre to provide continued historical displays, programs and small workshops supporting Saskatoon's heritage.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	25.3	20.9	21.3	21.8	0.5	2.3%
Total	25.3	20.4	20.8	21.3	0.5	2.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Marr Residence	(0.5)	0.0	(0.5)	21.3	0.5	0.0	0.0	21.8	21.3

There are no significant operating changes in Marr Residence.

Summary of Capital Investments

There are no capital investments for Marr Residence.



Mendel Art Gallery

Overview

To operate and maintain a public museum for the collection, exhibition, preservation, and interpretation of works of art, and the development of public understanding and appreciation of art.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Operating Cost	2,776.8	2,776.8	3,069.5	3,661.1	591.6	19.3%
Total	2,776.8	2,776.8	3,069.5	3,661.1	591.6	19.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	26.75	28.68	1.93

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Mendel Art Gallery	0.0	0.0	0.0	3,069.5	175.2	416.4	0.0	3,661.1	3,661.1

The Mendel Art Gallery subsidy includes a contribution to the Civic Buildings Comprehensive Maintenance Reserve. The remaining subsidy includes funding to cover salaries and other major operating expenditures.

Growth:

- Phase-in transitional costs increase of \$416.4 for the new Remail Modern Art Gallery of Saskatchewan. The \$416.4 is used to fund the net increase of 1.93 FTE's plus cover increased operating transition costs for the new Remail Modern Art Gallery. The net increase in FTE's consist of 4.0 administrative positions which will be hired strategically throughout the year offset by a decrease of 2.07 FTE's as a result of the wind down of the Mendel Art Gallery.

Other Significant Changes:

- Operating costs increase of \$149.3 to cover operating expenses which include incremental salary and payroll costs.
- Facilities maintenance and energy management increases totaling \$15.1.
- Civic Buildings Comprehensive Maintenance Reserve contribution increase of \$10.8.

Summary of Capital Investments

The Mendel Art Gallery's Capital Equipment Replacement Reserve is estimating a \$54.9 contribution in 2015, increasing to \$70.0 contribution beginning in 2016. The Mendel Art Gallery contributes funds to this reserve through contributions from the City. However, capital submissions for the Mendel Art Gallery are not included within the corporate budgeting system. The Mendel Art Gallery has a draw of \$316.8 over the next five years from this reserve to cover any capital equipment replacements necessary.

The Remail Modern Art Gallery of Saskatchewan capital project was approved in previous years' capital budgets. Construction is expected to be completed in 2015 with the grand opening in June 2016.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



TCU Place

Overview

To provide for the operation of TCU Place which is a multi-purpose cultural and entertainment facility that includes a theatre for the performing arts and convention hall.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Operating Cost	1,301.6	1,301.6	1,310.0	1,441.2	131.2	10.0%
Debt Charges	180.4	180.4	180.4	180.4	0.0	0.0%
Total	1,482.0	1,482.0	1,490.4	1,621.6	131.2	8.8%

Staff Complement	2014	2015	Difference
Full Time Equivalents	65.55	65.55	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
TCU Place	0.0	0.0	0.0	1,490.4	131.2	0.0	0.0	1,621.6	1,621.6

TCU Place receives a \$500.0 grant from the City of Saskatoon to operate as well as covering the Civic Buildings Comprehensive Maintenance Reserve contribution of \$941.2 for 2015. The debt payment covered by the general fund is the City's contribution to the TCU expansion project and will expire in 2022 (15 year term).

Significant Change:

- Comprehensive Maintenance Reserve Contribution increase of \$131.2.

Funded Capital Projects	2015	2016	2017	2018	2019
P0740 TCU PLACE-EQUIPMENT REPAIR/ REPLACEMENTS	335.3	459.0	290.8	58.9	1,299.2
P1822 TCU PLACE- CAPITAL EXPANSION	400.0	350.0	0.0	0.0	0.0
Total	735.3	809.0	290.8	58.9	1,299.2

Summary of Capital Investments

2015 TCU Place Capital Investments are in accordance with the TCU Place Reserve Policies and are for projects involving the maintenance and replacement of existing assets in the replacement and restoration reserves.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2015 capital projects.



River Landing

Overview

To manage and operate River Landing facilities, amenities and programs for the benefit of citizens and visitors to Saskatoon. This program reflects all costs associated with the management and operation of River Landing. These services are paid for by the revenue generated within the boundary of River Landing and includes incremental property tax, parking, and leases.

Significant revenue will not begin to flow for another four to five years, pending development of the properties identified for private development (i.e. Parcel YY, and Phase II parcels). The Budget Committee (April 14, 2010) resolved that River Landing Operating Program continue to be balanced through a transfer from the Reserve for Capital Expenditure (RCE) and that the total transfers from RCE to the operating program be accumulated with the expectation that RCE will be repaid from future surpluses in the program.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(309.5)	(142.8)	(143.1)	(115.5)	27.6	-19.3%
Staff Compensation	28.7	62.4	62.4	64.1	1.7	2.7%
Operating Cost	992.7	1,313.4	1,314.4	1,312.6	(1.8)	-0.1%
Capital Contribution	40.0	40.0	40.0	73.3	33.3	83.2%
Transfer to/from Other Operating	(168.5)	(169.4)	(191.9)	(141.8)	(141.8)	-26.1%
Transfer to/from Reserves	(583.4)	(1,103.6)	(1,081.8)	(1,192.7)	(110.9)	10.3%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.50	0.50	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
River Landing	(335.0)	219.5	(115.5)	335.0	(219.5)	0.0	0.0	115.5
								0.0

Significant Changes:

- Parcel A, now The Banks development, was sold in 2013 and is expected to provide Property Tax Revenue in the amount of \$6.1 in 2015 and 2016 during the construction phase. When fully developed by late 2016, the civic portion of the property tax is projected at \$201.0, of which there is a residential abatement of \$163.0 annually for five years. Parcel D/E (Phase II) is projected to be offered for public sale in 2015. The Pumphouse is anticipated to be offered for lease in 2015.
- In 2014, Council approved that beginning in 2015 the full (100%) property tax abatement to Persephone Theatre would be expensed through the Culture Grant Program within the Community Investments and Support service line for a period of five years. In previous years, the Persephone Theatre abatement was expensed in River Landing with an offset transfer from the Other Levies service line. As a result, operating costs decreased by \$56.9 and transfers from other operating decreased by \$56.9.

Funded Capital Projects	2015	2016	2017	2018	2019
P1813 CP-REMAI MODERN ART GALLERY OF SASKATCHEWAN	6,000.0	0.0	0.0	0.0	0.0
Total	6,000.0	0.0	0.0	0.0	0.0



Summary of Capital Investments

2015 River Landing Capital Investment is for the completion of the Remai Modern Art Gallery of Saskatchewan. Funding for this final portion of the project is from the Civic Facilities Funding Plan.

Future Operating Impact of Current Year's Capital Projects

There are no additional future operating impacts from the 2015 Capital Project.





Operating Budget

\$(337.7) million

Capital Budget

\$0.0 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Economic Diversity & Prosperity

Overview

The property levy is the amount required from property taxes to balance the operating budget. This levy includes growth in the assessment roll over the previous year plus the requirements to fund the current year's budget. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy.

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. These are equivalent to the property taxes calculated on these properties and application is made to the governments to pay this amount. In addition, the most significant portion of grants-in-lieu of taxation comes from civic utilities such as Saskatoon Light & Power, water, wastewater and storm water. Civic utilities are treated like utility corporations that would pay taxes for using property, both above and below the surface, to conduct its business.

Included in the levy are amounts related to recently annexed properties. The annexation cost is amortized over the agreed upon number of years used to calculate the annexation provision to the RM of Corman Park and is expensed as Tax Loss Compensation.

Also included in this Business Line are General Revenues that are not dedicated for any particular purpose other than to fund general administration and the provision of any and all programs and services.

At A Glance

Preliminary Assessment Roll for 2014:

Total Assessment for Saskatoon	\$ 39,440,307,700
Total Number of Properties	87,662
Total Taxable Residential Condos	18,919
Total Taxable Residential (less than 4 units)	61,436



Taxable assessment

Total Taxable Assessment	\$31,444,251,655	
Taxable portion	\$24,119,798,399	76.7% of total
Exempt portion	\$ 7,324,453,256	23.3% of total

Key Challenges

- The inability of the property tax to fund a growing city.

Major Initiatives 2015-2017

Implement the following Long-Term Strategy (Ten-Year):

- Investigate revenue sources to help alleviate pressure on the property tax levy.

Budget Implications

- The Property tax increase is \$5.56 million or 3.2% which is slightly lower than the Municipal Price Index (MPI) of 3.23% for 2015 is the required amount in order to balance the City's Operating Budget.
- An additional increase to the property taxes of \$348.2 or 0.2% has been added for debt repayment on future traffic noise attenuation projects. This is the second year of the three year phase-in.
- An additional increase to property taxes dedicated to roads of \$3.38 million or 1.94% for increased service levels for Transportation are incorporated in this budget.
- Assessment growth is \$5.2 million plus an adjustment of \$492.8 for additional property tax growth higher than budgeted in 2014. This adjustment is linked to the increased building activity in the city over the past few years which continue to favourably impact the assessment base.
- The Municipal Revenue Sharing Grant has been increased by \$1.2 million for a total of \$47.4 million for 2015.
- Grants in Lieu of Taxes from civic utilities and the Saskatoon Land have increased by \$1.16 million over 2014. As well, fines and penalties are expected to increase by \$988.0. A decreased return on investment from the utilities of \$350.0 is anticipated based on a downward adjustment to Saskatoon Light & Power's surplus to tax.

Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget
Approved 2015

Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Property Levy	(160,562.3)	(159,455.6)	(177,752.5)	(192,744.2)	442.5	(192,301.7)	(14,549.2)	8.2%
Grants in Lieu of Taxes	(30,919.8)	(31,345.4)	(32,836.5)	(34,524.4)	0.0	(34,524.4)	(1,687.9)	5.1%
Municipal Revenue Sharing Grant	(47,254.2)	(46,940.4)	(46,250.0)	(47,439.3)	0.0	(47,439.3)	(1,189.3)	2.6%
General Revenue	(52,160.1)	(51,651.3)	(51,984.8)	(54,333.1)	0.0	(54,333.1)	(2,348.3)	4.5%
Fines and Penalties	(7,851.8)	(7,062.5)	(7,214.6)	(12,086.2)	3,833.5	(8,252.7)	(1,038.1)	14.4%
Other Levies	(906.3)	(323.1)	(569.2)	(1,872.3)	1,033.3	(839.0)	(269.8)	47.4%
Total	(299,654.5)	(296,778.3)	(316,607.6)	(342,999.5)	5,309.3	(337,690.2)	(21,082.6)	6.7%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Property Levy	(177,833.7)	(14,910.5)	(192,744.2)	81.2	(13.7)	375.0	0.0	442.5	(192,301.7)
Grants in Lieu of Taxes	(32,836.5)	(1,687.9)	(34,524.4)	0.0	0.0	0.0	0.0	0.0	(34,524.4)
Municipal Revenue Sharing Grant	(46,250.0)	(1,189.3)	(47,439.3)	0.0	0.0	0.0	0.0	0.0	(47,439.3)
General Revenue	(52,010.1)	(2,323.0)	(54,333.1)	25.3	(25.3)	0.0	0.0	0.0	(54,333.1)
Fines and Penalties	(10,515.5)	(1,570.7)	(12,086.2)	3,300.9	532.6	0.0	0.0	3,833.5	(8,252.7)
Other Levies	(1,604.0)	(268.3)	(1,872.3)	1,034.8	(1.5)	0.0	0.0	1,033.3	(839.0)
Total	(321,049.8)	(21,949.7)	(342,999.5)	4,442.2	492.1	375.0	0.0	5,309.3	(337,690.2)

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Property Levy	0.0	0.0	0.0	0.0	0.0
Grants in Lieu of Taxes	0.0	0.0	0.0	0.0	0.0
Municipal Revenue Sharing Grant	0.0	0.0	0.0	0.0	0.0
General Revenue	0.0	0.0	0.0	0.0	0.0
Fines and Penalties	0.0	0.0	0.0	0.0	0.0
Other Levies	0.0	0.0	0.0	0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0



Property Levy

Overview

The Property Tax Levy is the amount of taxation required from tax payers to balance the city's operating budget. The levy includes an amount for growth in the assessment roll over the previous year. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy.

The expenditures shown are related to Tax Loss Compensation related to annexation of properties into the city limits. The compensation is paid to the RM of Corman Park over the same term as the number of years included in the calculation of the initial payout to the RM at the time annexation took effect. This amount was based on the tax loss impact to the RM resulting from the annexation.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Property Levy	(157,349.4)	(157,386.6)	(174,083.7)	(189,069.2)	(14,985.5)	8.6%
Supplementary Prop Levy	(3,293.9)	(2,150.0)	(3,750.0)	(3,675.0)	75.0	-2.0%
Operating Cost	81.0	81.0	81.2	442.5	361.3	445.0%
Total	(160,562.3)	(159,455.6)	(177,752.5)	(192,301.7)	(14,549.2)	8.2%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Property Levy	(177,833.7)	(14,910.5)	(192,744.2)	81.2	(13.7)	375.0	0.0	442.5
								(192,301.7)

Revenue Growth:

- Assessment growth of \$5.2 million for 2015 plus an adjustment for additional property tax growth higher than budgeted in 2014 of \$492.8.
- An adjustment to reduce supplementary taxation by \$450.0 is estimated for 2015 which is comparable to prior year results for the properties that come into the Assessment base part way through the year that are not included in the property levy. There also is an additional \$375.0 in growth resulting from the City's Boundary Annexation.

Property Tax Increase:

- A property tax increase of \$5.56 million is required to balance the budget or 3.2% property tax increase over 2014.

Dedicated Road Increase:

- An increase dedicated to roads of \$3.38 million or 1.94% has been added.

Traffic Noise Attenuation Increase:

- An increase to the property taxes of \$348.2 or 0.2% has been added for debt repayment on future traffic noise attenuation projects. This is the second year of the three year phase-in.



Summary of Capital Investments

There are no capital investments in Property Levy.



Grants in Lieu of Taxes

Overview

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. In most part these are equivalent to the property taxes calculated on these properties and application is made to the governments to pay this amount.

In addition, the most significant portion of grants-in-lieu of taxation comes from civic utilities such as Saskatoon Light & Power, water, wastewater and storm water. Civic utilities are treated like utility corporations that would pay taxes for using property, both above and below the surface, to conduct its business.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(4,437.7)	(4,300.0)	(4,450.0)	(4,980.0)	(530.0)	11.9%
Grant-in-Lieu Taxes Civic Utilities/Land	(26,482.1)	(27,045.4)	(28,386.5)	(29,544.4)	(1,157.9)	4.1%
Total	(30,919.8)	(31,345.4)	(32,836.5)	(34,524.4)	(1,687.9)	5.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Grants in Lieu of Taxes	(32,836.5)	(1,687.9)	(34,524.4)	0.0	0.0	0.0	0.0	0.0	(34,524.4)

Significant Revenue Changes:

- Federal/Provincial grants-in-lieu of taxation is \$275.0 greater than 2014 resulting from increased assessments and an additional increase of \$255.0 related to the 2015 mill rate increase.
- Civic Utility grants-in-lieu of taxation is based on revenues that are higher than the 2014 net budget as follows:
 - The Water Utility is anticipating an increased grant of \$333.0 for a 2015 budget of \$4.5 million.
 - The Waste Water Utility is anticipating an increased grant of \$270.7 for a 2015 budget of \$3.6 million.
 - Saskatoon Light & Power is anticipating an increased grant of \$495.9 for a 2015 budget of \$20.8 million.
- The total net increase in Utility grants-in-lieu over the 2014 budget is \$1.1 million for a total grants-in-lieu budget amount of \$29.2 million for the year ending 2015.
- Water and Wastewater's net increase is due to an increase in rates of 9.5% for 2015.
- Saskatoon Light & Power's increase is due to the SaskPower rate increase of 3.0% effective January 1, 2015 generating an increase in revenue.
- The Saskatoon Land grants-in-lieu of taxation has increased by \$58.3 due to higher land inventory in new areas of the City.

Summary of Capital Investments

There are no capital investments in grants-in-lieu of taxes.



Municipal Revenue Sharing Grant

Overview

To provide for provision for Municipal Revenue Sharing Grant revenues that relate to the operation of the municipality but do not relate to specific programs.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(47,254.2)	(46,940.4)	(46,250.0)	(47,439.3)	(1,189.3)	2.6%
Total	(47,254.2)	(46,940.4)	(46,250.0)	(47,439.3)	(1,189.3)	2.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Municipal Revenue Sharing Grant	(46,250.0)	(1,189.3)	(47,439.3)	0.0	0.0	0.0	0.0	0.0	(47,439.3)

Significant Revenue Change:

- The Municipal Revenue Sharing Grant from the Province of Saskatchewan has been estimated for 2015 at \$47.4 million which is a \$1.2 million increase from the 2014 budget based on an increase in Provincial sales tax revenue to the Province of Saskatchewan.

Summary of Capital Investments

There are no capital investments for Municipal Revenue Sharing Grant.



General Revenue

Overview

To provide for various provisions for revenues that relates to the operation of the municipality but do not relate to specific programs.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(24,294.4)	(24,205.4)	(23,896.2)	(23,539.7)	356.5	-1.5%
Prov Utility Franchise Fees	(19,118.0)	(17,940.0)	(18,820.0)	(19,735.0)	(915.0)	4.9%
Return On Investment - Land Bank	(250.0)	(250.0)	0.0	0.0	0.0	0.0%
Interest Earnings	(8,715.0)	(9,414.1)	(9,151.0)	(10,915.5)	(1,764.5)	19.3%
Capital Contribution	21.8	0.0	0.0	0.0	0.0	0.0%
Grant-in-Lieu of Taxes - Prov Utility	(105.7)	(142.9)	(142.9)	(142.9)	0.0	0.0%
Transfer to/from Reserves	301.1	301.1	25.3	0.0	(25.3)	-100.0%
Total	(52,160.2)	(51,651.3)	(51,984.8)	(54,333.1)	(2,348.3)	4.5%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
General Revenue	(52,010.1)	(2,323.0)	(54,333.1)	25.3	(25.3)	0.0	0.0	0.0	(54,333.1)

Significant Changes:

- An anticipated increase in Provincial Utility Franchise Fees is attributed to an expected increase in the SaskPower Franchise Fees of \$915.0 based on infill growth, increased demand and rate increase. SaskEnergy and Trans Gas Revenues are expected to remain constant in 2015.
- Return on Investment has decreased by \$350.0 associated to a decrease in Saskatoon Light & Power's electrical utility surplus/deficit.
- Interest earnings are anticipated to be increased by \$1.8 million due to accruing the interest to be received on the internal loan to Property Realized Reserve in addition to the higher bond yields and higher cash balances held in the bank. The interest stabilization reserve has sufficient funding in place that no transfer will be made in 2015, thus allowing the mill rate to benefit from the increase in interest earnings

Summary of Capital Investments

There are no capital investments for General Revenues.



Fines and Penalties

Overview

Fines and penalties resulting from violations of Federal, and Provincial traffic laws as well as many City bylaws are distributed to the City for those fines collected for infractions within the city of Saskatoon. These are strategic deterrents to curtail and eliminate violations that are aimed at the protection of citizens and visitors to the City.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(5,108.1)	(4,327.0)	(4,558.0)	(5,158.0)	(600.0)	13.2%
Traffic Automated Enforcement	(1,170.3)	(1,355.3)	(1,727.4)	(2,100.0)	(372.6)	21.6%
Parking Bylaw Violations	(4,329.3)	(4,000.0)	(4,000.0)	(4,600.0)	(600.0)	15.0%
Other Bylaw Violations	(227.1)	(238.0)	(230.1)	(228.2)	1.9	-0.8%
Operating Cost	2,528.6	2,281.0	2,600.9	2,833.5	232.6	8.9%
Capital Contribution	454.4	576.8	700.0	1,000.0	300.0	42.9%
Total	(7,851.8)	(7,062.5)	(7,214.6)	(8,252.7)	(1,038.1)	14.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Fines and Penalties	(10,515.5)	(1,570.7)	(12,086.2)	3,300.9	532.6	0.0	0.0	3,833.5	(8,252.7)

Capital Contributions:

- The increase in red light camera revenues net of associated expenses is \$300.0 which is transferred to the Traffic Safety Reserve to further benefit the citizens of Saskatoon with pedestrian and cyclist safety related projects and traffic calming measures.

Significant Changes:

- The Saskatoon Police Service has continued to increase attention to traffic safety, which will result in a net increase in Traffic Violations of \$440.0.
- Parking ticket violations have experienced a marginal decrease in the number of tickets issued however an increase to the early payment rate will result in \$600.0 increase to parking ticket revenues.
- Red light camera revenue has continued to increase, which will result in an increase of \$372.6 in revenue and additional costs of \$72.6 associated with the increased violations.

Summary of Capital Investments

There are no capital investments for Fine and Penalties.



Other Levies

Overview

Other levies include Trailer Occupancy Fees, Municipal Service Agreements with First Nation Reserves within city limits, Amusement Tax, Revenue from Property Tax Penalties and Commissions. Also included are amounts transferred to the Clarence Ave and Circle Drive overpass capital project for incremental municipal property taxes levied on commercial properties in the “big box” site as part of the funding plan for this project. An amount is also transferred to the River Landing program for property taxes levied in the River Landing area as part of the on-going funding arrangement for the program.

Amusement tax is only levied to the Prairieland Exhibition which is returned in the form of a grant for capital improvements to the Exhibition.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(1,911.1)	(1,314.9)	(1,604.0)	(1,872.3)	(268.3)	16.7%
Operating Cost	0.0	2.9	6.5	6.5	0.0	0.0%
Capital Contribution	836.4	900.7	836.4	885.0	48.6	5.8%
Transfer to/from Other Operating	168.5	88.2	191.9	141.8	(50.1)	-26.1%
Total	(906.2)	(323.1)	(569.2)	(839.0)	(269.8)	47.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Other Levies	(1,604.0)	(268.3)	(1,872.3)	1,034.8	(1.5)	0.0	0.0	1,033.3
								(839.0)

Significant Changes:

- Revenue increase due to \$250.0 for property tax penalties based on prior year actual results and \$18.3 for other insignificant revenue net increases.
- Increase of \$48.6 in the capital transfer to the Clarence Ave and Circle Drive overpass project for incremental taxes. This should be near the maximum of the incremental municipal taxes collected for the commercial site.
- Decrease of \$56.9 in the transfer to/from other operating to River Landing as a result of the Persephone Theatre tax abatements being expensed through the Culture Grant Program within the Community Investments and Support service line. The tax abatements were previously expensed through the River Landing service line offset by a transfer from Other Levies.
- Increase of \$6.8 to the transfer to/from operating to River Landing based on increased tax revenues.

Summary of Capital Investments

There are no capital investments in Other Levies however \$836.4 of commercial municipal property taxes collected on the big box site south of Circle Drive near Clarence Ave is transferred as partial funding for the overpass built at that intersection.



Operating Budget
\$88.0 million

Capital Budget
\$115.3 million



STRATEGIC GOAL:



Moving Around

Overview

Saskatoon is growing in geographic size as well as population. As the city grows, the challenges involved in safely and efficiently moving people, services and goods around is become increasingly complex. The Transportation business line brings together a wide range of City services and programs, each of which plays an important role in meeting the transportation needs of the city.

Transportation involves planning, design, building, maintenance, operation and regulation of the City's expanding transportation systems. This includes facilities for all modes of travel – pedestrian, bicycle, vehicle and public transit. Saskatoon Transit provides fixed route service on designated bus routes as well as service for people with mobility issues. Discounted passes are offered to citizens with low income to assist with their transportation needs.

Transportation also involves traffic signal operation, parking control and enforcement, street lighting, seasonal lighting, sidewalk and back lane maintenance, traffic noise attenuation, street sweeping, and snow and ice management. In addition, it provides services for maintenance and rehabilitation (preservation) of all roadway assets including roads, bridges and overpasses, sidewalks, back lanes and pathways.

Finally, Transportation is about planning for the future. With some projections calling for Saskatoon's population to surpass the 400,000 mark by mid-century, a main focus of the Transportation business line is to explore innovative ways to efficiently move people, services, and goods, while minimizing environmental impact and promoting sustainability.

At A Glance

- Bridges and structures: five river crossings; 47 interchanges and overpasses; and, 21 pedestrian overpasses and tunnels.
- Roads and sidewalks: 4,005 lane km of paved roadways; 200 lane km of gravel roadways; 1,932 km of sidewalks; 453 km of back lanes.
- Public transit fleet is comprised of 39 conventional, 93 low-floor, 12 articulating, eight low-floor diesel/electric hybrid, six mid-sized low-floor and 26 Access Transit buses, for a total of 184 buses (all buses have bicycle racks).
- Transit operates 365 days a year, and has a passenger load of approximately 13.188 million rides per year (formula based), or 9.4 million rides per year (electronic measurement).



- 25 bus routes operate on 276 km of streets.
- Total number of parking meters: 2,800.
- Total number of traffic signals: 275.
- Total number of traffic count stations: 520.
- Total annual vehicle kilometres travelled in Saskatoon: 1.5 billion.
- Number of work requests issued from Public Works Customer Service Center: 26,764 including Roadways – 15,747; Water and Sewer – 9,944; and, Support Services – 1,073.
- Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, census metropolitan areas as provided by Statistics Canada, National Household Survey, 2011: Walking – 5.1%; Bicycle – 2.0%; Public Transit – 4.4%; and, Car, Truck or Van (Driver and Passenger) 86.5%.
- Total number of street lights: 29,805.
- Total number of seasonal decorations on street lights: 483.

Key Challenges

- The City of Saskatoon does not have the capacity to fund major transportation infrastructure to improve system capacity as the city grows, including interchanges and bridges. Currently, funding for this required infrastructure must compete with other projects and programs funded from property taxes or rely on one time external funding.
- Insufficient funding to preserve existing infrastructure while maintaining current pace of growth.
- Educating the public and creating awareness that all modes of traffic are equal and efficient choices.
- Maintaining the pace of growth and development while developing new policies under the Growth Plan within the Growing Forward! Shaping Saskatoon project.
- Recruiting and retaining skilled trades people and professionals in a competitive economic environment.
- Strengthening the collaboration between divisions to ensure minimization of gaps in the delivery of services.
- The levels of service need to be defined and updated for program deliverables with regards to changing expectations of the growing population and budget allocations.

Major Initiatives 2015-2017

Implement the Following 4-Year Priorities:

- Continue to implement a new Neighbourhood Traffic Management Process.
- Develop a vision and strategic plan for Active Transportation.
- Build the North Commuter Parkway project and Traffic Bridge.
- Establish a long-term transit plan with a vision of rapid transit corridors for Saskatoon to guide investment, transportation and urban planning decision-making.
- Design and development of the Rapid Transit System and establishment of a Corridor Redevelopment program.
- Implementation of the Intelligent Transportation System and significant software upgrades to improve transit customer experience.
- Continue to support the Province on the Perimeter Highway project.
- Explore options to improve the overall accessibility throughout the City including curb, sidewalk and facility accessibility, as well as increase Access Transit infrastructure funding.
- Build interchanges at Boychuk Drive and Highway 16 and at Highway 5 and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.



- Utilize automated road condition assessment technology to provide a condition assessment of all of Saskatoon's roadways in an objective manner at the same point in time to truly assess the overall condition of the roadway network and to assist in establishing service levels for the repair and rehabilitation of our roadway network.

Implement the Following Long-Term Strategies (10-Year):

- Implement the 10 year transportation network priorities.
- Secure funding to meet approved service levels to promote repair and maintenance of our roads, lanes, sidewalks and bridges.
- Increase transit ridership through education around public transit and provide service that is safe, convenient, reliable and affordable.
- Continue to evaluate and define the condition of Saskatoon's Roadway network providing recommended funding levels to achieve the level of service endorsed by Council.

Continuous Improvement

- Improve the level of customer service and the effectiveness of communications in all areas.
- Utilize innovative contracting to minimize impacts on traffic flows and ensure safety in work zones.
- Automate operations of the Sign Shop to better track work orders and provide more timely communication to the public on road closures.
- Begin implementing recommendations from the formal Civic Services Review of road design, construction and maintenance programs to improve efficiency and long-range cost savings.
- Transit Administration will continue to seek cost effective improvements to the service for existing and future service including the utilization of software in the dispatch section to better align responsibilities and create efficiencies.
- Through automated and semi-automated data collection a proper baseline of the complete pavement condition will be created allowing for better decision making and funding allocation which will be reflected in the 2015 rehabilitation program.
- Formalize Levels of Service for all operations within Public Works which will enhance stakeholder awareness of the service delivery for each program, improve communications and understanding of program deliverables.
- Adjustment of scheduling within Public Works Roadways to provide better coverage over a seven day period which will reduce overtime requirements.
- A dedicated Customer Service Section will be created in the Public Works Division to better address customer inquiries.
- Investigate the application of anti-icing strategies to improve snow and ice management operations to improve motorist safety and ease of movement.
- Improve sanding operations by monitoring applications rates to improve traction during the winter and reduce spring street cleaning.
- Scheduling of snow removal in school zones will be modified to improve the safety of students and provide for more efficient snow removal. Communications with School Boards and Community Associations will also be reviewed.
- Parking meter upgrade project will improve the efficiency of coin collection and meter maintenance operations.
- Improved coordination between responsible divisions for boulevard/median cleaning and street sweeping to provide for a more effective and efficient program which will provide for a cleaner roadway.

Budget Implications



- The Transportation business line, in consideration of its Strategic Goal of “Moving Around”, has incorporated budget changes related to capital expansion and rehabilitation, addressing the infrastructure deficit, growth and inflation as well as service level adjustments that promote the repair and maintenance of roads, streets, sidewalks and bridges.
- An increase of \$174.0, representing 0.1% of a mill, to the Active Transportation Reserve initiated in 2014 in response to a need for dedicated funding for active transportation initiatives.
- An increase of \$348.2, representing 0.2% of a mill, to the Traffic Noise Attenuation Reserve to phase in debt repayment for retrofit traffic noise attenuation borrowing beginning in 2016.
- The Transportation Infrastructure Reserve has been increased by \$378.8 including a recommended increase of \$161.9, representing 0.09% of a mill; and a one-time allocation of \$81.8 from the Neighbourhood Land Development Fund to address the asset funding gap on back lanes and boundary roads. Included in this is an increase of \$85.1 to acknowledge inflationary cost increases and increased demand on the reserve and \$50.0 to reflect the impact of capital construction (Circle Drive South).
- The Paved Roadways Infrastructure Reserve has been increased by \$10.25 million including a \$3.2 million Roadway Levy in response to the infrastructure deficit recognized in the Road Maintenance Service Line. Included in this is an increase of \$410.0 to acknowledge inflationary cost increases and increased demand on the reserve as well as the second phase in of an annual contribution of \$6.0 million from the Water/Waste Water Utility in the amount of \$4.0 million. In addition, a one-time allocation of \$4.6 million from the Neighbourhood Land Development Fund is being made to the Paved Roadways Infrastructure Reserve. This increase also includes the transfer of \$250.0 to the Meewasin Valley Authority for trail maintenance.
- The Bridge Major Repair Reserve has a net increase of \$953.6. The second year of a three year phase in of temporary funding in the amount of \$750.0 has been allocated to the Bridge Major Repair Reserve to begin building the base operations budget required for the North Commuter Bridge with an additional \$750.0 to be allocated in 2016. This temporary funding is being provided for major rehabilitation projects including the rehabilitation of the University Bridge. A transfer of \$75.5 has been made to reflect the impact of new capital construction (Circle Drive South) and an additional allocation of \$128.1 has been made based on inflation and growth.
- A large part of the capital program identified in this business line is aimed at the capital rehabilitation or replacement of existing assets. Transit Operations and Access Transit have identified \$1.97 million to refurbish and replace buses, auxiliary equipment and bus shelters. The Transportation Services, Road Maintenance and Bridges, Subways and Overpasses Service Lines have identified 28 projects for \$36.9 million all geared towards the capital rehabilitation and replacement of existing assets including roadways, lanes, boundary roads, bridges and overpasses.
- Projects have also been identified in the Transportation Business Line that will result in improvements to all modes of travel including pedestrian, bicycle, vehicle and public transit. Construction of interchanges at Boychuk Drive and Highway 16 and at Highway 5 and McOrmond Drive will also begin in 2015. Transit ridership initiatives will continue in 2015. Transportation Services continues to identify future transportation needs and prepare functional planning studies. A freight intercept survey will be conducted in 2015 funded by the Ministry of Highways and Infrastructure to identify both the volume and movement of freight within the Saskatoon region. Parking Services has identified the need for a License Plate Recognition System as well as the continued implementation of multi-space parking meters.
- In addition to the expenditure increases for growth and inflation shown in this business line, an additional growth allocation of \$685.0 is required to provide services for an expanded roadway infrastructure.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	21,871.9	22,070.4	22,918.6	(15,492.1)	40,104.7	24,612.6	1,694.0	7.4%
Access Transit	3,316.1	3,158.2	3,348.8	(1,240.9)	4,653.7	3,412.8	64.0	1.9%
Transportation Services	6,565.7	6,242.9	7,006.9	(113.9)	7,757.2	7,643.3	636.4	9.1%
Road Maintenance	20,139.1	19,351.9	25,382.6	(268.1)	29,560.1	29,292.0	3,909.4	15.4%
Snow & Ice Management	13,022.4	8,402.6	10,273.2	(533.2)	11,618.0	11,084.8	811.6	7.9%
Street Cleaning & Sweeping	2,971.8	2,433.9	3,119.5	0.0	3,320.0	3,320.0	200.5	6.4%
Bridges, Subways, Overpasses	3,718.7	3,717.1	4,162.8	0.0	5,163.3	5,163.3	1,000.5	24.0%
Street Lighting	5,950.2	5,756.8	5,623.8	(29.6)	5,994.0	5,964.4	340.6	6.1%
Parking	(3,384.6)	(3,201.9)	(3,378.6)	(6,907.3)	3,682.7	(3,224.6)	154.0	-4.6%
Impound Lot	(45.2)	(22.8)	0.0	(825.0)	825.0	0.0	0.0	0.0%
Engineering	613.9	725.4	741.0	0.0	745.5	745.5	4.5	0.6%
Total	74,740.0	68,634.5	79,198.6	(25,410.1)	113,424.2	88,014.1	8,815.5	11.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	591.26	604.05	12.79

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Transit Operations	(15,571.1)	79.0	(15,492.1)	38,489.7	1,120.3	544.7	(50.0)	40,104.7	24,612.6
Access Transit	(1,130.4)	(110.5)	(1,240.9)	4,479.2	115.3	59.2	0.0	4,653.7	3,412.8
Transportation Services	(101.4)	(12.5)	(113.9)	7,108.3	(72.7)	236.8	484.8	7,757.2	7,643.3
Road Maintenance	(232.6)	(35.5)	(268.1)	25,615.2	87.9	729.8	3,127.2	29,560.1	29,292.0
Snow & Ice Management	(462.4)	(70.8)	(533.2)	10,735.6	180.9	701.5	0.0	11,618.0	11,084.8
Street Cleaning & Sweeping	0.0	0.0	0.0	3,119.5	33.2	167.3	0.0	3,320.0	3,320.0
Bridges, Subways, Overpasses	0.0	0.0	0.0	4,162.8	0.1	250.4	750.0	5,163.3	5,163.3
Street Lighting	(25.7)	(3.9)	(29.6)	5,649.5	290.0	62.8	(8.3)	5,994.0	5,964.4
Parking	(5,603.3)	(1,304.0)	(6,907.3)	2,224.7	14.2	143.8	1,300.0	3,682.7	(3,224.6)
Impound Lot	(802.3)	(22.7)	(825.0)	802.3	22.7	0.0	0.0	825.0	0.0
Engineering	0.0	0.0	0.0	741.0	4.5	0.0	0.0	745.5	745.5
Total	(23,929.2)	(1,480.9)	(25,410.1)	103,127.8	1,796.4	2,896.3	5,603.7	113,424.2	88,014.1

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Transit Operations	1,840.0	2,090.0	1,740.0	2,340.0	2,290.0
Access Transit	330.0	220.0	220.0	330.0	220.0
Transportation Services	2,579.5	19,040.0	3,330.0	3,525.0	4,050.0
Road Maintenance	29,400.0	31,977.0	32,062.0	31,967.0	31,962.0
Snow & Ice Management	0.0	0.0	0.0	0.0	0.0
Street Cleaning & Sweeping	0.0	0.0	0.0	0.0	0.0
Bridges, Subways, Overpasses	79,875.0	5,650.0	1,364.0	12,839.0	38,456.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	1,255.0	1,210.0	1,160.0	1,160.0	1,225.0
Impound Lot	0.0	0.0	0.0	0.0	0.0
Engineering	0.0	0.0	0.0	0.0	0.0
Total	115,279.5	60,187.0	39,876.0	52,161.0	78,203.0



Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
ACCESS TRANSIT CAPITAL RESERVE	330.0	220.0	220.0	330.0	220.0
ACTIVE TRANSPORTATION RESERVE	150.0	350.0	300.0	350.0	350.0
BORROWING	0.0	13,909.5	0.0	0.0	0.0
BRIDGE MAJOR REPAIR RESERVE	8,404.0	5,600.0	289.0	289.0	289.0
GENERAL PPD SERV-ENGINEERING	16.0	0.0	16.0	0.0	16.0
INFRA RES-TRANSPORTATION	3,805.0	4,072.0	4,057.0	4,057.0	4,057.0
INFRA RES-WTR & SAN SWR	34.0	0.0	34.0	0.0	34.0
INTERCHANGE LEVY	21,350.0	0.0	1,000.0	1,300.0	6,792.0
IS - CAPITAL RESERVE	200.0	150.0	100.0	100.0	100.0
OPERATING FUND CONTRIBUTION	1,100.0	1,100.0	1,100.0	1,100.0	1,100.0
OTHER	276.5	50.0	50.0	0.0	0.0
PARKING RESERVE	155.0	60.0	60.0	60.0	125.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	26,245.0	28,730.0	28,730.0	28,730.0	28,730.0
PRIVATE CONTRIBUTIONS	19,700.0	0.0	0.0	0.0	20,000.0
PROPERTY REALIZED RES	1,396.0	0.0	0.0	0.0	0.0
SASK HIGHWAYS AND TRANSPORTATION	12,500.0	0.0	0.0	11,200.0	11,300.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	423.0	1,545.5	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	620.0	1,080.0	1,005.0	950.0	995.0
TRANSIT CAPITAL PROJECTS RESERVE	850.0	800.0	750.0	1,050.0	1,000.0
TRANSIT VEHICLE REPLACEMENT RESERVE	690.0	990.0	690.0	990.0	990.0
TRANSP INFRAS EXPANSION	285.0	1,230.0	1,175.0	1,355.0	1,805.0
URBAN HIGHWAY CONNECTOR PROG-PROV	16,450.0	0.0	0.0	0.0	0.0
US - CAPITAL RESERVE	300.0	300.0	300.0	300.0	300.0
Total	115,279.5	60,187.0	39,876.0	52,161.0	78,203.0
Unfunded	0.0	13,388.0	28,206.0	47,202.0	187,799.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P2016 TU-BOYCHUK DR/HWY 16 GRADE SEPARATION	0.0	86.0	172.0	0.0	0.0
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	0.0	0.0	43.0	43.0
P2017 TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	0.0	86.0	172.0	0.0	0.0
P2550 TU- WEST/CENTRAL MULTI-USE CORRIDOR	0.0	2.1	0.0	0.0	0.0
Total	0.0	174.1	344.0	43.0	43.0



Transit Operations

Overview

Saskatoon Transit provides a basic high quality of service for all citizens focusing on the commuter needs of your community. Saskatoon Transit is also working towards building its service through innovative technologies and incentive programs to attract people away from the automobile and start growing its ridership to reduce automobile use and greenhouse gas emissions.

Transit services includes both a fixed route component that operates 25 bus routes along approximately 276 km of streets and a special needs service (Access Transit), which is a door to door service for citizens who cannot use the fixed route service with safety and dignity. Saskatoon Transit has a fleet size of 184 buses including 39 conventional buses, 119 low-floor buses (which include 12 articulating buses, 8 hybrids and 6 twenty-one passenger buses) and 26 Access Transit buses.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(13,928.2)	(14,046.3)	(14,638.5)	(14,637.0)	1.5	0.0%
Province of Saskatchewan	(797.9)	(893.4)	(932.6)	(855.1)	77.5	-8.3%
Staff Compensation	24,607.4	24,448.4	25,699.9	26,643.1	943.2	3.7%
Operating Cost	10,055.1	10,168.1	10,244.1	10,910.1	666.0	6.5%
Debt Charges	152.3	152.1	778.1	776.2	(1.9)	-0.2%
Cost Recovery	(475.3)	(357.1)	(363.9)	(426.4)	(62.5)	17.2%
Capital Contribution	2,588.5	2,597.5	2,130.3	2,200.4	70.1	3.3%
Transfer to/from Reserves	1.1	1.1	1.2	1.3	0.1	8.3%
Total	22,203.0	22,070.4	22,918.6	24,612.6	1,694.0	7.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	349.85	350.50	0.65

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Transit Operations	(15,571.1)	79.0	(15,492.1)	38,489.7	1,120.3	544.7	(50.0)	40,104.7	24,612.6

Growth:

- Expenditure growth includes fuel and oil cost increases of \$247.5 due to incremental price increases, ITS and website maintenance costs of \$139.6, increased licensing costs of \$103.2, and additional cost increases of \$54.4 due to city expansion.

Other Significant Changes:

- Inflationary increases in expenditures include \$91.1 due to rising fuel and oil costs, cross charges from other departments of \$99.6 and \$70.1 in increased capital contributions. Partially offsetting this are additional insurance adjustments \$85.4 for in-house repair work.
- Reductions in charter revenue of \$213.2 are offset by increases in advertising revenue of \$227.4.
- Intra-departmental transfers have reallocated budget amounts within Transit. Increases included fuel and phone of \$37.1 and \$31.7, respectively. While computers and VOIP decreased by \$46.7, sales discounts decreased by \$15.0 and car allowance, materials and supplies decreased by \$7.1.



- Transfer of 0.15 FTE to Corporate Governance and Finance – Corporate Support to centralize management and business administration support for the Transportation and Utilities Department in the Transportation and Utilities Business Administration program. Redeployment of 0.2 FTE to Corporate Governance and Finance – Financial Services for a Director of Business Administration position for the Corporate Performance and Asset and Financial Management Departments. Transfer of 1.0 FTE (\$74.8) from capital to reflect operational requirements.

Continuous Improvement:

- A continuous improvement savings of \$50.0 is anticipated through realignment of workforce responsibilities and is reflected by a decrease in salaries.

Not Included:

- Additional new buses to improve median age of fleet, thereby reducing maintenance costs, \$4.05 million. The purchase of good, used buses has been utilized for Transit's current replacement and fleet expansion needs but this strategy has only served to defer major maintenance costs and fleet replacement. This, coupled with the availability of potential buses and replacement parts, requires a long-term solution which includes the purchase of new buses and additional funding commitments.
- 8.0 FTEs for additional mechanics to maintain the current fleet and bring the bus to mechanic ratio closer to industry averages, \$682.4. Increasing the staffing compliment will allow an increased amount of preventative maintenance to be performed, substantially improving Transit's ability to maintain service levels. Also, a large portion of maintenance staff are nearing retirement. Increases to this pool will allow specialized knowledge to be passed on through succession planning.

Funded Capital Projects	2015	2016	2017	2018	2019
P0583 TR-REPLACE/REFURB BUSES	990.0	1,290.0	990.0	1,290.0	1,290.0
P0584 TR-ADDITIONAL BUSES	0.0	0.0	0.0	450.0	450.0
P0671 TR-AUXILIARY VEH/EQUIP	150.0	150.0	100.0	100.0	100.0
P1194 TR- ENGINE OVERHAUL	300.0	300.0	300.0	300.0	300.0
P2317 TR-SHELTERS/BENCHES	200.0	200.0	200.0	50.0	50.0
P2323 TR-RIDERSHIP GROWTH INITIATIVES	200.0	150.0	150.0	150.0	100.0
Total	1,840.0	2,090.0	1,740.0	2,340.0	2,290.0

Summary of Capital Investments

Transit Operations Capital Investments in 2015 will include \$990.0 for refurbishment and replacement of buses. Transit will continue its spending on ridership initiatives with a \$200.0 program. Auxiliary equipment replacement and bus shelter installations and replacements will be \$150.0 and \$200.0, respectively. Required due to an aging fleet, engine rebuilds are \$300.0.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Access Transit

Overview

Access Transit provides public transit service to our community of citizens with special needs. This service is provided as an accessible door to door service for persons with special needs who cannot use our fixed route service with safety and dignity.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(222.8)	(237.8)	(245.3)	(245.3)	0.0	0.0%
Province of Saskatchewan	(952.3)	(885.1)	(885.1)	(995.6)	(110.5)	12.5%
Staff Compensation	3,144.9	2,953.1	3,092.5	3,225.8	133.3	4.3%
Operating Cost	1,053.6	1,035.3	1,094.0	1,127.9	33.9	3.1%
Debt Charges	47.4	47.4	47.4	47.5	0.1	0.2%
Capital Contribution	245.3	245.3	245.3	252.5	7.2	2.9%
Total	3,316.1	3,158.2	3,348.8	3,412.8	64.0	1.9%

Staff Complement	2014	2015	Difference
Full Time Equivalents	48.40	48.40	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Access Transit	(1,130.4)	(110.5)	(1,240.9)	4,479.2	115.3	59.2	0.0	4,653.7	3,412.8

Growth:

- Growth of \$59.2 includes \$17.6 in licensing and insurance, salaries and taxi services of \$16.2 and \$8.0, respectively, due to increased demand and an additional \$17.4 in office and uniform expenses.

Capital Contribution:

- In 2015 capital contributions to the Access Transit Capital Reserve will increase \$7.2.

Other Significant Changes:

- Provincial funding increases revenue in the amount of \$110.5.
- Inflation increases of \$115.9 are comprised of \$111.9 in negotiated wage increases and \$4.0 in maintenance and radio fees.
- Intra-departmental transfers have reallocated budget amounts within Access Transit. Fuel has increased \$24.0 while computer, special services and VOIP have decreased \$24.0.

Not Included:

- Access Transit is experiencing a capacity issue – services need to be bolstered via additional taxi service and/or an additional bus for \$110.0 and 1.0 FTE for an operator position of \$60.0. Denial rates have increased yearly and additional resources are required to sufficiently handle current demand levels.



Funded Capital Projects	2015	2016	2017	2018	2019
P2095 ACCESS TRANSIT- BUS REPLACEMENTS	330.0	220.0	220.0	330.0	220.0
Total	330.0	220.0	220.0	330.0	220.0

Summary of Capital Investments

2015 Access Transit Capital Investments allow for the purchase of three replacement buses at a cost of \$330.0.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Transportation Services

Overview

To monitor the existing traffic system, identify deficiencies, determine and implement corrective action on an ongoing basis. The traffic system includes facilities for vehicles, pedestrians, cyclists, trucks, parking, loading and unloading of persons and goods. This program also includes planning for the future expansion of the system to accommodate the mobility needs of a growing population, the control of the use of roadway right-of-way which includes detours, road closures for public and private construction and co-ordination of services for special events. Bylaws, or sections of bylaws, involving the use of roadway right-of-way are administered and enforced under this program.

To provide the staffing and resources to plan, design, construct, maintain and operate the City's traffic signal systems. Ancillary services provided by this program include maintenance and repair of other electronic equipment such as score boards, public address systems, etc.

To provide for the manufacture, installation and maintenance of traffic and street name signs, the marking of street lines, crosswalks and parking stalls, the erection and maintenance of detours and the installation, removal and maintenance of the river booms.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(11.6)	(19.9)	(19.9)	(19.9)	0.0	0.0%
Province of Saskatchewan	(85.4)	(109.2)	(81.5)	(94.0)	(12.5)	15.3%
Staff Compensation	3,481.5	3,090.5	3,201.0	3,666.9	465.9	14.6%
Operating Cost	3,129.5	2,947.5	3,197.5	3,078.4	(119.1)	-3.7%
Cost Recovery	(2,483.3)	(2,201.0)	(2,490.6)	(2,792.3)	(301.7)	12.1%
Capital Contribution	2,535.0	2,535.0	3,200.4	3,804.2	603.8	18.9%
Total	6,565.7	6,242.9	7,006.9	7,643.3	636.4	9.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	40.91	45.01	4.10

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Transportation Services	(101.4)	(12.5)	(113.9)	7,108.3	(72.7)	236.8	484.8	7,757.2	7,643.3

Growth:

- An increase of \$347.0 related to city growth including the addition of 4.10 FTEs and an additional provision of \$30.0 required for the maintenance of traffic signals due to an expanded roadway infrastructure.
- Additional FTEs consist of 1.80 FTEs in the pooled Traffic Signing and Painting Labourer position, 0.80 FTE for a Traffic Operations and Control Manager supporting the Traffic Signal Maintenance and Roadway Signing and Marking programs, 1.00 FTE for an Infrastructure Engineer and 0.50 FTE for a seasonal Engineering Technician position in the Transportation Planning program.

Capital Contributions:

- Increase of \$20.2 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.
- Increase of \$11.4 to the Traffic Noise Attenuation Reserve consistent with the Capital Reserve Bylaw.



- A service level adjustment of \$174.0 to the Active Transportation Reserve representing 0.1% of an increase in property taxes.
- A service level adjustment of \$348.2 to the Traffic Noise Attenuation Reserve representing 0.2% of an increase in property taxes required to phase in debt repayment for retrofit traffic noise attenuation borrowing.

Other Significant Change:

- An increase in revenue of \$12.5 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for traffic signing maintenance as specified within the agreement.

Continuous Improvement:

- Automation of the operations of the Sign Shop to better track work orders and provide more timely communication to the public on road closures is expected to result in a savings of \$48.8 and is included as a reduction in operational costs.

Not Included:

- The impact on operations related to implementation of the transportation model in the amount of \$16.3. Operating programs will be insufficiently funded to cover the costs resulting in over expended programs.
- An operating impact of \$20.9 based on growth in new neighborhoods in 2014 required to maintain and operate traffic signals and signage.

Funded Capital Projects		2015	2016	2017	2018	2019
P0631	TU-TRAFFIC SAFETY IMPROVEMENTS	60.0	100.0	100.0	100.0	100.0
P0948	TU-SIDEWALK/PATH RETROFIT-ARTL RD	0.0	150.0	150.0	150.0	200.0
P1036	TU-TRAFFIC CONTROL UPGRADES	100.0	200.0	200.0	200.0	200.0
P1041	TU-BENCHMARK REHABILITATION	50.0	0.0	50.0	0.0	50.0
P1137	TU-BICYCLE FACILITIES	75.0	100.0	75.0	75.0	325.0
P1504	TU-TRAFFIC CALMING INSTALLATION	0.0	100.0	250.0	140.0	250.0
P1505	TU-TRAFFIC SIGNAL UPGRADE-INFRA	400.0	400.0	400.0	400.0	400.0
P1506	TU-TRAFFIC SIGNING REPLACE-INFRA	400.0	425.0	425.0	420.0	425.0
P1512	TU-NEIGHBORHOOD TRAFFIC MGMT	350.0	350.0	350.0	200.0	100.0
P1522	TU-TRAFFIC NOISE ATTENUATION	423.0	15,455.0	0.0	0.0	0.0
P1556	TU-SYSTEM UPGRADES/REPLACEMENTS	50.0	100.0	0.0	100.0	100.0
P1558	TU-TRANSPORTATION SYSTEM PERFORMANCE MEASURES	0.0	0.0	100.0	0.0	0.0
P1559	TU-STREET SIGN INVENTORY	0.0	80.0	0.0	0.0	0.0
P1560	TU-HIGHWAY FREIGHT INTERCEPT SURVEY	276.5	0.0	0.0	0.0	0.0
P2011	TU-TRANSPORTATION MODEL IMPLEMENTATION	0.0	150.0	100.0	0.0	0.0
P2233	TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	60.0	250.0	250.0	230.0	230.0
P2235	TU-MAJOR RDWY/INTERSECTION IMPROVEMENTS	0.0	400.0	50.0	300.0	290.0
P2241	TU-TRUCK ENFORCEMENT/EDUCATION	0.0	0.0	50.0	50.0	50.0
P2421	TU-MINOR INTERSECTION IMPROVEMENTS	0.0	50.0	100.0	50.0	50.0
P2428	TU-FUNCTIONAL PLANNING STUDIES	50.0	200.0	200.0	100.0	100.0
P2436	TU-CORRIDOR PLANNING STUDIES	0.0	100.0	100.0	100.0	0.0
P2446	TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	70.0	80.0	80.0	60.0	80.0
P2447	TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	0.0	0.0	500.0	800.0
P2548	TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	0.0	150.0	150.0	150.0	150.0
P2549	TU-STOP / YIELD INFILL PROGRAM	65.0	0.0	0.0	0.0	0.0



Funded Capital Projects		2015	2016	2017	2018	2019
P2550	TU- WEST/CENTRAL MULTI-USE CORRIDOR	150.0	200.0	150.0	200.0	150.0
Total		2,579.5	19,040.0	3,330.0	3,525.0	4,050.0

Unfunded Capital Projects		2015	2016	2017	2018	2019
P0631	TU-TRAFFIC SAFETY IMPROVEMENTS	0.0	80.0	80.0	100.0	100.0
P0948	TU-SIDEWALK/PATH RETROFIT-ARTL RD	0.0	200.0	200.0	200.0	150.0
P1036	TU-TRAFFIC CONTROL UPGRADES	0.0	80.0	100.0	100.0	100.0
P1137	TU-BICYCLE FACILITIES	0.0	450.0	475.0	475.0	2,475.0
P1504	TU-TRAFFIC CALMING INSTALLATION	0.0	250.0	100.0	210.0	100.0
P1512	TU-NEIGHBORHOOD TRAFFIC MGMT	0.0	0.0	0.0	0.0	110.0
P2010	TU-TRAFFIC DEMAND MGMT STRATEGY	0.0	130.0	0.0	0.0	0.0
P2020	TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	0.0	0.0	2,475.0
P2234	TU-WALKWAY MANAGEMENT	0.0	110.0	110.0	110.0	110.0
P2235	TU-MAJOR RDWY/INTERSECTION IMPROVEMENTS	0.0	250.0	250.0	0.0	110.0
P2241	TU-TRUCK ENFORCEMENT/EDUCATION	0.0	50.0	0.0	0.0	0.0
P2421	TU-MINOR INTERSECTION IMPROVEMENTS	0.0	170.0	150.0	200.0	200.0
P2422	TU-COLLEGE & CENTRAL GEOMETRIC MODIFICATN	0.0	0.0	500.0	0.0	0.0
P2424	TU-COUNTING STATION INSTALL	0.0	170.0	0.0	0.0	0.0
P2425	TU-UNDERGROUND ENCROACHMENTS	0.0	100.0	100.0	0.0	0.0
P2428	TU-FUNCTIONAL PLANNING STUDIES	0.0	100.0	100.0	200.0	200.0
P2436	TU-CORRIDOR PLANNING STUDIES	0.0	200.0	0.0	0.0	0.0
P2445	TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	0.0	500.0	0.0	0.0	0.0
P2446	TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	0.0	0.0	0.0	20.0	0.0
P2447	TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	1,500.0	0.0	1,700.0	0.0
P2448	TU-ADVANCED TRAVELER INFORMATION SYS	0.0	120.0	0.0	0.0	0.0
P2541	TR-RAPID TRANSIT CORRIDOR DEVELOPMENT	0.0	0.0	16,600.0	28,100.0	27,750.0
P2543	TU-LORNE AVE/CN RAIL OVERPASS	0.0	0.0	0.0	0.0	30,000.0
P2545	TU-PRESTON AVE UPRGRADES	0.0	250.0	300.0	130.0	220.0
P2550	TU- WEST/CENTRAL MULTI-USE CORRIDOR	0.0	250.0	250.0	250.0	250.0
P2552	TU-TRANSPORTATION SCHOOL SAFETY PROGRAM	0.0	50.0	50.0	50.0	0.0
Total		0.0	5,010.0	19,365.0	31,845.0	64,350.0

Summary of Capital Investments

2015 Transportation Services Capital Investments include 15 funded projects totaling \$2.6 million.

11 of these projects totaling \$2.0 million involve the capital rehabilitation or replacement of existing assets.

Also put forward in this service line is \$277.0 to fund a freight intercept survey to identify both the volume and movement of freight within our region, \$50.0 to identify future transportation needs and prepare functional planning studies, and \$200.0 to begin construction of the West/Central Multi-Use Corridor.

\$75.0 and an unfunded provision of \$475.0 has been put forward for bicycle facilities.

In 2015, 20 of these projects are either not funded or not fully funded in this budget as current funding levels are not adequate to address the requirements in these programs. These have been deferred to future years.



Future Operating Impact of Current Year's Capital Projects

The construction of the West/Central Multi-Use Corridor project in 2015 will result in a \$2.1 operating impact in 2016 for snow clearing.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2550 TU- WEST/CENTRAL MULTI-USE CORRIDOR	0.0	2.1	0.0	0.0	0.0
Total	0.0	2.1	0.0	0.0	0.0



Road Maintenance

Overview

To provide the maintenance of all earth and gravelled streets, roads and lanes.

To provide for the routine inspection, repair and maintenance of paved streets and lanes.

To provide for the inspection, maintenance and repair of all sidewalks and guardrails.

To support Public Works by providing public enquiry and dispatch services, the stores operation located at City Yards, the wash bay operation, the carpenter shop and the maintenance of the City Yard's facilities and buildings.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	0.0	(0.4)	(0.4)	(0.4)	0.0	0.0%
Province of Saskatchewan	(235.0)	(273.8)	(232.2)	(267.7)	(35.5)	15.3%
Staff Compensation	3,731.3	3,848.1	4,251.9	4,404.0	152.1	3.6%
Operating Cost	4,781.2	3,461.6	4,561.6	4,761.3	199.7	4.4%
Cost Recovery	(911.7)	(456.9)	(464.7)	(500.5)	(35.8)	7.7%
Capital Contribution	12,773.3	12,773.3	17,266.4	20,895.3	3,628.9	21.0%
Total	20,139.1	19,351.9	25,382.6	29,292.0	3,909.4	15.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	56.74	59.75	3.01

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Road Maintenance	(232.6)	(35.5)	(268.1)	25,615.2	87.9	729.8	3,127.2	29,560.1	29,292.0

Growth:

- An increase of \$340.6 related to city growth and inflation. This increase allows for an additional 0.81 FTE representing technologist and labourer positions. As well, an increase of 2.20 FTE Labourer positions required for operations is offset by savings in overtime (\$82.7) and contract costs (\$82.8).

Capital Contributions:

- The Roadway Financial Management Strategy introduced in August 2013 attempts to address the asset funding gap through a dedicated tax increase and is referred to as the Roadway Levy in the following comments.
- An increased provision of \$378.8 to the Transportation Infrastructure Reserve consisting of an additional \$85.1 to acknowledge inflationary cost increases and increased demand on the reserve, an additional \$50.0 allocated to reflect the impact of capital construction (Circle Drive South) and a recommended \$161.9 Roadway Levy plus a one-time allocation of \$81.8 from the Neighbourhood Land Development Fund to address the asset funding gap on back lanes and boundary roads.
- An increase of \$3.6 million to the Paved Roadways Infrastructure Reserve consisting of \$410.0 to acknowledge inflationary cost increases and increased demand on the reserve as well as a recommended \$3.2 million Roadway Levy to address the asset funding gap on roadway assets. This increase also includes the transfer of \$250.0 to the Meewasin Valley Authority for trail maintenance.



- In addition, the second phase in of an annual contribution of \$6.0 million from the Water/Waste Water Utility in the amount of \$4.0 million has been recognized in 2015.
- A one-time allocation of \$4.6 million from the Neighbourhood Land Development Fund is also being made to the Paved Roadways Infrastructure Reserve.
- This total increase of \$10.25 million in funding is in response to the infrastructure deficit recognized in this service line.

Other Significant Change:

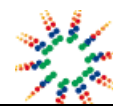
- An increase in revenue of \$35.5 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for road maintenance as specified within the agreement.

Not Included:

- Training Department Superintendent \$100.0 – this position is required to oversee the expanding Public Works equipment operator training program. Without an accelerated, coordinated and comprehensive training initiative, equipment operators may not be properly trained and there is a risk of violating OH&S standards and legislations.
- Additional funding is required to maintain the expanding inventory of boundary roads.
- The cleanup costs of illegally dumped rubble estimated at \$150.0 per annum – this work is currently unfunded but required and contributes to year end over expenditures.
- An operating impact of \$140.0 based on growth in new neighbourhoods in 2014. Not funding this growth could result in citizen dissatisfaction with services provided.

Funded Capital Projects		2015	2016	2017	2018	2019
P0832	CY-CENTER MEDIAN REHABILITATION	275.0	275.0	300.0	150.0	200.0
P0835	TU-COLLECTOR ROAD PRESERVATION	4,700.0	4,700.0	4,700.0	4,700.0	4,700.0
P0836	TU-ARTERIAL ROAD PRESERVATION	5,780.0	6,100.0	6,100.0	6,100.0	6,100.0
P0837	TU-LANE REHAB & DRAINAGE IMPROV	1,760.0	2,042.0	2,042.0	2,042.0	2,042.0
P0959	TU-UPGRADE BOUNDARY ROADS	280.0	400.0	400.0	400.0	400.0
P1507	TU-GUARDRAILS	240.0	60.0	70.0	70.0	70.0
P1513	TU-PAVEMENT MARKING PROGRAM-INFRA	200.0	220.0	200.0	300.0	220.0
P1531	TU-LOCAL ROADS PRESERVATION	9,950.0	11,700.0	11,700.0	11,700.0	11,700.0
P1532	TU-SIDEWALK PRESERVATION	2,115.0	2,530.0	2,530.0	2,530.0	2,530.0
P1563	TU-SERVICE SASKATOON 311 CALL CENTRE	150.0	0.0	0.0	0.0	0.0
P1890	TU-EXPRESSWAY ROAD PRESERVATION	3,700.0	3,700.0	3,700.0	3,700.0	3,700.0
P2043	TU-CURB REPLACEMENT/REHABILITATION	250.0	250.0	220.0	275.0	300.0
P2260	TU-OPERATIONAL MGMT/COMMUN'S DESIGN & ANALYSIS	0.0	0.0	100.0	0.0	0.0
Total		29,400.0	31,977.0	32,062.0	31,967.0	31,962.0

Unfunded Capital Projects		2015	2016	2017	2018	2019
P0832	CY-CENTER MEDIAN REHABILITATION	0.0	225.0	75.0	50.0	200.0
P0959	TU-UPGRADE BOUNDARY ROADS	0.0	135.0	135.0	135.0	135.0
P1507	TU-GUARDRAILS	0.0	60.0	50.0	55.0	55.0
P1513	TU-PAVEMENT MARKING PROGRAM-INFRA	0.0	150.0	160.0	0.0	25.0
P1638	TU-BACK LANE TREE TRIMMING	0.0	50.0	50.0	50.0	50.0
P2043	TU-CURB REPLACEMENT/REHABILITATION	0.0	225.0	255.0	200.0	175.0
P2044	TU-GRAVEL STREETS UPGRADES	0.0	500.0	500.0	500.0	500.0
P2259	TU-PW SATELLITE YARDS	0.0	1,420.0	340.0	220.0	0.0
Total		0.0	2,765.0	1,565.0	1,210.0	1,140.0



Summary of Capital Investments

2015 Road Maintenance Capital Investments include 12 funded projects totaling \$29.4 million to address the condition of the roadways. This investment represents increases in allocations to the Paved Roadways Infrastructure Reserve in the amount of \$3.6 million due an increase in the proposed dedicated roadway levy and an allocation for growth. As well, the second phase in of an annual contribution of \$6.0 million from the Water/Waste Water Utility in the amount of \$4.0 million has been recognized in 2015. A one-time allocation from the Neighbourhood Land Development Fund in the amount of \$4.6 million is also being made to the Paved Roadways Infrastructure Reserve. This net increase of \$10.25 million in funding is in response to the infrastructure deficit recognized in this service line. This increase also includes the transfer of \$250.0 to the Meewasin Valley Authority for trail maintenance.

This entire investment is geared towards the capital rehabilitation or replacement of existing assets.

In the Road Maintenance Service Line there are 10 projects totaling \$5.1 million that are not funded or not fully funded in this budget as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs which have been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Snow & Ice Management

Overview

To provide snow clearing, snow removal, sanding and salting, and snow fencing to ensure the safe, comfortable and timely movement of vehicular and pedestrian traffic.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Province of Saskatchewan	(477.1)	(585.5)	(462.4)	(533.2)	(70.8)	15.3%
Staff Compensation	4,403.8	3,351.0	4,103.1	4,324.3	221.2	5.4%
Operating Cost	8,352.6	4,885.2	5,880.6	6,541.8	661.2	11.2%
Cost Recovery	(10.4)	(1.6)	(1.6)	(1.6)	0.0	0.0%
Capital Contribution	265.0	265.0	265.0	265.0	0.0	0.0%
Transfer to/from Reserves	488.5	488.5	488.5	488.5	0.0	0.0%
Total	13,022.4	8,402.6	10,273.2	11,084.8	811.6	7.9%

Staff Complement	2014	2015	Difference
Full Time Equivalents	54.21	58.32	4.11

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Snow & Ice Management	(462.4)	(70.8)	(533.2)	10,735.6	180.9	701.5	0.0	11,618.0	11,084.8

Growth:

- An increase of \$474.0 related to city growth and inflation, including an additional 1.11 FTEs labourer positions.
- An increase of \$408.4 required to provide snow and ice management for an expanded roadway infrastructure.
- As well, an increase of 3.00 FTE Labourer positions required for operations is offset by savings in overtime (\$115.7) and contract costs (\$115.8).

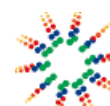
Other Significant Change:

- An increase in revenue of \$70.8 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for snow management as specified within the agreement.

Not Included:

- Additional pressures due to snow and ice management required on roads as city boundaries expand. An estimate of the operating impact has not been quantified at this time.
- An operating impact of \$201.4 based on growth in new neighbourhoods in 2014.

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	870.0	0.0	0.0	18,852.0
Total	0.0	870.0	0.0	0.0	18,852.0



Summary of Capital Investments

There are no capital investments in Snow & Ice Management.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	0.0	0.0	43.0	43.0
Total	0.0	0.0	0.0	43.0	43.0



Street Cleaning & Sweeping

Overview

To provide for the removal of sand, gravel, leaves and debris from paved streets and lanes which will result in safer and more aesthetically pleasing streets for pedestrians and vehicles.

To reduce dust which is generated by wind and traffic on unpaved streets which will result in safer streets for pedestrians and vehicles and a dust-reduced environment.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	1,139.3	1,127.8	1,153.0	1,198.6	45.6	4.0%
Operating Cost	1,815.7	1,286.2	1,946.6	2,101.5	154.9	8.0%
Cost Recovery	(10.1)	(7.0)	(7.0)	(7.0)	0.0	0.0%
Capital Contribution	26.9	26.9	26.9	26.9	0.0	0.0%
Total	2,971.8	2,433.9	3,119.5	3,320.0	200.5	6.4%

Staff Complement	2014	2015	Difference
Full Time Equivalents	15.42	16.54	1.12

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Street Cleaning & Sweeping	0.0	0.0	0.0	3,119.5	33.2	167.3	0.0	3,320.0	3,320.0

Growth:

- An increase of \$200.5 and 0.32 FTE Labourer position related to city growth and inflation, including a provision of \$38.7 to provide street sweeping and cleaning services for an expanded roadway infrastructure. As well, an increase of 0.80 FTE Labourer position required for operations is offset by savings in overtime (\$28.9) and vehicles and equipment (\$28.9).

Not Included:

- Street Sweeping Disposal Strategy Report \$75.0 – study and report to determine alternate disposal of street sweeping tailings.
- An operating impact of \$75.9 based on growth in new neighbourhoods in 2014.
- Extra contractor assistance is required to meet the six week mandate – additional funding would permit greater contractor use beyond the Industrial Areas and Circle Drive and include residential areas.

Summary of Capital Investments

There are no capital investments for Street Cleaning and Sweeping.



Bridges, Subways, Overpasses

Overview

This program provides for bridges, subways and overpasses remaining sound, resulting in a reduction of structure deficiencies, unanticipated emergency repairs, rehabilitation down-time and accidents, working towards a safe and economical transportation system.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	202.8	258.6	293.3	315.8	22.5	7.7%
Operating Cost	295.9	238.5	289.1	313.5	24.4	8.4%
Capital Contribution	3,220.0	3,220.0	3,580.4	4,534.0	953.6	26.6%
Total	3,718.7	3,717.1	4,162.8	5,163.3	1,000.5	24.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	3.96	4.56	0.60

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Bridges, Subways, Overpasses	0.0	0.0	0.0	4,162.8	0.1	250.4	750.0	5,163.3	5,163.3

Growth:

- An increase of \$105.7 required for bridge maintenance due to an expanded roadway infrastructure. This increase includes an additional 0.60 FTE labourer position, a transfer of \$75.5 to the Bridge Major Repair Reserve and an increase of \$8.0 for materials and supplies.
- An increase of \$19.8 related to city growth and inflation.

Capital Contributions:

- In 2015, the Bridge Major Repair Reserve has a net increase of \$953.6. The second year of a three year phase in of temporary funding in the amount of \$750.0 has been allocated to the Bridge Major Repair Reserve to begin building the base operations budget required for the North Commuter Bridge with an additional \$750.0 to be allocated in 2016. This temporary funding is being provided for major rehabilitation projects including the rehabilitation of the University Bridge. A transfer of \$75.5 mentioned under *Growth* has also been made to reflect the impact of new capital construction (Circle Drive South). An additional \$128.1 based on inflation and growth also shows as a contribution increase.

Funded Capital Projects	2015	2016	2017	2018	2019
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	75.0	50.0	75.0	50.0	75.0
P1527 TU-UNIVERSITY BRIDGE REHAB	8,000.0	0.0	0.0	0.0	0.0
P1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	0.0	12,500.0	12,700.0
P2003 TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	1,000.0	0.0	3,792.0
P2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	0.0	0.0	0.0	0.0	1,600.0
P2016 TU-BOYCHUK DR/HWY 16 GRADE SEPARATION	35,000.0	0.0	0.0	0.0	0.0
P2017 TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	35,000.0	0.0	0.0	0.0	0.0



Funded Capital Projects	2015	2016	2017	2018	2019
P2267 TU-IDYLWYLD DR FWY OVER RUTH ST	0.0	5,600.0	0.0	0.0	0.0
P2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	1,800.0	0.0	0.0	0.0	0.0
P2406 TU-MINOR BRIDGE REPAIRS	0.0	0.0	289.0	289.0	289.0
P2433 TU-8TH STREET & CPR GRADE SEPARATION	0.0	0.0	0.0	0.0	20,000.0
Total	79,875.0	5,650.0	1,364.0	12,839.0	38,456.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	0.0	50.0	25.0	50.0	25.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	0.0	0.0	4,570.0
P1528 TU-SPADINA CRES BRIDGE	0.0	0.0	0.0	566.0	0.0
P1553 TU-SID BUCKWOLD BRIDGE REPAIRS	0.0	0.0	1,120.0	9,270.0	0.0
P1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	234.0	0.0	0.0	0.0
P1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	343.0	0.0	0.0	0.0
P1893 TU-IDYLWYLD DRIVE/51ST ST OVERPASS REHAB	0.0	1,633.0	0.0	0.0	0.0
P1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	0.0	2,400.0	2,400.0
P2003 TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	4,000.0	0.0	13,208.0
P2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	0.0	0.0	0.0	0.0	18,800.0
P2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	0.0	0.0	0.0	0.0	600.0
P2040 TU-UNDERWATER PIER INSPECTIONS	0.0	105.0	0.0	0.0	0.0
P2237 TU-UPGD DALMENY GRID/BYAM RD CONNECTION	0.0	0.0	0.0	0.0	8,250.0
P2257 TU-CIRCLE DR OVER 33RD ST NB/SB	0.0	380.0	0.0	1,414.0	0.0
P2268 TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	0.0	210.0	1,967.0	0.0	0.0
P2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	327.0	0.0	0.0	0.0
P2393 TU-TAYLOR/CIRCLE DRIVE	0.0	0.0	0.0	0.0	964.0
P2401 TU-PEDESTRIAN CROSSING STRUCTURES	0.0	0.0	0.0	347.0	0.0
P2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	0.0	155.0	0.0	0.0	0.0
P2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	0.0	0.0	164.0	0.0	0.0
P2404 TU-CIRCLE DRIVE/IDYLWYLD	0.0	1,306.0	0.0	0.0	0.0
P2405 TU-IDYLWYLD & CIRCLE DR N INTERCHANGE	0.0	0.0	0.0	0.0	18,000.0
P2434 TU-HWY 11 & HWY 16 CLOVERLEAF	0.0	0.0	0.0	0.0	35,000.0
Total	0.0	4,743.0	7,276.0	14,047.0	101,817.0

Summary of Capital Investments

2015 Bridges, Subways, Overpasses Capital Investments include five funded projects totaling \$79.9 million.

Three of these projects are geared towards the capital rehabilitation or replacement of existing assets, including \$8.0 million for the rehabilitation of the University Bridge and \$1.8 million for repairs to the Highway 16 Eastbound over Highway 11 overpass.

New construction includes the design and construction of grade separations at both the McOrmond Drive and Highway 5 intersection and the Boychuk Drive and Highway 16 intersection.



In the Bridges, Subways, Overpasses Service Line there is an unfunded component of \$1.2 million which has been deferred to future years as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs or the expansion required of the existing infrastructure.

Future Operating Impact of Current Year's Capital Projects

The construction of interchanges at both McOrmond Drive and Highway 5 and at Boychuk Drive and Highway 16 will result in an annual operating impact of \$344.0. It is estimated that 50% or \$172.0 will be required in 2016 and \$344.0 starting in 2017.

Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P2016 TU-BOYCHUK DR/HWY 16 GRADE SEPARATION	0.0	86.0	172.0	0.0	0.0
P2017 TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	0.0	86.0	172.0	0.0	0.0
Total	0.0	172.0	344.0	0.0	0.0



Street Lighting

Overview

To provide for the operation of the street lights within the Saskatchewan Power Corporation franchise area that are owned and maintained by SaskPower.

To provide for the operation of the street lights within the Saskatoon Light & Power franchise area. Saskatoon Light & Power also provides street lighting on all major roadways and new subdivisions city-wide.

To provide seasonal decorations and lighting on designated streets and bridges and to provide banner installation/removal services for various events within the City.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Province of Saskatchewan	(26.1)	(30.4)	(25.7)	(29.6)	(3.9)	15.2%
Staff Compensation	232.7	111.7	115.6	163.1	47.5	41.1%
Operating Cost	5,778.6	5,705.2	5,563.6	5,868.9	305.3	5.5%
Cost Recovery	(35.0)	(29.7)	(29.7)	(38.0)	(8.3)	27.9%
Total	5,950.2	5,756.8	5,623.8	5,964.4	340.6	6.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	1.20	1.20	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Street Lighting	(25.7)	(3.9)	(29.6)	5,649.5	290.0	62.8	(8.3)	5,994.0	5,964.4

Growth:

- An increase of \$62.8 in utility costs required to accommodate street lighting on an expanded roadway infrastructure.

Other Significant Changes:

- Utility costs have increased by \$232.7 in 2015. Salary costs have increased by \$47.5 and the cost of vehicles and equipment has increased by \$25.0, these costs are required to maintain the seasonal decoration and lighting program.
- An increase in revenue of \$3.9 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for street lighting as specified within the agreement.

Summary of Capital Investments

There are no capital investments for Street Lighting.



Parking

Overview

To plan, design, coordinate, administer and enforce the City's on and off street parking facilities, as well as various parking initiatives, policies and projects, such as the City Card and residential parking permit programs.

This program identifies grants and contributions to reserves as follows:

- The Partnership, the Riversdale Business Improvement District and the Broadway Business Improvement District each receive 1% of parking revenues for a total of 3%;
- The Downtown Housing Reserve (finances the cost of the Downtown Housing Development and Action Program) receives \$30.0; and
- The Streetscape Reserve and Parking Capital Reserve are funded through this service line (as authorized through the Capital Reserve Bylaw) and reflect percentages of parking revenues as follows: Streetscape Reserve 44.33% and Parking Capital Reserve 4.12% after deducting the two amounts as calculated above.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(5,689.7)	(5,339.6)	(5,603.3)	(6,907.3)	(1,304.0)	23.3%
Staff Compensation	392.2	330.2	336.1	401.5	65.4	19.5%
Operating Cost	2,035.3	1,854.2	1,939.2	2,231.8	292.6	15.1%
Cost Recovery	(291.2)	(315.5)	(325.5)	(325.5)	0.0	0.0%
Capital Contribution	138.8	238.8	244.9	1,344.9	1,100.0	449.2%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Total	(3,384.6)	(3,201.9)	(3,378.6)	(3,224.6)	154.0	-4.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	4.75	5.25	0.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Parking	(5,603.3)	(1,304.0)	(6,907.3)	2,224.7	14.2	143.8	1,300.0	3,682.7	(3,224.6)

Service Level Changes:

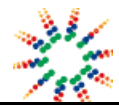
- An anticipated increase in revenues in the amount of \$1.3 million due to the installation of electronic parking meters and the expansion of the metered area. This revenue will be offset by an increase of \$200.0 for credit card fees as well as a transfer to the Parking Capital Reserve in the amount of \$1.1 million required for loan repayment.

Growth:

- An increase of \$50.4 in the Parking Enforcement program to provide for the lease and storage of three additional vehicles required due to city growth.
- An increase of 0.50 FTE and \$63.4 in the Parking Services program for a Director of Community Standards.
- An increase of \$30.0 to accommodate snow clearing in city owned parking lots and around parking meters.

Capital Contribution:

- A transfer of \$1.1 million to the Parking Capital Reserve as mentioned under *Service Level Changes*.



Other Significant Changes:

- An increase in parking ticket payment enforcement revenue of \$5.3.
- An additional operating cost increase of \$14.2 due to inflation.

Funded Capital Projects		2015	2016	2017	2018	2019
P1518	TU-PARKING METER PURCHASES	1,200.0	1,160.0	1,160.0	1,160.0	1,160.0
P2429	TU-LICENSE PLATE RECOGNITION SYSTEM	55.0	0.0	0.0	0.0	65.0
P2546	TU-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	0.0	50.0	0.0	0.0	0.0
Total		1,255.0	1,210.0	1,160.0	1,160.0	1,225.0

Summary of Capital Investments

2015 Parking Capital Investments include two funded projects for \$1.26 million.

This investment is for the purchase of a license plate recognition system as well as the continued implementation of multi-space parking meters.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Impound Lot

Overview

To administer, operate and maintain the impound lot located in the Holiday Park Industrial area in response to the Impounding Bylaw 2007, No. 8640, and violations to the Traffic Bylaw, No. 7200, and to provide impounding services required by Saskatoon Police Service. The fiscal principle for the new impound lot will be to operate on a full cost recovery basis.

The lot is required to facilitate the storage of increased numbers of vehicles seized due to unpaid parking violations and the clearing of snow routes. In addition, the City is able to seize, immobilize and impound vehicles with delinquent parking violations or those vehicles in violation of the Traffic Bylaw.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(756.7)	(820.0)	(802.3)	(825.0)	(22.7)	2.8%
Staff Compensation	48.5	59.7	61.8	64.1	2.3	3.7%
Operating Cost	610.6	685.1	688.1	708.5	20.4	3.0%
Debt Charges	52.4	52.4	52.4	52.4	0.0	0.0%
Total	(45.2)	(22.8)	0.0	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.75	0.75	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Impound Lot	(802.3)	(22.7)	(825.0)	802.3	22.7	0.0	0.0	825.0	0.0

Significant Changes

- An increase in revenue of \$22.7 resulting from an adjustment to actuals of impound fees realized.
- An increase in operating costs of \$4.6 for inflation.

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2251 TU-IMPOUND LOT	0.0	0.0	0.0	100.0	1,640.0
Total	0.0	0.0	0.0	100.0	1,640.0

Summary of Capital Investments

Future capital investments include the design of a permanent building as part of the relocation of the impound lot site.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Engineering

Overview

The general intent of this program is to provide engineering services for the technical planning, design, review and inspection of general development/redevelopment projects contemplated to occur in the City, outside of the City's on-going land development program. The program includes development review for subdivision applications, rezoning applications, building permit applications, discretionary use applications, MVA proposals, noise attenuation requests, private developer designs of public roadways, project scheduling and liaison with the general public and other departments. Also provided are specification/standards development and review/inspection services for development projects.

To provide drafting and design services for operating and capital projects, prepare and maintain all official City plans, preparation and maintenance of record drawings of all underground services in the City, maintenance of the Department and Corporate GIS, co-ordinate information regarding road and lane use concerning buried facilities and provide contractors or individuals with grade level information for construction on new building sites.

To provide for the maintenance of the survey instruments and equipment for the operating and capital construction programs.

To provide for a custom work program that is cost recovered to outside agencies as well as other civic operating and capital programs.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	2,822.0	1,137.0	1,163.6	1,089.2	(74.4)	-6.4%
Operating Cost	4,237.8	610.8	628.9	639.6	10.7	1.7%
Cost Recovery	(6,445.9)	(1,022.4)	(1,051.5)	(983.3)	68.2	-6.5%
Total	613.9	725.4	741.0	745.5	4.5	0.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	15.07	13.77	(1.30)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Engineering	0.0	0.0	0.0	741.0	4.5	0.0	0.0	745.5	745.5

Significant Changes:

- Staffing transfers from the Engineering Service Line consist of a transfer of 0.30 FTE of a Design Assistant to Saskatoon Water and the redeployment of 1.00 FTE of a labourer position to provide financial support to the operations of Corporate Support - Corporate Governance and Finance Business Line.

Summary of Capital Investments

There are no capital investments in Engineering.

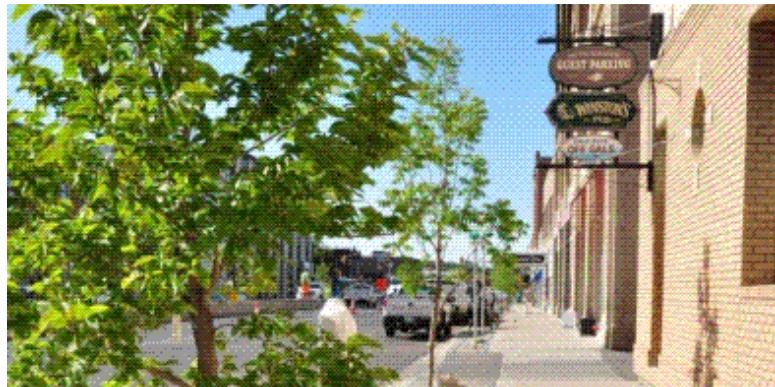


Operating Budget

\$5.5 million

Capital Budget

\$2.4 million



STRATEGIC GOALS:



Economic Diversity & Prosperity



Quality of Life



Sustainable Growth

Overview

The primary goal of the Urban Planning and Development business line is to build an increasingly sustainable community over time with an enhanced quality of life, which is consistent with the vision and core strategies of the City's Strategic Plan. This is accomplished through the provision of several interrelated services:

Neighbourhood Sustainability

- Renewing and sustaining existing areas of the City through local area plans, neighbourhood rejuvenation projects, CPTED reviews, incentives for supportive and attainable housing, and effective licensing and civic bylaw enforcement. This includes a renewed focus on improving the City Centre and increasing perceptions of safety by linking people in need with appropriate supports through the Community Support Officers.

Support for Economic Development

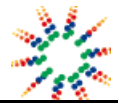
- Encouraging economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, and providing advice and timely reviews for new development applications. This means working with our regional partners to build capacity and accommodate development in an economically and environmentally sustainable region.

Growing Forward – Shaping Saskatoon

- Planning for the future growth of the City requires a development plan which links land use, public transit and infrastructure in ways that are more effective, efficient and sustainable. The City's new Growth Plan to 500,000 is currently under development and will contain growth strategies for the next 30 years which will guide Saskatoon to a more sustainable future.

Permits, Licensing and Inspections

- Providing timely reviews of building permit and development applications, and performing building and plumbing inspections, to ensure the health and safety of owners and occupants. Effective licensing of new and established businesses ensures a healthy and fair marketplace helping people and businesses to thrive.



Quality Design

- Enhancing the quality of public spaces throughout the City through streetscape master plans and urban design projects in key areas such as the downtown, business improvement districts and key corridors. This includes development of design guidelines for neighbourhood infill and strategic area development.

Partnerships

- Working with community partners, Business Improvement Districts, and builders to ensure an adequate supply of attainable housing choices, including support for homelessness initiatives. This includes continually monitoring the quality of life in our community, with our partners at the University of Saskatchewan and the Saskatoon Health Region, to facilitate the ongoing evaluation of our Strategic Plan performance.

In recent years, it has become increasingly apparent that the sustainability of our community, from an economic, environmental, social and cultural perspective, will require new approaches to the way we plan and build our City.

Clear, concise communication with City Council, excellent customer service for our clients, and meaningful consultation with our stakeholders are foundational principles upon which the Planning and Development business line operates.

At A Glance

- Saskatoon continues to grow, with an estimated 254,000 people in the city and over 300,000 in the region. It is estimated that Saskatoon has grown by over 8,000 people in the last year.
- It is projected that 10,500 licensed businesses will exist in Saskatoon by end of 2014 - an increase from approximately 8,455 in 2008.
- Over 320 property-use complaints are received each year, along with 393 landscaping and parking inspections completed.
- Over \$16.4 million in funding towards Attainable Housing initiatives which produced over 3,600 new units since 2008.
- It is estimated that over 5,000 building permits will be issued in 2014, with an estimated construction value of over \$1.0 billion dollars.
- There are twelve neighbourhoods with approved Local Area Plans (LAP), with one LAP nearing completion, and one underway.
- \$4.85 million in streetscaping projects completed on 20th Street and Central Avenue since 2012.
- Over \$2.4 million in funding has been approved for various projects under the Vacant Lot and Adaptive Reuse Incentive Program, which supports and encourages infill development on chronically vacant sites and the adaptive reuse of vacant buildings within Saskatoon's established neighbourhoods.
- In 2014, 4 major new neighbourhood concept plans and amendments were processed and presented for City Council for adoption (Brighton, Rosewood, Aspen Ridge, and Elk Point).
- The Saskatoon North Partnership for Growth (P4G) is currently developing a new Regional Plan with four regional partners. This is due for completion by June 2016.
- Since 2007, the Planning and Development Business Line has added 16 new services and expanded the scope of 20 existing services to meet the demands of one of the fastest growing cities in Canada.

Key Challenges

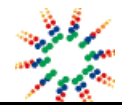
- Secure permanent funding for the City's 10 year Housing Business Plan. Short-term, ad hoc funding for the Attainable Housing Business Plan is challenging and does not permit adequate project development and funding certainty.



- Develop an interim funding strategy for the Urban Design - City Wide Program in order to continue current initiatives and align the program with priorities established in the new Growth Plan to 500,000, to be delivered to City Council in Fall 2015.
- Revitalization of the City Centre will require careful timing and creative approaches and financing strategies to ensure public realm improvements and parking strategies meet expectations in the community, and increase demand for City Centre development.
- Community and market acceptance of new approaches to moving around and major corridor redevelopment in established areas. Public acceptance and design quality are two key elements which must be maintained for the City's new Growth Plan to 500,000 to be successful.
- New standards emerging for new forms of mixed use developments and higher densities. The challenge is community acceptance and appropriate mix to ensure land use compatibility.
- The development of University lands as outlined in the Vision 2057 Master Plan will require a streamlined but comprehensive approval process. This will require significant public consultation to ensure over 1,000 acres of new serviced land is integrated into the community.
- Major infill development requires a careful approach to timing of servicing, enhanced design and new development standards.
- Rising population densities and more mixed use development will make business licensing process, and zoning bylaw enforcement, more complex.
- Rapid growth can outstrip the ability of a city government to 'stay out front' and create the necessary framework for growth.
- Recognition and acceptance of benefits of long range planning in rural areas.
- Acceptance of principles to guide appropriate transitional uses in future urban growth areas.
- The complexities of establishing a new regional governance and administrative entity to implement the Regional Plan.

Major Initiatives 2015-2017

- Work collaboratively with all Civic Departments and external stakeholders to complete the Mayfair and Kelsey Woodlawn, Meadowgreen and Montgomery Place Local Area Plans.
- Establish a Local Area Plan renewal process to review and update the earliest Local Area Plans with community stakeholders.
- Complete a community engagement process to revisit the South Caswell Concept Plan in preparation for redevelopment following the move of Saskatoon Transit to the new Civic Operations Centre.
- Amended Blairmore Concept Plan is currently in progress with completion in 2015.
- Holmwood Sector Plan amendments will be completed by the end of 2015.
- Complete North Sector Plan and present for Council adoption.
- Complete construction of the 20th Street West Streetscape and the Central Avenue Streetscape Master Plans.
- Complete the Pleasant Hill Village Project by successfully securing builders for the three remaining development sites in Pleasant Hill Village, and complete the coordination of all remaining project elements. Review the funding source for the Urban Design - Business Improvement District program to better meet community expectations and the goals of the City Centre Plan. Revising the current formula for allocating Parking Meter Revenue is a priority.
- Successfully conclude the Community Support Program pilot project and make recommendations to City Council on the future of the program.
- Complete a new Heritage Registry.
- Amend Zoning Bylaw to implement the new Neighbourhood Level Infill Development Guidelines.
- New Growth Plan to 500,000. Growing Forward is currently in progress and projected to be complete by the end of 2015, followed by adoption by City Council.



- Long Range Transit Plan and Rapid Transit are being developed as a part of Growing Forward and will require carefully timed and phased investments.
- Long Range Transportation Plan to be prepared following Growing Forward completion.
- Active Transportation Plan is currently in progress and is expected to be completed by the end of 2015.
- Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to 500,000. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.
- Establish a new corridor redevelopment program to address the priorities and goals of the Growth Plan to 500,000. Land use, design, streetscaping and transition to adjacent neighbourhoods will be important considerations.
- Financing Growth Report will be completed with recommendations to explore new funding models to economically implement the new Growth Plan to 500,000.
- Employment Area Plan is currently in development with completion expected in 2015.
- Draft Land Use Map and an Interim Development Strategy to guide development in the Regional Plan study area before the Regional Plan is finalized.
- Inform and engage First Nations and Metis about Regional Growth Planning through educational materials, events and face to face meetings.
- Pursue legislative changes to allow for the collection of development levies in advance of urban development.
- Comprehensive review and re-write of the Building Bylaw to reflect current legislative requirements and to remove or add relevant items.
- Develop and implement an occupancy permit or approval process.
- Investigate the feasibility of updating the Plumbing Permits Bylaw to include enforcement tools.

Continuous Improvement

- Continue the Internal Process Review to identify efficiencies in the Business License program as well as the Bylaw Compliance program and continue to meet service levels.
- A review of the process for the issuance of Building and Development Permits within both the Building and Plumbing Permits and Standards Division as well as the Development Review Section. This process review will help to identify steps which do not add value to the process of reviewing applications and issuing building, plumbing and development permits.
- A second process review will look specifically at the process of circulating and reviewing major land use applications both within the Planning and Development Division and within key departments in the corporation. This process review will look for ways to improve the time it takes to receive comprehensive comments from multiple stakeholders.
- Continue development and enhancement of on-line initiatives for better customer service.

Budget Implications

Building and Plumbing Permits and Standards

- The Building and Plumbing Permits and Standards Program provides for the review, issuance and inspection of building, plumbing and demolition permits. This process ensures individuals and groups have safe and healthy places to live and work. This program is not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in the Plan Review and Inspections Services Stabilization Reserve.
- Staffing level is increased by 1.5 Building Inspectors (\$116.9 increase in salaries) in 2015 to respond to the increased demand in building inspections and to maintain service levels required by the industry. Timely and thorough building permit inspections support economic development and maintain community standards for safety and health.



- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will see a decrease of \$213.5 in 2015.

Business Licenses and Bylaw Compliance

- This service line provides a one-stop review and licensing service for all commercial enterprises in the city. Business start-up assistance is also offered as a value-added service. Bylaw Compliance ensures that the development standards defined in the Zoning Bylaw are complied with. Business Licensing is 100% cost recovered through license and permit fees. Bylaw Compliance is mainly funded from the mill rate.
- Beginning in 2015, a new Community Standards Division will be created. This is a service enhancement intended to increase service levels for bylaw enforcement. In preparation for this new level of service a new Division Director and Planner 13 will be required. A review of Business Licensing fees has been conducted and an increase has been recommended to cover the added cost of this service.

Development Review

- This service line provides for the efficient review and approval of all development permit applications and requests for rezoning, concept plan approval and subdivisions. The service line provides information and advice to builders, developers and organizations pursuing development opportunities as a value-added service.
- Staff increase of \$40.0 (0.5 FTE) for a temporary planner position is required to facilitate review and approval of several new neighbourhood concept plans in 2015. The cost of this position will be funded from the Planning Levy.

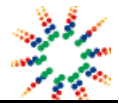
In 2014, the Future Growth service line was divided into two new service lines - Long Range Planning and Regional Planning.

Long Range Planning

- Long Range Planning is a new section within the Planning and Development Division in 2014. The section was formed by combining staff from the former Future Growth section with existing staff engaged in long range transportation and transit planning from the former Infrastructure Services Department.
- The key function of the Long Range Planning section is to develop comprehensive development policies for the City related to the sustainable growth and development of Saskatoon. With a planning horizon of 500,000 people, the staff are engaged in two primary roles – the ongoing development of policy in the adopted Official Community Plan, and the development of a new Growth Plan to 500,000. This section is also responsible for a new Long Range Transportation Plan, Active Transportation Plan, major Sector Plans and a new Employment Area Plan in conjunction with the Growing Forward initiative.
- For 2015, one existing FTE (1.0 - SP21) is required to be extended for two years to maintain timely completion of sector plans and undertake the Active Transportation Plan. For 2015 this position will be funded from the Planning Levy (100%). Prior to 2015, half of this temporary position was allocated to the Aspen Ridge and Elk Point Land Development capital projects.
- Growing Forward Shaping Saskatoon (Capital Project 2547) is requesting \$475.0 to complete the new Growth Plan to 500,000 by the end of 2015. The additional capital funding will complete the long range transit plan, develop a water and waste water infrastructure strategic plan and extend project management and communication functions into 2016.

Regional Planning

- Regional Planning was established as a separate section in 2014 to focus on the development and implementation of a new Regional Plan. The section is comprised of 2.5 FTE staff from the former Future Growth Section, as well as the Research and Mapping work unit. The primary role of Regional Planning is to form and maintain working partnerships with other jurisdictions within the Saskatoon region to create a framework for increasing sustainable growth on a regional scale.
- The section maintains a lead role in working with regional partners to create a Regional Plan, providing professional and financial support to the Corman Park-Saskatoon Planning District, undertaking boundary alterations (annexation) and foster and support effective working relationships with First Nations who are creating Reserves and selecting Treaty Land Entitlement lands both in Saskatoon and in the region.



- A temporary Planner 13 has been hired to address immediate workload and will be funded in 2015 from Capital Budget 2460. Furthermore, the P4G partners are each contributing towards the cost of a Project Manager for the Regional Plan. The City of Saskatoon is contributing towards this position from Capital Budget 2460 in 2015.

Neighbourhood Planning and Urban Design

- These service lines are focused on renewal of existing neighbourhoods. To achieve overall sustainable growth objectives, established areas of Saskatoon must be enhanced to provide a better balance between development in new neighbourhoods and infill development. Local Area Plans, Neighbourhood Safety (CPTED), Community Support Officers, Attainable Housing, Incentive programs and Urban Design Services are offered to enhance the City's established neighbourhoods and commercial districts.
- City Council has recently extended the pilot program to the end of 2015. \$650.0 is required from the Streetscape BID Reserve to fund the CSO pilot program to the end of 2015.
- In 2008, in response to rising economic activity and rapid increases in housing prices, the City created a comprehensive Housing Business Plan. The new 10 year Housing Business Plan (2013- 2022) evaluates community needs in housing and reports to Council each year. In April, 2014, City Council adopted a 2015 housing target of 480 units based on funding available at the time. In August 2014, City Council provided an additional \$250,000 to the Affordable Housing Reserve from surplus funds from the Pleasant Hill Village project towards ten large family units. This has raised the target to 490 units for 2015.
- Capital Investments are comprised of Local Area Plan Implementation (\$210.0), the final phase of 20th Street Streetscaping from Avenues G to H (\$1.25 million), and the design phase of a comprehensive streetscape project for Idylwyld Drive (\$100.0).

It should be noted that the MPI assigned to the 2015 budget did not cover negotiated salary increases or increments. As a result, the Urban Planning and Development Business Line reduced its training budgets for all five sections by a total of \$12.4 for 2015.

Urban Planning and Development



City of Saskatoon

Operating & Capital Budget
Approved 2015

Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Attainable Housing	403.4	419.3	422.0	0.0	424.3	424.3	2.3	0.5%
Building and Plumbing Permits & Standards	0.0	0.0	0.0	(6,590.4)	6,590.4	0.0	0.0	0.0%
Business Improvement Districts	107.7	107.7	107.7	0.0	107.7	107.7	0.0	0.0%
Business Licenses & Bylaw Compliance	379.3	414.5	419.0	(1,100.5)	1,494.8	394.3	(24.7)	-5.9%
Development Review	454.3	455.4	466.9	(731.7)	1,194.9	463.2	(3.7)	-0.8%
Regional Planning	444.4	466.5	349.5	0.0	358.5	358.5	9.0	2.6%
Long Range Planning	0.0	0.0	277.1	(0.9)	292.0	291.1	14.0	5.1%
Neighbourhood Planning	496.2	499.6	524.8	0.0	538.6	538.6	13.8	2.6%
Research & Mapping	370.7	411.0	414.8	(17.3)	439.4	422.1	7.3	1.8%
Urban Design	2,455.8	2,266.7	2,485.5	0.0	2,485.5	2,485.5	0.0	0.0%
Total	5,111.8	5,040.7	5,467.3	(8,440.8)	13,926.1	5,485.3	18.0	0.3%

Staff Complement	2014	2015	Difference
Full Time Equivalents	104.25	109.00	4.75

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Attainable Housing	0.0	0.0	0.0	422.0	2.3	0.0	0.0	424.3	424.3
Building and Plumbing Permits & Standards	(6,545.4)	(45.0)	(6,590.4)	6,545.4	45.0	0.0	0.0	6,590.4	0.0
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7
Business Licenses & Bylaw Compliance	(895.9)	(204.6)	(1,100.5)	1,314.9	47.3	69.2	63.4	1,494.8	394.3
Development Review	(696.0)	(35.7)	(731.7)	1,162.9	32.0	0.0	0.0	1,194.9	463.2
Regional Planning	0.0	0.0	0.0	349.5	9.0	0.0	0.0	358.5	358.5
Long Range Planning	(0.9)	0.0	(0.9)	278.0	14.0	0.0	0.0	292.0	291.1
Neighbourhood Planning	0.0	0.0	0.0	524.8	7.9	5.9	0.0	538.6	538.6
Research & Mapping	(15.0)	(2.3)	(17.3)	429.8	9.6	0.0	0.0	439.4	422.1
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5
Total	(8,153.2)	(287.6)	(8,440.8)	13,620.5	167.1	75.1	63.4	13,926.1	5,485.3

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	0.0	0.0	0.0	0.0	0.0
Business Improvement Districts	0.0	0.0	0.0	0.0	0.0
Business Licenses & Bylaw Compliance	0.0	0.0	0.0	0.0	0.0
Development Review	0.0	0.0	0.0	0.0	0.0
Regional Planning	380.0	395.0	270.0	0.0	0.0
Long Range Planning	625.0	0.0	0.0	0.0	0.0
Neighbourhood Planning	210.0	0.0	0.0	0.0	0.0
Research & Mapping	0.0	0.0	0.0	0.0	0.0
Urban Design	1,200.0	1,660.0	1,660.0	1,660.0	160.0

Urban Planning and



Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Total	2,415.0	2,055.0	1,930.0	1,660.0	160.0

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
ACTIVE TRANSPORTATION RESERVE	150.0	0.0	0.0	0.0	0.0
OTHER	210.0	210.0	0.0	0.0	0.0
PLANNING LEVY	170.0	185.0	270.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	935.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	950.0	1,660.0	1,660.0	1,660.0	160.0
Total	2,415.0	2,055.0	1,930.0	1,660.0	160.0
Unfunded	0.0	275.0	390.0	360.0	210.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P2162 CY-URBAN DESIGN - BIDS	16.0	0.0	0.0	0.0	0.0
Total	16.0	0.0	0.0	0.0	0.0



Attainable Housing

Overview

The Attainable Housing program works with the community to meet identified housing needs and to facilitate the development of appropriate civic policies and incentive programs to address the needs for attainable and special needs housing. This program is partially funded through the City's Affordable Housing Reserve.

Attainable Housing is a fundamental aspect of the quality of life in Saskatoon. The rationale and initiatives associated with the Civic Attainable Housing Program are documented in the Housing Business Plan and Annual Report which is updated and presented to City Council each year.

The new 10 year Housing Business Plan (2013- 2022) evaluates community needs in housing, and a progress report is provided to Council each year, as well as detailed business plans for the following year. In 2013, special onetime funding was provided to the Affordable Housing Reserve to achieve business plan objectives as follows: \$1.0 million for 2014, and \$1.0 million for 2015. In 2014, additional special funding of \$250.0 was also provided to the reserve for program objectives. Base operating budget funding is \$424.3 for 2015. Consistent reserve funding beyond 2015 is required to achieve on-going business plan objectives.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	188.7	189.1	204.2	212.3	8.1	4.0%
Operating Cost	83.8	100.6	100.1	99.6	(0.5)	-0.5%
Capital Contribution	34.0	34.0	34.0	34.0	0.0	0.0%
Transfer to/from Reserves	96.9	95.6	83.7	78.4	(5.3)	-6.3%
Total	403.4	419.3	422.0	424.3	2.3	0.5%

Staff Complement	2014	2015	Difference
Full Time Equivalents	2.33	2.33	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Attainable Housing	0.0	0.0	0.0	422.0	2.3	0.0	0.0	424.3	424.3

There are no significant operating changes in Attainable Housing.

Summary of Capital Investments

There are no capital investments for Attainable Housing.



Building and Plumbing Permits & Standards

Overview

The Building and Plumbing Permits and Standards Program provides for the review, issuance and inspection of building, plumbing and demolition permits. This process ensures individuals and groups have safe and healthy places to live and work. The Program also processes requests for Property Information Disclosures, Encroachment Agreements, and Civic Addresses. The Program contributes to the Plan Review and Inspection Stabilization Reserve. This reserve maintains staff levels should there be a temporary decline in construction activity.

This program is not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in the Plan Review and Inspections Services Stabilization Reserve. In 2015, \$577.00 will be transferred into this reserve.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(6,744.3)	(5,655.0)	(6,545.4)	(6,590.4)	(45.0)	0.7%
Staff Compensation	4,065.9	4,336.8	4,591.2	4,837.8	246.6	5.4%
Operating Cost	1,156.9	1,181.2	1,236.5	1,273.4	36.9	3.0%
Cost Recovery	(98.0)	(97.8)	(97.8)	(97.8)	0.0	0.0%
Transfer to/from Stabilization	1,619.5	234.8	815.5	577.0	(238.5)	-29.2%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	55.50	57.00	1.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Building and Plumbing Permits & Standards	(6,545.4)	(45.0)	(6,590.4)	6,545.4	45.0	0.0	0.0	6,590.4	0.0

Growth:

- Staffing level is increased by 1.5 Building Inspectors (\$116.9 increase in salaries) in 2015 to respond to the increased demand in building inspections and to maintain service levels required by the industry. Timely and thorough building permit inspections support economic development and maintain community standards for safety and health. The increase in salaries nets with the decrease in the stabilization reserve of \$116.9.

Capital Contribution:

- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will see a decrease of \$238.5 in 2015.

Summary of Capital Investments

There are no capital investments for Building and Plumbing Permits & Standards.



Business Improvement Districts

Overview

Funding to Business Improvement Districts (BID) helps to bolster the administrative and financial capability of these organizations, which in turn assists the City Administration to plan and make improvements in these areas. Coordinated projects related to Local Area Plans, development studies (Broadway 360, Central Avenue Master Plan) and urban design studies are just a few examples of on-going cooperative efforts in the BID areas.

This program provides each of The Partnership, the Riversdale Business Improvement District and the Broadway Business Improvement District with a grant of 1% of parking revenues.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Operating Cost	107.7	107.7	107.7	107.7	0.0	0.0%
Total	107.7	107.7	107.7	107.7	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7

There are no significant operating changes in Business Improvement Districts.

Summary of Capital Investments

There are no capital investments for Business Improvement Districts.



Business Licenses & Bylaw Compliance

Overview

The Business Licenses and Bylaw Compliance service line provides a one-stop review and licensing service for all commercial enterprises in the city. Business start-up assistance is also offered as a value-added service. All street vending services (parking patios, sidewalk cafes, mobile food trucks and food carts), policy and licensing are conducted from this business line. The Bylaw Compliance team administers the Legalizing Existing Suites Program, reviews all sign applications on private property, and ensures that required parking and landscaping is implemented in all construction projects. In addition, the team receives Zoning Bylaw complaints and inquiries and provides a full range of bylaw enforcement services, coordinated with other branches and agencies such as Infrastructure Services, Fire and Police.

Beginning in 2015, a new Community Standards Division will be created, providing a new model for delivery of bylaw enforcement and related activities. The Business License and Bylaw Compliance Section, along with Parking Services Section, will form the nucleus of this new Division. In preparation for this new level of service a new Division Director and Planner 13 will be required. A review of Business Licensing fees has been conducted and an increase has been recommended to maintain this service line at 100% user funded.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(852.2)	(872.6)	(895.9)	(1,100.5)	(204.6)	22.8%
Staff Compensation	934.9	975.8	997.0	1,159.4	162.4	16.3%
Operating Cost	296.6	311.3	317.9	335.4	17.5	5.5%
Total	379.3	414.5	419.0	394.3	(24.7)	-5.9%

Staff Complement	2014	2015	Difference
Full Time Equivalents	12.80	14.30	1.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Business Licenses & Bylaw Compliance	(895.9)	(204.6)	(1,100.5)	1,314.9	47.3	69.2	63.4	1,494.8	394.3

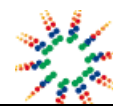
Business License program is 100% cost recovered. The Bylaw Compliance program is primarily funded from the mill rate.

Service Level Change:

- Staffing level is increased by 0.5 FTE for a Director of Community Standards (\$63.4 increase in salaries and related operating costs), required for a newly created Community Standards Division. This portion of the position is funded by Business License revenues. The other 0.5 FTE of the Director of Community Standards position is included with Transportation - Parking Services Service Line.

Growth:

- Increased staffing of 1.0 FTE for a Planner 13 (\$69.2 increase in salaries and related operating costs), is required to maintain existing levels of service in response to the increased number of Business Licenses issued.



Other Significant Changes:

- Increase in revenues from licenses for new businesses and permits volumes and rates of \$204.6.
- Increase in portion of Adult Services License Fee transferred to Police of \$17.5 to assist with enforcement costs. This increase is an adjustment that provides consistency between the budget and how the transaction is accounted for in actuals.

Summary of Capital Investments

There are no capital investments for Business Licenses & Bylaw Compliance.



Development Review

Overview

The Development Review program facilitates the orderly use and development of property in Saskatoon in accordance with accepted community standards, as outlined in the City's Official Community Plan, Zoning Bylaw and Subdivision Bylaw, as well as numerous Council and Administrative Policies. The program serves as a resource to individuals, businesses, government agencies and community groups seeking to pursue development proposals, interpretations on bylaws and policies, and information on approval processes and timelines. Public consultations and input are also key activities.

The program reviews neighbourhood concept plans and direct control applications, architectural reviews and design standards, subdivision, rezoning, discretionary use and development permit applications, as well as applications for both new and converted condominiums. The program facilitates the community's ability to understand and amend development standards in accordance with appropriate public consultation processes. This program also administers the Naming Advisory Committee.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(602.5)	(597.6)	(696.0)	(731.7)	(35.7)	5.1%
Staff Compensation	834.0	797.8	935.7	1,011.6	75.9	8.1%
Operating Cost	292.7	284.3	291.7	291.1	(0.6)	-0.2%
Cost Recovery	(26.4)	(21.0)	(21.0)	(21.0)	0.0	0.0%
Transfer to/from Reserves	(43.5)	(8.1)	(43.5)	(86.8)	(43.3)	99.5%
Total	454.3	455.4	466.9	463.2	(3.7)	-0.8%

Staff Complement	2014	2015	Difference
Full Time Equivalents	10.30	10.80	0.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Development Review	(696.0)	(35.7)	(731.7)	1,162.9	32.0	0.0	0.0	1,194.9	463.2

Growth:

- Staff increase of \$40.0 (0.5 FTE) for a temporary Planner position is required to facilitate review and approval of several new neighbourhood concept plans in 2015. The cost of this position will be funded from the Planning Levy.

Other Significant Change:

- Development Permit revenue reflects an increase in volumes of \$35.7.

Summary of Capital Investments

There are no capital investments for Development Review.



Regional Planning

Overview

Regional Planning was established as a separate section in 2014 to focus on the development and implementation of a new Regional Plan. The section is comprised of 2.5 staff from the former Future Growth Section, as well as the Research and Mapping work unit. The primary role of Regional Planning is to form and maintain working partnerships with other jurisdictions within the Saskatoon region to create a framework for increasing sustainable growth on a regional scale.

The section maintains a lead role in working with regional partners to create a Regional Plan, providing professional and financial support to the Corman Park-Saskatoon Planning District, undertaking boundary alterations (annexation) and foster and support effective working relationships with First Nations who are creating Reserves and selecting Treaty Land Entitlement lands both in Saskatoon and in the region.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	0.0	0.0	0.0	0.0%
Staff Compensation	539.8	536.0	270.4	280.3	9.9	3.7%
Operating Cost	93.0	97.5	79.1	78.2	(0.9)	-1.1%
Cost Recovery	0.0	(5.3)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	(188.3)	(160.8)	0.0	0.0	0.0	0.0%
Total	444.5	466.5	349.5	358.5	9.0	2.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	2.50	2.50	0.00

Summary of Operating Changes

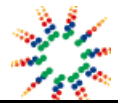
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Regional Planning	0.0	0.0	0.0	349.5	9.0	0.0	0.0	358.5	358.5

There are no significant operating changes in Regional Planning.

Funded Capital Projects	2015	2016	2017	2018	2019
P2460 CY-REGIONAL PLANNING	380.0	395.0	270.0	0.0	0.0
Total	380.0	395.0	270.0	0.0	0.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2460 CY-REGIONAL PLANNING	0.0	65.0	180.0	0.0	0.0
Total	0.0	65.0	180.0	0.0	0.0



Summary of Capital Investments

Capital Project 2460 provides the resources to develop a new Regional Plan and address the opportunities and challenges of growth in the Saskatoon Region. The City of Saskatoon, the municipalities of Warman, Martensville, and Osler, the Rural Municipality of Corman Park and the Saskatoon Regional Economic Development Authority have partnered to create the Saskatoon North Partnership for Growth (P4G). The primary purpose of P4G is to develop a Regional Plan by mid-2016 and implement it afterwards. In 2015 this project is 55% funded by the Planning Levy with the remaining funding coming from the partnering municipalities.

Future Operating Impact of Current Year's Capital Projects

Future operating impacts will be determined as the Regional Plan is developed.



Long Range Planning

Overview

Long Range Planning is a new section within the Planning and Development Division in 2014. The section was formed by combining staff from the former Future Growth section with existing staff engaged in long range transportation and transit planning from the former Infrastructure Services Department.

The key function of the Long Range Planning section is to develop comprehensive development policies for the City related to the sustainable growth and development of Saskatoon. With a planning horizon of 500,000 people, staff is engaged in two primary roles – the ongoing development of policy in the adopted Official Community Plan, and, the development of a new Growth Plan to 500,000. This section is also responsible for a new Long Range Transportation Plan, Active Transportation Plan, major Sector Plans and a new Employment Area Plan in conjunction with the Growing Forward initiative.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	0.0	0.0	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	0.0	0.0	462.4	600.9	138.5	30.0%
Operating Cost	0.0	0.0	28.8	26.2	(2.6)	-9.0%
Cost Recovery	0.0	0.0	(5.3)	(5.3)	0.0	0.0%
Transfer to/from Reserves	0.0	0.0	(207.9)	(329.8)	(121.9)	58.6%
Total	0.0	0.0	277.1	291.1	14.0	5.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	5.15	6.25	1.10

Summary of Operating Changes

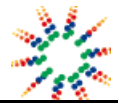
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Long Range Planning	(0.9)	0.0	(0.9)	278.0	14.0	0.0	0.0	292.0	291.1

Significant Changes:

- Staff increase of \$72.5 (0.6 FTE) for the Manager, Long Range Planning position, is a transfer from Capital and is funded by the Planning Levy.
- For 2015, one existing FTE (1.0 – Senior Planner 21) is required to be extended for two years to accelerate the completion of sector plans and complete the Active Transportation Plan. This position was funded from the Planning Levy (50%) and through capital projects related to the Land Development Program (50%). In 2015 this position will be funded 100% from the Planning Levy resulting in an increase of \$41.5 (0.5 FTE) in staff compensation.

Funded Capital Projects	2015	2016	2017	2018	2019
P2547 CY-GROWING FORWARD! SHAPING SASKATOON	475.0	0.0	0.0	0.0	0.0
P2551 CY-ACTIVE TRANSPORTATION PLAN	150.0	0.0	0.0	0.0	0.0
Total	625.0	0.0	0.0	0.0	0.0



Summary of Capital Investments

The Growing Forward Shaping Saskatoon Capital Project is requesting \$475.0 to complete the new Growth Plan to 500,000 by the end of 2015. The additional capital funding will complete the long range transit plan, develop a water and waste water infrastructure strategic plan and extend project management and communication functions into 2016.

The Active Transportation Plan Capital Project is requesting \$150.0 to complete the development of a vision and strategic plan. This project is funded from the Active Transportation Reserve.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2015 capital projects.



Neighbourhood Planning

Overview

The Neighbourhood Planning service line is focused on sustainability and renewal of existing neighbourhoods. To achieve sustainable objectives, established areas of Saskatoon must be enhanced and the population must increase, providing a better balance between development in new and infill development. Local Area Plans, Neighbourhood Safety (CPTED), Attainable Housing, Incentive programs and Urban Design Services are offered to enhance the City's established neighbourhoods.

This service line also provides support for the Community Support Officer (CSO) pilot program. City Council has recently extended the pilot program to the end of 2015. \$650.0 is required from the Streetscape BID Reserve to fund the CSO pilot program to the end of 2015.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	456.8	442.4	461.3	484.1	22.8	4.9%
Operating Cost	453.0	617.2	458.5	488.0	29.5	6.4%
Cost Recovery	(14.5)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Transfer to/from Reserves	(399.1)	(550.0)	(385.0)	(423.5)	(38.5)	10.0%
Total	496.2	499.6	524.8	538.6	13.8	2.6%

Staff Complement	2014	2015	Difference
Full Time Equivalents	4.67	4.82	0.15

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Neighbourhood Planning	0.0	0.0	0.0	524.8	7.9	5.9	0.0	538.6	538.6

Growth:

- Staff increase of \$5.9 (0.15 FTE) for a Clerk Steno is required to take minutes at public meeting.

Other Significant Changes:

- \$423.5 required for the Community Support Officer program is funded through a transfer from the Streetscape – BID Reserve and consequently does not increase the mill rate. This allocation has increased by \$38.5 in 2015. This pilot project is operated in cooperation with the Downtown Partnership and has been extended to December 2015.
- Special Services was reduced by \$11.4 to reflect work relating to capital projects.

Funded Capital Projects	2015	2016	2017	2018	2019
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210.0	0.0	0.0	0.0	0.0
Total	210.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2015	2016	2017	2018	2019
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	0.0	210.0	210.0	210.0	210.0
Total	0.0	210.0	210.0	210.0	210.0



Summary of Capital Investments

Capital Project 2034 involves the implementation of recommendations contained in Local Area Plans (LAP) and Safety Audits. LAPs and Safety Audits usually require extra resources to ensure that recommendations are fulfilled within a timely manner. There are currently twelve existing LAPs followed by Mayfair and Kelsey Woodlawn to be completed in 2015.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Research & Mapping

Overview

The Research and Mapping Program serves as the Corporate resource center for demographic, and quality of life research. Information is available for use by customers from within the City Administration and the general public. Key service areas include population projections and demographic analysis, Strategic Plan and policy monitoring, land use data, quality of life indicators, neighbourhood profiles, and Geographic Information System and mapping services.

As part of the City's 2013-2023 Strategic Plan, a comprehensive monitoring system has been developed that will track key indicators of community progress and success. Within each of the strategic intents, approximately 100 key indicators will be tracked within 10 overall theme areas. This framework is consistent with indicators developed by the Federation of Canadian Municipalities, but is more responsive to the needs of our local community and region.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(15.8)	(15.0)	(15.0)	(17.3)	(2.3)	15.3%
Staff Compensation	440.5	463.5	466.5	478.0	11.5	2.5%
Operating Cost	65.2	75.1	74.8	72.9	(1.9)	-2.5%
Cost Recovery	(122.0)	(115.4)	(115.4)	(115.4)	0.0	0.0%
Transfer to/from Reserves	2.8	2.8	3.9	3.9	0.0	0.0%
Total	370.7	411.0	414.8	422.1	7.3	1.8%

Staff Complement	2014	2015	Difference
Full Time Equivalents	6.00	6.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2015 Budget	Net 2015 Budget
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr		
Research & Mapping	(15.0)	(2.3)	(17.3)	429.8	9.6	0.0	0.0	439.4	422.1

There are no significant operating changes in Research & Mapping.

Summary of Capital Investments

There are no capital investments for Research & Mapping.



Urban Design

Overview

The Urban Design Program is responsible for the preparation of streetscape master plans; designing, constructing and coordinating urban design projects; and advising on urban design issues in the City at large. The aim is to improve the public space in key urban areas. Founded on a core program based in the Downtown, Broadway and Riversdale Business Improvement Districts (BID), the Urban Design Office is also responsible for urban design initiatives City-wide and the City Entrance Sign program.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Staff Compensation	429.1	471.6	475.6	493.5	17.9	3.8%
Operating Cost	328.2	459.8	495.6	541.4	45.8	9.2%
Capital Contribution	1,826.1	1,535.3	1,879.3	1,843.6	(35.7)	-1.9%
Transfer to/from Other Operating	(750.0)	(750.0)	(750.0)	(750.0)	0.0	0.0%
Transfer to/from Reserves	654.4	550.0	385.0	357.0	(28.0)	-7.3%
Total	2,487.8	2,266.7	2,485.5	2,485.5	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	5.00	5.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5

Policy Decisions:

- The \$2.461 million transfer to the BID Streetscape Reserve is funded through a policy allocation of a specified percentage of parking revenues. The reserve then funds the cost of streetscape projects within established BID.
- The Urban Design BID operating budget reflects projects costing less than \$50.0 as well as continuing programs and operational administration costs; the 2015 transfer from the Streetscape BID Reserve is \$449.4 to fund this program.
- The City-Wide Urban Design Program is funded through a transfer of Land Bank Sale Administration Fees to a maximum of \$750.0. Land Bank Sale Administration Fees are proposed fund this program for 2015 and 2016. However, a longer term funding plan is required and will be submitted in conjunction with recommendations from the Growing Forward project in 2017. Growing Forward will include a strategy and recommendations for major corridor enhancements in conjunction with a Bus-Rapid-Transit (BRT) system. It is anticipated that the City-wide Urban Design program will be utilized to design and build enhanced streetscaping adjacent to new Transit Stations. This funding supports the annual operating costs of the City-Wide Urban Design Program and contributes to the City-Wide Streetscape Reserve; the 2015 provision to the City-Wide Streetscape Reserve is \$189.0.

Funded Capital Projects	2015	2016	2017	2018	2019
P2162 CY-URBAN DESIGN - BIDS	950.0	1,660.0	1,660.0	1,660.0	160.0
P2458 CY-CITY CENTRE PLAN	250.0	0.0	0.0	0.0	0.0
Total	1,200.0	1,660.0	1,660.0	1,660.0	160.0



Unfunded Capital Projects		2015	2016	2017	2018	2019
P1508	CY-CITY ENTRANCE SIGNS	0.0	0.0	0.0	150.0	0.0
Total		0.0	0.0	0.0	150.0	0.0

Summary of Capital Investments

The BID Streetscape Reserve, funded through an allocation of parking revenues, supports the cost of streetscape projects within established Business Improvement Districts (BIDS).

In 2015, project 2162 includes the construction of the 20th Street Streetscape from Avenue G to Avenue H (extending the existing treatment of 20th Street from Idylwyld Drive to Avenue H), a downtown paver replacement project, and the continuation of the design phase of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive.

Project 2458 involves the development of a Plan for a new Civic Plaza which includes consideration for rapid transit, new library and a public gathering place.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts of \$13.0 for 20th Street required to maintain the new installations, such as furniture, pavers, snow clearing, lighting, and trees and shrubs and \$3.0 for maintenance of pavers.

Future Operating Budget Impacts of 2015 Capital Projects

Project		2015	2016	2017	2018	2019
P2162	CY-URBAN DESIGN - BIDS	16.0	0.0	0.0	0.0	0.0
Total		16.0	0.0	0.0	0.0	0.0





Operating Budget
\$0.0 million

Capital Budget
\$59.8 million



STRATEGIC GOAL:



Asset & Financial Sustainability



Environmental Leadership

Overview

Electricity, quality drinking water, treatment of wastewater, storm water management and residential recycling are basic amenities provided through the Utilities business line. Utilities is not only responsible for keeping the lights on, taps flowing, and toilets flushing, it is also responsible for the long-term, sustainable management of Saskatoon's water and energy resources.

Saskatoon Light & Power provides safe, reliable and cost-effective electricity to its customers in an environmentally responsible way. The Water Treatment Plant and water distribution system deliver treated water to households, businesses, institutions, and users outside the City limits on a cost recovery basis. The Wastewater Treatment Plant treats wastewater that is delivered to the Plant by an extensive network of pump stations and underground pipes, and returns high quality water back to the South Saskatchewan River. The storm water management system is a separate network designed to drain storm water away from streets and buildings. Waste Services manages the residential recycling and yard waste collection programs.

Fees generated by services within the Utilities business line are an important source of revenue for the City. In the 2015 budget, contributions of \$53.5 million are available to the City in order to help offset property taxes and fund various municipal projects.

At A Glance

- Saskatoon Light and Power's distribution network includes 1,171 km of overhead lines and 615 km of underground power cables.
- The Water Treatment Plant treats approximately 43.3 million cubic meters of water per year. The water distribution system is comprised of 1,087 km's of water mains, 13,165 valves, 6,713 hydrants and 69,692 service connections.



- The Wastewater Treatment Plant treats approximately 33 million cubic meters of wastewater per year. The waste water collection system is comprised of 993 km's of sanitary mains, 10,963 manholes, 43 force mains and 69,338 service connections.
- The storm water management system includes 680 km of storm sewers, 12,000 catch basins, 20 wet ponds, 8 dry ponds, 3 natural ponds and 2 constructed wetlands.
- Curbside recycling services are provided bi-weekly to 66,000 homes and multi-unit recycling services are provided to 35,000 apartment and condominium units.
- Compost depots receive approximately 20,000 tonnes of leaves, grass, and branches annually.

Key Challenges

- Significant growth throughout the City, including increased infill development within the downtown core, has placed new demands on existing infrastructure. Expansion and upgrading of the water, wastewater and electrical systems will be required to continue to meet this demand.
- Infrastructure upgrade and capital expansion strategies, similar to that developed for the Water Treatment Plant in 2009, have been developed for the Wastewater Treatment Plant to ensure that the system can continue to meet the needs of current and future customers. These strategies are a key input to the development of appropriate funding solutions which are required to ensure appropriate re-investment in our infrastructure.
- The City continues to strive to become more self-sufficient from an energy perspective. Opportunities to expand the Green Energy Park continue to be explored.
- Saskatoon is currently in the wettest decade in the city's recorded 115 year history. The average annual rainfall in Saskatoon is 262mm and in the past ten years all but three years have exceeded this. June 2014 alone was the second wettest June on record next to 1942. This current condition results in a higher frequency of major storm events and an increase in the groundwater table. These factors can strain and challenge the current storm water management infrastructure.
- Reduced Water and Wastewater Utility Revenue due to wetter than normal weather, decreasing water demand.
- Recyclable materials continue to be sent to the Landfill, filling up this finite asset. More education is required to help residents expand their recycling habits to maximize the potential of recycling programs.

Major Initiatives 2015-2017

- The Wastewater Utility is proceeding with a \$10.0 million odor abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.
- A surface flooding control strategy has been developed which will provide recommended remedial options to the critical flood zones in Saskatoon. This strategy will provide a long term plan to construct flood control measures to reduce the frequency and severity of surface flooding due to rain events.
- Saskatoon Light & Power will continue to explore options for new green energy generation projects. Potential future projects include a hydropower project at the Saskatoon Weir and a solar project at the Saskatoon Landfill. Comprehensive assessments of these projects will be completed to determine project viability.
- At a cost of \$22.2 million, construction will continue into 2015 to expand the 42nd Street water reservoir and add a new pumping facility to service the industrial and northeast residential areas.
- Upgrades to the filter infrastructure at the Water Treatment Plant at a cost of \$8.3 million will ensure continued filtration reliability of the plant and automation of controls.
- Transfer pumping and electrical upgrades at the Water Treatment Plant at a cost of \$13.5 million will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.
- An investment of \$9.0 million will be made to upgrade existing lift stations integral to the waste water collection system to improve efficiency and reliability.



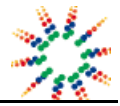
- Due to growth, the Wastewater Treatment Plant will require an additional fourth digester at a total cost of \$20.0 million. Design of the digester will begin in 2017.
- A Capital Development Planning Study was completed in 2012 to review the condition of the City's electrical distribution system against industry standards. A Bulk Power System Planning Study was also completed in 2014 to review the transmission system's ability to meet growth requirements in the future and to identify critical renewal projects involving transmission power lines and major substations. Work will continue in 2015 to develop an appropriate funding strategy to address these infrastructure renewal issues.
- Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and lower their environmental footprint.
- Continue to expand curbside collection of organics through the Green Cart Program.
- Seek and maintain accreditation for the Environmental Lab located at the Waste Water Treatment Plant and maintain accreditation at the Water Lab at the Water Treatment Plant.

Continuous Improvement

- Work will begin on the implementation of an asset management system for Saskatoon Light & Power in 2015 and is scheduled to be completed in 2017. The system will assist the Utility in making decisions to optimize maintenance and renewal strategies.
- Implementation of an Advanced Metering Infrastructure (AMI) system in 2015 will provide the communication network for data to be sent digitally from smart meters to the City. AMI will reduce lost revenues and decrease operating costs for the utilities while improving customer service by providing actual meter reads each month. Installation of smart electricity meters will continue in 2015 and will be completed by 2017. Installation of communication modules on water meters will begin in 2015 and will be completed by 2019.

Budget Implications

- City growth is necessitating a number of projects for Saskatoon Light & Power, and is driving the 2015 capital budget. This work is required to meet the needs of a growing city. A total of \$6.458 million is being expended from the Electrical Distribution Extension Reserve for these projects.
- Saskatoon Light & Power's capital investment program also includes funding for infrastructure renewal. A total of \$8.195 is being expended from the Electrical Distribution Replacement Reserve to maintain current assets.
- Storm Water Management's 2015 capital investment program includes funding for five projects totaling \$2.7 million. This entire investment is geared towards the maintenance and replacement of existing assets. In addition, a flood protection capital program is identified for \$320.0 in 2015.
- Water Consumption forecast for 2015 is estimated for 0% growth based on long-term averages tempered by water conservation improvements. Consumption increases due to City expansion are offset by improvements in water and wastewater conservation practices being employed by residents, companies, and institutions. An average bill increase of 9.5%, which takes effect in January 2015, will be used to fund ongoing system replacements and improvements.
- Water revenues are allocated to operating and capital projects for treatment plants, water distribution and sewer collection systems, and to roadway rehabilitation for utility presence. Increasing population growth pressures and capital project work necessitates additional borrowing for capital projects.
- The residential curbside recycling program provides convenient biweekly collection of a broad range of recyclable materials. A new multi-unit recycling program was launched in 2014 to provide a similar service for apartments and condominiums. Loraas Recycle (curbside) and Cosmopolitan Industries Ltd. (multi-unit) have been contracted to provide blue recycling containers, collections, processing, marketing and customer service in support of these programs. Program performance is closely monitored to ensure these environmental programs are delivered in a sustainable manner. Convenience and affordability are the main focus for these programs.



- The City's composting program includes the operation of depots for the drop-off of yard waste. This operation is not financially self-sufficient in it-self and as such relies on the landfill for a fee directly related to its waste diversion efforts to save valuable airspace.
- The Leaves and Grass (green cart) Subscription Program is a cost-recovered program providing biweekly curbside collection of yard-waste to all households interested in this seasonal program.



Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Light & Power	0.0	0.0	0.0	(154,698.2)	154,698.2	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(6,194.3)	6,194.3	0.0	0.0	0.0%
Wastewater Utility	0.0	0.0	0.0	(57,466.3)	57,466.3	0.0	0.0	0.0%
Water Utility	0.0	0.0	0.0	(63,746.2)	63,746.2	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(7,208.3)	7,208.3	0.0	0.0	0.0%
Total	0.0	0.0	0.0	(289,313.3)	289,313.3	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	333.52	337.41	3.89

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Saskatoon Light & Power	(150,505.9)	(4,192.3)	(154,698.2)	150,505.9	4,146.2	46.1	0.0	154,698.2	0.0
Storm Water Management	(6,066.2)	(128.1)	(6,194.3)	6,066.2	21.2	106.9	0.0	6,194.3	0.0
Wastewater Utility	(50,990.0)	(6,476.3)	(57,466.3)	50,990.0	5,254.9	61.4	1,160.0	57,466.3	0.0
Water Utility	(58,911.7)	(4,834.5)	(63,746.2)	58,911.7	3,541.6	452.9	840.0	63,746.2	0.0
Waste Services Utility	(4,922.2)	(2,286.1)	(7,208.3)	4,922.2	2,185.3	123.8	(23.0)	7,208.3	0.0
Total	(271,396.0)	(17,917.3)	(289,313.3)	271,396.0	15,149.2	791.1	1,977.0	289,313.3	0.0

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Saskatoon Light & Power	19,238.0	19,323.0	17,915.0	18,615.0	19,485.0
Storm Water Management	2,685.0	2,720.0	2,870.0	3,020.0	3,130.0
Wastewater Utility	13,549.0	23,808.5	25,350.6	37,531.1	16,398.3
Water Utility	24,302.7	34,118.5	35,277.8	30,393.1	32,342.0
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
Total	59,774.7	79,970.0	81,413.4	89,559.2	71,355.3

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
BORROWING	5,895.0	15,030.0	19,620.1	12,960.0	0.0
COST RECOVERY PPD LAND DEVELOPMENT	2,960.0	2,704.0	1,372.0	1,372.0	1,372.0
ELECTRICAL DISTRIBUTION EXTENSION RES	6,458.0	6,986.0	7,213.0	7,043.0	7,803.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	8,195.0	8,293.0	7,720.0	8,585.0	8,690.0
INFRA RES - STORM WATER	2,685.0	2,720.0	2,870.0	3,020.0	3,130.0
INFRA RES-WTR & SAN SWR	14,773.0	16,163.0	16,163.0	15,843.0	15,843.0
OPERATING BUDGET DOWNPAYMENT	655.0	1,670.0	2,179.9	1,440.0	0.0
OTHER	0.0	0.0	0.0	8,800.0	0.0
SEWAGE COLL & TRTMNT REPL RES	1,705.0	4,474.3	2,748.4	2,354.1	2,983.3
SL&P CUSTOMER CONTRIBUTION	1,625.0	1,340.0	1,610.0	1,615.0	1,620.0
WASTEWATER TRTMNT CAP RES	5,536.0	9,001.2	8,274.2	9,079.0	6,807.0
WATER SUPPLY REPL RES	955.0	2,194.2	2,443.8	2,650.1	1,473.1
WATERWORKS CAPITAL PROJECTS RESERVE	8,332.7	9,394.3	9,199.0	14,798.0	21,633.9
Total	59,774.7	79,970.0	81,413.4	89,559.2	71,355.3



Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
Unfunded	0.0	0.0	0.0	9,010.0	0.0



Saskatoon Light & Power

Overview

The purpose of Saskatoon Light & Power is to provide safe, reliable, and cost effective electricity in an environmentally responsible way to the customers within the City's franchise area. To minimize the number and length of customer outages, Saskatoon Light & Power focuses on system maintenance and emphasis continues to be placed on staff training and safety.

Outside forces affecting Saskatoon Light & Power include future bulk power rate negotiations with Saskatchewan Power, as well as, future increases to retail electricity rates established by Saskatchewan Power and matched by Saskatoon Light & Power.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(127,107.7)	(129,733.5)	(137,111.8)	(140,855.5)	(3,743.7)	2.7%
Prov Utility Municipal Surcharge	(12,583.9)	(12,847.8)	(13,394.1)	(13,842.7)	(448.6)	3.3%
Staff Compensation	7,167.1	6,287.3	6,992.9	7,223.1	230.2	3.3%
Operating Cost	123,920.7	126,795.7	132,609.9	135,738.4	3,128.5	2.4%
Debt Charges	5.9	6.0	63.9	99.3	35.4	55.4%
Cost Recovery	(2,203.8)	(2,245.3)	(2,361.2)	(2,119.4)	241.8	-10.2%
Capital Contribution	10,800.6	11,736.5	13,199.3	13,755.6	556.3	4.2%
Transfer to/from Reserves	1.1	1.1	1.1	1.2	0.1	9.1%
Total	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	69.85	69.20	(0.65)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Saskatoon Light & Power	(150,505.9)	(4,192.3)	(154,698.2)	150,505.9	4,146.2	46.1	0.0	154,698.2
								0.0

Growth:

- To meet increasing operating program demands, vehicles and equipment fleet charges have increased \$46.1.

Capital Contributions:

- In an effort to support the 2015 Capital program, provisions to Capital Reserves have been increased by \$151.1. Capital repayments from the Landfill Gas Generation program increased \$405.8 in 2015.

Other Significant Changes:

- The 2015 operating budget reflects a 2.3% overall rate increase in power revenue of \$3.2 million, combined with a municipal surcharge revenue increase of \$448.6. The Landfill Gas Generation program has increased revenues of \$483.6 in 2015.
- Transfer of 0.45 FTE to Corporate Governance and Finance – Corporate Support to centralize management and business administration support for the Transportation and Utilities Department in the Transportation and Utilities Business Administration program. Special Services has increased by \$154.0 due to an increase in cross charges related to the centralization of management and business support provided by the Business Administration group and an increase in contractual services. Redeployment of 0.20 FTE to Corporate



Governance and Finance – Financial Services for a Director of Business Administration position for Corporate Performance and Asset and Financial Management Departments.

- The grants-in-lieu provided to the City has increased by \$495.9 due to increases in power revenues.
- The cost of purchasing bulk power increased by \$2.7 million.
- The Surplus to taxation supplied to the City decreases by \$350.0.
- Staff compensation costs increased by \$223.1. Material and supplies decreased by \$120.9, while building and equipment maintenance increased by \$106.0. Cost Recovery programs decreased by \$248.1 in 2015.

Funded Capital Projects	2015	2016	2017	2018	2019
P0720 SL&P - CAPACITOR INSTALLATIONS	0.0	0.0	0.0	200.0	0.0
P0724 SL&P - REVENUE METER - NEW & REPLACEMENT	1,200.0	1,200.0	1,150.0	250.0	250.0
P0734 SL&P - UNDERGROUND CABLE REPLACEMENT	600.0	600.0	850.0	850.0	850.0
P0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	4,600.0	2,765.0	2,870.0	2,895.0	2,900.0
P0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	100.0	100.0	0.0	0.0	0.0
P0825 SL&P - STREET LIGHT UPGRADES	90.0	60.0	60.0	60.0	65.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	0.0	200.0	200.0	200.0	200.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	200.0	150.0	150.0	150.0	150.0
P1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	100.0	0.0	100.0	1,800.0	2,400.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	3,238.0	2,958.0	1,500.0	1,500.0	1,500.0
P1250 SL&P - ADVANCED METERING INFRASTRUCTURE	200.0	0.0	0.0	0.0	0.0
P1251 SL&P - SUBSTATION - 138 kV SWITCHING	100.0	320.0	320.0	320.0	50.0
P1252 SL&P - SUBSTATION CONTINGENCY	50.0	1,200.0	0.0	0.0	0.0
P1254 SL&P - SUBSTATION UPGRADE - EDMONTON AVENUE	0.0	0.0	0.0	0.0	1,200.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	50.0	100.0	100.0	100.0	100.0
P1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	75.0	75.0	75.0	0.0	0.0
P1263 SL&P - NETWORK VAULT UPGRADES	300.0	300.0	300.0	300.0	300.0
P1266 SL&P - NETWORK - 15 KV LINE UPGRADES	200.0	0.0	200.0	0.0	200.0
P1268 SL&P - NETWORK VAULTS	0.0	550.0	1,250.0	0.0	0.0
P1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	0.0	0.0	720.0	720.0	720.0
P1272 SL&P - BUILDINGS & GROUNDS	430.0	530.0	250.0	375.0	250.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - STEEL POLE REPAIR	850.0	700.0	770.0	770.0	770.0
P1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	0.0	0.0	0.0	0.0	200.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	205.0	205.0	0.0	205.0	0.0
P1300 SL&P - NETWORK - INTERCONNECTION UPGRADE	0.0	0.0	50.0	50.0	50.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	210.0	405.0	270.0	270.0	270.0
P1302 SL&P - 15KV NETWORK FDR-22ND & PACIFIC	0.0	600.0	600.0	1,000.0	600.0
P1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	250.0	0.0	0.0	150.0	0.0
P1304 SL&P - SUBSTATION UPGRD - NORTH CENTRAL	0.0	50.0	150.0	0.0	0.0
P1305 SL&P - FEEDER UPGRADES/REPLACEMENT	825.0	875.0	1,125.0	1,175.0	1,125.0
P1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	300.0	525.0	500.0	1,000.0	1,500.0
P1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	90.0	120.0	120.0	120.0	130.0
P1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	0.0	0.0	900.0	1,250.0	500.0



Funded Capital Projects	2015	2016	2017	2018	2019
P1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	0.0	100.0	100.0	120.0	120.0
P1317 SL&P - UPGRADE DEADFRONT SWITCH CUBICAL	200.0	200.0	200.0	200.0	200.0
P1318 SL&P - FDR UPGRADE - MELVILLE ST MAIN ST	0.0	0.0	0.0	0.0	400.0
P1319 SL&P - 15 KV CONVER - NUTANA SUB CENTRE	50.0	250.0	250.0	250.0	250.0
P1323 SL&P - FDR UPGRADE - PLEASANT HILL SUBST	400.0	600.0	600.0	0.0	0.0
P1324 SL&P - UPGRADE TO LINES - 1ST AVE. SUBST	0.0	200.0	0.0	200.0	0.0
P1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	0.0	100.0	250.0	200.0	250.0
P1327 SL&P - SUBSTATION INTERRUPTERS	575.0	0.0	0.0	0.0	0.0
P1329 SL&P - SUBSTATION RELAY UPGRADES	500.0	500.0	500.0	500.0	500.0
P1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	150.0	300.0	300.0	300.0	300.0
P1333 SL&P - SUBSTATION UPGRADE - AVE. C	1,400.0	0.0	0.0	0.0	400.0
P1334 SL&P - SUBSTATION UPGRADE - J. M. TAYLOR	0.0	0.0	0.0	0.0	50.0
P1335 SL&P - SUBSTATION UPGRADE - COLLEGE PARK	0.0	0.0	200.0	0.0	0.0
P1342 SL&P - NETWORK - PRIMARY PROTECTION	500.0	200.0	200.0	200.0	200.0
P1344 SL&P - UPGRD LINES - MAIN ST TO FRIEBEL	0.0	400.0	0.0	0.0	0.0
P1350 SL&P - SUBSTATION BUILDING & GROUND RENO	75.0	100.0	100.0	50.0	100.0
P1352 SL&P - LIFE CYCLE MANAGEMENT	675.0	100.0	0.0	0.0	0.0
P1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	250.0	685.0	235.0	685.0	235.0
P2303 SL&P - 15 KV FEEDER #3 UPGRADE - FRIEBEL	0.0	300.0	200.0	0.0	0.0
P2304 SL&P - 15 KV FEEDER #9 UPGRADE - AVE. C	0.0	500.0	0.0	0.0	0.0
Total	19,238.0	19,323.0	17,915.0	18,615.0	19,485.0

Summary of Capital Investments

Saskatoon Light & Power's Capital Investment Plan includes maintaining current assets and expanding infrastructure to meet new customer needs. This work is required to meet the needs of a growing city, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.

Major capital initiatives for 2015 include \$4.6 million for customer connections (new and upgrade), \$3.2 million for street lighting in new subdivisions, \$3.0 million for substation upgrades, \$2.6 million for distribution line and equipment upgrades, \$1.4 million for smart meters and AMI, \$1.0 million for upgrades to the downtown secondary network system, \$0.8 million for repair of street lights damaged by vehicles, \$0.7 million for building, vehicle and equipment upgrades, \$0.6 million on an asset management system and \$0.4 million on communications and control systems.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2015 capital projects.



Storm Water Management

Overview

The purpose of Storm Water Management is to provide for the operation, inspection and maintenance of the storm water management system and riverbank sub drain and monitoring systems. This includes piping, manholes, catch basins, outfall structures, culverts and overland storm drainage systems, storm ponds, slope monitoring devices and the related engineering services.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(5,055.1)	(4,596.5)	(6,066.2)	(6,194.3)	(128.1)	2.1%
Staff Compensation	1,292.8	1,476.6	1,506.6	1,579.3	72.7	4.8%
Operating Cost	2,064.5	1,422.1	1,541.5	1,693.8	152.3	9.9%
Debt Charges	12.8	12.8	(9.9)	(35.3)	(25.4)	256.6%
Capital Contribution	1,685.0	1,685.0	3,028.0	2,956.5	(71.5)	-2.4%
Total	(0.0)	(0.0)	(0.0)	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	19.05	19.51	0.46

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Storm Water Management	(6,066.2)	(128.1)	(6,194.3)	6,066.2	21.2	106.9	0.0	6,194.3	0.0

Policy Decisions:

- The 2015 operating budget reflects the new Storm Water Utility rate structure as approved by City Council in 2011. This rate structure establishes equality in storm water management fees through a user-pay utility. This utility charges property owners based on the amount of runoff they generate. Properties are assessed for equivalent runoff units (ERUs) and are charged annually at \$52.80 / year / ERU. To mitigate impact, the ERUs will be phased in over seven years with a maximum cap of 100 ERUs in 2018. In 2015 the ERU cap is set at 55 ERUs.

Growth:

- Included in the operating expense increase is 1.0 FTE for a Drainage Inspector as well as an additional 0.46 FTE in various pooled positions required for city growth.

Capital Contributions:

- There has been a decrease in the transfer to the Storm Water Management Capital Reserve of \$71.5 as the utility balances operational and capital requirements.

Other Significant Changes:

- An anticipated net increase in revenue of \$128.1 due to the second year of the seven year phase in of the Storm Water Utility rate structure; this includes the reduction in revenue from the decision to exempt Parks programs from the ERU calculation in the amount of \$197.6. This is offset by an increase in operating expenses of \$199.6 related to inflation and growth; balanced by a decrease in contributions to capital of \$71.5.
- A redeployment of 1.0 FTE from an Engineering Assistant position to the Communications Manager position in the Corporate Support Service Line within the Corporate Governance and Finance Business Line.



Funded Capital Projects		2015	2016	2017	2018	2019
P1493	TU-EAST RIVERBANK STABILIZATION	450.0	475.0	495.0	525.0	525.0
P1619	TU-STORM SEWER TRUNK	840.0	880.0	930.0	980.0	1,030.0
P1620	TU-STORM SEWER COLLECTION	800.0	840.0	890.0	940.0	980.0
P1621	TU-STORM SEWER POND PRESERVATION	345.0	370.0	390.0	400.0	410.0
P1677	TU-STORM WATER MGMT UTILITY BILLING	250.0	155.0	165.0	175.0	185.0
Total		2,685.0	2,720.0	2,870.0	3,020.0	3,130.0

Summary of Capital Investments

2015 Storm Water Management Maintenance Capital Investments include five funded projects totaling \$2.7 million. This entire investment is geared towards the maintenance and replacement of existing assets.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2015 Capital Projects.



Wastewater Utility

Overview

The purpose of the Wastewater Utility is to provide for the operation and maintenance of the City's wastewater treatment plants including the waste water collection system and remote pumping facilities, the handling and disposal of solids resulting from the treatment processes and to provide related engineering and planning services.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(46,743.3)	(42,272.4)	(50,990.0)	(57,466.3)	(6,476.3)	12.7%
Staff Compensation	8,411.2	8,425.7	8,863.0	9,225.8	362.8	4.1%
Operating Cost	12,736.4	15,227.6	17,202.3	18,268.5	1,066.2	6.2%
Debt Charges	5,038.0	4,999.8	6,338.2	4,244.7	(2,093.5)	-33.0%
Cost Recovery	(330.0)	(162.2)	(976.8)	(1,105.7)	(128.9)	13.2%
Capital Contribution	17,204.8	13,780.4	19,561.7	26,831.4	7,269.7	37.2%
Transfer to/from Reserves	3,682.9	1.1	1.6	1.6	0.0	0.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	105.94	108.08	2.14

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Wastewater Utility	(50,990.0)	(6,476.3)	(57,466.3)	50,990.0	5,254.9	61.4	1,160.0	57,466.3
								0.0

Service Level Change:

- Service Level Increase of \$1.2 million represents increased contributions to capital reserves; the allocation in 2015 is for roadway repairs related to utility presence.

Growth:

- Consumption increases due to City expansion is offset by improvements in water and wastewater conservation technologies limiting 2015 revenue growth opportunities.
- FTE increases in the waste water collection maintenance programs consist of 0.94 FTE Labourer positions, 0.10 FTE for a Monitoring Technician and 0.50 FTE for an Engineering Technologist required for maintaining the growth in the waste water collection system.

Capital Contributions:

- Reserve transfer increases reflect an increase of \$798.1 to the Infrastructure Replacement Reserve – Water and Waste Water, a contribution of \$1.2 million to the Roadways Reserve as a contribution to rehabilitate roadway utility cut repairs, a \$4.3 million increase to the provision to the Waste Water Capital Projects Reserve due to an increase in the supplemental provision; and an increase of \$21.2 in the transfer to the Waste water Supply Replacement Reserve.

Other Significant Changes:

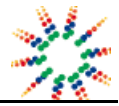
- The 2015 operating budget reflects the 2015 water rate increase to maintain operations and fund capital projects related to water quality, City growth and regulatory matters. An overall bill increase of 9.5% is in effect as of January 2015 to cover operating costs, capital expansion and inflationary pressures. The revenue increase reflects the January 2015 rate increase and includes metered revenue increases of \$3.7 million.



Other revenue increases include commercial surcharges and direct dumping charges, \$45.3. A revenue decrease of \$250.0 is expected due to the end of the temporary waste hauling contract.

- Increases include \$323.4 for operation of the collection system, \$7.3 million for capital contributions, \$607.8 in Grants in Lieu of Taxes and subsidies which includes \$337.1 to offset a reallocation of Solicitor's charges and \$26.1 to provide for a Director of Business Administration position for the Corporate Performance and Corporate Asset and Financial Management Departments, \$39.2 in electrical and chemicals for treatment, \$389.6 in billing and city services, overhead and other operational expenditures and \$76.3 for Business Administration charges which are offset by a decrease in staff compensation. In addition, the requirements to borrow less for capital projects have decreased the 2015 debt charges by \$2.1 million. Public notice will be given prior to undertaking additional borrowing.
- FTE increases include 0.50 FTE for an Accounting Coordinator I which is partially offset by redeployment of 0.17 FTE from the Water Utility.
- FTE transfers include a transfer of 0.60 FTE to Corporate Governance and Finance – Corporate Support to centralize management and business administration support for the Transportation and Utilities Department in the Transportation and Utilities Business Administration program, and the transfer of 0.20 FTE to Corporate Governance and Finance – Financial Services for a Director of Business Administration position for the Corporate Performance and Asset and Financial Management Departments. A net transfer of 0.90 FTE representing engineering and technical positions from other operations to better align operational requirements was also made.

Funded Capital Projects		2015	2016	2017	2018	2019
P0687	WWT- ASSET REPLACEMENT	1,705.0	4,474.3	2,748.4	2,354.1	2,983.3
P1243	WWT- LIFT STATION UPGRADES	1,786.0	4,332.2	3,442.7	925.4	1,259.8
P1503	TU-DOWNTOWN CAPACITY IMP'S- REDEVELOPMNT	0.0	0.0	0.0	9,390.0	0.0
P1616	TU-WASTE WATER COLLECTION	4,602.0	4,816.0	4,816.0	4,816.0	4,816.0
P1618	TU-SANITARY SEWER TRUNKS	1,386.0	1,792.0	1,792.0	1,792.0	1,792.0
P1678	TU-WW SYST-WET WEATHER INFLOW REMIATN	320.0	320.0	320.0	0.0	0.0
P2053	WWT-SCREEN REPLACEMENT	0.0	2,774.0	0.0	0.0	0.0
P2076	WWTP-DIGESTER ROOF REPLACEMENT	350.0	0.0	0.0	0.0	0.0
P2227	WWT-SECURITY/SURVEILLANCE	400.0	0.0	0.0	0.0	0.0
P2228	WWT-RELINING CELL 3	2,000.0	0.0	0.0	0.0	0.0
P2229	WWT-PRIMARY 25kVa Loop	500.0	2,650.0	0.0	0.0	0.0
P2230	WWT-EXPECTED UPGRADES	500.0	530.0	561.8	595.5	3,081.8
P2566	US-RELINING CELL 4	0.0	2,120.0	0.0	0.0	0.0
P2567	WTP-RELINING CELL	0.0	0.0	2,247.2	4,168.6	0.0
P2577	WWTP-PEP 6TH PUMP	0.0	0.0	433.7	0.0	0.0
P2578	WWTP-DOWNSTREAM USER STUDY	0.0	0.0	0.0	357.3	0.0
P2579	WWTP-DIGESTER TANK 4	0.0	0.0	8,988.8	13,132.2	0.0
P2580	WWTP-DIGESTER CLEANING FACILITY	0.0	0.0	0.0	0.0	2,465.4
Total		13,549.0	23,808.5	25,350.6	37,531.1	16,398.3
Unfunded Capital Projects		2015	2016	2017	2018	2019
P1503	TU-DOWNTOWN CAPACITY IMP'S- REDEVELOPMNT	0.0	0.0	0.0	9,010.0	0.0
Total		0.0	0.0	0.0	9,010.0	0.0



Summary of Capital Investments

- The 2015 Wastewater Capital Investments in the Wastewater Utility includes seven capital expansion and replacement/rehabilitation projects for a total of \$7.2 million.
- The asset replacement project for the Wastewater Utility, at \$1.7 million in 2015, is comprised of eight components with major replacements consisting of existing system replacements for \$0.9 million and pumps for \$0.4 million.
- The six growth and capital expansion projects for the Wastewater Utility total \$5.5 million; major capital investments include \$2.0 million for relining cells; \$1.7 million for lift station upgrades; \$0.5 million for expected upgrades and \$0.5 million for continuous power supply to treatment areas on the south side of the plant.
- The 2015 program for the rehabilitation and replacement of the waste water collection system has been identified at \$6.0 million, funded from the Infrastructure Replacement Reserve – Water and Waste Water.
- In addition, a flood protection capital program is identified for \$320.0 in 2015.

Future Operating Impact of Current Year's Capital Projects

- There are no future operating impacts from 2015 Capital Projects.



Water Utility

Overview

The purpose of the Water Utility is to provide for the operation and maintenance of the City's water treatment plant, including the water distribution system, the testing and maintenance of water meters and related engineering and planning services.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(54,868.1)	(55,447.3)	(58,911.7)	(63,746.2)	(4,834.5)	8.2%
Staff Compensation	10,873.8	10,970.4	11,203.6	11,587.4	383.8	3.4%
Operating Cost	19,321.2	20,122.3	22,500.9	24,192.7	1,691.8	7.5%
Debt Charges	11,191.1	11,110.2	11,629.1	9,261.4	(2,367.7)	-20.4%
Cost Recovery	(522.0)	(192.8)	(926.1)	(937.7)	(11.6)	1.3%
Capital Contribution	11,344.0	13,436.1	14,502.6	19,640.8	5,138.2	35.4%
Transfer to/from Reserves	2,660.0	1.1	1.6	1.6	0.0	0.0%
Total	0.0	0.0	0.0	0.0	(0.0)	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	136.28	137.12	0.84

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Water Utility	(58,911.7)	(4,834.5)	(63,746.2)	58,911.7	3,541.6	452.9	840.0	63,746.2
								0.0

Service Level Changes:

- Service Level Increase of \$840.0 represents increased contributions to capital reserves; the allocation in 2015 is for roadway repairs related to utility presence.

Growth:

- Consumption increase due to City expansion is offset by improvements in water and wastewater conservation technologies limiting 2015 revenue growth opportunities.
- Expenditures have increased by \$15.3 for water meters due to city expansion. The remaining increase is for staffing required to meet growth demands.
- FTE increases in the water distribution maintenance programs consist of 1.21 FTE Labourer positions, 0.40 FTE for a Monitoring Technician and 0.50 FTE for an Engineering Technologist required to maintain the growth in the water distribution system.

Capital Contributions:

- Reserve transfers include a \$97.4 decrease to the Water Supply Replacement Reserve, a \$577.9 increase to the Infrastructure Replacement Reserve – Water and Waste Water, a \$3.3 million increase to the Water Capital Reserve due to an increase of the supplemental provision and an increase of \$840.0 to the Roadways Reserve as a contribution to rehabilitate roadway utility cut repairs.

Other Significant Changes:

- The 2015 operating budget reflects the 2015 water rate increase necessary to maintain operations and fund capital projects related to water quality, City growth and regulatory matters. The 2015 estimated yearly water



consumption of 36.0 million cubic meters is consistent with the 2014 demand levels forecasting no growth for the upcoming year. An overall bill increase of 9.5% effective January 2015 covers operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. Revenue increases reflect the January 2015 rate increase and include a metered revenue increase of \$3.0 million.

- Increases include: \$457.8 for operation of the distribution system, \$682.9 for power required for pumping, \$4.2 million for capital contributions, a \$154.9 decrease in chemicals for treatment, \$415.9 increase in O&M, \$196.9 increase in charges for Business Admin which is offset by a decrease of \$138.8 in staff compensation and \$20.2 for increased cost recoveries on meters due to population growth. \$1.02 million increase in Grants in Lieu of Taxes plus subsidies which include continuous improvement savings of \$450.0, \$199.7 to offset the reallocation of Solicitor's costs and \$39.1 to provide for a Director of Business Administration position for the Environmental and Corporate Initiatives and Corporate Asset and Financial Management Departments. In addition, the requirement to borrow less for capital projects has decreased the 2015 debt charges by \$2.2 million. Public notice will be given prior to undertaking additional borrowing.
- Increases in cost recoveries of \$24.0 are driven by lab testing expenditures that are offset under increased operating expenditures.
- An increase of 2.00 FTE represents a Utility and Foreman required for the Residual Handling Facility. An increase of 0.50 FTE for an Accounting Coordinator I is offset by the redeployment of 0.67 FTE from a Water Resources Technician position.
- FTE transfers include 1.90 FTE to Corporate Governance and Finance – Corporate Support to centralize management and business administration support for the Transportation and Utilities Department in the Transportation and Utilities Business Administration program as well as redeployment of 0.30 FTE to Corporate Governance and Finance – Financial Services for a Director of Business Administration position for the Corporate Performance and Corporate Asset and Financial Management Departments, and a net 0.90 FTE transfer of Engineering and technical positions to capital and other operations to better align operational requirements.

Funded Capital Projects	2015	2016	2017	2018	2019
P0713 WTP RESERVOIR-PUMPING CAPACITY	0.0	2,814.3	0.0	0.0	0.0
P1054 WTP-ASSET REPLACEMENT	955.0	2,194.2	2,443.8	2,650.1	1,473.1
P1055 WTP-AUTOMATIC METER READING CONV	4,900.0	2,756.0	2,921.4	3,096.7	3,205.0
P1210 WTP - FILTER PLANT UPGRADE/EXPANSION	0.0	0.0	0.0	952.8	8,875.5
P1615 TU-WATER DISTRIBUTION	7,065.0	7,335.0	7,335.0	6,745.0	7,335.0
P1617 TU-PRIMARY WATER MAINS	1,400.0	1,900.0	1,900.0	1,900.0	1,900.0
P2214 WTP - WATER SYSTEM ASSESSMENT	166.0	0.0	0.0	0.0	0.0
P2216 WTP- PLANT ELECTRICAL UPGRADE	1,000.0	0.0	0.0	0.0	0.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	2,666.7	2,968.0	3,146.1	0.0	0.0
P2555 WTP-PCS & ICT RISK ELIMINATION	0.0	1,590.0	0.0	0.0	0.0
P2558 WTP-CLARIFIER TUBE SETTLERS	3,000.0	0.0	0.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	0.0	0.0	4,494.4	0.0	0.0
P2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	1,000.0	1,060.0	0.0	0.0	0.0
P2561 WTP-EXPECTED UPGRADES	0.0	1,590.0	1,685.4	1,786.5	6,163.5
P2562 WTP-CLARIFIER CONSTRUCTION	0.0	0.0	1,239.3	13,262.0	0.0
P2563 WTP-LOW LIFT UPGRADE	0.0	1,060.0	4,494.4	0.0	0.0
P2564 WTP-DRAIN LINE	0.0	1,590.0	0.0	0.0	0.0
P2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	1,650.0	7,261.0	5,618.0	0.0	0.0
P2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	0.0	0.0	0.0	0.0	3,389.9
P2573 WTP-ROOF REPAIR	500.0	0.0	0.0	0.0	0.0
Total	24,302.7	34,118.5	35,277.8	30,393.1	32,342.0



Summary of Capital Investments

The 2015 Water Capital Investments in the Water Utility includes nine capital expansion and replacement/rehabilitation projects for a total of \$15.8 million.

The asset replacement project, at \$0.95 million in 2015, is comprised of four components with major replacements including \$550.0 for clarifier refurbishment and \$345.0 for filter plant refurbishment.

The eight growth and capital expansion projects for the Water Utility total \$14.9 million. Major capital investments include \$4.9 million for AMR meter conversion, \$3.0 million for the clarifier tube settler installation, \$2.7 million for filter plant underdrain upgrades, \$1.7 million for the transfer pumping & electrical upgrade, \$1.0 million for the HVAC system admin building and \$1.0 million for the treatment plant electrical upgrades.

The 2015 program for the rehabilitation and replacement of the water distribution and water main system has been identified at \$8.5 million, funded from the Infrastructure Replacement Reserve – Water and Waste Water.

Future Operating Impact of Current Year's Capital Projects

The AMR project is estimated to have future operational costs of \$22.1 million to be offset by projected savings of \$76.1 million over 20 years.



Waste Services Utility

Overview

To provide cost-effective, convenient, affordable and efficient waste minimization programs that divert material from the residential solid waste stream destined for the Saskatoon Regional Waste Management Facility (Landfill).

Waste Services includes recycling and composting programs. The recycling program provides bi-weekly blue-cart curbside single-stream recycling (no sorting required) services for all homes in Saskatoon receiving black-cart garbage collection services as well as multi-unit residences. The Leaves and Grass program provides green-cart seasonal curbside collection via a subscription program. Yard waste is delivered to composting depots that provide free access to residents and deeply-subsidized access to permitted commercial haulers.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(2,753.4)	(3,661.0)	(4,922.2)	(7,208.3)	(2,286.1)	46.4%
Staff Compensation	61.0	74.3	198.2	272.0	73.8	37.2%
Operating Cost	2,532.9	3,476.7	4,469.9	6,630.3	2,160.4	48.3%
Cost Recovery	0.0	0.0	0.0	(26.0)	(26.0)	0.0%
Transfer to/from Reserves	0.0	0.0	90.5	182.0	91.5	101.1%
Transfer to/from Stabilization	159.5	110.0	163.6	150.0	(13.6)	-8.3%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	2.40	3.50	1.10

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget
Waste Services Utility	(4,922.2)	(2,286.1)	(7,208.3)	4,922.2	2,185.3	123.8	(23.0)	7,208.3
								0.0

Growth:

- An increase of \$141.3 in revenue for the Residential Recycling Program is due to growth of the city. The remaining growth is due to the addition of the multi-unit recycling Program.

Capital contributions

- A reduction of \$13.6 in transfers to the Recycling Stabilization Reserve required due to an increase in program education costs.

Other Significant Changes

- An increase of 0.25 FTE of a Communications Consultant is required due to the expansion of the recycling operations.
- A new multi-unit recycling program introduced in the 2015 budget consists of \$2.33 million in revenue, \$123.8 (1.50 FTE) in staffing costs and \$2.2 million in operating costs including contractor fees in the amount of \$1.8 million and a repayment to the Reserve for Capital Expenditures in the amount of \$182.0.
- The transfer of 0.10 FTE of the Environmental Services Manager from the Environmental Program under Environmental Health to this service line reflects operational requirements.



- A restructuring of programs has been done to improve transparency of costs in operating the compost programs. A transfer in revenue of \$479.2 and a transfer of \$595.7 in operating costs has been made from the Leaves and Grass subscription program.
- Waste Services Utility investment includes decommissioning of the McOrmond site compost depot and opening the new location off HWY 5. The new site is expected to be constructed and operational by the beginning of the 2015 season.

Summary of Capital Investments

There are no capital investments for Waste Services.





Operating Budget
\$20.2 million

Capital Budget
\$7.5 million



Overview



Enthusiastic members of the Teen Advisory Council help PJ the library pelican celebrate Saskatoon Public Library's centennial. - SPL photo

In 2013, the Saskatoon Public Library (SPL) celebrated its 100th anniversary of serving the citizens of Saskatoon. In 2014, the Saskatoon Public Library celebrated not one but two birthdays: the City of Saskatoon opened both the Cliff Wright Branch Library and the Rusty Macdonald Branch Library in 1989, making these branches 25 years old. The Saskatoon Public Library is something to celebrate, whether or not there is an anniversary to commemorate. The Library's vast collection of books, magazines, e-resources, DVDs, and CDs truly does provide something of interest and benefit to every citizen.



For examples:

- Aboriginal peoples: Advisory committee for Library Services for Aboriginal Peoples
- Adults: Business, Construction, Fiction, Gardening, Health, Mechanics
- Children: Puppet Theatre, Children's Entertainers, Class Visits. As well, approximately 7,000 children registered for the 2014 Summer Reading Game sponsored by TD Bank and administered by Saskatoon Public Library staff.
- E-resources: 43,058 e-books, 18,175 e-audio books, 53 electronic databases, access to the Internet
- Movie Buffs: Movies and TV Series on DVD
- Music Lovers: CDs, Sheet Music, Learn to Play Instruments Instruction
- Newcomers: Citizenship Ceremony, English Language Tutorial Materials, Foreign Language Books
- Outreach: Home Reader Service, National Network for Equitable Library Service provides materials for the print disabled
- Seniors: Seniors' Writing Program, Computer Literacy Skills Instruction for Seniors
- Teens: Young Adult Fiction, Graphic Novels, Video Games, Young Adult Poetry Writing
- Travelers: Guide Books, Maps, Foreign Language Materials, Books on CD (great for road trips!)
- Writers: The Writer in Residence provides mentorship to local writers

Programs and services are constantly changing to meet the needs of Saskatoon Public Library patrons, and are free of charge to everyone.

As well as materials and programs, the Library provides a place where people can come to read, reflect, listen to music, relax, gather, discuss, meet and learn.

At A Glance

	2013	2014
Number of items borrowed	4,745,652	5,014,550
Number of visits to SPL website	1,531,174	1,367,333
Number of information questions answered by staff	398,102	490,166
Number of program attendees	82,582	82,475
Number of programs hosted	3,103	3,615

Key Challenges

- Finding a solution to the aging and inadequate Central Library remains SPL's key challenge. The SPL Board continues to work with the City to explore solutions. In 2009, the Saskatoon Public Library established a reserve for contributions to a new central library and City Council adopted a funding plan to increase this reserve by \$175.0 for six years. This amount increased to \$550.0 for 2015. Contributions to this reserve will eventually become base funding for any debt repayment required.

Major Initiatives 2015-2017

- Saskatoon Public Library is optimistic that plans for the new Central Library will be well under way.
- A new neighbourhood branch will be developed in 2015, with opening planned for 2016.



Continuous Improvement

- In 2015, savings for the outsourcing the processing of library materials is expected to be \$30.0.

Budget Implications

The Saskatoon Public Library's budget is balanced with its own property tax mill rate.

Increase in Property Taxes for Saskatoon Public Library

Increase in Property Levy over 2014	\$1,338.0
Less Estimated Revenue from Assessment Growth	<u>(\$577.6)</u>
Net Increase in Property Levy	<u>\$760.4</u>

(includes an increase to Central Library Reserve
of \$550.0 as approved by the Saskatoon Public Library Board)

Percent Increase in Property Levy over 2014	4.31%
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Operating Summary

	2013 Actual	2013 Budget	2014 Budget	2015 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Library Property Levy	(17,146.1)	(16,897.7)	(17,835.2)	(19,273.2)	0.0	(19,273.2)	(1,438.0)	8.1%
Saskatoon Public Library	17,146.1	16,897.7	17,835.2	(942.5)	20,215.7	19,273.2	1,438.0	8.1%
Total	0.0	0.0	0.0	(20,215.7)	20,215.7	0.0	0.0	0.0%

Staff Complement	2014	2015	Difference
Full Time Equivalents	132.84	134.62	1.78

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2015				Serv Lvl &	2015	
Service Line	2014 Base	Change	Budget	2014 Base	Base Adj	Growth	Cont Impr	Budget	Budget
Library Property Levy	(17,835.2)	(1,438.0)	(19,273.2)	0.0	0.0	0.0	0.0	0.0	(19,273.2)
Saskatoon Public Library	(967.5)	25.0	(942.5)	18,802.7	489.4	953.6	(30.0)	20,215.7	19,273.2
Total	(18,802.7)	(1,413.0)	(20,215.7)	18,802.7	489.4	953.6	(30.0)	20,215.7	0.0

Summary of Funded Capital Investments

Service Line	2015	2016	2017	2018	2019
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	7,509.0	689.0	2,189.0	1,189.0	5,115.0
Total	7,509.0	689.0	2,189.0	1,189.0	5,115.0

Financing for Funded Capital Investments

Funding Source	2015	2016	2017	2018	2019
LAND SALES	0.0	0.0	0.0	300.0	300.0
PUBLIC LIB CAP EXP'N FUND	3,470.0	0.0	0.0	0.0	1,575.0
PUBLIC LIBRARY EQUIP REPL RES	189.0	189.0	189.0	189.0	115.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	3,850.0	500.0	2,000.0	700.0	3,125.0
Total	7,509.0	689.0	2,189.0	1,189.0	5,115.0
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2015 Capital Projects

Service Line	2015	2016	2017	2018	2019
P1762 LIBR- STONEBRIDGE BRANCH LIBRARY	0.0	957.1	0.0	0.0	0.0
Total	0.0	957.1	0.0	0.0	0.0



Library Property Levy

Overview

The Property Tax Levy is the amount of taxation required from tax payers to balance the library's operating budget. The levy includes an amount for growth in the assessment roll over the previous year. Supplementary taxes are levied on properties that were changed in the current taxation year and are not part of the original levy.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Property Levy	(16,793.9)	(16,797.7)	(17,635.2)	(18,973.2)	(1,338.0)	7.6%
Supplementary Prop Levy	(352.3)	(100.0)	(200.0)	(300.0)	(100.0)	50.0%
Total	(17,146.2)	(16,897.7)	(17,835.2)	(19,273.2)	(1,438.0)	8.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Library Property Levy	(17,835.2)	(1,438.0)	(19,273.2)	0.0	0.0	0.0	0.0	0.0	(19,273.2)

Growth:

- Increased building activity and assessments are expected to increase supplementary taxation revenue by \$100.0 that is billed for properties that come into the Assessment base partway through the year and were not included in the property levy.
- Revenue resulting from assessment growth revenue of \$577.6 is estimated for 2015.

Other Significant Change:

- The net property tax revenue increase of \$760.4 required to balance the budget is a 4.31% increase over 2014.

Summary of Capital Investments

There are no capital investments for Library Property Levy.



Saskatoon Public Library

Overview

Saskatoon Public Library consists of the central library and seven branches located throughout the City of Saskatoon. The library provides educational, informational, recreational and cultural opportunities through its large collection and the variety of programs it offers. There are over 824,000 physical items in the library's collection including books, magazines, newspapers, DVDs, music and games, as well as electronic resources such as e-books and databases. The library also offers programming related to literacy (e.g. Children's Summer Reading Game), literature (e.g. Writer in Residence program) and education on a wide variety of topics (e.g. Seniors' Computer Literacy). The library's resources are available, free of charge, to every citizen of Saskatoon.

Operating Budget:	2013 Actuals	2013 Budget	2014 Budget	2015 Budget	Dollar Change	% Change
Revenue	(369.0)	(390.3)	(316.3)	(291.3)	25.0	-7.9%
Province of Saskatchewan	(671.1)	(651.2)	(651.2)	(651.2)	0.0	0.0%
Staff Compensation	9,964.8	10,663.3	11,025.5	11,368.9	343.4	3.1%
Operating Cost	6,565.6	5,642.4	5,761.3	6,130.7	369.4	6.4%
Cost Recovery	(10.2)	(3.6)	(3.6)	(5.6)	(2.0)	55.6%
Capital Contribution	1,637.1	1,637.1	2,019.5	2,721.7	702.2	34.8%
Total	17,117.2	16,897.7	17,835.2	19,273.2	1,438.0	8.1%

Staff Complement	2014	2015	Difference
Full Time Equivalents	132.84	134.62	1.78

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2014 Base	Change	2015 Budget	2014 Base	Base Adj	Growth	Serv Lvl & Cont Impr	2015 Budget	2015 Budget
Saskatoon Public Library	(967.5)	25.0	(942.5)	18,802.7	489.4	953.6	(30.0)	20,215.7	19,273.2

Growth:

- 1.78 additional FTE's are required due to growth and are allocated as follows: 0.78 FTE for an Accounting Assistant, 0.5 FTE for a Fiction Services Assistant and 0.5 FTE for an Outreach Services Assistant, total increase in staff compensation of \$96.4.
- Increase of \$300.0 in 2015 for materials purchased for the New Neighbourhood Public Library which is scheduled to open early in 2016.
- Increase in capital contribution of \$550.0 to the New Central Library Reserve as per board approval on City recommendation.

Capital Contributions:

- Increase in capital contributions based on updated appraised value as at June 1, 2014 for the Frances Morrison Central Library of \$114.6, Mayfair Branch Library of \$5.4 and the Alice Turner Branch Library of \$12.6.
- Increase in capital contribution of \$4.0 for J.S. Wood Maintenance Reserve as the costs to maintain this older building are increasing.
- Increase in capital contribution for the Public Library Capital Expansion Reserve (PLCEF) of \$11.0 and the Public Library Equipment Replacement Reserve (PLERR) of \$4.6.



Other Significant Change:

- Decrease of \$25.0 in 2015 is due to the benchmark survey being conducted every third year. The next one will not be required until 2017.

Continuous Improvement:

- Decrease of \$30.0 as a result of outsourcing the processing of library materials.

Funded Capital Projects	2015	2016	2017	2018	2019
P0838 LIBR-EQUIPMENT REPLACEMENT	189.0	189.0	189.0	189.0	115.0
P1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	6,000.0	500.0	2,000.0	1,000.0	5,000.0
P1762 LIBR- STONEBRIDGE BRANCH LIBRARY	1,320.0	0.0	0.0	0.0	0.0
Total	7,509.0	689.0	2,189.0	1,189.0	5,115.0

Summary of Capital Investments

2015 Saskatoon Public Library Capital investments include three funded projects totaling \$7.5 million. The three funded projects include equipment replacement for circulation desk renovations of \$189.0, land purchase for New Central Library of \$6.0 million and leasehold improvements for the New Neighbourhood Public Library of \$1.3 million.

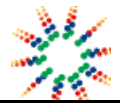
Future Operating Impact of Current Year's Capital Projects

The New Central Library future operating impact is dependent on the final design which has yet to be determined. The New Neighbourhood Public Library is scheduled to open in early 2016 which will result in a \$957.1 operating impact.

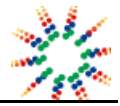
Future Operating Budget Impacts of 2015 Capital Projects

Project	2015	2016	2017	2018	2019
P1762 LIBR- STONEBRIDGE BRANCH LIBRARY	0.0	957.1	0.0	0.0	0.0
Total	0.0	957.1	0.0	0.0	0.0





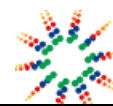
2015 Budget Schedules



Schedule I
General Revenues

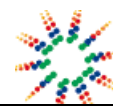
Revenues (In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Taxation:				
Property Levy (Note 1)	\$ 160,643.3	\$ 159,536.6	\$ 177,833.7	\$ 192,744.2
Municipal Services Agreement	193.2	173.0	195.2	216.3
Trailer Occupancy	101.7	75.0	87.8	85.0
Amusement	70.5	61.9	71.0	71.0
Subtotal	161,008.7	159,846.5	178,187.7	193,116.5
Grants In Lieu Of Taxes:				
Senior Governments And Agencies	4,437.9	4,300.0	4,450.0	4,980.0
Own Utilities	26,286.5	26,887.5	28,149.2	29,248.8
Land Bank Program	195.6	157.9	237.3	295.6
Subtotal	30,920.0	31,345.4	32,836.5	34,524.4
General Revenues:				
Administration Recovery	2,198.6	2,198.6	2,074.1	3,394.2
Fines And Penalties	10,834.8	9,920.3	10,515.5	12,086.2
Franchise Fees	19,223.6	18,082.9	18,962.9	19,877.9
Interest Earnings	8,913.3	9,598.4	9,335.3	11,109.2
Land Bank Distribution	250.0	250.0	0.0	0.0
Licences And Permits	8,803.4	7,781.7	8,820.8	9,006.8
Other (Grants)	46.6	10.4	10.4	10.4
Other Revenue	281.1	203.4	113.4	158.9
Property Rentals	1,972.8	1,441.6	2,392.1	2,626.1
R.M. Of Corman Park	75.0	75.0	75.0	75.0
Tax Penalties	1,545.7	1,005.0	1,250.0	1,500.0
Utilities-Return On Investment	23,761.0	23,760.4	23,409.7	23,059.7
Subtotal	77,905.9	74,327.7	76,959.2	82,904.4
User Fees:				
Albert Community Centre	180.5	113.3	113.3	157.3
Ball Fields	36.4	30.3	30.3	0.0
Cemetery	1,031.9	991.2	1,150.0	1,145.7
Community Partnerships	0.0	0.0	0.0	15.0
Engineering	757.5	821.4	803.7	826.4
Environmental Protection	301.5	197.1	0.0	8.2
Fire	179.9	131.6	143.1	656.2
Forestry Farm Park	857.8	721.6	769.2	836.0
Golf Courses	3,513.5	3,148.8	3,780.0	3,935.9
Potash Corp Playland	-0.1	0.0	0.0	348.2
Legal Fees	232.6	222.3	222.3	231.8
Marr Residence	0.0	0.5	0.5	0.5

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Schedule I (continued)
General Revenues

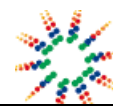
Revenues (In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Outdoor Sports Fields	350.7	475.4	504.1	535.1
Parking	5,689.7	5,339.6	5,603.3	6,907.3
Planning	301.8	324.1	322.5	350.0
Policing	1,715.4	1,138.8	1,216.1	1,230.8
Recreation/Competitive Fac-Progrmng	5,804.7	6,176.6	6,401.6	6,272.3
Recreation/Competitive Fac-Rentals	5,509.5	5,441.0	5,747.3	5,854.1
River Landing	309.5	142.8	143.1	115.5
Skating Rinks	2,025.2	2,041.9	2,031.9	2,060.2
Solid Waste Management	5,793.6	7,318.8	7,843.7	6,348.2
Outdoor Swimming Pools	395.8	385.6	419.3	440.3
Tax Searches & Enforcement	211.4	200.0	203.0	203.0
Tourist Campsite	552.5	531.2	552.6	585.2
Transit Operations	14,726.1	14,046.3	14,638.5	14,637.0
Access Transit	222.8	237.8	245.3	245.3
Subtotal	50,700.2	50,178.0	52,884.7	53,945.5
Transfers From Other Governments:	63,732.2	64,196.0	63,877.4	66,125.4
TOTAL CIVIC OPERATIONS	384,267.0	379,893.6	404,745.5	430,616.2
Land Development:	7,119.3	6,768.7	6,988.1	8,436.3
TOTAL REVENUE	391,386.3	386,662.3	411,733.6	439,052.5

Note 1: River Landing Property Levy was reclassified from General Revenues (Property Levy) to General Expenditures (River Landing). The reclassification has been adjusted for in the 2013 actuals and the 2013 and 2014 budget figures.

Schedule II
General Expenditures

Expenditures (000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Corporate Asset Management:				
Fleet Services	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0
Facilities Management	8,390.1	8,173.1	7,644.7	7,961.5
City Owned Property- Land	146.7	136.9	2,517.8	2,107.7
Subtotal	8,536.8	8,310.0	10,162.5	10,069.2
Community Support:				
Community Development	2,983.3	3,047.0	3,168.0	3,376.1
Community Investments & Supports	8,622.7	8,440.2	8,775.6	9,495.7
Animal Services	1,161.7	1,173.5	1,212.0	1,239.4
Cemeteries	1,463.9	1,419.5	1,458.3	1,516.1
Subtotal	14,231.6	14,080.2	14,613.9	15,627.3
Corporate Governance And Finance:				
Legislative	1,261.1	1,446.6	1,506.6	1,541.7
City Manager's Office	1,564.8	1,523.3	647.1	656.4
City Clerk's Office	2,034.2	2,188.9	2,201.0	2,276.4
City Solicitor's Office	1,989.3	2,062.5	2,115.4	2,152.7
Financial Services	2,761.6	2,557.5	2,664.0	2,891.7
Revenue Services	1,813.8	1,957.5	1,864.7	1,920.3
Assessment & Taxation	3,271.9	3,480.1	3,551.2	3,561.0
Corporate Support	15,228.4	16,087.0	17,865.0	18,276.4
General Services	29,853.9	29,185.9	28,856.4	30,687.7
Subtotal	59,779.1	60,489.3	61,271.4	63,964.3
Environmental Health:				
Environmental Program	682.2	638.6	350.9	474.2
Waste Handling Service	12,204.2	12,516.5	13,620.0	13,669.2
Waste Reduction & Resource Recovery	780.4	738.4	843.9	823.7
Pest Management	766.0	805.5	825.4	868.2
Urban Forestry	3,146.7	3,226.9	3,365.5	3,504.8
Subtotal	17,579.5	17,925.9	19,005.7	19,340.1
Fire Services:				
Emergency Measures	392.6	357.5	362.1	408.8
Fire Services	43,312.5	41,570.4	42,139.1	45,403.0
Subtotal	43,705.1	41,927.9	42,501.2	45,811.8
Policing:				
Saskatoon Police Service	79,423.2	80,106.6	84,729.0	89,589.9
Subtotal	79,423.2	80,106.6	84,729.0	89,589.9

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Schedule II (continued)
General Expenditures

Expenditures (000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Recreation & Culture:				
Spectator Ballfields	145.7	131.5	136.4	151.4
Marketing Services	567.0	586.6	586.3	599.2
Community Partnerships	227.3	246.4	249.6	356.8
Forestry Farm Park & Zoo	2,332.5	2,310.6	2,352.2	2,435.5
Golf Courses	3,513.5	3,148.8	3,780.0	3,935.9
Gordon Howe Campsite	552.5	531.2	552.6	585.2
Indoor Rinks	2,155.1	2,254.9	2,314.0	2,333.3
PotashCorp Playland	46.0	40.6	40.6	348.2
Outdoor Pools	1,016.3	1,101.8	1,151.3	1,247.0
Outdoor Sports Fields	783.2	835.1	863.1	885.7
Parks Maintenance & Design	11,905.6	11,872.5	12,479.2	10,905.8
Playground & Recreation Areas	812.2	818.8	858.6	879.1
Program Research & Design	189.9	206.2	203.9	213.5
Rec/Competitive Facilities - Program	9,389.8	9,392.0	9,868.7	9,949.1
Rec/Competitive Facilities - Rentals	9,507.3	9,592.2	9,784.6	10,053.2
Targetted Programming	540.9	582.2	588.6	589.3
Albert Community Centre	235.9	231.4	238.7	226.9
SaskTel Centre	459.0	459.0	498.6	558.8
Marr Residence	25.3	20.9	21.3	21.8
Mendel Art Gallery	2,776.8	2,776.8	3,069.5	3,661.1
River Landing (Note 1)	309.4	142.8	143.1	115.5
TCU Place	1,482.0	1,482.0	1,490.4	1,621.6
Subtotal	48,973.0	48,764.3	51,271.3	51,673.9
Taxation & General Revenues:				
Fines & Penalties	2,983.0	2,857.8	3,300.9	3,833.5
General Revenue	322.9	301.1	25.3	0.0
Other Levies	1,004.9	991.8	1,034.8	1,033.3
Tax Loss Compensation	81.0	81.0	81.2	442.5
Subtotal	4,391.7	4,231.7	4,442.2	5,309.3
Transportation:				
Transit Operations	36,598.0	37,010.1	38,489.7	40,104.7
Access Transit	4,491.2	4,281.1	4,479.2	4,653.7
Transportation Services	6,662.7	6,372.0	7,108.3	7,931.3
Road Maintenance	20,374.1	19,626.1	25,615.2	31,266.1
Snow & Ice Management	13,499.5	8,988.1	10,735.6	11,618.0
Street Cleaning & Sweeping	2,971.8	2,433.9	3,119.5	3,320.0
Bridges, Subways, Overpasses	3,718.7	3,717.1	4,162.8	5,163.3
Street Lighting	5,976.3	5,787.2	5,649.5	5,994.0
Parking	2,305.2	2,137.7	2,224.7	3,682.7
Impound Lot	711.5	797.2	802.3	825.0
Engineering	613.9	725.4	741.0	745.5
Subtotal	97,922.9	91,875.9	103,127.8	115,304.3

(continued on next page)

Schedule II (continued)
General Expenditures

Expenditures (In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Urban Planning & Development:				
Attainable Housing	403.4	419.3	422.0	424.3
Building and Plumbing Permits & Standards	6,744.3	5,655.0	6,545.4	6,590.4
Business Improvement Districts	107.7	107.7	107.7	107.7
Business Licenses & Bylaw Compliance	1,231.5	1,287.1	1,314.9	1,494.8
Development Review	1,056.8	1,053.0	1,162.9	1,194.9
Long Range Planning (Note 2)	0.0	0.0	278.0	292.0
Regional Planning (Note 2)	444.4	467.4	349.5	358.5
Neighborhood Planning	496.2	499.6	524.8	538.6
Research & Mapping	386.5	426.0	429.8	439.4
Urban Design	2,455.8	2,266.7	2,485.5	2,485.5
Subtotal	13,326.7	12,181.8	13,620.5	13,926.1
TOTAL CIVIC OPERATIONS	387,869.6	379,893.6	404,745.5	430,616.2
Land Development:	7,119.3	6,768.7	6,988.1	8,436.3
TOTAL EXPENDITURES	394,988.9	386,662.3	411,733.6	439,052.5

Note 1: River Landing Property Levy was reclassified from General Revenues (Property Levy) to General Expenditures (River Landing). The reclassification has been adjusted for in the 2013 actuals and the 2013 and 2014 budget figures.

Note 2: The Future Growth business line has been split into Long Range Planning and Regional Planning service lines.



Schedule III Water Utility

(In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Revenues:				
Metered Revenue	\$ 47,833.5	\$ 46,511.5	\$ 50,773.4	53,752.0
Infrastructure Levy	5,929.9	8,003.0	7,169.0	9,006.9
Miscellaneous	288.7	134.5	135.8	137.2
Fire Protection Charge	647.8	647.8	681.5	696.6
Late Payment Penalties	168.2	150.5	152.0	153.5
Total	54,868.1	55,447.3	58,911.7	63,746.2
Expenditures:				
Wtr-General	7,941.6	7,942.4	8,922.0	10,053.3
Wtr-Laboratory	530.3	590.5	.0	.0
Wtr-Treatment and Pumping	9,210.0	9,577.4	10,565.9	11,061.1
Wtr-Buildings and Grounds	646.4	908.5	954.4	914.9
Wtr-Meters	1,414.1	1,554.5	1,514.0	1,533.2
Wtr-Watermains	6,798.3	6,869.7	7,200.8	7,535.1
Wtr-Hydrants	734.3	1,257.3	1,309.5	1,335.2
Wtr-Services	2,398.0	2,206.4	2,311.8	2,409.6
Wtr-Contribution to Capital Reserves	11,345.1	13,430.4	14,504.2	19,642.4
Wtr-Transfer to Stabilization Reserve	2,658.9	0.0	0.0	0.0
Wtr-Debt Charges	11,191.1	11,110.2	11,629.1	9,261.4
Total	54,868.1	55,447.3	58,911.7	63,746.2
SURPLUS (DEFICIT)	\$ 0.0	\$ 0.0	\$ 0.0	0.0

Schedule IV Wastewater Utility

(In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Revenues:				
Metered Revenue	\$ 33,437.2	\$ 33,012.4	\$ 36,716.1	40,461.0
Infrastructure Levy	8,188.9	5,145.0	9,900.0	12,438.1
Late Payment Penalties	112.2	98.0	100.0	101.0
Miscellaneous Revenue	1,308.4	717.0	973.9	769.2
Flood Protection Levy	3,696.6	3,300.0	3,300.0	3,697.0
Total	46,743.3	42,272.4	50,990.0	57,466.3
Expenditures:				
General	5,483.7	5,571.6	6,753.9	7,329.3
Laboratory	578.1	627.3	.0	.0
Lift Stations	1,462.3	1,123.4	1,289.3	1,395.6
Pollution Control Plant	6,318.4	7,119.5	7,445.0	7,694.5
Sludge Handling & Disposal	1,607.4	1,751.6	1,956.1	2,001.6
Sewer Engineering	349.1	399.3	416.5	434.1
Sewer Inspections	316.3	581.6	609.4	635.2
Sewer Maintenance	2,633.5	3,732.5	4,238.0	4,417.3
Service Connections	2,068.7	2,588.3	2,380.3	2,481.0
Contribution to Capital Reserves	17,205.9	13,777.5	19,563.3	26,833.0
Debt Charges	5,038.0	4,999.8	6,338.2	4,244.7
WWTR Transfer to Stabilization Reserve	3,681.9	0.0	0.0	0.0
Total	46,743.3	42,272.4	50,990.0	57,466.3
SURPLUS (DEFICIT)	\$ 0.0	\$ 0.0	\$ 0.0	0.0

Schedule V
Saskatoon Light & Power

(In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Revenues:				
Metered Revenue	\$ 125,819.9	\$ 128,477.7	135,239.6	138,427.1
Municipal Surcharge	12,583.9	12,847.8	13,394.1	13,842.7
Service Connection Fees	438.1	450.0	450.0	435.0
Miscellaneous	541.3	559.0	559.0	594.0
Tax Collection Commission	1.8	1.8	1.8	1.8
Late Payment Penalties	280.4	245.0	245.0	260.0
Landfill Gas Generation Revenue	0.0	0.0	616.4	1,100.0
Green Power Revenue	0.0	0.0	0.0	7.5
Total	<u>139,665.4</u>	<u>142,581.3</u>	<u>150,505.9</u>	<u>154,668.1</u>
Expenditures:				
General	24,643.0	24,208.3	25,428.5	25,977.5
Power Purchased	72,889.5	74,404.5	78,811.8	81,555.8
Buildings and Grounds	686.1	686.9	772.4	792.4
Poles, Lines and Feeders	4,510.3	4,369.9	4,733.7	4,942.2
Substations	928.8	893.4	931.8	995.7
Street Lighting	1,043.8	1,249.7	1,136.4	1,283.5
Meters	1,241.1	1,129.7	1,288.3	1,313.7
System Operations	178.9	150.7	194.2	181.8
Landfill Gas Generation	0.0	0.0	616.4	1,100.0
Provision for Capital Extension	4,890.8	4,890.8	5,995.7	6,278.8
Provision for Capital Replacement	5,909.8	6,837.0	7,187.0	7,187.0
Transfer to Stabilization Reserve	0.0	0.0	0.0	0.0
Total	<u>116,922.1</u>	<u>118,820.9</u>	<u>127,096.2</u>	<u>131,608.4</u>
SURPLUS (DEFICIT)	<u>\$ 22,743.3</u>	<u>\$ 23,760.4</u>	<u>\$ 23,409.7</u>	<u>\$ 23,059.7</u>

Schedule VI
Storm Utility

(In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Revenues:				
Metered Revenue	\$ 5,043.6	\$ 4,586.4	\$ 6,056.1	\$ 6,184.2
Late Payment Penalties	11.4	10.1	10.1	10.1
Total	<u>5,055.1</u>	<u>4,596.5</u>	<u>6,066.2</u>	<u>6,194.3</u>
Expenditures:				
General	190.8	236.9	410.2	211.4
Storm Sewers Eng	225.4	283.1	279.6	407.0
Storm Sewers Mtce	1,355.3	1,677.5	1,629.7	1,830.7
Drainage	988.2	714.0	718.7	788.7
Contribution to Capital Reserves	1,685.0	1,685.0	3,028.0	2,956.5
Surplus/Deficit	610.4	0.0	0.0	0.0
Total	<u>5,055.1</u>	<u>4,596.5</u>	<u>6,066.2</u>	<u>6,194.3</u>
SURPLUS (DEFICIT)	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>



**Schedule VII
Waste Services Utility**

(In 000's)	Actual 2013	Budget 2013	Budget 2014	Budget 2015
Revenues:				
Recycling Household Revenue	\$ 2,753.4	\$ 3,661.0	\$ 3,979.5	\$ 4,120.8
Compost Revenue	0.0	0.0	942.7	479.2
MURR Revenue	0.0	0.0	0.0	2,333.3
L&G Revenue	0.0	0.0	0.0	275.0
Total	<u>2,753.4</u>	<u>3,661.0</u>	<u>4,922.2</u>	<u>7,208.3</u>
Expenditures:				
General	131.9	262.8	676.9	854.2
Contractor Services	2,462.1	3,288.2	3,991.2	6,022.1
Contribution to Capital Reserve	0.0	0.0	90.5	182.0
Transfer to Stabilization Reserve	159.5	110.0	163.6	150.0
Total	<u>2,753.4</u>	<u>3,661.0</u>	<u>4,922.2</u>	<u>7,208.3</u>
SURPLUS (DEFICIT)	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>



Schedule VIII
Summary of Staff Years in Full-Time Equivalents (FTE's)

	2014 Budget (Note 1)	2015 Budget	Variance
Business Lines:			
Community Support	30.61	30.61	0.00
Corporate Asset Management	222.55	225.70	3.15
Corporate Governance & Finance	390.69	400.69	10.00
Environmental Health	106.86	106.28	(0.58)
Fire	334.00	334.00	0.00
Land Development	18.50	18.50	0.00
Police	633.61	640.11	6.50
Recreation & Cultural Services	462.68	468.98	6.30
Transportation	591.26	604.05	12.79
Urban Planning & Development	104.25	109.00	4.75
Utilities	333.52	337.41	3.89
Subtotal	3,228.53	3,275.33	46.80

Note 1: The 2014 budgeted FTEs have been restated for the corporate alignment in fiscal 2014.

2015 Staffing Reconciliation - Incremental FTEs

	Business Lines		Boards		Utilities	
	Mill Rate	Funded	Mill Rate	Funded	Funded	Total
Capital Impacts	0.00	4.10	0.00	0.00	0.00	4.10
Continuous Improvement	5.48	0.25	0.00	0.00	(3.90)	1.83
Growth	13.94	10.85	5.93	0.00	7.79	38.51
Service Level Changes	(1.08)	2.34	(0.50)	1.90	0.00	2.66
Transfers	(0.30)	0.00	0.00	0.00	0.00	(0.30)
Total	18.04	17.54	5.43	1.90	3.89	46.80



Schedule IX Operating Impacts of 2015 Capital Projects

Mill Rate Impact (In 000's)	2015	2016	2017
Community Support	-	-	-
Corporate Asset Management	-	-	-
Corporate Governance and Finance	28.8	67.3	36.0
Environmental Health	-	-	-
Fire Services	-	-	-
Policing	44.0	61.0	-
Recreation & Culture	-	42.5	163.3
Taxation and General Revenue	-	-	-
Transportation	-	174.1	344.0
Urban Planning and Development	16.0	-	-
Total	\$ 88.8	\$ 344.9	\$ 543.3
	2015	2016	2017
Corporate Governance and Finance:			
1083 - CP-CORPORATE NETWORK EQUIPMENT REPL	-	15.0	-
1780 - CP-CORP NETWORK INFRASTRUCTURE	-	20.0	-
1977 - CP-LOCAL AREA NETWORK & DATA SECURITY	-	6.0	-
1883 - CK-ELECTRONIC RECORDS MANAGEMENT	28.8	26.3	36.0
Subtotal	28.8	67.3	36.0
Policing:			
2119 - POLICE-RADIO REPLACEMENT	34.0	-	-
2480 - POLICE - PAYROLL SYSTEM REPLACEMENT	-	20.0	-
2499 - POLICE - TECHNOLOGY REPLACEMENT	-	41.0	-
2610 - POLICE-TECHNOLOGY EXPANSION	10.0	-	-
Subtotal	44.0	61.0	-
Recreation & Culture:			
1658 - CY-PARKS NEW SATELLITE MTNC BLDG	-	-	12.5
1935 - AF-SPRAY PAD REPAIRS AND UPGRADES	-	27.2	-
2349 - CY-GORDON HOWE BOWL UPGRADES	-	-	150.8
2471 - CY-KINSMEN PARK & AREA - MASTER PLAN	-	7.3	-
2528 - CY-DOG PARK DEVELOPMENT	-	8.0	-
Subtotal	-	42.5	163.3
Transportation:			
2016 - TU-BOYCHUK DR/HWY 16 GRADE SEPARATION	-	86.0	172.0
2017 - TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	-	86.0	172.0
2550 - TU- WEST/CENTRAL MULTI-USE CORRIDOR	-	2.1	-
Subtotal	-	174.1	344.0
Urban Planning and Development:			
2162 - CY-URBAN DESIGN - BIDS	16.0	-	-
Subtotal	16.0	-	-



Schedule X
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Summary of Operating Budget Changes							
SERVICE LINE ORDER (BASED ON CIVIC SURVEY RESULTS)							
Transportation							
Road Maintenance	25,382,600	35,500	112,100 Expenditure Increase	(24,200) Transfer of maintenance building and grounds funds to Yard operations	729,800 Expenditure increase due to capital contributions and City growth	3,127,200 Expenditure increase due to Roadway Financial Management Strategy to increase annual road preservation work	29,292,000
Bridges, Subways, Overpasses	4,162,800		12,300 Expenditure Increase	(12,200) Transfer of 0.50 FTE for Pooled Labourer position	250,400 Expenditure increase due to expanded roadway infrastructure and City growth	750,000 Expenditure increase to build base budget for the operational costs related to the North Commuter Bridge	5,163,300
Street Cleaning & Sweeping	3,119,500		33,200 Expenditure Increase		167,300 Expenditure increase due to expanded roadway infrastructure and City growth		3,320,000
Transportation Services	7,006,900	12,500	(72,900) Expenditure Decrease	200	236,800 Expenditure increase due to expanded roadway infrastructure and City growth	533,600 Expenditure increase due to increased funding to the Active Transportation Reserve and Traffic Noise Attenuation Reserve (48,800) Cost savings resulting from operating efficiency in the automation of Sign Shop	7,643,300
Snow & Ice Management	10,273,200	70,800	180,900 Expenditure Increase		701,500 Expenditure increase due to expanded roadway infrastructure and City growth		11,084,800
Utilities							
Water Utility		4,834,500 Revenue Increase	3,241,400 Expenditure Increase	300,200 Increased subsidy transfers to the mill rate for Utility Savings. Cost Savings resulting from decreased chemical costs through efficiencies	452,900 Expenditure increase in Staffing required to meet growing demand of this Utility	840,000 Expenditure increase due to capital contribution for roadway repairs	
Fire Services							
Fire Services	41,825,300	513,100 Revenue Increase	3,322,900 Expenditure Increase			(59,000) Cost savings resulting from Operational	44,576,100



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Policing							
Saskatoon Police Service	76,008,600	803,300 Revenue Increase	2,819,900 Expenditure Increase		1,575,100 Expenditure increase for new headquarters and 4 Patrol Constables to accommodate population growth	465,900 Expenditure increase due to 5 new FTE's for the new Integrated Traffic Unit	80,066,200
Utilities							
Saskatoon Light & Power		4,192,300 Revenue Increase	4,146,200 Expenditure Increase		46,100 Expenditure increase resulting from increased V&E charges to meet program demands		
Wastewater Utility		6,476,300 Revenue Increase	5,078,800 Expenditure Increase	176,100 Increased subsidy transfer to the mill rate for risk management reductions	61,400 Expenditure increase for waste water collection maintenance program staff	1,160,000 Expenditure increase due to capital contribution for roadway repairs	
Urban Planning and Development							
Regional Planning	349,500		9,000 Expenditure Increase				358,500
Long Range Planning	277,100		14,000 Expenditure Increase				291,100
Development Review	466,900	35,700 Revenue Increase	32,000 Expenditure Increase				463,200
Environmental Health							
Waste Handling Service	5,670,100	(1,495,500) Revenue Decrease	(164,100) Expenditure Decrease	353,700	(14,200) Reduction due to decreased Capital activity directly tied to the Landfill Operations	(20,000) Route Optimization Savings identified from the Garbage Verification project	7,321,000
Pest Management	820,400		9,600 Expenditure Increase		33,200 Expenditure increase resulting from an increased part-time to full-time Pest Mgmt. Technician		863,200
Utilities							
Waste Services Utility		2,286,100 Revenue Increase	2,170,800 Expenditure Increase	14,500 Decreased transfer due to elimination of landfill subsidy to the compost program	123,800 Expenditure increase resulting from a New FTE to address the new Multi-Unit Recycling program	(23,000) Route Optimization Savings identified from the Garbage Verification project	



Schedule X (continued)
Summary of Operating Budget Changes

Summary of Operating Budget Changes							
	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Environmental Health							
Waste Reduction & Resource Recovery	799,900	8,200 Revenue Increase	14,100 Expenditure Increase	(2,300)	12,000 Expenditure increase resulting from additional contract staff to address increased use of jug & tin bin collection		815,500
Recreation & Culture							
Parks Maintenance & Design	12,333,800	7,100 Revenue Decrease	144,700 Expenditure Increase	(125,300) Reductions due to Transfer of FTE's to centralized Admin	287,300 Expenditure increase resulting from annexation of new roadways and increased FTE's to maintain new park space		12,633,400
Transportation							
Transit Operations	22,918,600	(79,000) Revenue Decrease	1,146,400 Expenditure Increase	(26,100) Reductions due to staffing related transfer	544,700 Expenditure increase due to population and ridership base increase resulting in higher fuel and oil costs, licensing, software and website costs plus incremental costs associated with growing population	(50,000) Cost savings through realignment of workforce responsibilities	24,612,600
Parking	(3,378,600)	1,304,000 Revenue Increase	14,200 Expenditure Increase		143,800 Expenditure increase due to lease and storage required for additional vehicles due to City growth	1,300,000 Expenditure increase due to contribution to Parking Capital Reserve for loan repayment and increased credit card fees as a result of installing electronic parking meters and expansion of metered area	(3,224,600)
Community Support							
Community Investments & Supports	8,775,600		466,500 Expenditure Increase	53,600 Transfer of Persephone Theatre tax abatements of \$56.9 from River Landing Service Line		200,000 Expenditure increase due to funding for the Meewasin Valley Trail offset by expenditure decrease due to decrease of funding to Special Events Reserve	9,495,700



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Environmental Health							
Urban Forestry	3,365,500		56,700 Expenditure Increase	(15,900) Transfer 0.20 FTE to Cenrtalized Admin. Function	98,500 Expenditure increase for staffing Parks Technician & Clerk		3,504,800
Urban Planning and Development							
Business Licenses & Bylaw Compliance	419,000	204,600 Revenue Increase	47,300 Expenditure Increase		69,200 Expenditure increase for 1 FTE to accommodate Business Licenses issued	63,400 Expenditure increase due to 0.5 FTE for the new Community Standards Division	394,300
Community Support							
Animal Services	513,800	(55,200) Revenue Decrease	17,100 Expenditure Increase	3,100	7,200 Expenditure increase for advertising initiative in dog parks		596,400
Recreation & Culture							
Rec-Competitive Facilities - Program	3,467,100	(129,300) Revenue Decrease	47,600 Expenditure Increase	32,800 Expenditure increase from transfers of 0.26 FTE for programming staff from other service lines			3,676,800
Rec-Competitive Facilities - Rentals	4,037,300	106,800 Revenue Increase	277,300 Expenditure Increase	(8,700) Transfer of Insurance Premium reductions			4,199,100
Corporate Governance and Finance							
Revenue Services	1,790,900	2,600 Revenue Increase	19,400 Expenditure Increase	23,200 Transfer of FTE from Assessment	12,800 Expenditure increase due to additional support for recycling service	200 Expenditure increase due to increased registered letters required for legislated change	1,843,900
Recreation & Culture							
Outdoor Pools	732,000	21,000 Revenue Increase	92,300 Expenditure Increase	3,400			806,700
Community Support							
Community Development	3,067,900	96,700 Revenue Increase	208,100 Expenditure Increase				3,179,300



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Recreation & Culture							
Indoor Rinks	285,700	28,300 Revenue Increase	55,100 Expenditure Increase	(60,200) Expenditure decrease of 0.75 FTE Facility Operations Supervisor to other service lines	24,400 Expenditure increase due to increased FTE's for a Labourer and a Clerk to accommodate city growth		276,700
Golf Courses		155,900 Revenue Increase	204,300 Expenditure Increase	(48,400) Expenditure decrease of 0.5 FTE transfer Facility Supervisor to Indoor Rinks			
REMAINING SERVICE LINES IN ALPHABETICAL ORDER							
Community Support							
Cemeteries	124,000	5,100 Revenue Increase	57,800 Expenditure Increase				176,700
Corporate Asset Management							
City-Owned Property - Land	261,300	279,500 Revenue Increase	(545,600) Expenditure Decrease	135,500 Expenditure increase from a transfer to reserve for civic accommodation in capital project			(428,300)
Corporate Asset Management							
Facilities	7,509,100	(46,500) Revenue Decrease	(585,100) Expenditure Decrease	(120,000)	971,900 Expenditure increase from higher material cost and capital contribution for full occupancy of the new Police Headquarters	50,000 Expenditure increase due to new Facility Site Replacement Reserve	7,872,400
Fleet Services							
Corporate Governance and Finance							
Assessment & Taxation	3,546,700		91,400 Expenditure Increase	(26,100) Transfer of FTE to Asset & Financial Management	(35,500) Reduced growth due to Capital Reassessment	(20,000) Savings related to reductions in printing	3,556,500
City Clerk's Office	2,251,000	40,000 Revenue Increase	45,600 Expenditure Increase		31,300 Expenditure increase from the Electronic Records & Information Mgmt System maintenance	(1,500)	2,286,400



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Corporate Governance and Finance							
City Manager's Office	647,100		29,300 Expenditure Increase	(20,000) Capital Reserve transfer re-allocated to Corporate Performance			656,400
City Solicitor's Office	1,893,100	9,500 Revenue Increase	51,300 Expenditure Increase			(14,000) Saving costs in reducing books and periodicals purchases and conducting more online research	1,920,900
Corporate Support	17,814,000		(172,400) Expenditure Decrease	289,300 Expenditure increase due to FTEs transferred from various programs to Administration as a result of corporate alignment	258,100 Expenditure increase due to additional staff required to support the operating and capital programs	(92,000) Saving costs in securing licensing fees by signing multi-year agreements and 0.3 FTE reduction due to technology and policy changes 128,400 Expenditure increase due to corporate initiative of Service Saskatoon	18,225,400
Financial Services	2,664,000		15,800 Expenditure Increase	188,200 Expenditure increase due to FTEs transferred from various programs	35,700 Expenditure increase due to additional staff required for P3 and govt funding capital projects	(12,000)	2,891,700
General Services	19,601,300	1,322,200 Revenue Increase	35,400 Expenditure Increase	745,900 Expenditure net increase relates to transferred CI savings to of realized savings partially offset by the Corporate Capital reserve transfer to Corporate Support & Land	1,050,000 Expenditure increase due to Civic Facilities funding plan, Future Fire Hall Growth Plan and the final phase in for the Police Headquarters debt payments		20,110,400
Legislative	1,506,600		35,100 Expenditure Increase				1,541,700



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Environmental Health							
Environmental Program	501,100		(41,700) Expenditure Decrease	(12,100) Prior year continuous improvement transfer	30,000 Expenditure increase for promotional communication related to waste diversion awareness	(3,100) Efficiency savings through com post training improvements	474,200
Fire Services							
Emergency Measures	362,100		46,700 Expenditure Increase				408,800
Land Development							
Saskatoon Land		1,448,200 Revenue Increase	727,100 Expenditure Increase	306,500 Transfer of Real Estate services from Corporate Projects service line	324,600 Expenditure increase for a Property Agent position and increase in show home rebate applications	90,000 Development and launch of a new web based map inventory software. Efficiency savings through use of less print materials	
Corporate Projects			429,000	(429,000) Transfer of Real Estate services to Saskatoon Land service line			
Recreation & Culture							
Albert Community Centre	125,400	44,000 Revenue Increase	6,500 Expenditure Increase			(18,300) Expenditure decrease due to agreement reached between the City and Saskatoon Football Inc.	69,600
Community Partnerships	249,600	15,000 Revenue Increase	36,300 Expenditure Increase	70,900 Expenditure increase for a Customer Services Mgr reallocated from other service lines			341,800
Forestry Farm Park & Zoo	1,583,000	66,800 Revenue Increase	78,100 Expenditure Increase		5,200 Expenditure operating increase due to new Zoo entrance and Gift Shop		1,599,500
Gordon Howe Campsite		32,600 Revenue Increase	32,600 Expenditure Increase				
Marketing Services	586,300		12,900 Expenditure Increase				599,200
Marr Residence	20,800		500 Expenditure Increase				21,300
Mendel Art Gallery	3,069,500		175,200 Expenditure Increase		416,400 Expenditure increase for transitional operating costs for the new Gallery		3,661,100



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Outdoor Sports Fields	325,100	700 Revenue Increase	24,700 Expenditure Increase	(40,400) Expenditure decrease for transfer of 0.75 FTE Labourer and Facility Supervisor to other service lines	13,100 Expenditure increase due to an increase of 0.2 FTE for a Clerk to accommodate city growth	25,200 Expenditure increase due to capital contribution for equipment replacement	347,000
Playground & Recreation Areas	858,600		20,500 Expenditure Increase				879,100
PotashCorp Playland	40,600	348,200 Revenue Increase	17,000 Expenditure Increase	22,400 Expenditure increase from transfer of 0.2 FTE for a Facility Supervisor and Site Admin from other services lines		268,200 Expenditure increase due to redevelopment of the PotashCorp Playland	
Program Research & Design	203,900		9,600 Expenditure Increase				213,500
River Landing		(219,500) Revenue Decrease property tax rev reclassified as an operating transfer to expenses	(27,600) Expenditure Decrease	(191,900) Transfer of Persephone Theatre tax abatement of \$56.9 to Community Investments & reclassified operating funding for Persephone to Other Levies service line.			
SaskTel Centre	498,600		60,200 Expenditure Increase				558,800
Spectator Ballfields	136,400		15,000 Expenditure Increase				151,400
Targeted Programming	578,200		(2,600) Expenditure Decrease	3,300			578,900
TCU Place	1,490,400		131,200 Expenditure Increase				1,621,600
Taxation and General Revenues							
Fines and Penalties	(7,214,600)	1,570,700 Revenue Increase	582,600 Expenditure Increase	(50,000) Prior year continuous improvement transfer			(8,252,700)
General Revenue	(51,984,800)	2,323,000 Revenue Increase	(25,300) Expenditure Decrease				(54,333,100)



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Grants in Lieu of Taxes	(32,836,500)	1,687,900 Revenue Increase					(34,524,400)
Municipal Revenue Sharing Grant	(46,250,000)	1,189,300 Revenue Increase					(47,439,300)
Other Levies	(569,200)	268,300 Revenue Increase	55,400 Expenditure Increase	(56,900) Expenditure decrease from not transferring Persephone Theatre's tax revenue to River Landing			(839,000)
Property Levy	(177,752,500)	5,626,000 Revenue Increase (Asmt growth)	(13,700) Expenditure Decrease		375,000 Expenditure increase due to boundary annexation offset by additional property taxes		(183,017,200)
Transportation							
Access Transit	3,348,800	110,500 Revenue Increase	115,300 Expenditure Increase		59,200 Expenditure increase from higher licensing, insurance, office and uniform expenses		3,412,800
Engineering	741,000		100,300 Expenditure Increase	(95,800) Expenditure decrease from FTEs transferred to Corporate Support Administration			745,500
Impound Lot		22,700 Revenue Increase	22,700 Expenditure Increase				
Street Lighting	5,623,800	3,900	290,000 Expenditure Increase		62,800 Expenditure increase due to growth	(8,300) Expenditure decrease due to increased cost recovery from banner installations	5,964,400



Schedule X (continued)
Summary of Operating Budget Changes

	2014 BASE	REVENUE	EXPENDITURES				2015 NET BUDGET
			INFLATION	INTERNAL TRANSFERS	GROWTH	SERVICE LEVEL ADJUSTMENTS & CONTINUOUS IMPROVEMENT	
Urban Planning and Development							
Attainable Housing	422,000		2,300 Expenditure Increase				424,300
Building and Plumbing Permits & Standards		45,000 Revenue Increase	45,000 Expenditure Increase				
Business Improvement Districts	107,700						107,700
Neighbourhood Planning	524,800		7,900 Expenditure Increase		5,900 Expenditure increase for 0.15 FTE Clerk Steno for public meetings		538,600
Research & Mapping	414,800	2,300 Revenue Increase	9,600 Expenditure Increase				422,100
Urban Design	2,485,500						2,485,500
Utilities							
Storm Water Management		128,100 Revenue Increase	69,600 Expenditure Increase	(48,400) Reduction from transfer of FTE's to central Admin	106,900 Increase in one FTE for staffing growth		
TOTAL CIVIC SERVICES	\$ -	\$17,842,500	\$ 11,121,900	\$ 866,500	\$ 8,483,500	\$ 6,655,100	9,284,500
TOTAL UTILITIES		17,917,300	14,706,800	442,400	791,100	1,977,000	-
Saskatoon Public Library							
Library Property Levy	(17,835,200)	1,438,000 Revenue Increase					(19,273,200)
Saskatoon Public Library	17,835,200	(25,000) Revenue Decrease	489,400 Expenditure Increase		953,600 Expenditure increase for capital contribution to New Central Library Reserve, materials for new library and 1.78 FTEs for growth	(30,000) Cost Savings resulting from outsourcing the processing of library materials	19,273,200
TOTAL SASKATOON PUBLIC LIBRARY		1,413,000	489,400	-	953,600	(30,000)	-
TOTAL - BUDGET CHANGES		37,172,800	26,318,100	1,308,900	10,228,200	8,602,100	9,284,500



Schedule XI
Summary of Pressure Points Not Included

	Not Included
Service Line Order based on Civic Survey Results	
Road Maintenance	
1.0 FTE for Training Department Superintendent. This position is required to oversee supervisor and superintendent compliance. Without an accelerated training initiative, the City is at risk for violation of OH&S standards and legislations. There is also risk of improperly trained equipment operators.	100,000
Maintenance of expanding inventory of boundary roads – costs not quantified at this time. Not funding this growth could result in citizen dissatisfaction with services provided.	N/A
Illegally dumped rubble. The cleanup costs are currently unfunded and contributes to year end over-expenditures.	150,000
Operating increase for growth in new neighbourhoods in 2014. Not funding this growth could result in citizen dissatisfaction with services provided.	140,000
Street Cleaning & Sweeping	
Street Sweeping Disposal Strategy Report – study and report to determine alternate disposal of street sweeping tailings. Not completing the study will contribute to citizen dissatisfaction with services provided.	75,000
Operating increase for growth in new neighbourhoods in 2014. Not funding this growth could result in citizen dissatisfaction with services provided.	75,900
Extra contractor assistance beyond Industrial Areas and Circle Drive and include residential areas to meet the six week mandate.	N/A
Transportation Services	
Capital impact due to implementation of the transportation model. Operating programs will be insufficiently funded to cover the costs resulting in over expended programs.	16,300
Operating increase for growth in new neighbourhoods in 2014. Not funding this growth could result in citizen dissatisfaction with services provided.	20,900
Snow & Ice Management	
Maintenance of expanding city boundary roads – costs not quantified at this time.	N/A
Operating increase for growth in new neighbourhoods in 2014. Not funding this growth could result in citizen dissatisfaction with services provided.	201,400
Fire Services	
2.0 FTEs- one for a Human Resource Consultant to provide administrative support and an Information Technologist, to maintain the department's information systems directly related to the specific software of the department.	200,400
Communication Computer Upgrade to continue to meet the expectations for regulations, increased communications, and maintaining the current standard of public safety.	30,000

(continued on next page)



Schedule XI (continued)
Summary of Pressure Points Not Included

	Not Included
Waste Handling Service	
Aging equipment that is twice the industry average bears significant maintenance costs. Significant losses in productivity along with large budget overruns will continue to be experienced in this Service Line.	973,000
A compactor lease is a key piece of equipment at the Landfill to compact the garbage. This equipment preserves airspace and extends the life of the Landfill.	300,000
Waste Reduction & Resource Recovery	
Additional FTEs for project delivery and administrative support are required as currently a complement of temporary staff are delivering an ambitious program of work. Slow progress on efficiency efforts delay achieving savings and defer opportunities to invest these savings in priority areas.	60,000
Transit Operations	
New buses to increase fleet size and improve age of fleet. Increased maintenance costs will be realized should the aging fleet not be updated.	4,050,000
8.0 FTEs for additional mechanics to maintain the current fleet and bring the bus to mechanic ratio closer to industry averages. Not funding these FTEs will result a decreased number of buses available to provide Transit service, reduced customer satisfaction and decreased ridership.	682,400
Community Investments and Support	
Historical actuals are higher than the annual budget for Civic Services. Not providing Civic Services would result in a decrease in business development, increase in pollution, and an increase in roadway hazards.	80,000
Allocating lower increase to Cultural Grant (\$14,500 less than the historical increase of \$25,000). Impact of the lower level of increase is it will take longer to reach \$2 per capita objective; City growing quicker than the grant will result in proportionately less funding for cultural organizations.	14,500
Delaying the 5 year phase-in of the Public Art Reserve in 2015 impacts potential public art projects in 2015 and extends the time to achieve the targeted \$100,000 annual contribution to this reserve.	20,000
Urban Forestry	
City growth has added more trees than required and are not able to provide with current funding levels. Risk is that standard pruning cycle may not be achieved affecting the overall health and growth of trees.	30,000

(continued on next page)



Schedule XI (continued)
Summary of Pressure Points Not Included

	Not Included
Remaining Service lines in Alphabetical Order by Business Line	
Corporate Asset Management	
Facilities Management Recent increases in construction costs and budget constraints has caused the Civic Buildings Comprehensive Maintenance Reserve to be under funding pressure. A report will be forthcoming.	N/A
Facility Site Replacement Reserve total renewal deficit \$11.0 million. If current funding levels do not increase to meet future demand, replacing existing assets will not have sufficient funding. The costs associated to the replacements will increase significantly as assets get deteriorated further over time.	690,900
Fleet Services Contribution required to Civic Vehicles & Equipment Reserve. Not fully funding the reserve results in retaining equipment past its useful life, increasing operating and maintenance costs.	2,700,000
2.0 FTEs - Mechanic Journeyman required to meet maintenance and repair demands associated with civic fleet growth and increased equipment utilization. The risk of not funding the two positions is equipment repair downtime as well as increased overtime costs.	169,000
Corporate Governance and Finance	
City Clerk's Office 1.0 FTE Access and Privacy Assistant is required to administratively meet the requirements of <i>The Local Authority Freedom of Information and Protection of Privacy Act</i> . This position would assist in developing a more comprehensive Privacy Program including, policies, education and training program as well a delivery model. Risks includes not having the resources to meet legislative timelines for access to info. requests, untimely advice for privacy impacts and lack of awareness for protection of privacy.	80,000
Environmental Health	
Environmental Program A Greenhouse Gas (GHG) inventory count to improve tracking and reporting of greenhouse gas emission output, currently valued at \$75.0.	75,000
Recreation and Culture	
Playground and Recreation Areas Recreation Program Leaders for the new Willow grove and Stonebridge spray pads have not been included in the operating budget. The spray parks will operate for water play but they will not have staff to lead the playground programs and activities.	22,300
Transportation	
Access Transit Experiencing capital issue - Denial rates have increased yearly, additional taxi service and/or an additional bus and 1.0 FTE for an operator position are required to sufficiently handle current demand levels. Not funding this will result in customers' dissatisfaction on the level of service provided.	170,000
Total	11,127,000



Schedule XII
Capital Reserves Sufficiency Forecast

I. GENERAL CAPITAL RESERVES (In 000's)

	Forecast Jan 1/15	2015 Source	2015 Appl	Balance Dec/15	2016 Source	2016 Appl	Balance Dec/16	2017-2019 Source	2017-2019 Appl	Balance Dec/19	Unfunded Projects	Total Dec/19
Civic Departments												
Access Transit Reserve ²	1	363	(330)	34	255	(220)	69	780	(770)	79	0	79
Active Transportation Reserve	8	331	(300)	39	500	(200)	339	1,500	(500)	1,339	(2,350)	(1,011)
Animal Services Reserve	139	30	(30)	139	30	(30)	139	90	0	229	0	229
Auto Garbage Container Repl	(134)	860	(707)	19	334	(244)	110	1,003	(524)	588	0	588
Bridge Major Repairs	4,036	4,534	(8,404)	166	5,434	(5,600)	0	10,802	(867)	9,935	(25,075)	(15,140)
Campsite ^{1 & 9}	359	81	0	440	100	0	540	352	0	892	0	892
Civic Bldgs Comp Mtnc	1,076	6,998	(7,872)	202	7,556	(7,532)	226	23,815	(23,218)	823	(480)	343
Civic Radio Replace & Expansion	80	240	(300)	20	300	(300)	20	1,080	(900)	200	0	200
Civic Vehicles & Equip Repl.	1,175	5,281	(6,184)	272	5,397	(5,400)	269	16,847	(16,800)	316	0	316
Civic Veh & Equip Disp/Acq'n	1,468	0	0	1,468	0	0	1,468	0	0	1,468	0	1,468
Computer Equipment Repl	301	657	(580)	378	657	(500)	535	1,970	(1,650)	855	0	855
Corporate Capital Reserves	535	2,364	(2,238)	661	2,376	(2,406)	631	7,346	(4,162)	3,816	0	3,816
Dedicated Lands	2,355	544	(1,383)	1,516	35	0	1,551	108	0	1,659	0	1,659
Dedicated Roadways	838	15	0	853	15	0	868	45	0	913	0	913
Facilities Site Repl	0	50	(50)	0	200	(200)	0	1,450	(1,450)	0	0	0
Fire Equipment Repl	57	259	(215)	101	267	(258)	110	849	(909)	50	0	50
Fire Apparatus	938	844	(1,181)	602	870	(575)	896	2,769	(3,442)	223	0	223
Forestry Farm Auditorium	27	7	0	34	7	0	41	20	0	61	0	61
Forestry Farm Development ¹	56	40	(28)	68	40	(62)	46	119	(83)	82	0	82
Forestry Farm Park & Zoo Capital	57	150	(200)	7	150	(150)	7	450	(270)	187	0	187
Golf Course Capital Reserve ¹	664	530	(305)	889	546	(790)	645	1,735	(970)	1,410	0	1,410
Grounds Maintenance Equip Repl	20	347	(290)	77	357	(350)	84	1,138	(1,170)	52	0	52
Heritage Fund Reserve	200	48	(51)	197	48	(29)	216	143	(66)	293	0	293
Infra Expansion - Transp ⁷	(80)	1,926	(285)	1,561	1,926	(1,230)	2,257	5,778	(4,335)	3,700	(106,033)	(102,333)
Infra Repl - Storm	1,283	2,957	(2,685)	1,555	2,956	(2,720)	1,791	8,870	(9,020)	1,641	(9,010)	(7,369)
Infra Repl - Parks	(2,264)	1,559	0	(705)	937	0	232	2,897	0	3,129	(2,195)	934
Infra Repl - W & S ⁸	(15,476)	18,142	(14,807)	(12,141)	19,560	(16,163)	(8,744)	54,983	(47,917)	(1,678)	0	(1,678)
IT Digital Data Res	41	42	(50)	33	44	(50)	27	139	(150)	16	0	16
IT Systems Development	567	124	(25)	666	124	(25)	765	373	(75)	1,063	0	1,063
Landfill Replacement ⁵	(4,042)	2,513	0	(1,529)	2,866	(1,050)	287	8,673	(1,650)	7,310	0	7,310
Leisure Serv. Equip. Repl ²	642	361	(155)	848	363	(115)	1,096	1,090	(345)	1,841	0	1,841
Park Enhancement Reserve ^{1 & 4}	187	300	(385)	102	300	(74)	328	899	(1,088)	139	0	139
Parks (Grounds Maint) Equip Acq Re	96	163	(48)	211	163	(100)	274	490	(500)	264	0	264
Parking Capital Reserve	810	135	(155)	790	135	(60)	865	405	(245)	1,025	0	1,025
Paved Roadways Infra Reserve	39	26,250	(26,245)	44	31,029	(28,730)	2,343	87,030	(86,190)	3,183	(3,235)	(52)
Printing and Mail Equipment Repl	315	20	(136)	199	20	0	219	60	0	279	0	279
Public Works Bldgs Civic Facilities	63	15	0	78	15	0	93	45	0	138	0	138
Riverland Capital Reserve	160	73	0	233	73	0	306	220	0	526	0	526
Saskatoon Light & Power Extension	(6,577)	7,886	(6,458)	(5,149)	7,720	(6,986)	(4,415)	24,323	(22,059)	(2,151)	0	(2,151)
Saskatoon Light & Power Repl	6,564	8,464	(8,195)	6,833	7,259	(8,293)	5,799	22,215	(24,995)	3,019	0	3,019
Snow & Ice Mgmt	489	489	0	978	488	0	1,466	1,465	0	2,931	0	2,931
Snow & Ice Mgmt Equip Reserve	152	265	(415)	2	265	0	267	795	0	1,062	0	1,062
Street Clean/Sweep Equip Acq'n R	104	27	0	131	27	0	158	80	0	238	0	238
Streetscape - BID ¹	2,127	2,461	(1,823)	2,765	2,461	(2,123)	3,103	7,383	(4,954)	5,532	0	5,532
Streetscape - City Wide ¹	175	189	0	364	172	0	536	0	0	536	0	536
Traffic Noise Attenuation	900	1,438	(423)	1,915	1,612	(1,546)	1,981	4,835	0	6,816	0	6,816
Traffic Safety Reserve	(240)	1,000	(620)	140	1,000	(1,130)	10	3,000	(3,000)	10	(5,585)	(5,575)
Trans Infra Reserve	419	3,402	(3,805)	16	4,057	(4,072)	1	12,171	(12,171)	1	(10,005)	(10,004)
Transit Additional Veh Repl	447	0	0	447	0	0	447	1	0	448	0	448
Transit Capital Projects ⁶	11	857	(850)	18	916	(800)	134	2,799	(2,800)	133	0	133
Transit Vehicles Repl	6	1,043	(690)	359	792	(990)	161	2,678	(2,670)	169	0	169
Transportation Equip Acquisition Res	158	59	0	217	59	0	276	177	0	453	0	453
Trunked Radio System Infrs Repl	281	401	(378)	304	421	(380)	345	1,380	(1,624)	101	0	101
Unified Communications Reserve	100	50	(25)	125	50	(25)	150	150	(75)	225	0	225
Waste Minimization ¹	0	0	0	0	0	0	0	0	0	0	0	0
Wastewater Coll & Treat Repl	180	3,043	(1,705)	1,518	3,213	(4,474)	257	9,448	(8,085)	1,620	0	1,620
Wastewater Treatment Capital	361	8,931	(5,536)	3,756	7,236	(9,001)	1,991	26,982	(24,160)	4,813	0	4,813
Water Supply Repl	588	2,641	(955)	2,274	2,170	(2,194)	2,250	5,757	(6,567)	1,439	0	1,439
Waterworks Capital Projects Res	168	8,284	(8,333)	119	9,404	(9,394)	128	52,650	(50,435)	2,343	0	2,343
TOTAL	3,011	130,083	(115,835)	17,259	135,307	(126,571)	25,994	424,651	(372,862)	77,784	(163,968)	(86,184)

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Schedule XII (continued)
Capital Reserves Sufficiency Forecast

I. GENERAL CAPITAL RESERVES (In 000's)

	Forecast	2015		Balance	2016		Balance	2017-2019		Balance	Unfunded	Total
	Jan 1/15	Source	Appl	Dec/15	Source	Appl	Dec/16	Source	Appl	Dec/19	Projects	Dec/19
Boards and Commissions												
Albert Comm Centre Repair	7	22	0	29	22	(50)	1	69	(60)	10	0	10
Mendel Art Gallery Cap Equip Repl	0	55	(54)	1	70	(71)	1	210	(192)	19	0	19
Police Radio	779	273	(511)	541	273	(350)	464	819	(975)	308	0	308
Police Facility Renovations	430	150	(50)	530	150	(50)	630	450	(150)	930	0	930
Police Oper Equip & Tech Adv.	224	1,148	(1,201)	171	1,148	(1,385)	(66)	3,444	(2,833)	545	0	545
Public Library Alice Turner Mnce	500	98	(157)	441	98	(87)	452	295	(251)	496	0	496
Public Library Capital Expan	12,946	194	(3,470)	9,670	145	0	9,815	448	(1,575)	8,688	0	8,688
Public Library Equip Repl	1,954	29	(189)	1,794	27	(189)	1,632	66	(493)	1,205	0	1,205
Public Library Francis Morrison Mnce	458	331	(370)	419	331	(835)	(85)	992	(826)	81	0	81
Public Library Information Technology	313	5	(66)	252	4	(66)	190	7	(66)	131	0	131
Public Library JS Wood Mnce	20	56	(30)	46	56	(30)	72	169	(88)	153	0	153
Public Library Mayfair Mnce	23	15	(12)	26	15	(12)	29	44	(35)	38	0	38
Public Library New Central Library	4,168	1,848	(3,850)	2,166	2,313	(500)	3,979	10,262	(5,825)	8,416	0	8,416
SaskTel Centre Equip Repl	251	230	(123)	358	230	(263)	325	690	(454)	561	0	561
SaskTel Centre Fac. Enhancement	1,363	530	(500)	1,393	530	(500)	1,423	1,590	(1,500)	1,513	0	1,513
TCU Place Capital Exp	1,084	231	(400)	915	231	(350)	796	693	0	1,489	0	1,193
TCU Place Equipment Repl	3,569	532	(335)	3,766	537	(459)	3,844	1,637	(1,649)	3,832	0	3,882
TOTAL	28,089	5,747	(11,318)	22,518	6,180	(5,197)	23,502	21,885	(16,972)	28,415	0	28,169

¹ Applications include contributions to operations

² Subject to operating budget approval

³ Applications include commitment to innovative housing incentives

⁴ Applications include commitment to community cost-shared projects

⁵ Source includes a portion of tipping fees

⁶ Source includes debt retirement

⁷ Opening balance reflects \$5.884M for P2000 which is to be repaid over 5 years (ending year 2015)

⁸ Includes the Flood Protection Program

⁹ Applications include contributions to capital projects



Schedule XIII
PREPAID LAND DEVELOPMENT
RESERVE SUFFICIENCY FORECAST - 2015

The Prepaid Land Development Reserve Sufficiency Forecast (below) encompasses the 2015 Development Plan to be submitted to City Council.

(in 000's)	Arterial Road Levy	Trunk Sewer Levy	Primary Watermain Levy	Wastewater Lift Stations	Inter- Change	Direct Services (note 1)	NLDF Transfer (note 2)	Planning Levy	Parks & Rec Levy	Industrial Parks	Community Centre Levy	TOTAL
Beginning 2015 Balance	\$ 25,807	(59,863)	(6,179)	(9,642)	711	11,415	20,000	664	18,522	1,668	22,629	25,732
Inflows :												
Lot Sales & Other												
Transfers	\$ 22,239	28,754	6,970	2,602	5,304	69,571	8,294	641	14,673	149	6,648	165,845
Redevelopment Levy						2,000						2,000
Outflows :												
Transfers to Operating								(424)				(424)
Capital Expenses	\$(14,592)	(33,126)	(16,544)	(160)	(21,350)	(49,683)		(170)	(8,400)	(175)	(24,048)	(168,248)
ENDING BALANCE	\$ 33,454	(64,235)	(15,753)	(7,200)	(15,335)	33,303	28,294	711	24,795	1,642	5,229	25,329

1. Direct Services balance is temporarily funding \$19.4 million of redevelopment services with reimbursement established per year from a utility charge. The net balance in 2015 is expected to be \$17.4 million. The net balance consists of the 2015 opening balance of \$19.4 million with additions of \$0 and expected repayment of \$2.0 million.

2. An allocation from the net proceeds from the Evergreen Residential Neighbourhood Development of \$20.0 million has been used to partially offset the deficit. A further \$8.3 million allocation was approved in 2015.



**Schedule XIV
Funded Capital Investments**

(In 000's)	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Total
Community Support						
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	300	-	-	-	-	300
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	100	100	50	100	-	350
Community Support Total	400	100	50	100	-	650
Corporate Asset Management						
0877 AF-CITY-WIDE RADIO TRUNKING SYST	378	380	435	789	400	2,382
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,722	7,482	7,864	7,597	7,557	38,222
1356 AF-V&E ADD'L VEHICLES & EQUIPT	463	100	100	300	100	1,063
1357 AF-V&E REPL'T VEHICLES & EQUIPT	6,184	5,400	5,500	5,600	5,700	28,384
1523 AF-RADIO TRUNKING SYSTEM EXPANSION	300	300	300	300	300	1,500
1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	-	50	50	50	50	200
1584 CIVIC OPERATIONS CENTRE	-	-	-	6,000	22,500	28,500
1949 C MGR-CIVIC ACCOMMODATION	500	500	500	2,500	2,500	6,500
2180 AF-CIVIC FACILITY SITE MAINTENANCE	50	200	350	500	600	1,700
Corporate Asset Management Total	15,597	14,412	15,099	23,636	39,707	108,451
Corporate Governance and Finance						
1083 CP-CORPORATE NETWORK EQUIPMENT REPL	275	375	525	575	-	1,750
1364 CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT	300	-	-	-	-	300
1780 CP-CORP NETWORK INFRASTRUCTURE	245	125	125	125	125	745
1829 AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	50	-	-	-	-	50
1883 CK-ELECTRONIC RECORDS MANAGEMENT	80	60	95	84	85	404
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	-	50	-	-	80	130
1977 CP-LOCAL AREA NETWORK & DATA SECURITY	60	-	100	75	-	235
2079 AF-PROPERTY REASSESSMENT	100	250	100	-	100	550
2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT	136	-	-	-	-	136
2412 CS-BUDGET SYSTEM & OTHER FINANCIAL SYS	60	-	-	-	-	60
2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	-	300	-	-	-	300
Corporate Governance and Finance Total	1,306	1,160	945	859	390	4,660
Environmental Health						
1475 US-AUTO'D GARBAGE CONTAINER REPL	707	244	256	269	-	1,475
1482 US - SW-RECYCLING DEPOTS	-	200	-	250	-	450
2051 US-LANDFILL OPTIMIZATION	-	700	-	-	-	700
2184 US-WASTE CHARACTERIZATION STUDY	-	150	-	-	-	150
2568 - US CIVIC FAC ENERGY & WTR MONITORING	600	-	-	-	-	600
876 US-REGIONAL WASTE MGNT FACILITY	2,500	-	-	1,400	-	3,900
Environmental Health Total	3,807	1,294	256	1,919	-	7,275
Fire Services						
0582 FR- APPAR-REFURB/REPL/ADD'L	215	258	230	372	307	1,382
1914 FR - NEW STATION - NORTHWEST SASKATOON	-	6,085	-	-	-	6,085
2373 FR- NEW STATION - SOUTHEAST SASKATOON	-	-	-	2,500	5,000	7,500
2379 FR - APPARATUS REPLACEMENT	1,181	575	651	856	1,935	5,198
2504 FR - NEW EQUIPMENT	163	320	390	-	-	873
Fire Services Total	1,559	7,238	1,271	3,728	7,242	21,038

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Schedule XIV (continued)
Funded Capital Investments

(In 000's)	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Total
Land Development						
0607 PARK DEV-STONEBRIDGE NBRHD	-	616	-	-	-	616
0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	3,176	3,190	5,078	22,459	-	33,903
0619 LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	-	-	1,778	-	-	1,778
0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	2,389	2,726	7,944	4,382	-	17,441
0626 LAND DEV'T-SUBDIVIS'N WARRANTY	549	606	-	-	-	1,155
0627 LAND DEV'T-SUBDIVIS'N FENCING	105	216	201	-	-	522
0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	5,461	11,256	837	50	8,471	26,075
0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	-	-	-	-	50	50
0639 LAND DEV'T-SUBDIVIS'N BUFFERS	415	794	609	-	-	1,818
0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	7,079	14,446	-	2,647	5,794	29,966
0668 PARK DEV-BOULEVARD DEVELOPMENT	100	100	100	100	100	500
0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	-	-	3,047	-	2,652	5,699
0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	2,946	-	-	-	-	2,946
0748 LAND DEV'T-GEN ADMIN-OLD AREAS	224	-	-	-	-	224
0778 LAND DEV'T-TR SWR-STONEBRIDGE	400	-	-	-	-	400
1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	50	50	50	50	50	250
1363 PARK DEV-MONTGOMERY PLACE	31	283	-	-	-	314
1391 LAND DEV'T-PARKRIDGE SUB	397	-	-	-	-	397
1396 LAND DEV'T-WILLOWGROVE SUB	250	-	-	-	-	250
1400 LAND DEV'T-HAMPTON VILLAGE SUB	220	-	-	-	-	220
1401 LAND DEV'T-STONEBRIDGE	752	-	-	-	-	752
1402 LAND DEV'T-WILLOWS	-	64	-	-	-	64
1403 LAND DEV'T-ROSEWOOD	1,411	2,308	-	-	-	3,719
1405 LAND DEV'T-EVERGREEN	4,155	500	-	-	-	4,655
1407 LAND DEV'T-KENSINGTON	6,564	4,978	-	-	-	11,542
1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	100	1,190	-	-	-	1,290
1410 LAND DEV'T-ELK POINT	20,399	17,554	-	-	-	37,953
1411 LAND DEV'T- ASPEN RIDGE	11,028	25,368	-	-	-	36,396
1413 LAND DEV'T- BLAIRMORE #3	6,064	5,121	-	-	-	11,185
1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	1,496	10,360	2,347	-	-	14,203
1417 LAND DEV'T-TR SWR-BLAIRMORE	3,044	1,309	-	2,040	-	6,393
1418 LAND DEV'T-TR SWR - HOLMWOOD	22,434	50	8,802	-	-	31,286
1419 LAND DEV'T - BRIGHTON	11,894	16,622	-	-	-	28,516
1421 LAND DEV'T -UNIVERSITY HEIGHTS #3	250	-	-	-	-	250
1422 LAND DEV'T-ARTL RD-ZIMMERMAN (HWY 16 TO CPR TRACK)	10,317	-	-	-	-	10,317
1435 LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	1,448	2,693	1,087	-	-	5,228
1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	4,346	-	2,173	2,988	-	9,507
1437 LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	4,628	3,209	3,086	-	-	10,923
1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	-	11,544	-	-	10,046	21,590
1459 LAND DEV'T-ART RD-22ND ST (LANGEVIN-PERIMETR RD)	472	-	-	-	-	472
1460 LAND DEV'T-ARTL RD-NEALT RDWY (22ND-SEC 2)	-	2,969	3,900	4,596	5,977	17,442
1464 LAND DEV'T-ART RD-FEDORUK DRIVE	-	3,907	-	3,855	-	7,762
1466 LAND DEV'T-ART RD - WANUSKEWIN RD	-	-	-	-	2,645	2,645
1467 LAND DEV'T-ART RD - 33RD ST (HUGHES-DALMENY RD)	-	4,007	-	-	-	4,007
1468 LAND DEV'T-ART RD - 8TH STREET EAST	-	-	3,158	-	2,770	5,928
1474 LAND DEV'T-EST FUTURE DIRECT SERVICING PROJECTS	-	78,201	63,942	63,942	63,942	270,027
1568 PARK DEV-ROSEWOOD	1,139	2,642	3,911	1,708	741	10,141
1569 PARK DEV-EVERGREEN	3,161	795	2,341	-	-	6,297

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Schedule XIV (continued)
Funded Capital Investments

(In 000's)	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Total
Land Development (continued)						
1570 PARK DEV-KENSINGTON	1,713	847	2,972	-	586	6,118
1571 PARK DEV-PARKRIDGE EXTENSION	-	644	-	-	-	644
1574 PARK DEV-ASPEN RIDGE	76	818	1,432	2,266	4,346	8,938
1575 PARK DEV-ELK POINT	1,264	1,918	898	3,430	1,947	9,457
1576 PARK DEV-BRIGHTON	365	4,008	6,920	4,695	473	16,461
1578 PARK DEV-SILVERWOOD INDUSTRIAL AREA PARK	503	1,130	-	-	-	1,633
1639 PARK DEV - HAMPTON VILLAGE NBHD	551	-	-	-	-	551
1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	4,456	13,035	-	-	-	17,491
Land Development Total	147,822	252,074	126,613	119,208	110,590	756,307
Policing						
2119 POLICE-RADIO REPLACEMENT	511	350	325	325	325	1,836
2389 POLICE- FLEET ADDITIONS	-	166	641	166	166	1,139
2480 POLICE- PAYROLL SYSTEM REPLACEMENT	240	-	-	-	-	240
2489 POLICE- FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	63	-	475	-	54	592
2498 POLICE-EQUIPMENT EXPANSION	-	444	187	-	-	631
2499 POLICE-TECHNOLOGY REPLACEMENT	823	591	599	698	284	2,996
2610 POLICE-TECHNOLOGY EXPANSION	75	350	310	100	125	960
Policing Total	1,762	1,951	2,587	1,339	1,004	8,644
Recreation & Culture						
0677 AF-ALBERT COMM CENTER RENOS	-	50	-	-	60	110
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	290	350	380	390	400	1,810
0706 CY-LEIS SERV-FACILITY EQUIP REPL	155	115	115	115	115	615
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	335	459	291	59	1,299	2,443
1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	150	-	-	-	-	150
1648 CY-PARK IRRIGATION UPGRADES	230	-	-	-	-	230
1653 CY-PARK DRAINAGE	100	-	-	-	-	100
1658 CY-PARKS NEW SATELLITE MTNC BLDG	50	490	380	280	900	2,100
1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	123	263	198	73	183	840
1813 CP-REMAI MODERN ART GALLERY OF SASKATCHEWAN	6,000	-	-	-	-	6,000
1822 TCU PLACE- CAPITAL EXPANSION	400	350	-	-	-	750
1876 AF-TENNIS COURT-ACRYLIC SURFACE	50	-	50	-	50	150
1935 AF-SPRAY PAD REPAIRS AND UPGRADES	620	-	-	-	-	620
1938 AF-PLAY STRUCTURE UPGRDE AND REPL	400	-	-	-	-	400
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	200	-	-	-	-	200
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	200	200	150	120	-	670
2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL	305	790	220	170	580	2,065
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	311	-	370	310	260	1,251
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	5,000	-	-	-	-	5,000
2354 CY-ACCESSIBLE PLAYGROUNDS	-	50	-	-	-	50
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	400	-	-	-	-	400
2528 CY-DOG PARK DEVELOPMENT	150	30	-	-	-	180
2600 CY- CITY CENTRE AREA INDOOR RECREATION FACILITY	150	2,000	8,000	-	-	10,150
2602 CY-WINTER RECREATION PARK AT DIEFENBAKER PARK	535	-	-	-	-	535
Recreation & Culture Total	16,154	5,147	10,154	1,517	3,847	36,819
Saskatoon Public Library						
0838 LIBR-EQUIPMENT REPLACEMENT	189	189	189	189	115	871
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	6,000	500	2,000	1,000	5,000	14,500
1762 LIBR- STONEBRIDGE BRANCH LIBRARY	1,320	-	-	-	-	1,320
Saskatoon Public Library Total	7,509	689	2,189	1,189	5,115	16,691

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Schedule XIV (continued)
Funded Capital Investments

(In 000's)	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Total
Transportation						
0583 TR-REPLACE/REFURB BUSES	990	1,290	990	1,290	1,290	5,850
0584 TR-ADDITIONAL BUSES	-	-	-	450	450	900
0631 TU-TRAFFIC SAFETY IMPROVEMENTS	60	100	100	100	100	460
0671 TR-AUXILIARY VEH/EQUIP	150	150	100	100	100	600
0832 CY-CENTER MEDIAN REHABILITATION	275	275	300	150	200	1,200
0835 TU-COLLECTOR ROAD PRESERVATION	4,700	4,700	4,700	4,700	4,700	23,500
0836 TU-ARTERIAL ROAD PRESERVATION	5,780	6,100	6,100	6,100	6,100	30,180
0837 TU-LANE REHAB & DRAINAGE IMPROV	1,760	2,042	2,042	2,042	2,042	9,928
0948 TU-SIDEWALK/PA TH RETROFIT-ARTL RD	-	150	150	150	200	650
0959 TU-UPGRADE BOUNDARY ROADS	280	400	400	400	400	1,880
1036 TU-TRAFFIC CONTROL UPGRADES	100	200	200	200	200	900
1041 TU-BENCHMARK REHABILITATION	50	-	50	-	50	150
1137 TU-BICYCLE FACILITIES	75	100	75	75	325	650
1194 TR- ENGINE OVERHAUL	300	300	300	300	300	1,500
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	75	50	75	50	75	325
1504 TU-TRAFFIC CALMING INSTALLATION	-	100	250	140	250	740
1505 TU-TRAFFIC SIGNAL UPGRADE-INFRA	400	400	400	400	400	2,000
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	400	425	425	420	425	2,095
1507 TU-GUARDRAILS	240	60	70	70	70	510
1512 TU-NEIGHBORHOOD TRAFFIC MGMT	350	350	350	200	100	1,350
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	200	220	200	300	220	1,140
1518 TU-PARKING METER PURCHASES	1,200	1,160	1,160	1,160	1,160	5,840
1522 TU-TRAFFIC SOUND ATTENUATION	423	15,455	-	-	-	15,878
1527 TU-UNIVERSITY BRIDGE REHAB	8,000	-	-	-	-	8,000
1531 TU-LOCAL ROADS PRESERVATION	9,950	11,700	11,700	11,700	11,700	56,750
1532 TU-SIDEWALK PRESERVATION	2,115	2,530	2,530	2,530	2,530	12,235
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	50	100	-	100	100	350
1558 TU-TRANSPORTATION SYSTEM PERFORMANCE MEASURES	-	-	100	-	-	100
1559 TU-STREET SIGN INVENTORY	-	80	-	-	-	80
1560 TU-HIGHWAY FREIGHT INTERCEPT SURVEY	277	-	-	-	-	277
1563 TU-SERVICE SASKATOON 311 CALL CENTRE	150	-	-	-	-	150
1890 TU-EXPRESSWAY ROAD PRESERVATION	3,700	3,700	3,700	3,700	3,700	18,500
1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	-	-	-	12,500	12,700	25,200
2003 TU-HWY 14/HWY 7 GRADE SEPARATION	-	-	1,000	-	3,792	4,792
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	-	150	100	-	-	250
2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	-	-	-	-	1,600	1,600
2016 TU-BOYCHUK DR/HWY 16 GRADE SEPARATION	35,000	-	-	-	-	35,000
2017 TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	35,000	-	-	-	-	35,000
2043 TU-CURB REPLACEMENT/REHABILITATION	250	250	220	275	300	1,295
2095 ACCESS TRANSIT- BUS REPLACEMENTS	330	220	220	330	220	1,320
2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	60	250	250	230	230	1,020
2235 TU-MAJOR RDWY/INTERSECTION IMPROVEMENTS	-	400	50	300	290	1,040
2241 TU-TRUCK ENFORCEMENT/EDUCATION	-	-	50	50	50	150
2260 TU-OPERATIONAL MGMT/COMMUN'S DESIGN & ANALYSIS	-	-	100	-	-	100

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Schedule XIV (continued)
Funded Capital Investments

(In 000's)	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Total
Transportation (continued)						
2267 TU-IDYLLWYLD DR FWY OVER RUTH ST	-	5,600	-	-	-	5,600
2317 TR-SHELTERS/BENCHES	200	200	200	50	50	700
2323 TR-RIDERSHIP GROWTH INITIATIVES	200	150	150	150	100	750
2406 TU-MINOR BRIDGE REPAIRS	-	-	289	289	289	867
2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	1,800	-	-	-	-	1,800
2421 TU-MINOR INTERSECTION IMPROVEMENTS	-	50	100	50	50	250
2428 TU-FUNCTIONAL PLANNING STUDIES	50	200	200	100	100	650
2429 TU-LICENSE PLATE RECOGNITION SYSTEM	55	-	-	-	65	120
2433 TU-8TH STREET & CPR GRADE SEPARATION	-	-	-	-	20,000	20,000
2436 TU-CORRIDOR PLANNING STUDIES	-	100	100	100	-	300
2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	70	80	80	60	80	370
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	-	-	-	500	800	1,300
2546 TU-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	-	50	-	-	-	50
2548 TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	-	150	150	150	150	600
2549 TU-STOP / YIELD INFILL PROGRAM	65	-	-	-	-	65
2550 TU- WEST/CENTRAL MULTI-USE CORRIDOR	150	200	150	200	150	850
Transportation Total	115,280	60,187	39,876	52,161	78,203	345,707
Urban Planning and Development						
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210	-	-	-	-	210
2162 CY-URBAN DESIGN - BIDS	950	1,660	1,660	1,660	160	6,090
2458 CY-CITY CENTRE PLAN	250	-	-	-	-	250
2460 CY-REGIONAL PLANNING	380	395	270	-	-	1,045
2547 CY-GROWING FORWARD! SHAPING SASKATOON	475	-	-	-	-	475
2551 CY-ACTIVE TRANSPORTATION PLAN	150	-	-	-	-	150
Urban Planning and Development Total	2,415	2,055	1,930	1,660	160	8,220
Utilities						
0687 WWT- ASSET REPLACEMENT	1,705	4,474	2,748	2,354	2,983	14,265
0713 WTP RESERVOIR-PUMPING CAPACITY	-	2,814	-	-	-	2,814
0720 SL&P - CAPACITOR INSTALLATIONS	-	-	-	200	-	200
0724 SL&P - REVENUE METER - NEW & REPLACEMENT	1,200	1,200	1,150	250	250	4,050
0734 SL&P - UNDERGROUND CABLE REPLACEMENT	600	600	850	850	850	3,750
0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	4,600	2,765	2,870	2,895	2,900	16,030
0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	100	100	-	-	-	200
0825 SL&P - STREET LIGHT UPGRADES	90	60	60	60	65	335
1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	-	200	200	200	200	800
1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	200	150	150	150	150	800
1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	100	-	100	1,800	2,400	4,400
1054 WTP-ASSET REPLACEMENT	955	2,194	2,444	2,650	1,473	9,716
1055 WTP-AUTOMATIC METER READING CONV	4,900	2,756	2,921	3,097	3,205	16,879
1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	3,238	2,958	1,500	1,500	1,500	10,696
1210 WTP - FILTER PLANT UPGRADE/EXPANSION	-	-	-	953	8,876	9,828
1243 WWT- LIFT STATION UPGRADES	1,786	4,332	3,443	925	1,260	11,746
1250 SL&P - ADVANCED METERING INFRASTRUCTURE	200	-	-	-	-	200
1251 SL&P - SUBSTATION - 138 kV SWITCHING	100	320	320	320	50	1,110

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Schedule XIV (continued)
Funded Capital Investments

(In 000's)	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Total
Utilities (continued)						
1252 SL&P - SUBSTATION CONTINGENCY	50	1,200	-	-	-	1,250
1254 SL&P - SUBSTATION UPGRADE - EDMONTON AVENUE	-	-	-	-	1,200	1,200
1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	50	100	100	100	100	450
1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	75	75	75	-	-	225
1263 SL&P - NETWORK VAULT UPGRADES	300	300	300	300	300	1,500
1266 SL&P - NETWORK - 15 KV LINE UPGRADES	200	-	200	-	200	600
1268 SL&P - NETWORK VAULTS	-	550	1,250	-	-	1,800
1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	-	-	720	720	720	2,160
1272 SL&P - BUILDINGS & GROUNDS	430	530	250	375	250	1,835
1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200	200	200	200	200	1,000
1282 SL&P - STREET LIGHTS - STEEL POLE REPAIR	850	700	770	770	770	3,860
1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	-	-	-	-	200	200
1286 SL&P - ELEC SYS PLANNING STUDIES	205	205	-	205	-	615
1300 SL&P - NETWORK - INTERCONNECTION UPGRADE	-	-	50	50	50	150
1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	210	405	270	270	270	1,425
1302 SL&P - 15KV NETWORK FDR-22ND & PACIFIC	-	600	600	1,000	600	2,800
1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	250	-	-	150	-	400
1304 SL&P - SUBSTATION UPGRD - NORTH CENTRAL	-	50	150	-	-	200
1305 SL&P - FEEDER UPGRADES/REPLACEMENT	825	875	1,125	1,175	1,125	5,125
1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	300	525	500	1,000	1,500	3,825
1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	90	120	120	120	130	580
1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	-	-	900	1,250	500	2,650
1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	-	100	100	120	120	440
1317 SL&P - UPGRADE DEADFRONT SWITCH CUBICAL	200	200	200	200	200	1,000
1318 SL&P - FDR UPGRADE - MELVILLE ST MAIN ST	-	-	-	-	400	400
1319 SL&P - 15 KV CONVER - NUTANA SUB CENTRE	50	250	250	250	250	1,050
1323 SL&P - FDR UPGRADE - PLEASANT HILL SUBST	400	600	600	-	-	1,600
1324 SL&P - UPGRADE TO LINES - 1ST AVE. SUBST	-	200	-	200	-	400
1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	-	100	250	200	250	800
1327 SL&P - SUBSTATION INTERRUPTERS	575	-	-	-	-	575
1329 SL&P - SUBSTATION RELAY UPGRADES	500	500	500	500	500	2,500
1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	150	300	300	300	300	1,350
1333 SL&P - SUBSTATION UPGRADE - AVE. C	1,400	-	-	-	400	1,800
1334 SL&P - SUBSTATION UPGRADE - J. M. TAYLOR	-	-	-	-	50	50
1335 SL&P - SUBSTATION UPGRADE - COLLEGE PARK	-	-	200	-	-	200
1342 SL&P - NETWORK - PRIMARY PROTECTION	500	200	200	200	200	1,300
1344 SL&P - UPGRD LINES - MAIN ST TO FRIEBEL	-	400	-	-	-	400
1350 SL&P - SUBSTATION BUILDING & GROUND RENO	75	100	100	50	100	425
1352 SL&P - LIFE CYCLE MANAGEMENT	675	100	-	-	-	775
1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	250	685	235	685	235	2,090
1493 TU-EAST RIVERBANK STABILIZATION	450	475	495	525	525	2,470
1503 TU-DOWNTOWN CAPACITY IMP'S-REDEVELOPMNT	-	-	-	9,390	-	9,390
1615 TU-WATER DISTRIBUTION	7,065	7,335	7,335	6,745	7,335	35,815
1616 TU-WASTE WATER COLLECTION	4,602	4,816	4,816	4,816	4,816	23,866
1617 TU-PRIMARY WATER MAINS	1,400	1,900	1,900	1,900	1,900	9,000
1618 TU-SANITARY SEWER TRUNKS	1,386	1,792	1,792	1,792	1,792	8,554

(continued on next page)



Schedule XIV (continued)
Funded Capital Investments

(In 000's)	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	Total
Utilities (continued)						
1619 TU-STORM SEWER TRUNK	840	880	930	980	1,030	4,660
1620 TU-STORM SEWER COLLECTION	800	840	890	940	980	4,450
1621 TU-STORM SEWER POND PRESERVATION	345	370	390	400	410	1,915
1677 TU-STORM WATER MGMT UTILITY BILLING	250	155	165	175	185	930
1678 TU-VWV SYST-WET WEATHER INFLOW REMEDIATION	320	320	320	-	-	960
2053 WWT-SCREEN REPLACEMENT	-	2,774	-	-	-	2,774
2076 WWTP-DIGESTER ROOF REPLACEMENT	350	-	-	-	-	350
2214 WTP - WATER SYSTEM ASSESSMENT	166	-	-	-	-	166
2216 WTP- PLANT ELECTRICAL UPGRADE	1,000	-	-	-	-	1,000
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	2,667	2,968	3,146	-	-	8,781
2227 WWT-SECURITY/SURVEILLANCE	400	-	-	-	-	400
2228 WWT-RELINING CELL 3	2,000	-	-	-	-	2,000
2229 WWT-PRIMARY 25kVa Loop	500	2,650	-	-	-	3,150
2230 WWT-EXPECTED UPGRADES	500	530	562	596	3,082	5,269
2303 SL&P - 15 KV FEEDER #3 UPGRADE - FRIEBEL	-	300	200	-	-	500
2304 SL&P - 15 KV FEEDER #9 UPGRADE - AVE C	-	500	-	-	-	500
2555 WTP-PCS & ICT RISK ELIMINATION	-	1,590	-	-	-	1,590
2558 WTP-CLARIFIER TUBE SETTLERS	3,000	-	-	-	-	3,000
2559 WTP-SAND SEPARATORS	-	-	4,494	-	-	4,494
2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	1,000	1,060	-	-	-	2,060
2561 WTP-EXPECTED UPGRADES	-	1,590	1,685	1,787	6,164	11,225
2562 WTP-CLARIFIER CONSTRUCTION	-	-	1,239	13,262	-	14,501
2563 WTP-LOW LIFT UPGRADE	-	1,060	4,494	-	-	5,554
2564 WTP-DRAIN LINE	-	1,590	-	-	-	1,590
2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	1,650	7,261	5,618	-	-	14,529
2566 US-RELINING CELL 4	-	2,120	-	-	-	2,120
2567 WTP-RELINING CELL	-	-	2,247	4,169	-	6,416
2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	-	-	-	-	3,390	3,390
2573 WTP-ROOF REPAIR	500	-	-	-	-	500
2577 WWTP-PEP 6TH PUMP	-	-	434	-	-	434
2578 WWTP-DOWNSTREAM USER STUDY	-	-	-	357	-	357
2579 WWTP-DIGESTER TANK 4	-	-	8,989	13,132	-	22,121
2580 WWTP-DIGESTER CLEANING FACILITY	-	-	-	-	2,465	2,465
Utilities Total	59,775	79,970	81,413	89,559	71,355	382,073
Grand Total	373,386	426,277	282,383	296,875	317,614	1,696,535

