

An aerial photograph of a park area. A wide, paved path with a brick pattern runs diagonally from the bottom left towards the top right. To the left of the path is a river and a rocky shoreline. To the right is a green lawn and more trees. Several people are walking on the path, including a woman pushing a stroller and a man walking a dog. There are benches and young trees planted along the path.

Shaping Our Financial Future

**2018 APPROVED OPERATING
& CAPITAL BUDGET**

City of Saskatoon

2018 APPROVED CORPORATE BUSINESS PLAN

AND OPERATING AND CAPITAL BUDGETS

APPROVED BY CITY COUNCIL

APRIL 30, 2018

This document contains the details for the 2018 Approved Corporate Business Plan and Operating and Capital Budgets.

This document is accompanied by the following companion document:

- 2018 Corporate Business Plan and Budget
- 2018 Approved Capital Project Details

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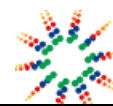
The 2018 Business Plan and Budgeting Process

The 2018 Corporate Business Plan and Budget includes initiatives and projects that are aligned with the 2013–2023 Strategic Plan and City Council's most recent priority setting process. It will guide investments, projects, and service levels that the City of Saskatoon (City) will implement and achieve over the course of 2018. The budget provides financial plans to support the Business Plan and must consider competing requirements. Most importantly, the budget balances the increased costs of maintaining existing services and the requirements of a growing city with available funding and resources.

The Business Plan outlines City Council's priorities, strategic risks, performance measures, strategic and service outcomes, and planned initiatives for 2018 within the following 14 business lines:

- Arts, Culture and Events Venues
- Community Support
- Corporate Asset Management
- Corporate Governance and Finance
- Environmental Health
- Fire Services
- Land Development
- Policing
- Recreation and Culture
- Saskatoon Public Library
- Taxation and General Revenues
- Transportation
- Urban Planning and Development
- Utilities

The City's planning process ensures resources are provided to priority programs and services. Funding is tied to clear and achievable outcomes. The Operating and Capital Budgets are integrated for effective resource management and to clearly show the total resources allocated for programs and services. In addition, this process provides a framework, which allows the City to quickly adapt and respond to the changing municipal, provincial, and federal environments.



SUMMARY OF THE 2018 OPERATING AND CAPITAL BUDGETS

Introduction

The City of Saskatoon (City) provides the infrastructure and delivers the programs and services necessary to improve citizens' 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; and 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 and the public it serves.

To achieve these priorities, the City prepares an annual business plan and budget that allocates the financial, human, and technological resources to infrastructure and various programs and services. In terms of the budget, the City generally produces two distinct types of budgets each year: (1) Operating; and (2) Capital.

2018 Budget Approval

The originally approved 2018 Budget approved by City Council on November 28, 2017 saw expenditures increase by \$13.0 million while operating revenues increased by \$2.6 million, creating a funding gap of \$10.3 million. In order to balance the operating budget and reduce the funding gap to zero, a property tax increase of 4.70% was approved in the original budget.

On April 10, 2018, the Province of Saskatchewan tabled its 2018-2019 Budget. Included in the Provincial Budget was the reinstatement of the SaskEnergy Grant-in-Lieu (GIL) previously removed in the 2017-2018 Provincial Budget. This reinstated GIL return comes in two parts:

1. A 5% SaskEnergy Municipal Surcharge that is applied against a customer's bill within their municipality; and
2. A GIL of property tax paid on real property for SaskEnergy and SaskPower.

In total, the changes included in the 2018-2019 Provincial Budget resulted in an overall return of approximately \$5.8 million to the City. In order to provide a fair and balanced approach, City Council returned \$1.99 million back to the 2018 Budget through a property tax reduction. This has resulted in a 0.91% reduction in property taxes from the originally approved 4.70%, to 3.79%.

Operating

The City's Operating Budget allocates the costs for civic services and programs that the people of Saskatoon rely on each and every day. It also matches the sources of revenue to pay for those services, including property taxes, user fees, licenses, and government grants.

The City's 2018 Operating Budget includes total operating expenditures of \$490.6 million, an increase of \$13.0 million, or 2.7%, over the 2017 Approved Operating Budget.



As required by *The Cities Act*, the City must pass a balanced operating budget each year. In other words, legislation mandates that the City cannot budget for an operating surplus or deficit, unlike federal and provincial governments. As a result, the City collects the necessary amount of property tax required to balance the budget after applying all other revenue sources. If a revenue gap exists, then the property tax increase fills this gap. This point is illustrated in the figure below.

The Balanced Operating Budget Equation



To help pay for the City's operations and to ensure the budget is balanced, the 2018 Operating Budget includes a municipal property tax increase of 3.79%.

In 2018, 1.00% of the property tax is equivalent to \$2.2 million. Thus, the property tax increase for 2018 will generate an additional \$8.36 million for the City's Operating Budget.

More details on the 2018 Operating Budget, including the proposed property tax increase, is provided in the Operating Budget section of this document.

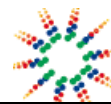
Capital

In contrast to the City's Operating Budget, the City's Capital Budget provides the investments in hard infrastructure. This includes the construction of buildings (i.e. recreation centres and libraries), transportation assets (i.e. new roads and bridges), and neighbourhood infrastructure (i.e. sidewalks and water lines).

For 2018, the City is investing \$296.2 million in various capital projects. This is an increase of approximately \$34.3 million, or 13.1% over the Approved 2017 Capital Budget.

The City utilizes a variety of revenue sources and tools to pay for the projects contained in the capital budget, such as borrowing, government grants, utility rates, and reserves to name the most prominent. Although the City's Capital and Operating budgets achieve different objectives, there is a relationship between the two.

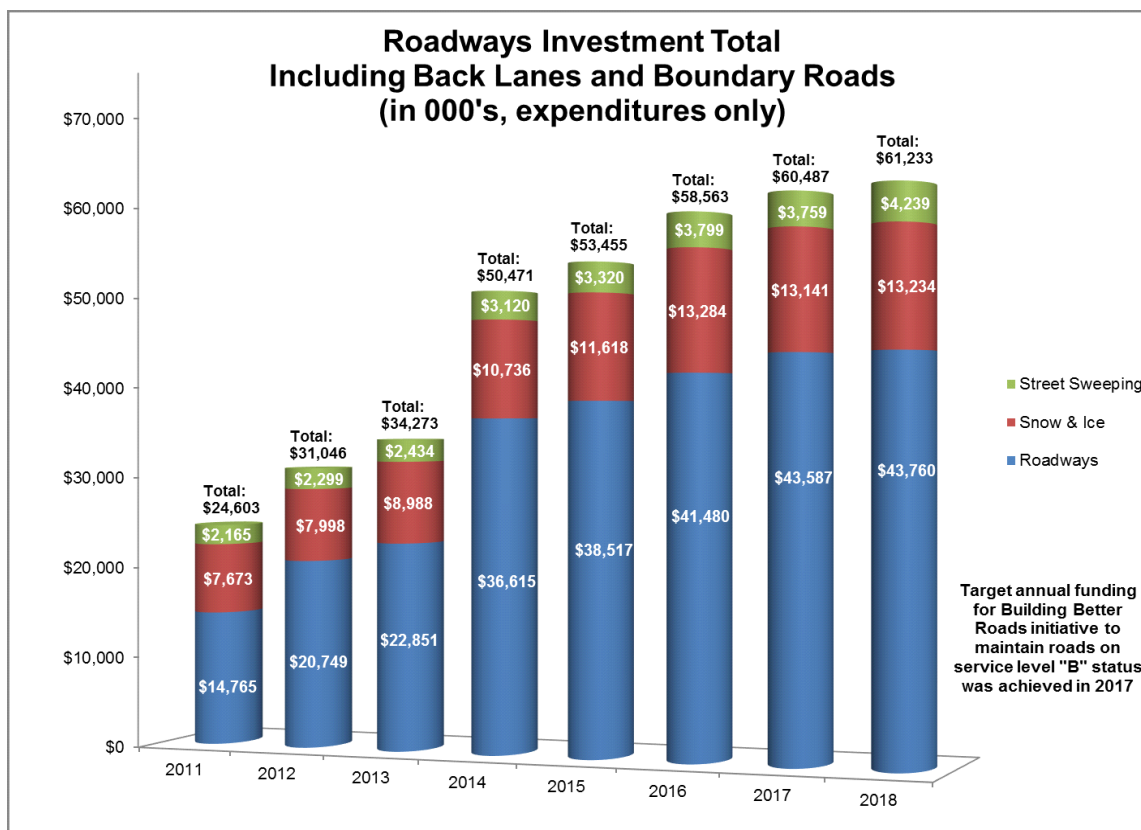
For example, to pay for some of the capital projects the City makes transfers from the Operating Budget to various reserves. These reserves are then used to help pay for the capital costs of various projects. Similarly, when the City borrows to pay for capital projects, the debt repayment comes from the City's Operating Budget.

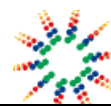


Once the projects in the Capital Budget are fully constructed or operational, the City is required to pay for the maintenance and/or the operation of the project. For example, when the City builds a new bridge there is an obligation to ensure the bridge is maintained. When the City constructs a new recreation centre there is an obligation to ensure there is enough staff to operate the building. Therefore, these obligations will have an impact on the operating budget. This concept, coined “operating impacts” (of capital projects), is addressed in more detail in the Capital Budget section of this document.

The relationship between the City’s Operating and Capital Budget are evident in 2018. The 2018 Operating and Capital Budgets are making a combined investment of approximately \$61.2 million to improve road conditions. This investment continues to build on the City’s Building Better Roads program (started in 2013) to allocate more resources to its road network and related services, including snow and ice clearing and street sweeping programs.

As shown in the graph below, the 2018 investment is an increase of \$746,000 over the 2017 Budget and nearly two and a half times the investment since 2011.





THE 2018 OPERATING BUDGET

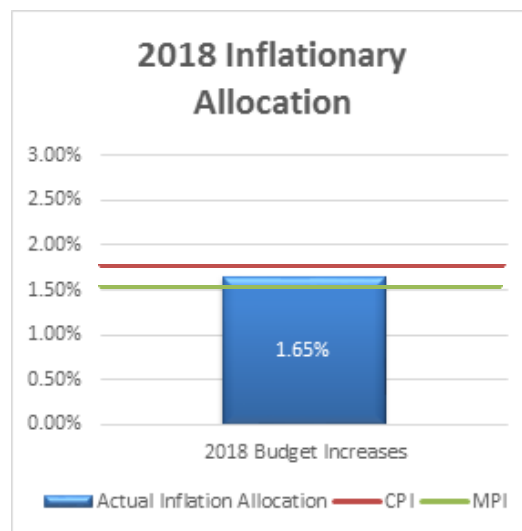
In preparation of the 2018 Operating Budget, many inputs were considered by the Administration when allocating the resources to specific programs, services, and projects. As noted in the introduction, these inputs include the Strategic Plan, inflation, growth, service level changes and public input.

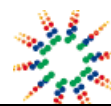
As part of the internal budgeting process, civic departments were given a 0.00% expenditure increase as a starting point. Any requests for increases were thoroughly reviewed on an individual basis by the Budget Committee comprised of the City Manager, General Managers and select Finance Division staff. Through this review, the following considerations were made:

- (1) A review of historical results;
- (2) Opportunities for absorption and continuous improvement within existing budgets; and
- (3) Contractually obligated inflationary increases; or growth in service areas (roadways, park space, population, etc.).

This process resulted in an originally projected 6.97% property tax increase that was presented to the Governance and Priorities Committee (Committee) at its meeting on May 15, 2017. Since that time, the Administration provided Committee and the public with monthly updates on the budget process, implemented a 30-Day Challenge to City staff to find efficiencies, and revisited estimates and financial plans. The result of this process found over \$4.4 million in budget reductions and deferrals to lower the property tax increase from 6.97% to 4.96% which was tabled with City Council at Budget Deliberations on November 27 and 28. At the conclusion of Budget Deliberations, City Council approved a 4.70% property tax increase. However, as a result of the 2018-2019 Provincial Budget, City Council at its meeting on April 30, 2018, approved a further 0.91% mill rate reduction to bring the final 2018 property tax increase down to 3.79%.

The City of Saskatoon (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. MPI is a better estimate for the City than the consumer price index (CPI) because CPI is a measure of inflation for average households and measures items such as food, household expenses, and education. Other cities in Canada have also begun calculating MPI to help understand the rising cost of municipal purchases and also to assist in forecasting future expenditures. The City's MPI—or inflationary increase—for 2018 was estimated at 1.62%. A total of \$7.9 million in new base dollars has been added to the 2018 Budget in order to address inflationary pressures, which equates to a 1.65% increase over the 2017 operating expenditure budget.





In addition to inflation, the 2018 Operating Budget includes increased growth expenditure estimates of \$2.5 million for the following:

- \$402,700 for growth within Parks Maintenance and Design, most notably for maintenance of an additional 51 hectares of parks and greenspace that was added in 2018 in order to maintain the current service level of growing parking areas.
- \$395,000 as a result of infrastructure growth from the Remai Modern. \$225,000 of which will be utilized for facility costs, including utilities, custodial and trades services for the first full year of operations.
- \$467,200 for growth within the Transportation Business Line, most notably \$152,900 for an additional 611 street lights that were expected to be added in 2018, bringing the total inventory to 32,769, and \$120,000 for parking enforcement system integration services.
- \$450,000 for growth within Corporate Support for licensing agreements and additional maintenance costs for a growing IT network.
- \$172,000 in growth expenditures related to the Local Immigration Partnership Initiative in order to coordinate community level formal and informal settlement resources, expand the scope of newcomer needs and improve awareness.

Also included in the 2018 Operating Budget is \$2.6 million for increased service levels. The largest service level expenditure increases in 2018 are increases of \$640,900 to the Snow & Ice Management and Street Sweeping programs and \$849,900 for Saskatoon Police service level changes primarily funded by the provincial and federal governments. This document now turns to address the City's 2018 operating expenditures.

EXPENDITURES

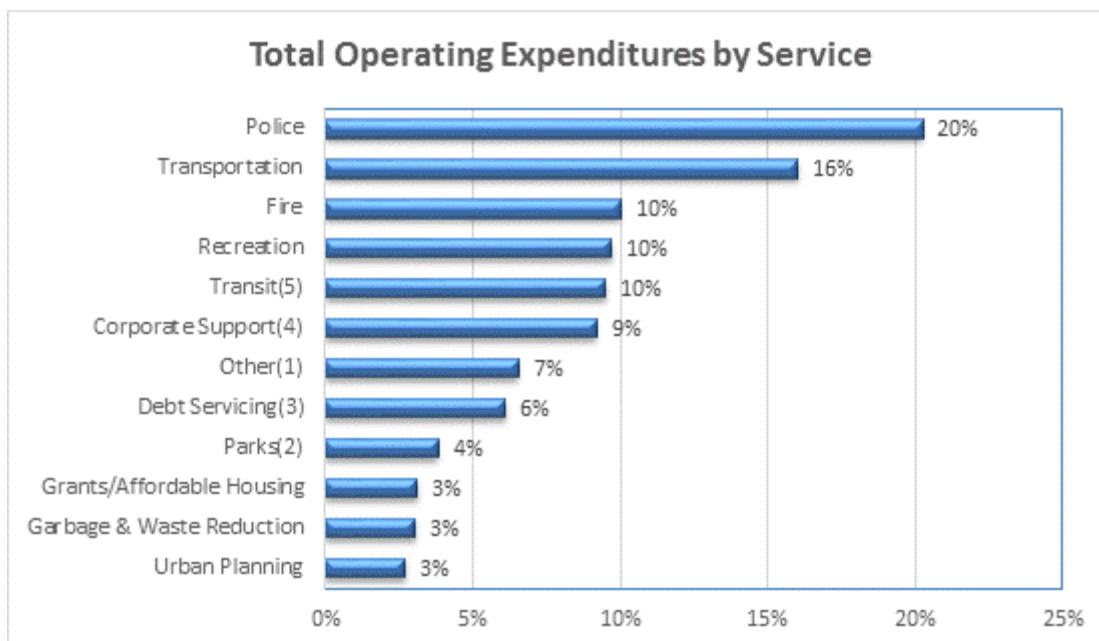
The City's 2018 Operating Budget includes total expenditures of \$490.6 million. Schedule II of the 2018 Approved Detailed Operating and Capital Budget provides more details on the breakdown of these expenditures.

For the 2018 Operating Budget, expenditures are increasing 2.72% over 2017. It is important to note that the increase in expenditures is comprised of the following:

Item	2017 Budget	2018 Budget	(\$) Increase	(%) Increase
Saskatoon Police	\$98.5 M	\$99.4 M	\$3.6 M	3.76%
All Other Civic Operations	\$381.9 M	\$391.3 M	\$9.4 M	2.46%
Total	\$477.7 M	\$490.7 M	\$13.0 M	2.72%



The figure below shows the distribution of the tax-supported expenditures by service. Policing represents the largest portion of the City's operating expenditures at 20%, or \$99.4 million.



(1) Other includes street lighting, animal services, cemeteries and facilities, court costs for traffic violations, Saskatoon Land, Impound Lot and property annexation costs

(2) Parks includes urban forestry and pest management

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

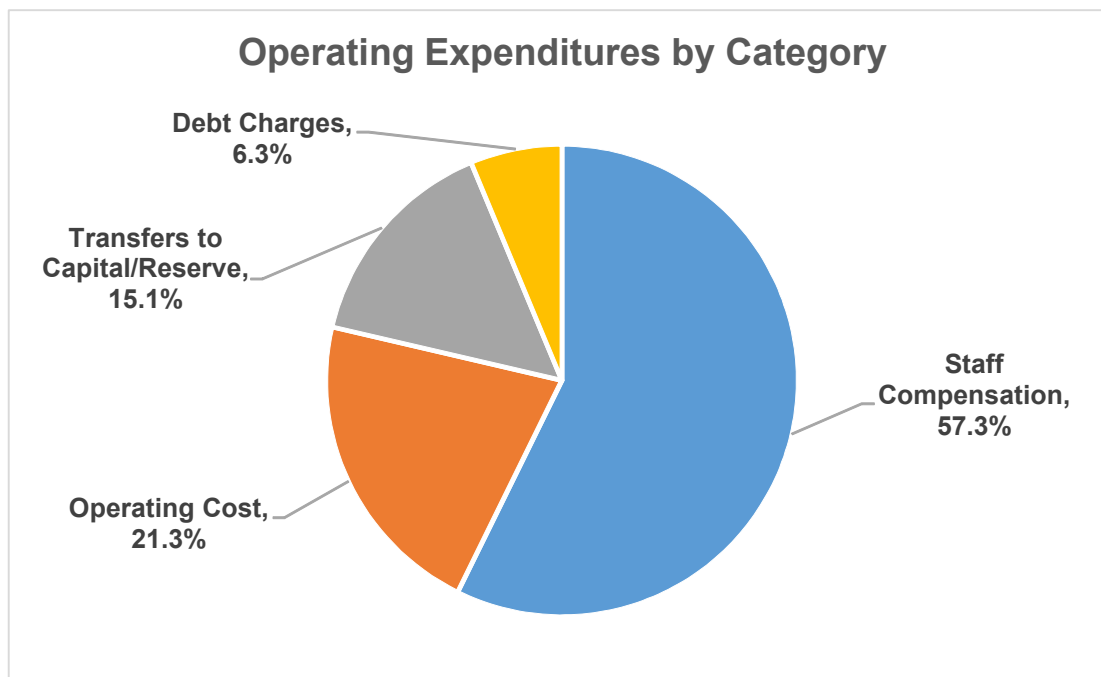
(4) Corporate Support includes the offices of the City Manager, City Clerk, City Solicitor, Legislative, Finance, Revenue, Service Saskatoon, Assessment & Taxation, Information Technology, Human Resources, and general administration

(5) Transit includes Access Transit



The following graph shows the percentage share of major expense categories within the 2018 Operating Budget.

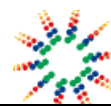
- The majority of expenditures for the Operating Budget, \$281.1 million or 57.3%, are for staff salaries and payroll costs
- Transfers to capital and operating reserves, account for \$73.9 million, or 15.1% of the Operating Budget (includes capital down payments for funding plans).
- Debt servicing costs (principal and interest) are \$23.9 million, or 6.3% of the Operating Budget. These are funded by \$6.8 million of Federal Gas Tax and \$17.1 million from property taxation.



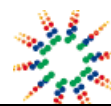
STAFFING

The summary of FTEs table on the following page shows the total operating staffing requirements for the City in 2018 and the change over 2017. The 2018 Operating Budget includes an additional 28.0 FTEs over 2017 (0.8% increase). The increase of 0.8% is below the historical target of growth less 1.0% as recommended by the Saskatoon Chamber of Commerce. The 28.0 figure is net of all transfers, redeployments and continuous improvement reductions that have been identified in the 2018 Budget. The 2018 FTE increase is distributed as follows:

- Corporate Asset Management includes 4.1 new FTEs of which 3.6 are related to supporting the facility requirements of the new Remail Modern which will be open for a full year for the first time in 2018.



- Corporate Governance & Finance includes 4.3 new FTEs which relate to 2.0 graphic design positions to enhance efficiency and internal capacity while offsetting these costs with reduced external contracting costs. In addition, 2.0 positions for a Community Engagement Consultant and a Truth and Reconciliation Coordinator to meet City Council's strategic priorities in these areas.
 - o It is important to note that there was a total of 4.7 FTEs that were removed from the Revenue Services and Assessment & Taxation Service Lines as a result of continuous improvement initiatives such as advanced meter infrastructure and a more efficient organizational structure.
- Transportation includes 1.4 FTEs. Included in this is 1.0 FTE for a Performance Improvement Coordinator in order to lead the optimization of business processes, inter-team coordination, continuous improvement initiatives and service level monitoring within the Roadways and Operations Division.
- Urban Planning & Development (including non-tax supported business licenses) includes 8.5 FTEs. 5.0 of the positions are allocated to the Bylaw Compliance Service Line in order to deliver bylaw enforcement for sewer use, drainage, and waste. 3.0 of these positions previously existed as Drainage Inspectors and Environmental Protection Offices that were transferred to this business line from various Utilities. The FTE increase within Bylaw Compliance is funded through the appropriate Utility. 2.0 FTEs are a transfer from capital, relating to the Local Area Plan and Neighbourhood Safety project, and are funded through a reduction in the transfer to the Reserve for Capital Expenditures. 1.0 FTE is a position to support the City Centre Development and leading the process to streamline the commercial permit process, funded through Building Permit fees. 0.5 FTE is a call-in Bylaw Inspector, with the cost for this position offset by a decrease in external contracting expenses.
- Saskatoon Police Service includes 3.4 FTEs, of which 1.0 FTE is for media specialist to enhance public affairs for social media interactions, 1.0 FTE is provincially funded and is for a Victim Services Responder, and 1.5 FTEs are federally funded specifically for the Strengthening Families Program.
- The Remai Modern includes a 5.7 FTE increase for 2018. These positions are largely a result of prorated positions approved in 2017, with 2018 being the end load or first full year. These include:
 - 0.20 Art & Design Store Assistant Manager
 - 0.33 Special Events & Volunteer
 - 0.42 Development Assistant
 - 0.63 Art & Design Store Staff
 - 0.75 Program Assistant – Exhibitions
 - 0.75 Program Assistant – Collections
 - 0.75 Assistant Curator – Live Programs
 - 0.75 Special Events & Volunteer Coordinator
 - 1.15 Guest Experience Staff



Summary of Full-Time Equivalents (FTEs)

Full-Time Equivalents (FTEs)	2017 Budget	2018 New	2018 Redeploy	2018 Budget	FTE Net Change
Tax Supported Services					
Civic Operations					
Community Support	30.6	0.0	0.0	30.6	0.0
Corporate Asset Management	238.7	4.1	0.0	242.8	4.1
Corporate Governance & Finance	407.7	0.8	3.5	412.0	4.3
Environmental Health	108.0	2.5	(1.6)	108.9	0.9
Fire	335.0	1.0	0.0	336.0	1.0
Recreation & Culture	296.8	2.8	(1.2)	298.5	1.7
Transportation	617.2	1.0	0.4	618.6	1.4
Urban Planning & Development	40.7 ***	3.5	4.5	48.7	8.0
Total Civic Operations	2,074.7	15.7	5.7	2,096.1	21.4
Police					
Police	653.1	3.4	0.0	656.5	3.4
Total Police	653.1	3.4	0.0	656.5	3.4
Controlled Corporations					
Remai Modern	39.3	5.7	0.0	45.1	5.7
SaskTel Centre	47.7	0.0	0.0	47.7	0.0
TCU Place	65.4	(2.8)	0.0	62.6	(2.8) *
Total Controlled Corporations	152.3 ***	3.0	0.0	155.3	3.0
Total Tax-Supported Services	2,880.2	22.1	5.7	2,908.0	27.8
Non-Tax Supported Services					
Building and Plumbing Permits & Standards	57.0	0.0	0.0	57.0	0.0
Business Licenses	9.1	0.0	0.5	9.6	0.5
Golf Courses	24.8	0.0	0.0	24.8	0.0
Impound Lot	0.8	0.0	0.0	0.8	0.0
Potash Corp Playland	4.3	0.0	0.0	4.3	0.0
Gordon Howe Campsite	2.7	0.0	0.0	2.7	0.0
Land Development	17.5	0.0	0.0	17.5	0.0
Total Non Tax-Supported Services	116.1	0.0	0.5	116.6	0.5
Utilities					
Utilities	357.8			357.8	0.0
New FTEs	0.0	3.2	0.0	3.2	3.2
Transferred to Operating	0.0	0.0	(3.3)	(3.3)	(3.3)
Transferred from Capital (Utilities)	0.0	0.0	3.7	3.7	3.7
Total Utilities	357.8	3.2	0.4	361.4	3.6
Subtotal	3,354.1	25.3	6.6	3,386.0	31.9
CAPITAL	303.8 **			303.8	0.0
New FTEs	0.0	2.7	0.0	2.7	2.7
Transferred to Operating	0.0		(2.9)	(2.9)	(2.9)
Transferred to Operating (Utilities)	0.0		(3.7)	(3.7)	(3.7)
Capital	303.8	2.7	(6.6)	299.9	(3.9)
Total Full-Time Equivalents	3,657.9	28.0	0.0	3685.9	28.0

* The decrease of 2.8 FTE was made in response to less event activity, and a shift in consumer preference toward online ticket purchasing.

** 2017 Total Capital FTE has been restated from 304.8 to 303.8 due to an error found after the 2017 approved budget book was published.

*** 2017 budgeted FTEs have been restated downward by 0.1 FTE in Controlled Corporations and 0.1 FTE in Urban Planning & Development due to rounding.

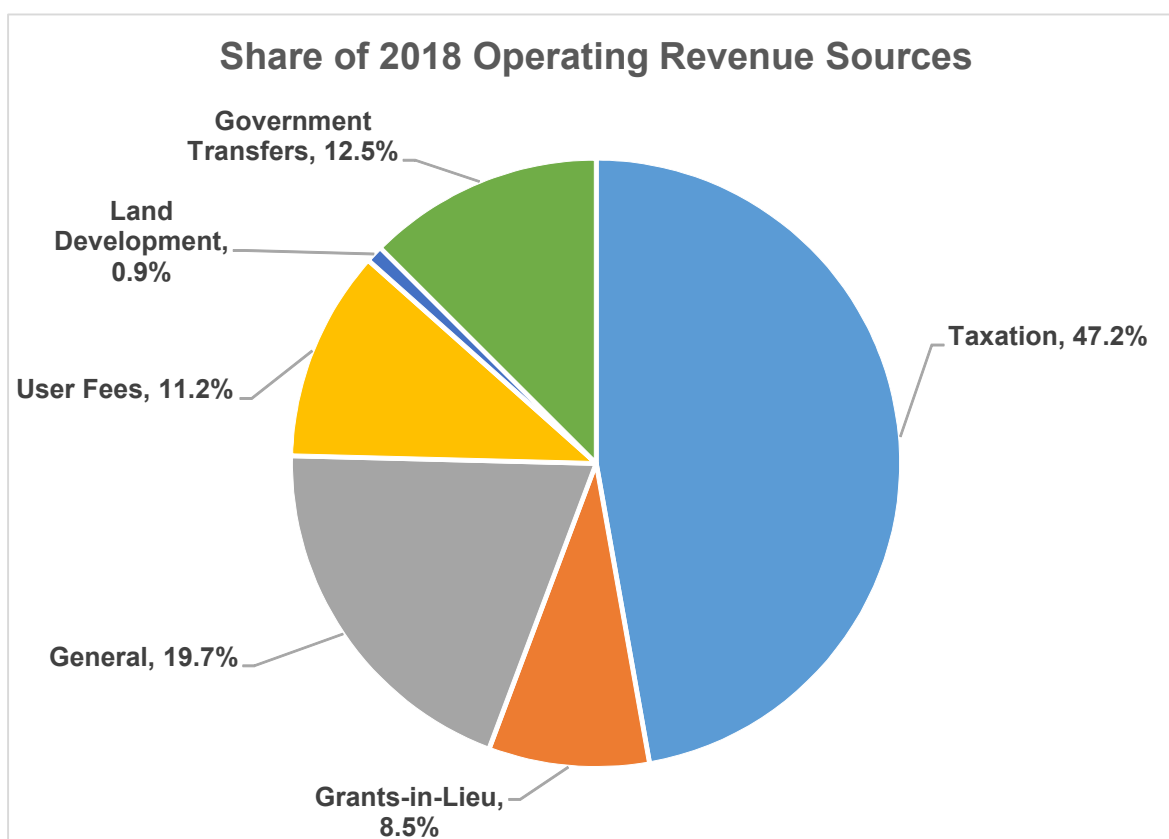


REVENUES

The limited revenues available to the City continue to be a challenge. As non-tax revenues have not been keeping pace with rising costs, such as inflation, growth, and service level changes, there continues to be added pressure on the municipal property tax to help fund the City's Operating Budget.

The City continues to research and examine additional revenue sources and has a formalized revenue review process that includes the documentation and review of all revenue streams for the City. The annual process identifies the basis, calculation, method, and comparison of revenues to other jurisdictions as applicable.

The following graph identifies the percentage of revenue sources that pay for all civic programs and services in the City's 2018 Operating Budget. While the City tries to minimize property tax increases, the reality is that it derives its revenues from very few sources. The graph also shows that almost half of the City's 2018 tax-supported operating revenues come from taxation (which amounts almost entirely from the municipal property tax).





As seen from the above graph, taxation currently makes up 47.2% of total revenue sources which is a decrease of 0.7% over the 47.9% amount in 2017. Growth of non-tax revenue sources has been an ongoing issue for the City over the past couple of years, as there continues to be more reliance on the property tax. The City has undergone several initiatives in an effort to reverse this trend such as the Hemson Report Study on Financing Growth and an internal audit project completed by the internal auditor to outline non-tax revenue opportunities.

Non-Tax Revenue Trend			
Item	2016 Budget	2017 Budget	2018 Budget
Non-Tax Revenue	\$258.1 M	\$257.8 M	\$259.4 M
Increase Over Prior Year	\$7.8 M	(\$0.3) M	\$1.6 M
Total			

As seen above, non-property tax revenue (excluding assessment growth) sources have declined by \$0.3 million in 2017 and increased by \$1.6 million in 2018. These changes in revenue are largely due to the following:

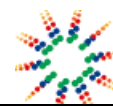
- \$2.1 million and \$3.0 million decrease in Provincial Revenue Sharing in 2017 and 2018 respectively as a result of declining Provincial Sales Tax revenue for the Province.
- The 2017-2018 Provincial Budget resulted in the GIL previously provided by SaskPower and SaskEnergy being removed, creating a decrease of \$7.3 million and \$3.1 million in 2017 and 2018, respectively, to City revenue.
- However, the 2018-2019 Provincial Budget resulted in the GIL from SaskEnergy being re-instated, resulting in an increase of \$1.99 million in 2018.
- Civic revenues for items such as Landfill Operations, Leisure Centres and Transit have remained relatively stagnant for 2017 and 2018.
- These decreases have been mainly offset by internal revenue sources such as Saskatoon Light & Power (SL&P) and Saskatoon Water return on investment and GIL increases.

The decline in revenues outlined above along with service level increases are the largest factors as to why higher than average property tax increases have appeared in the last several years.

GENERAL REVENUES

For 2018, general revenues make up 19.7% of the City's total operating revenue. General revenues include the following:

- investment income;
- franchise fees;
- fines and penalties;
- licenses and permits; and
- revenues from utilities.



General revenues from Utilities include a return on the City's investment from the SL&P, Water and Wastewater utilities. Each of the utilities is also charged an administrative fee to cover the costs of providing certain corporate support services (e.g. legal, payroll, purchasing, accounts payable, etc.).

The City owns and operates five utilities (Water, Wastewater, Storm, SL&P, and Waste Services which currently includes recycling, leaves and grass, and compost programs) which are self-funded programs that form an important source of revenue for the City. The SL&P, Saskatoon Water, and Wastewater utilities each pay a GIL of property taxes.

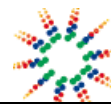
The table below summarizes the utility contributions to City revenues for the 2016 to 2018 budget years. The increased revenue included in the 2018 Operating Budget is approximately \$3.7 million.

Utility Contributions

Contributions from City-Owned Utilities (\$000's)	2016 Budget	2017 Budget	2018 Budget	2018 Change
Recycling	\$ 53.5	\$ 53.5	\$ 53.5	\$ -
Admin. Fee	\$ 53.5	\$ 53.5	\$ 53.5	\$ -
SL&P	\$ 44,527.3	\$ 47,785.8	\$ 48,860.3	\$ 1,074.5
Admin. Fee	\$ 431.1	\$ 431.1	\$ 431.1	\$ -
Grant-in-Lieu	\$ 21,036.5	\$ 22,695.0	\$ 23,769.5	\$ 1,074.5
Return on Investment	\$ 23,059.7	\$ 24,659.7	\$ 24,659.7	\$ -
Storm	\$ 51.8	\$ 51.8	\$ 51.8	\$ -
Admin. Fee	\$ 51.8	\$ 51.8	\$ 51.8	\$ -
Wastewater	\$ 9,491.7	\$ 11,032.8	\$ 12,393.7	\$ 1,360.9
Admin. Fee	\$ 4,369.7	\$ 4,369.7	\$ 4,369.7	\$ -
Grant-in-Lieu	\$ 3,862.0	\$ 3,995.9	\$ 4,727.0	\$ 731.1
Return on Investment	\$ 1,260.0	\$ 2,667.2	\$ 3,297.0	\$ 629.8
Water	\$ 10,954.6	\$ 13,097.4	\$ 14,411.9	\$ 1,314.5
Admin. Fee	\$ 3,923.9	\$ 3,923.9	\$ 3,923.9	\$ -
Grant-in-Lieu	\$ 5,290.7	\$ 5,490.7	\$ 5,935.0	\$ 444.3
Return on Investment	\$ 1,740.0	\$ 3,682.8	\$ 4,553.0	\$ 870.2
Grand Total	\$ 65,078.9	\$ 72,021.3	\$ 75,771.2	\$ 3,749.9

USER FEES

User fee revenue from services comprises 11.2% of the total 2018 total Operating Budget. Various services provided by the City 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. For instance, for those services that directly benefit a particular user, user fees are charged in most cases. However, for those services that have social or community benefits, and where the cost to the user would be prohibitive, the City will subsidize a portion of the cost of the service.



The following table shows a 2017-2018 comparative summary for some of the City's significant user fee changes. This information includes the proposed fee changes effective January 1, 2018, unless otherwise noted.

Municipal User Fees/Rates

	2017 Rates	2018 Rate	Change (\$)	Change (%)
Indoor Rink Admission:				
Adult	\$ 5.50	\$ 5.75	\$0.25	4.5%
Youth	\$ 3.50	\$ 3.75	\$0.25	7.1%
Forestry Farm Park & Zoo:				
Adult	\$ 12.00	\$ 12.50	\$0.50	4.2%
Youth	\$ 7.25	\$ 7.50	\$0.25	3.4%
Family ⁽¹⁾	\$ 24.00	\$ 25.00	\$1.00	4.2%
Gordon Howe Campground:				
Campground Electric (15 Amp)	\$35.24	\$36.67	\$1.43	4.1%
Campground Electric (30 Amp)	\$39.05	\$40.48	\$1.43	3.7%
Campground Electric (50 Amp)	\$41.90	\$43.81	\$1.91	4.6%
Weekly Electric (15 Amp)	\$211.43	\$223.81	\$12.38	5.9%
Weekly Electric (30 Amp)	\$234.29	\$247.62	\$13.33	5.7%
Weekly Electric (50 Amp)	\$251.43	\$271.43	\$20.00	8.0%
Monthly Electric (15 Amp)	\$634.29	\$661.90	\$27.61	4.4%
Monthly Electric (30 Amp)	\$702.86	\$728.57	\$25.71	3.7%
Monthly Electric (50 Amp)	\$754.29	\$790.48	\$36.19	4.8%
Tent	\$20.95	\$21.90	\$0.95	4.5%
Sewage	\$7.14	\$7.62	\$0.48	6.7%
Overflow	\$17.14	\$19.05	\$1.91	11.1%
Laundry	\$0.00	\$0.00	\$0.00	0.0%
Recycling and Leaves & Grass Subscription Program:				
Residential Recycling: (per month)	\$5.39	\$5.52	\$0.13	2.4%
Multi-unit Recycling: (per month)	\$2.81	\$2.96	\$0.15	5.3%
Leaves & Grass subscription fee: (per season)				
Early Rate (January - April)	\$55.00	\$55.00	\$0.00	0.0%
Standard Rate (May - December)	\$55.00	\$75.00	\$20.00	36.4%
Saskatoon Light & Power (Electrical): (yearly increase)⁽²⁾	5.0%	5.0%	-	-
Water/Wastewater: (yearly increase)⁽³⁾	9.50%	9.25%	-	-

(1) Family is defined as a group of up to seven individuals related by birth, legal status or marriage, with a maximum of two adults.

(2) Saskatoon Light & Power rates are determined by SaskPower rate changes. 5.0% for 2018 is estimated based on historical trend from SaskPower.

(3) Saskatoon Water and Wastewater rates have previously been approved by City Council.

Other significant user fees that have remained unchanged from the 2017 Budget include some of the following (not inclusive):

- leisure facility admissions and registration;
- zoning, sub-development, and discretionary use fees;
- transit rates;
- parking rates; and
- landfill tipping and entrance fees.



GOVERNMENT TRANSFERS

In order to provide necessary and essential public services and programs to its residents, the City receives funding from other orders of government. For 2018, 12.5% of the City's total operating revenues come from government transfers.

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 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.

For 2018, the Government of Saskatchewan will be providing the City with \$43.4 million in revenue sharing funding, which is a decrease of \$3.0 million from 2017 funding.

GRANTS-IN-LIEU OF TAXES

GIL 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.

The City's utilities and Saskatoon Land continue to pay a GIL to the City as referenced in the Contributions from City Owned Utilities table on page 21.

The total GIL revenue (including Government, Utility, and Saskatoon Land payments) is \$41.5 million in 2018 and comprises 8.5% of the City's projected total revenues for the 2018 budget year.

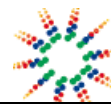
FRANCHISE FEES

Prior to the March 2017 release of the 2017-2018 Provincial Budget, the City received GIL of property tax (historically referred to as franchise fees) from SaskPower (5% quarterly grant based on electricity consumption), and SaskEnergy/TransGas (5% monthly grant on the cost of supply and delivery). Effective April 1, 2017 these GIL payments were discontinued. However on April 10, 2018 the 2018-2019 Provincial Budget re-instated the 5% municipal payment from SaskEnergy. This revenue source totals \$14.1 million in 2018 and comprises 2.9% of the City's projected total revenues for 2018.

TAXATION

As required by provincial legislation, the City must balance its operating revenues with its operating expenditures. As shown in the Share of 2018 Operating Revenue Source table on page 19, the City has limited revenue sources, and any revenue shortfalls must be balanced through a property tax increase.

As noted in the introduction, the 2018 Operating Budget proposes a municipal property tax increase of 3.79%, generating an additional \$8.36 million for the City.



The table below illustrates the details of the 2018 property tax increase for police, fire, and the remaining civic services. The table shows that the property tax increase is made up of:

- 0.90% increase for the Saskatoon Police Service;
- 0.37% increase for Fire Protection;
- 1.87% in order to backfill decreases in provincial funding; and
- 0.65% for all other civic operations.

Breakdown of the Property Tax Increase				
(\$000's)	Expenditures	Revenues	Budget Increase	Percent Increase
City Operations prior to Provincial Reductions & Dedicated Services	8,687.3	(7,246.5)	1,440.8	0.65%
Provincial Funding Impacts	0.0	4,128.6	4,128.6	1.87%
Total City Operations (excluding Fire & Police)	8,687.3	(3,117.9)	5,569.4	2.52%
Fire Services:				
Cost of Services + Growth + Service Level Adjustments	1,043.9	(241.1)	802.8	
Total Fire Services Operating	1,043.9	(241.1)	802.8	0.37%
Policing:				
Cost of Services + Growth + Service Level Adjustments	3,575.5	(1,592.8)	1,982.7	
Total Police Operating	3,575.5	(1,592.8)	1,982.7	0.90%
Total Municipal Increase	13,306.7	(4,951.7)	8,355.0	3.79%

PROPERTY TAXES AND BYLAWS

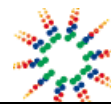
Annual Property Taxes

City Council approves a budget annually to determine how much revenue is required from property taxes to balance the budget (described in the introduction as filling the revenue gap). In addition, City Council approves a tax ratio that determines how taxes will be distributed between residential and non-residential property classes.

2018 Budget

On November 28, 2017, City Council approved the 2018 Budget with a \$10.3 million increase for property taxes (or 4.70% property tax increase).

The result of the 2017-2018 Provincial Budget which was included in the original property tax increase was that \$6.1 million (or 2.78%) in funding would no longer be provided to the City (due to the elimination of the SaskPower and SaskEnergy GIL). Subsequently, the 2018-2019 Provincial Budget announced the re-instatement of the SaskEnergy GIL of which \$1.99 million was returned to tax payers. The net result was an increase of \$8.36 million, or 3.79%, to property taxes as shown in the following table.



Approved Budget Nov. 2017	17/18 Provincial Budget Impact	18/19 Provincial Budget Impact	Net Provincial Budget Impact	Total Property Tax Increase
\$4.2 million	+ \$6.1 million	- \$2.0 million	= \$4.1 million	\$8.3 million
1.92%	+ 2.78%	- 0.91%	= 1.87%	3.79%

Tax Ratio

At its meeting on March 27, 2017 City Council approved a reduction of the tax ratio between residential and non-residential properties from 1.75 to 1.59 for this reassessment cycle. Continuation of the existing 1.59 tax ratio for 2018 resulted in a 0.04% shift from residential to commercial properties. The ratio of 1.59:1, for the current reassessment cycle (2017-2020), means that for every \$1.00 of taxes paid by a residential property, a non-residential property would pay \$1.59. As a result, the final 2018 municipal (residential) increase was 3.83% as shown below.

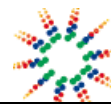
Municipal (Residential) Property Tax Increase	
Property Tax Increase	3.79%
Tax Ratio Change	0.04%
Final 2018 Tax Increase	3.83%

Average Residential Taxes

As a result of the above-noted decisions, an average residential property will see an annual increase of \$67 (2.13%) to its total 2018 property tax bill (municipal, library and education). Although Education Property Taxes are billed by the City, all monies for education are remitted to the respective school boards.

The following table illustrates the changes in taxes from 2017 to 2018 for a residential property with an assessed value of \$371,000.

Tax Changes for Residential Property (valued at \$371,000)	2017 Taxes	2018 Budget (Nov.28, 2017)	2017 Shift to 1.59:1	2018 Taxes
City	\$1,741	\$66	\$0.73	\$1,808
Library	\$181	\$0	\$0.07	\$181
Education	\$1,223	\$0	N/A	\$1,223
Total Taxes	\$3,145	\$66	\$1	\$3,212
% Increase (2018 taxes compared to 2017 taxes)				2.13%



City Tax Distribution

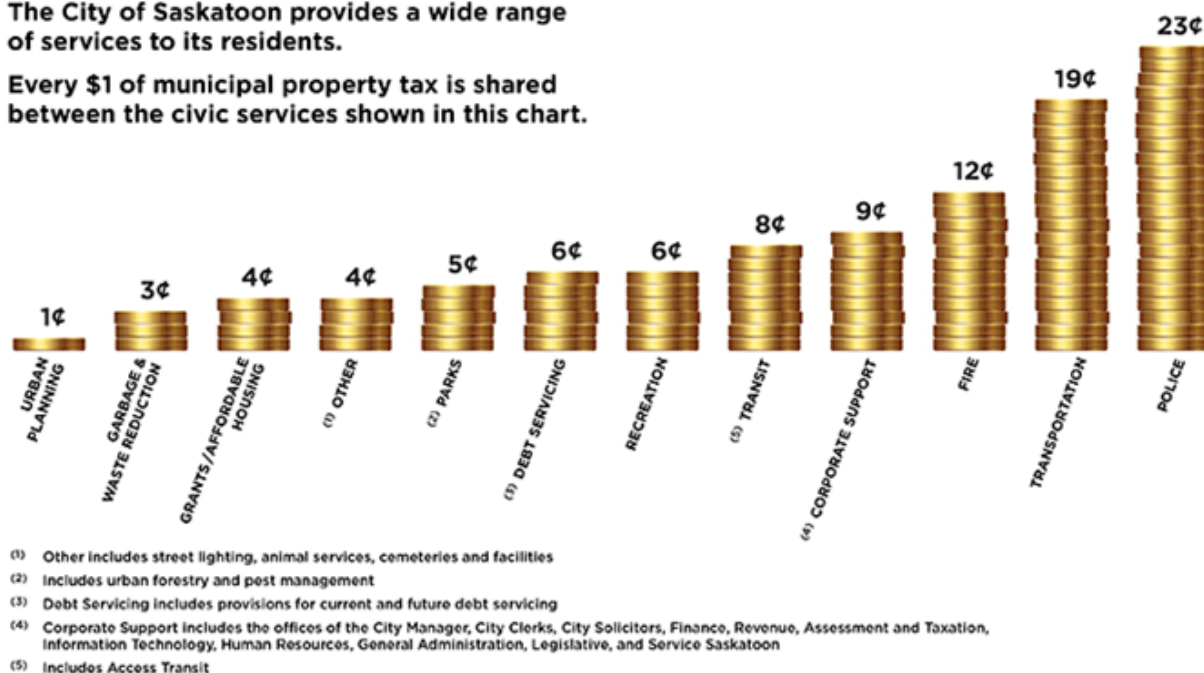
The following chart shows how the municipal property tax (City taxes only) is shared between the various services the City provides.

Total property tax and assessment information for individual properties can be found on '*The Property Assessment and Tax Tool*' on the City's website at saskatoon.ca.

How Your Municipal Property Taxes Are Distributed

The City of Saskatoon provides a wide range of services to its residents.

Every \$1 of municipal property tax is shared between the civic services shown in this chart.



Calculation of Property Taxes

Property taxes for the City and the Saskatoon Public Library are calculated by applying the following formula to each taxable property in the city:

$$\frac{\text{Taxable Assessment}}{\$1,000} \times \text{Mill Rate} \times \text{Mill Rate Factor} = \text{City of Saskatoon/ Library Property Tax}$$

Education Property Taxes are calculated by multiplying the individual mill rates by the taxable assessment.



Taxable Assessment

The City, based on legislative requirements, 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). In Saskatchewan, property assessments are updated every four years. 2017 was a reassessment year and property values have been updated to reflect market values as of January 1, 2015. The next revaluation will take place in 2021 using values as at January 1, 2019. The City continues to lobby the provincial government to shorten the four-year cycle.

The Province of Saskatchewan determines how much of the assessed value is taxable (also known as the percentage of value or POV). Taxable assessment is calculated by multiplying the assessed value by the POV. For 2018, commercial properties have a POV of 100% and residential properties have a POV of 80%.

For more information on how properties are assessed, visit saskatoon.ca/assessment.

Uniform Mill Rate

Based on legislation, the City and Library establish a uniform mill rate sufficient to raise the amount of property taxes required to balance their budgets. A uniform mill rate is set after the budget has been approved by determining the tax required per \$1,000 of taxable assessment.

The 2018 uniform mill rates shown below reflect the approved budgetary requirements of the City and the Saskatoon Public Library over the past five years:

Uniform Mill Rates					
Taxing Authority	2014	2015	2016	2017*	2018
City	7.2566	7.6300	7.9203	6.2942	6.5426
Library	0.7353	0.7657	0.8032	0.6526	0.6535
Total	7.9919	8.3957	8.7235	6.9468	7.1961

* 2017 was a reassessment year in Saskatchewan. Due to an update in property values, mill rates are reduced, and therefore, the tax levy is not comparable to previous years' levies.

Mill Rate Factors

Mill rate factors (City and Library) are used to determine the proportion of tax revenue that each property class will pay. There are two main property classes: residential (includes condominium and multi-residential properties) and non-residential (commercial/industrial).

The establishment of mill rate factors 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 2018 mill rate factors. First, the 2018 tax roll experienced growth, but not evenly amongst the different property classes. Second, in 2017 City Council adopted a tax ratio policy such that non-residential properties would pay property tax at a rate of 1.59 times that of residential properties.



Mill Rate Factors					
Property Class	2014	2015	2016	2017	2018
Residential/Condominium	0.9449	0.9447	0.9443	0.9321	0.9311
Multi-Unit Residential	0.9448	0.9447	0.9443	0.9397	0.9311
Commercial	1.1684	1.1676	1.1661	1.1945	1.2007
Private Light Aircraft Hangar	0.6613	0.6613	0.6610	0.7106	0.7449

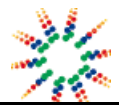
Education Property Taxes

Provincial legislation requires the City to levy and collect property taxes on behalf of the two school divisions within the city. Education Property Taxes are set by the Province in the spring of each year. The following table shows the 2018 Education Property Tax mill rates.

2018 Education Mill Rates	
Residential, Condominium, Multi-Residential	4.12
Agricultural	1.43
Commercial/Industrial	6.27
Resource	9.68

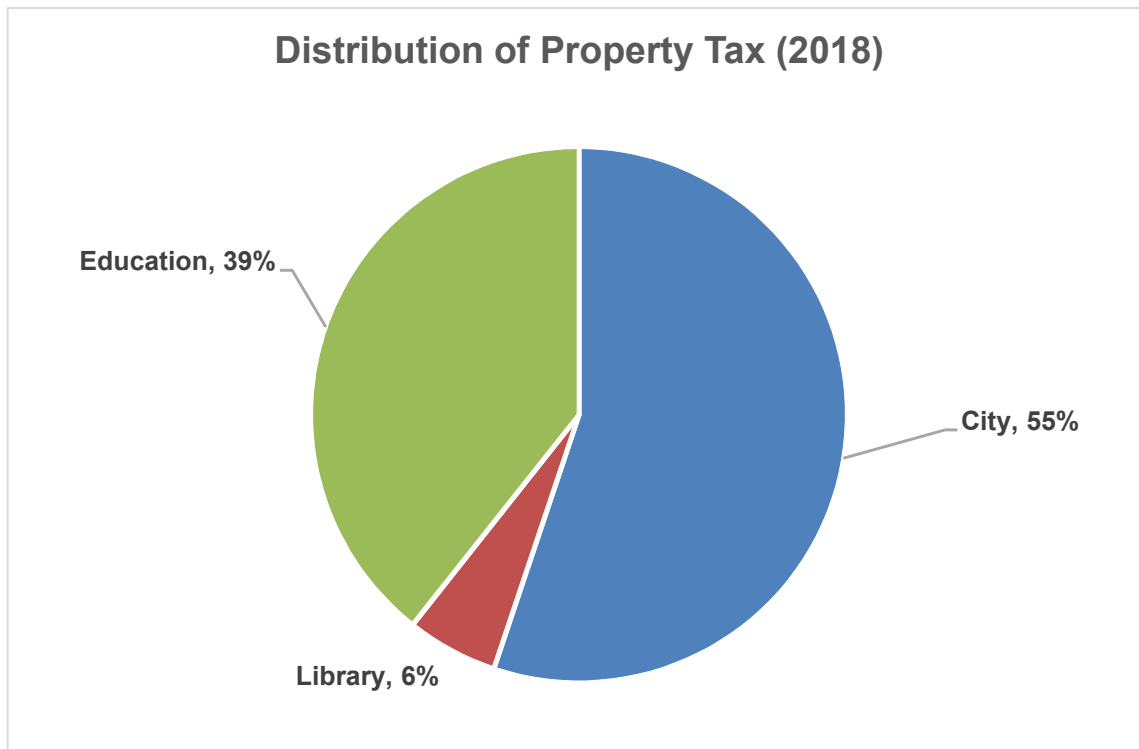
As shown in the following table, a residential property valued at \$371,000 in 2018 will pay \$1,222.82 for Education Taxes, which results in a zero increase in Education Property Tax rates over 2017. All monies levied for Education Property Taxes are paid directly to the respective school divisions.

Education Taxes for Residential Property (valued at \$371,000)	2017 Taxes	2018 Taxes	2018 Tax Increase (%)
Education	\$ 1,222.82	\$ 1,222.82	0.00%



Total Property Tax Distribution

The following graph shows how total property tax dollars were distributed in 2018. Just over half of all property taxes collected go to the City for the delivery of key services such as road maintenance, policing, fire protection, and public transit. Of the property taxes collected by the City, 39% go to the school boards to pay for education.



Property Tax Bylaws

Annually, in accordance with *The Cities Act* and *The Education Act, 1995*, City Council passes property tax bylaws which authorize the City to levy and collect property taxes on behalf of the City, the Saskatoon Public Library, and the Public and Separate School Divisions. These bylaws are usually passed by mid-May and can be viewed on the City's website, saskatoon.ca, by searching for the 'Saskatoon Property Tax Bylaw' or 'The School Division Property Tax Bylaw'.



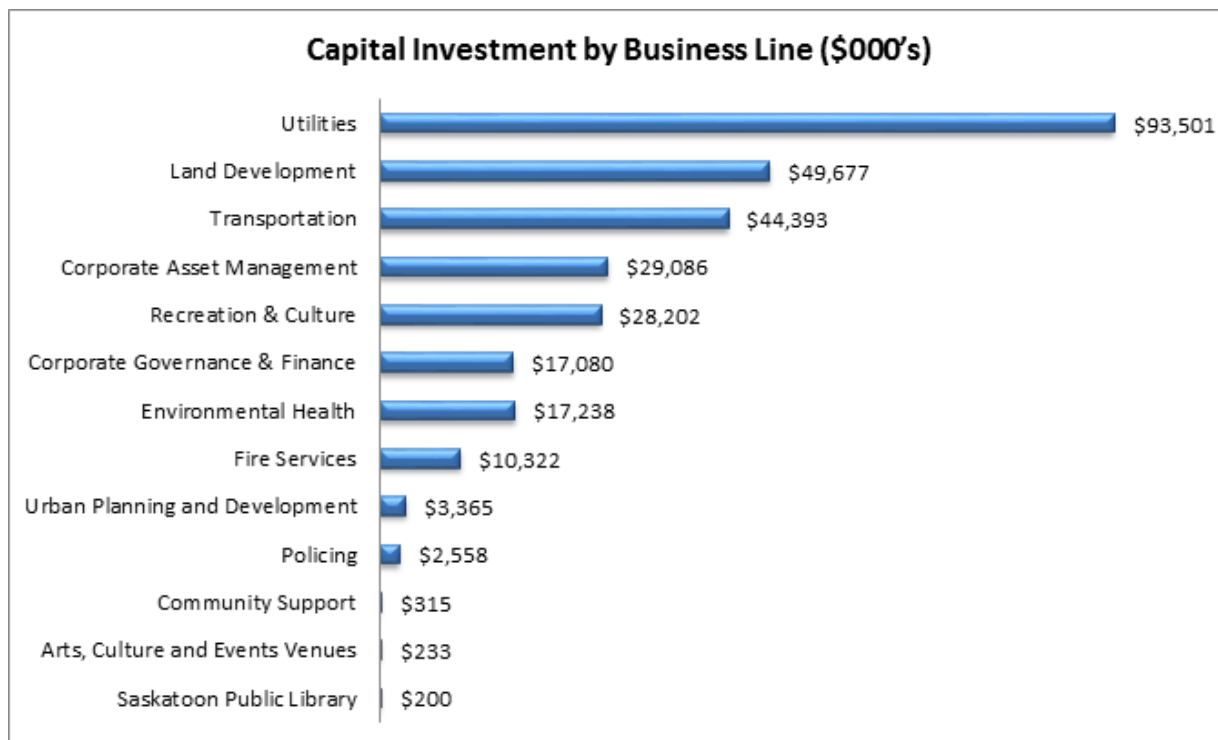
THE 2018 CAPITAL BUDGET

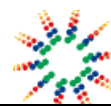
The City of Saskatoon's (City) Capital Budget directs funding for the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines. The 2018 Capital Budget not only addresses the City's growth, but also its basic infrastructure needs with continued emphasis on roads, transit, water, and wastewater distribution systems.

The City is continuing to develop funding plans for major infrastructure assets not only resulting from growth, but also for maintenance and replacement due to aging of the asset. One of the key funding strategies in prior years' budgets was 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 2018 Budget now encompasses sufficient base funding to meet the desired target of achieving a service level "B" status.

The City's 2018 Capital Budget provides a total capital investment of \$296.2 million, as seen in the graph below. Together, the various projects that make up this total investment aim to meet the objectives of the Strategic Plan and specifically:

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





Utility-related projects make up 31.6% of the total capital investment in 2018, including:

- Over a \$40.6 million investment in upgrades and maintenance at the Water Treatment Plant for reservoir transfer pumping upgrades, rehabilitation/replacement of the water distribution system and pumping and electrical upgrades.
- Over a \$27.9 million investment in upgrades and maintenance at the Wastewater Treatment Plant, a fourth digester tank, lift station upgrades, and the rehabilitation/replacement of the wastewater collection system.
- Saskatoon Light & Power is investing over \$19.8 million in upgrades to electrical distribution, substations, transmission lines, and street lights.

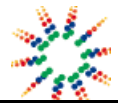
Transportation projects represent 15.0% of the total capital investments in the 2018 Capital Budget. Some of the notable investments include:

- \$31.8 million for paved roadway and sidewalk preservation; and
- \$1.9 million for 33rd Street and Circle Drive overpass maintenance.

Recreation and Culture projects represent 9.5% of the total capital investment for 2018. The most notable project is \$22.9 million for Gordon Howe Complex upgrades, including a new 400 meter synthetic track, upgrades to the speed skating oval, and a new building to replace the existing clubhouse at Cairns Field among other amenities and upgrades. The \$22.9 million is currently included in the budget as private contributions from the Friends of the Bowl Foundation. There is an additional \$5.0 million in City contributions that is currently listed as unfunded, as an overall funding strategy for community partnerships is currently being developed.

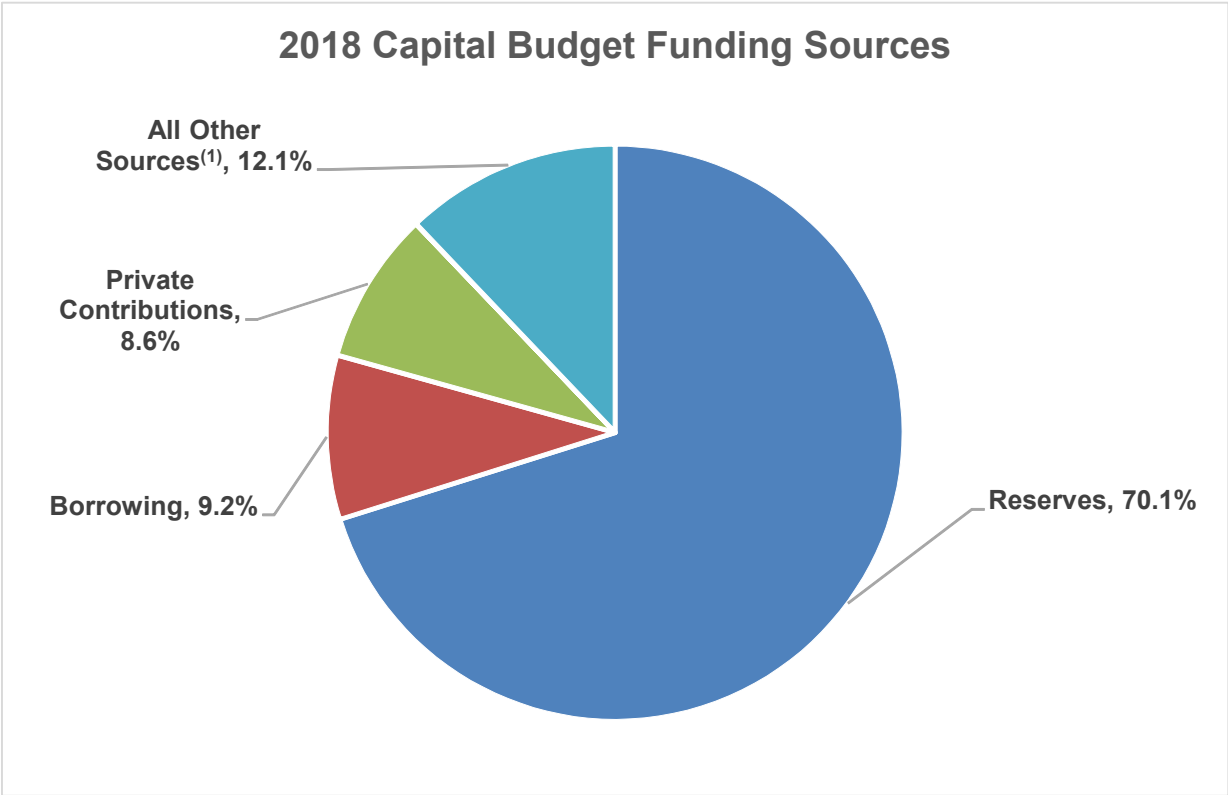
Land Development represents 16.8% of the total capital investment for 2018 required for various infrastructure requirements in Rosewood, Evergreen, Kensington, Aspen Ridge and Brighton, among other developments.

The remaining 27.1% of the Capital Budget is allocated among various smaller projects.



PAYING FOR THE 2018 CAPITAL BUDGET

As illustrated in the following graph, the largest source of funding for the 2018 Capital Budget is reserves. Approximately \$207.7 million (70.1%) of the entire Capital Budget is funded through reserves that the City of Saskatoon (City) has set aside for capital replacement, enhancement, and new capital work. The remaining \$88.4 million (29.9%) of the Capital Budget is split among various sources.



(1) Other sources includes a total of \$35.2 million funded from the City’s reallocation pool which utilizes previously allocated funds to utility projects that have since received funding from the provincial or federal governments, or allocations from the City’s funding plans that utilize a variety of funding sources such as land dividends, property tax phase-ins and Federal Gas Tax allocations.



The following table summarizes the funding for the 2018 Capital Budget.

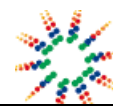
2018 CAPITAL BUDGET FUNDING SUMMARY	
GENERAL CAPITAL: (\$000's)	2018 Budget
Reserves	108,602
Borrowing	15,000
Provincial Government	-
Federal Government	-
Private/External Contributions	24,650
Operating Contributions	230
Other	33,576
Saskatoon Public Library Reserve	200
TOTAL GENERAL CAPITAL	182,258
UTILITY CAPITAL: (\$000's)	
Reserves	78,519
Borrowing	12,240
Provincial Government	-
Federal Government	-
Private/External Contributions	680
Operating Contributions	1,360
Other	702
TOTAL UTILITY CAPITAL	93,501
Total General & Utility Capital	275,759
LAND DEVELOPMENT: (\$000's)	
Reserves/Developers	20,411
TOTAL CAPITAL FUNDING (\$000's)	296,170

General capital refers to those capital projects that are non-utilities, such as transportation capital projects for example. The following pages provide more details on each of these funding sources.

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.

Schedule XII of the 2018 Approved Operating and Capital Budget reflects the sufficiency of these reserves.



As the following table shows, the balances of the City's capital and stabilization reserves heading into 2018 remain healthy, with a total estimated balance of \$202.0 million.

Capital and Stabilization Reserve Sufficiency

Estimated Reserve Balances (\$ millions)		
Capital Reserves:	Jan/17	Jan/18
General	44.3	62.1
Prepaid Services (Land Development)	22.3	24.4
Property Realized	21.7	30.9
Boards/Commissions (Including Saskatoon Public Library)	56.4	49.3
Capital Reserves Total	144.7	166.7
Stabilization Reserves:		
Fiscal Stabilization	8.1	5.0
Land Operations Stabilization	3.4	3.6
Fuel Stabilization	1.3	1.3
Utilities Stabilization	12.7	11.8
Building Permits/Inspections Stabilization	7.9	7.6
Other	5.2	5.9
Stabilization Reserves Total	38.6	35.3
Total Reserves Balance	183.3	202.0

Reserve for Capital Expenditures

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. For 2018, nearly \$2.8 million has been made available to fund discretionary capital projects as shown in the table below. RCE is mostly funded by an annual mill rate contribution, however, in 2018 this transfer has been reduced by \$600,000 in order to reduce the reliance on property taxes. The shortfall between the allocated RCE funding and the capital requests are funding through a transfer from the Neighbourhood Land Development Fund.

2018 Reserve for Capital Expenditures (RCE) Reserve Forecast (\$000s)	
Projected January 1 Opening Balance	1,360
Contribution from Operating Budget	2,868
River Landing Operating Funding	(715)
Minimum Balance Retained	(750)
Available RCE Funding for 2018 Capital Projects	2,764

While a majority of the City's reserves are in good financial condition, the Landfill Replacement Reserve (LRR) is currently forecasted to be in a deficit position of \$325,000 at the beginning of 2018. City Council has authorized this deficit as an exception from the normal requirement to remain in a zero or positive balance up to the end of 2018. The LRR deficit is due to the Regional Waste Management Facility capital project to upgrade and expand the landfill that had a \$6 million withdrawal from the LRR. An equivalent amount to the LRR deficit is being held in the Property Realized Reserve to cash flow this deficit.

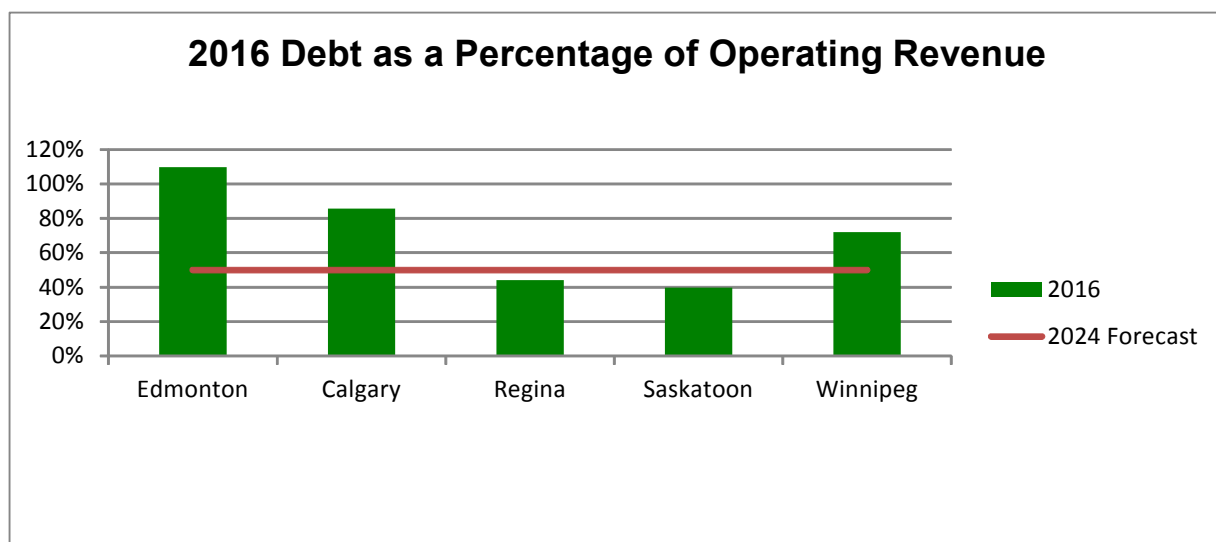


EXTERNAL BORROWING

The 2018 Capital Budget contains external borrowing of \$12.2 million. All of this borrowing is related to water and wastewater projects and will be funded by utility rates with no reliance on the property tax. The largest projects requiring external borrowing include \$5.4 million for the design and construction of additional filtration capacity at the Water Treatment Plant and \$4.5 million for the construction of a fourth digester tank at the Wastewater Treatment Plant. While borrowing is budgeted for projects as a source of funding, the actual borrowing is based on cash flow requirements.

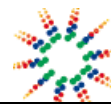
The total outstanding debt as of December 31, 2016 was \$318.8 million. The increase in debt of \$55.7 million over 2015 is mainly due to third-party debt related to the Public Private Partnership (P3) Agreement for the Civic Operations Centre. Additional debt will be recognized in future years as construction on the City's North Commuter Parkway and Traffic Bridge P3 Agreement progresses. With the P3 project borrowings and the planned debt repayments, the expected outstanding debt balance as at December 31, 2017 will be approximately \$349.2 million, depending on the P3 projects percentage of completion as at December 31, 2017.

As a comparison to other municipalities, a common measure is "debt as a percentage of operating revenue" in order to adjust for population and budget size. In 2016, the City's current debt holdings were 40% of annual operating revenues. This rate is expected to climb to approximately 50% by 2024 when the City's debt is expected to peak at around \$455.6 million. However, even including this increase, Saskatoon continues to trend as one of the most favorable ratios in western Canada as shown in the graph below.

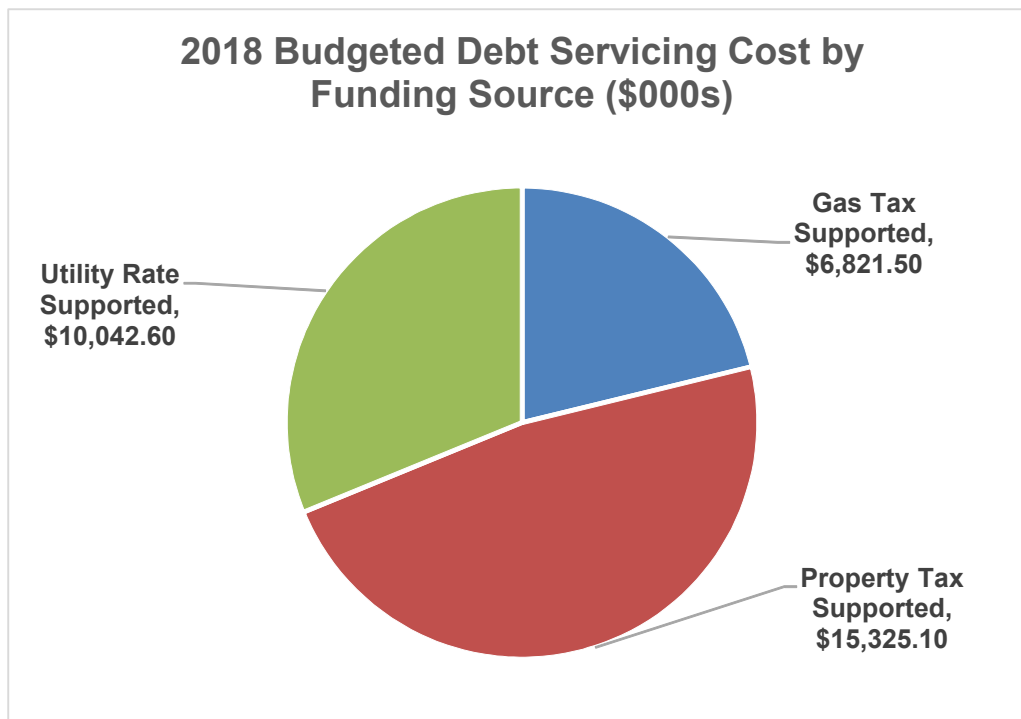


*Source: Municipality Annual Reports

The forecasted borrowing for the next five years is to increase to a peak near \$416.3 million in 2018 as the P3 Agreement for the North Commuter Parkway and Traffic Bridge concludes. In 2014, City Council 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 associated to P3 projects such as the Civic Operations Centre, the North Commuter Parkway and Traffic Bridge Replacement. The total debt projections, including the P3 debt, are within the City's debt limit.



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. In 2018, total debt servicing costs are budgeted at \$32.2 million which are made up of \$26.2 million and \$6.0 million in principal and interest payments respectively. The property tax supported funding sources are made up of \$15.3 million and \$6.8 million of property tax funds and Federal Gas Tax funding. The total source of funding for all City debt servicing costs in 2018 are shown in the graph below.



Note that these debt servicing costs do not include debt repayments on the Civic Operations Centre P3 project as debt repayments, maintenance and asset rehabilitation are all built into the total payment made to the proponent.

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 Fund, the Federal Public Transit Fund, and the Building Canada Fund.

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.

**OPERATING BUDGET IMPACT OF CAPITAL INVESTMENTS**

Capital projects contained in the 2018 Capital Budget will impact future civic operating programs. The additional operating costs of 2018 capital projects for the years 2019 to 2021 are summarized in the following table.

Operating Impacts of 2018 Funded Capital Projects (\$000's)			
Business Line	2019	2020	2021
Corporate Governance & Finance	2,100.0	-	-
Environmental Health	75.0	-	-
Fire Services	25.0	75.0	-
Land Development	-	74.9	225.0
Policing	47.0	-	8.0
Recreation and Cultural Services	149.7	322.2	-
Transportation	5.0	-	-
Urban Planning & Development	122.1	-	97.3
Utilities	126.4	-	-
Total	\$2,650.2	\$472.1	\$330.3

NOTE: Specific operating impacts are disclosed at the project level throughout the Capital Budget and summarized in Schedule IX of the Tables and Schedules Sections in the Preliminary Operating Budget document.

The following table depicts the 2018 operating impacts of capital projects that are included within the 2018 Operating Budget.

2018 Operating Impacts Included		
Business Line	Project	(\$000's)
Land Development:		
	P0607-PARK DEV-STONEBRIDGE NBRHD	13.2
Recreation and Cultural Services:		
	P0706-CY-LEIS SERV-FACILITY EQUIP REPL	20.0
	P1664-CY-GORDON HOWE COMPLEX UPGRADES	7.9
	P1658-CY-PARKS NEW SATELLITE MTNC BLDG	76.2
	P2130-CY-SATELLITE SKATEBOARD FACILITIES	1.0
	P2349-CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	63.2
Transportation:		
	P1522-TU-TRAFFIC NOISE ATTENUATION	50.0
	P2318-TR-MAINTENANCE MANAGEMENT SYSTEM	3.0
	P2588-ACCESS TRANSIT-BUS ADD ON	9.5
	P2589-TR-TECHNOLOGY PLAN	3.0
Urban Planning and Development:		
	P2460-CY-REGIONAL PLANNING	76.0
Total		\$323.0



DEFINITIONS/EXPLANATIONS

Within the 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 from the prior year's 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 line that is charged out to other business lines 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 within the broader business line (see definition above) and has its own program definition, budget, and outcomes.

Staff Compensation: Staff compensation includes items such as salaries, payroll costs, car allowance, uniform allowance, and other direct employee costs.

Unfunded Capital Projects: These are projects that have been proposed, however, there is no source of funding, or a lack of reserve funding available. These projects are presented at budget review for consideration if other funding becomes available.



Operating Budget
\$7.7 million

Capital Budget
\$0.2 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Rimai Modern Art
Gallery

SaskTel Centre

TCU Place

Service Outcomes

Rimai Modern Art Gallery:

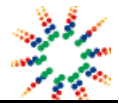
- To provide a direction-setting, world-class art gallery that serves as a key destination for arts, culture, and tourism, and provides access to the very best international, national, and regional visual art.
- To provide a vital resource for local and regional art galleries, artist-run centres, museums, art organizations, schools, universities, tourism organizations, community service organizations, festivals, and the diverse cultural and indigenous communities of Saskatchewan.
- To provide a key, year-round cultural destination for residents and visitors, helping to animate the riverfront and connect with downtown.
- To develop and manage the City's art collection of over 8,000 works.

SaskTel Centre:

- To provide world-class culture, sport, and live entertainment experiences for the social and cultural enrichment of the region.
- To provide a facility suitable for hosting local, national, and international events including the Juno Awards, World Junior Hockey Championships, and the Tim Hortons Brier.
- To provide exemplary customer service, strong fiscal management, excellence in safety, and environmental stewardship.

TCU Place:

- To provide a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon.



- To provide cultural activities that promote individual and community well-being and contribute to an improved quality of life.
- To provide a multi-purpose facility suitable for a convention general session, a concert or theatrical performance.
- To provide technical services and catering services for gala banquets, conventions, meetings, graduations, and tradeshows.

At A Glance

Remai Modern Art Gallery:

- 220,000 visits anticipated per year.
- 130,000 square feet of space (five times the size of the Mendel Art Gallery).
- 11 exhibition galleries, a community atrium, restaurant, retail store, two learning studios, a 150-seat theatre, rental spaces including the Riverview Room, rooftop patio, two boardrooms, and gallery lounge.
- 8,000 works of art in the collection, including 406 Picasso linocuts, valued at over \$40 million.

SaskTel Centre:

- 800,000 visits per year.
- 15,000 people can be seated.
- Thousands of volunteers.
- 600 contracted staff.
- 28 years of operation.

TCU Place:

- 900,000 visits per year.
- 120,000 sq. ft. of multi-purpose space.
- 22,400 sq. ft. ballroom.
- 2,074 people can be seated in the Sid Buckwold Theatre.
- 800 events organized by Convention Services.
- 60 booking dates in the Theatre.

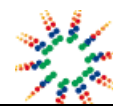
City Council Strategic Priority Areas Supported by this Business Line

- Downtown Development
- Reconciliation, Inclusion, and Diversity
- Recreation, Culture, and Leisure

Strategic Risks

Remai Modern Art Gallery:

- The operating budget requires 45% of revenues be self-generated, including significant sponsorship and fundraising targets, which will continue to be a challenge.
- The gallery opened in October 2017, and as a result, there is a lack of historical data. There is a risk that, in opening an institution of this scale, there may be costs that have not been identified, or that have been underestimated.



SaskTel Centre:

- An aging facility may require increased maintenance costs and innovative solutions to remain competitive in the touring market.
- Relying on touring shows for nearly 70% of event-related gross margin may make the Centre too dependent on one segment of the business.

TCU Place:

- Established in 1967, TCU Place is an aging facility with a limited useful life and high maintenance costs that continue to increase.
- Inadequate space to provide services for larger events and increased public and private-sector competition with local, national, and international providers has lead to a loss of business.
- Attracting quality and diversified theatre programming has become more difficult with artist fee expectation and competition coming from other local venues.

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	= 90%	83%	81%	86%	87%	Improvement	On-Track

Strategic Outcomes and 2018 Initiatives

Successfully meet visitor and revenue targets in Rемаi Modern's first full year of operations.

- Implement and promote revenue generation programs and services to meet funding targets.
- Receive an overall satisfaction rating of 85% or more from our visitors and stakeholders.
- Implement a facilities management plan that supports our operational needs as a top-level art gallery on an ongoing basis.
- Complete certification process with Canadian Heritage to achieve Category A status for the new building by year's end. This will allow Rемаi Modern to secure major exhibitions for which the venue's purpose is designed, and wind up the Saskatoon Gallery and Conservatory Corporation and complete legal transfer of the permanent collection to the Art Gallery of Saskatchewan Inc.

Upgrade the SaskTel Centre and ensure financial sustainability.

- Expand the self-promoted event category to reduce reliance on major touring shows.
- Implement building and system upgrades and replacements, including: luxury suite upgrades, concession stand renovations, lighting system improvements, power enhancements, and increased security measures.
- Expand the services offered to increase existing revenue streams and develop new revenue streams.

Upgrade TCU Place and explore programing and expansion options.

- Implementation of improvements/upgrades to the kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality and the meeting of customer expectations.
- Work with SaskTel Centre the City Administration to develop a new business model for future expansion/enhancement of the facility and the civic cultural agenda.
- Emphasize the delivery of diverse and popular programming to enhance the "quality of life" for a city with a culturally diverse population base.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Remai Modern	5,026.1	5,026.1	5,079.7	0.0	5,474.7	5,474.7	395.0	7.8%
SaskTel Centre	558.8	558.8	594.2	0.0	547.7	547.7	(46.5)	-7.8%
TCU Place	1,621.5	1,621.6	1,660.4	0.0	1,704.7	1,704.7	44.3	2.7%
Total	7,206.4	7,206.5	7,334.3	0.0	7,727.1	7,727.1	392.8	5.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	152.34	155.31	2.97

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	Net 2018 Budget
Remai Modern	0.0	0.0	0.0	5,079.7	0.0	395.0	0.0	5,474.7	5,474.7
SaskTel Centre	0.0	0.0	0.0	594.2	3.5	(50.0)	0.0	547.7	547.7
TCU Place	0.0	0.0	0.0	1,660.4	44.3	0.0	0.0	1,704.7	1,704.7
Total	0.0	0.0	0.0	7,334.3	47.8	345.0	0.0	7,727.1	7,727.1

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Remai Modern	41.0	86.0	0.0	0.0	0.0
SaskTel Centre	73.0	183.0	123.0	108.0	163.0
TCU Place	119.0	1,269.0	80.0	544.0	448.0
Total	233.0	1,538.0	203.0	652.0	611.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
REMAI MODERN EQUIPMENT REPLACEMENT	41.0	86.0	0.0	0.0	0.0
SASKTEL CENTRE EQUIPMENT REPL	73.0	183.0	123.0	108.0	163.0
TCU PLACE EQUIPMENT RESERVE	119.0	1,269.0	80.0	544.0	448.0
Total	233.0	1,538.0	203.0	652.0	611.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Remai Modern

Overview

To operate and maintain a new public museum of modern and contemporary art. Remai Modern supports the collection, exhibition, preservation, and interpretation of works of art, and seeks to provide transformative experiences by connecting art with local and global communities.

2016 Budget to Actual Variance Explanation:

In 2016 Remai Modern had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Facilities Cost	618.6	618.6	1,278.4	1,503.4	225.0	17.6%
Subsidies	3,607.5	3,607.5	3,801.3	3,971.3	170.0	4.5%
Capital Contribution	800.0	800.0	0.0	0.0	0.0	0.0%
Total	5,026.1	5,026.1	5,079.7	5,474.7	395.0	7.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	39.32	45.05	5.73

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Remai Modern	0.0	0.0	0.0	5,079.7	0.0	395.0	0.0	5,474.7	5,474.7

The Remai Modern has a \$395.0 increase to its 2018 budget over 2017 which includes:

- An additional \$225.0 in facility costs as 2018 will be the first year that the facility will be open for full year. These facility costs are required in order to provide appropriate custodial and trades services as well as anticipated utility costs; and
- A \$170.0 increase in the general subsidy provided to the Remai Modern by the City of Saskatoon which is consistent with the approved Business Plan. This increase in subsidy is required in order to accommodate the programming and expenditures for the first full year of operating that are not offset by self-generated revenue.

Other Significant Item(s):

- The FTE increase of 5.73 for 2018 is comprised of the following end-load approved in the prior budget year; 0.75 FTE Special Events & Volunteer Coordinator, 0.63 FTE Art & Design Store Staff, 0.75 FTE Program Assistant – Exhibitions, 0.75 FTE Program Assistant – Collections, and 0.75 FTE Assistant Curator – Live Programs, 0.42 Development Assistant, 0.33 Special Events & Volunteer, 0.20 Art & Design Store Assistant Manager and 1.15 for Pooled Guest Experience Staff.



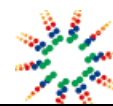
Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1834	REMAI MODERN- EQUIPMENT PURCHASES	41.0	86.0	0.0	0.0	0.0
Total		41.0	86.0	0.0	0.0	0.0

The equipment replacement purchases project is in accordance with the Remai Modern Reserve Funds Policy.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



SaskTel Centre

Overview

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

2016 Budget to Actual Variance Explanation:

In 2016 SaskTel Centre had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Operating Cost	858.8	858.8	894.2	897.7	3.5	0.4%
Cost Recovery	(300.0)	(300.0)	(300.0)	(350.0)	(50.0)	16.7%
Total	558.8	558.8	594.2	547.7	(46.5)	-7.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	47.67	47.67	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
SaskTel Centre	0.0	0.0	0.0	594.2	3.5	(50.0)	0.0	547.7	547.7

Capital Contribution:

- The City cost shares contributions to the Civic Buildings Comprehensive Maintenance (CBCM) Reserve with the SaskTel Centre for ongoing maintenance to the facility. The SaskTel Centre's contribution is 1/3 of the total cost with a minimum annual contribution of \$300.0. SaskTel Centre will also contribute 5 percentage of any surplus to the CBCM reserve in addition to the minimum. This an estimated increase of \$50.0 for 2018. The total contribution to the CBCM reserve is \$897.7 in 2018 representing a \$3.5 inflation increase from the prior year.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	73.0	183.0	123.0	108.0	163.0
Total	73.0	183.0	123.0	108.0	163.0

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 2018 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.

2016 Budget to Actual Variance Explanation:

In 2016 TCU Place had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Facilities Cost	941.2	941.2	980.0	1,024.3	44.3	3.0%
Subsidies	500.0	500.0	500.0	500.0	0.0	0.0%
Interest	43.6	43.7	43.7	43.7	0.0	0.0%
Principal	136.7	136.7	136.7	136.7	0.0	0.0%
Total	1,621.5	1,621.6	1,660.4	1,704.7	44.3	2.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	65.35	62.59	(2.76)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
TCU Place	0.0	0.0	0.0	1,660.4	44.3	0.0	0.0	1,704.7	1,704.7

Capital Contribution:

- The City contributes to the Civic Buildings Comprehensive Maintenance (CBCM) Reserve on behalf of TCU Place for ongoing maintenance of the facility. In 2018, the total contribution is \$1024.3, an increase of \$44.3 over the prior year.

Other Significant Item(s):

- TCU Place receives a \$500.0 grant from the City of Saskatoon in order to subsidize operating requirements. All other operating expenditures are covered by TCU Place's own internal revenues.
- The decrease of 2.76 FTE represents reductions in box office, administration, and event services staffing levels. These changes have been made in response to less event activity, and a shift in consumer preference toward online ticket purchasing.
- The debt payment included in this Service Line is the City's contribution to the TCU expansion project which was approved on January 17, 2005 by City Council. The City's portion of the loan is \$1,915 and will be fully repaid in 2022 (15 year term).



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P0740	TCU PLACE-EQUIPMENT REPAIR/ REPLACEMENTS	119.0	1,269.0	80.0	544.0	448.0
Total		119.0	1,269.0	80.0	544.0	448.0

2018 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 2018 capital projects.





Operating Budget
\$15.3 million

Capital Budget
\$0.3 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Animal Services

Cemeteries

Community
Development

Community
Investments &
Supports

Service Outcomes

- To provide both human and financial supports for community groups, as well as a broad range of City-led initiatives.
- To build capacity in sport, recreation, culture, heritage, and social organizations and enhance neighbourhood-based associations.
- To provide subsidized or no cost programs and services where cost is a barrier for families or individuals.
- To provide support to organizations leading the way in economic development, tourism, and stewardship of the river valley.

At A Glance

Supports the participation in sport, recreation and culture programs:

- 1,007,000 visits to cultural facilities.
- 82,500 community association program participant visits.
- 60,800 sport, culture, and recreation program hours.

Supports and community investments provided to:

- 50 social agencies;
- 51 community outdoor rinks, including Meewasin outdoor rink;
- 52 sports organizations;
- 47 community associations;



- 24 community gardens; and
- 18 major arts, cultural, and heritage organizations.

Leverages many millions in self-generated revenue as well as human resources in the community-based organizations, including 125,000 Community Association volunteer hours;

Subsidies:

- 106,000 Leisure Access visits to leisure facilities subsidized per year.
- 40 subsidized interments annually at Woodlawn Cemetery.
- 300 spay or neuter surgeries subsidized per year.

Supports Cemetery services:

- 94 acre Woodlawn Cemetery provides an aesthetically pleasing park-like setting for visitors.
- 500 interments performed annually at Woodlawn Cemetery.

City Council Strategic Priority Areas Supported by this Business Line

- Community Safety and Well-being
- Reconciliation, Inclusion, and Diversity
- Recreation, Culture, and Leisure

Strategic Risks

- The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens.
- The City may not be investing enough money in its facilities to maintain an acceptable condition and level of service.

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Number of New Attainable Housing Units	=500 new units annually across attainable housing continuum	542	560	525	377	Decline	On - Track
Participation at City Recreation Facilities	=6,600 visits/1,000 population	6,216	6,634	6,959	6,667*	Decline *Holiday Park Exec. 9 closed for half of season for capital improvement project.	On - Track

500 new units annually across the attainable housing continuum.

- Between 2013 and 2016, the annual target for attainable housing units has been exceeded every year. The 2017 results are expected to be slightly below the target of 500 units. The target for 2017 and 2018 is reduced due to available funding, with a sustainable funding strategy proposed to start in 2019.



Increase visits to City recreation and culture facilities to 6,600 visits/1,000 residents and that the rate of increase in visits keeps pace with the projected growth rate.

- In 2015, the target achieved was 6,634 visits/1,000 residents, and in 2016, the target achieved was 6,959 visits/1,000 residents. For 2017, participation rates are tracking well to achieve the target of 36,000 overall more visits to civic recreation and culture facilities.

Strategic Outcomes and 2018 Initiatives

Equitable access to programs, facilities, and infrastructure through initiatives that focus on respect, inclusion, and engagement of all residents.

- Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on the Truth and Reconciliation Commission Calls to Action and the Kitaskinaw Report recommendations.
- Establish a Saskatoon Local Immigration Partnership to facilitate a coordinated approach to addressing the needs of newcomers to Saskatoon.
- Implementation of the Age Friendly Saskatoon initiative recommendations and community collaboration on promoting access and maintaining quality of life as people age.
- Update and continue implementation of the Corporate Accessibility Action Plan, a long-range plan to address accessibility of civic facilities, programs, services, and infrastructure.
- Increase partnerships in delivery of community based recreation, sport, culture, and arts programs and provide support to community based organizations.
- Undertake a review of the current supports to community based organizations - including a review of grant funding and development of program evaluation tools.

Reduce racism and provide support to individuals and community organizations for social development.

- Implement the anti-racism education strategy and communication plan; including implementation of the "I am the Bridge" communications strategy and inclusion of anti-racism training and leadership competencies for civic staff.
- Develop a framework for a social development strategy that would provide long term direction to the City in addressing social development priorities.

Define service levels and develop funding strategies for key civic assets and services.

- Complete a Service Level Review to evaluate program services and costs of the cemetery operations.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Services	643.0	638.6	672.1	(642.7)	1,348.0	705.3	33.2	4.9%
Community Development	3,092.6	3,315.2	3,302.4	(350.0)	3,698.3	3,348.3	45.9	1.4%
Community Investments & Supports	9,884.2	9,618.4	10,083.2	0.0	11,207.7	11,207.7	1,124.5	11.2%
Cemeteries	196.7	106.1	47.7	(1,522.2)	1,543.8	21.6	(26.1)	-54.7%
Total	13,816.5	13,678.3	14,105.4	(2,514.9)	17,797.8	15,282.9	1,177.5	8.3%

Staff Complement	2017	2018	Difference
Full Time Equivalents	30.61	30.61	0.00

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2018			Growth &	Service	2018	2018
Service Line	2017 Base	Change	Budget	2017 Base	Base Adj	Cont Impr	Level	Budget	Budget
Animal Services	(629.2)	(13.5)	(642.7)	1,301.3	26.7	20.0	0.0	1,348.0	705.3
Community Development	(202.8)	(147.2)	(350.0)	3,505.2	45.6	147.5	0.0	3,698.3	3,348.3
Community Investments & Supports	0.0	0.0	0.0	10,083.2	1,093.2	31.3	0.0	11,207.7	11,207.7
Cemeteries	(1,450.3)	(71.9)	(1,522.2)	1,498.0	47.0	(1.2)	0.0	1,543.8	21.6
Total	(2,282.3)	(232.6)	(2,514.9)	16,387.7	1,212.5	197.6	0.0	17,797.8	15,282.9

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Animal Services	0.0	0.0	0.0	0.0	0.0
Community Development	125.0	75.0	0.0	0.0	0.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	190.0	80.0	0.0	0.0	0.0
Total	315.0	155.0	0.0	0.0	0.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
CIVIC BLDGS COMPR MTNCE	75.0	75.0	0.0	0.0	0.0
CY CAPITAL RESERVE	0.0	80.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	190.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	50.0	0.0	0.0	0.0	0.0
Total	315.0	155.0	0.0	0.0	0.0
Unfunded	0.0	50.0	350.0	0.0	0.0



Animal Services

Overview

The Animal Services Program is responsible for: collection of pet license revenue; bylaw enforcement through the management of the Saskatoon Society for the Prevention of Cruelty to Animals Inc. (SPCA) and Saskatoon Animal Control Agency (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. Animal Services is also responsible for the development and maintenance of the City's off leash dog parks.

2016 Budget to Actual Variance Explanation:

In 2016 Animal Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(629.5)	(639.3)	(629.2)	(642.7)	(13.5)	2.1%
Staff Compensation	76.5	86.6	86.4	87.1	0.7	0.8%
Operating Cost	1,171.8	1,169.9	1,193.5	1,239.5	46.0	3.9%
Cost Recovery	(5.8)	(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	643.0	638.6	672.1	705.3	33.2	4.9%

Staff Complement	2017	2018	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Animal Services	(629.2)	(13.5)	(642.7)	1,301.3	26.7	20.0	0.0	1,348.0	705.3

Revenue Change:

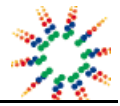
- Animal license revenue is budgeted to increase by \$13.5 due to an expected increase in the number of pet licenses issued.

Growth:

- An increase of \$20.0 is for the operating impact (of the Chief Whitecap Park Development project) that is required to meet the legal obligations of investigating and prosecuting dangerous animal complaints at Chief Whitecap Park. This is stipulated in an agreement with the Rural Municipality of Corman Park.

Other Significant Item(s):

- The SPCA and SACA are under contract with the City of Saskatoon to provide services such as: lost and found, adoptions, animal abuse or neglect, reporting of animals at large, reporting of barking and howling and reporting of dangerous animals among other services. Costs for these services are increasing by \$24.9 (2.75%) in 2018 based on previously negotiated agreements.



Summary of Capital Investments

Capital investments relating to the development of dog parks are outlined in Recreation and 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 environment for people to live in, and to facilitate and/or encourage access to a broad range 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. Supports to community associations include opportunities for social interaction and meaningful citizen interaction at the neighbourhood level.

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 support system for community development helps enable residents and supports rich social interactions and inclusion of all residents in community life.

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.

2016 Budget to Actual Variance Explanation:

In 2016 Community Development had a \$222.6 favorable variance from budget. This was primarily a result of salary savings from staff vacancies, under-filled positions, and the redeployment of a manager position to the Recreation and Culture Business Line. This favorable variance is not expected to continue in future years as budgets were adjusted post-reorganization.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(158.6)	(178.0)	(178.0)	(350.0)	(172.0)	96.6%
Province of Saskatchewan	(28.9)	(24.8)	(24.8)	0.0	24.8	-100.0%
Staff Compensation	1,668.5	1,876.2	1,806.2	1,822.2	16.0	0.9%
Operating Cost	1,575.0	1,605.1	1,662.3	1,839.4	177.1	10.7%
Transfer to/from Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
Total	3,092.7	3,315.2	3,302.4	3,348.3	45.9	1.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	20.35	20.35	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Community Development	(202.8)	(147.2)	(350.0)	3,505.2	45.6	147.5	0.0	3,698.3	3,348.3



Growth

- An additional \$172.0 in Federal Government grant funding is being received for the Local Immigration Partnership initiative. This funding will be used to formalize the establishment of a Local Immigration Partnership and lay the foundation for a community based organization that will work to assess newcomer needs, coordinate community-level formal and informal settlement resources, expand the scope of newcomer related community initiatives, improve awareness of newcomer needs and encourage existing services to be more responsive to newcomers, which is why there is an offsetting \$172.0 increase in expenditures.

Other Significant Item(s):

- The City has a reciprocal facility use agreement with various School Boards within Saskatoon which allows discounted use of Leisure Centres; costs of administering this program are captured within this Service Line. Increases in admission volumes and facility rental rates at leisure facilities have resulted in an additional \$28.8 being charged to this Service Line.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	125.0	75.0	0.0	0.0	0.0
Total	125.0	75.0	0.0	0.0	0.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	0.0	50.0	350.0	0.0	0.0
Total	0.0	50.0	350.0	0.0	0.0

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.

Project 1963 includes \$50.0 for the installation of audible pedestrian signals and \$75.0 for Leisure Centre modifications to address deficiencies identified in the barrier free assessment reviews.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2018 Capital Project.



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.

2016 Budget to Actual Variance Explanation:

In 2016 Community Investments and Supports had a \$265.8 unfavorable variance from budget. This was a result of a number of programs: Economic incentives were overspent due to delayed abatements, Provision of Civic Services were overspent due to increasing popularity and volumes of festivals, outdoor and community association events, and the Leisure Centre Accessibility Subsidy program was overspent due to increased use of the Leisure Access Program by low income individuals and families. 2017 budgets were adjusted to reflect the new participation figures and to mitigate this variance.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Operating Cost	8,959.9	8,717.2	9,137.0	10,222.6	1,085.6	11.9%
Transfer to/from Reserves	924.4	901.2	946.2	985.1	38.9	4.1%
Total	9,884.3	9,618.4	10,083.2	11,207.7	1,124.5	11.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Community Investments & Supports	0.0	0.0	0.0	10,083.2	1,093.2	31.3	0.0	11,207.7	11,207.7

Growth:

- Saskatoon City Council has established a funding level of \$2.00 per capita for the Cultural Participation Grant which provides funding to 17 flagship arts, culture and heritage organizations. In order to continue working towards achieving this funding level an increase of \$25.0 is required.



- Saskatoon City Council has established a funding level of \$2.00 per capita for the Social Grant which provides funding to social service groups registered under the Saskatchewan Non-Profit Corporations Act servicing Saskatoon residents, as approved by City Council. In order to maintain this funding level an increase of \$6.3 is required.

Other Significant Item(s):

- The City provides many grants through the form of Tax abatements. As a result of formula adjustments based on assessments, there is a decrease in the Cultural and Heritage Grant of \$3.0 as well as the Social Grant of \$44.8.
- The City provides admission to Leisure Facilities for low income individuals and families through the Leisure Access Program. The cost of this program increased by \$45.7 in 2018 due to increased usage and rates.
- The Restorative Action Program previously included in Community Investments and Supports is now under the jurisdiction of the Saskatoon Police Service.
- The budget provided for the burial of a deceased person with limited financial means has increased by \$15.0 based on historical required expenditures.
- The Youth Sport Subsidy program offers subsidies on the rental cost of facilities required to deliver sports programs to youth who are 18 years of age and under. Due to decreased participation levels and partially offset by increased rental rates, the cost of delivering this program has decreased by \$17.5 in 2018.
- The City provides a variety of Economic Incentives including Downtown/Affordable Housing Incentives, the Mortgage Support Program and Vacant Lot Adaptive Reuse Incentive among other smaller programs. The cost of delivering these incentives is increasing by \$948.1 largely as a result of previously approved incentive agreements that will be effective in 2018.
- The City provides an annual grant to the Saskatchewan Regional Economic Development Authority (SREDA) which is set to increase by \$45.7 in 2018. This is the second year of a four year agreement to achieve base funding of \$885.4 in 2020.
- Saskatoon Tourism receives an annual grant which is based on changes in commercial assessment from year to year. Based on 2017 changes, the 2018 grant is increasing by \$7.9.
- The City provides an annual grant to the Meewasin Valley Authority (MVA) which increases by CPI on a yearly basis. The CPI increase is \$10.0. This was offset by the removal of one time funding of \$40.0 that was approved in 2017. During Budget Deliberations City Council approved an additional \$45.0 for the operation of the Cameco Meewasin Skating Rink, and an additional \$286.0 (including \$143.0 in a one time redirection of special events funding) to assist with the MVA's operating program.

Not Included:

- The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival, special runs, etc.) that require civic services, road closures, on-site garbage cans, street sweeping, etc., is \$119.0 less than historical actual expenditures of approximately \$199.0. The Special Events application and approval process underwent an internal process review and implemented a number of changes in 2017. A service level review and investigation of user-pay fees for some activities previously covered by the Provision of Civic Services budget is underway for the 2018 event season to help control overall costs.



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

	2016 Budget	2017 Budget	2018 Budget	Changes
Cultural and Heritage				
Tax Abatements	142.3	149.0	146.0	(3.0)
Provision of Civic Services	80.0	80.0	80.0	0.0
Site Services - Shakespeare on the Sask.	1.0	1.0	1.0	0.0
Wanuskewin Heritage Park	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	47.6	47.6	47.6	0.0
Transfer to Façade Grant Reserve	10.0	10.0	10.0	0.0
Cultural Participation Grants	441.5	466.5	491.5	25.0
Cultural Grant Capital Reserve	120.0	120.0	120.0	0.0
	1,026.4	1,058.1	1,080.1	22.0
Social				
Tax Abatements	408.8	423.9	379.1	(44.8)
Leisure Centre Accessibility Subsidy Program	580.4	636.8	682.5	45.7
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	514.6	525.8	532.1	6.3
Restorative Action Program	75.0	75.0	-	(75.0)
Kinsmen Telemiracle	2.5	2.5	2.5	0.0
White Buffalo Youth Lodge	155.5	160.5	170.5	10.0
Detoxification Centre	100.0	100.0	100.0	0.0
Burial of the Impoverished	35.0	35.0	50.0	15.0
	2,122.0	2,209.7	2,166.9	(42.8)
Sport				
Youth Sport Subsidies	1,574.0	1,826.6	1,809.1	(17.5)
Sport Participation Grants	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	0.0
	1,648.3	1,900.9	1,883.4	(17.5)
Economic Development				
Economic Incentives	1,886.1	1,853.6	2,801.7	948.1
SREDA	702.6	748.3	794.0	45.7
	2,588.7	2,601.9	3,595.7	993.8
Tourism				
Saskatoon Tourism	503.0	525.0	532.9	7.9
Saskatoon Sport Tourism	5.0	5.0	5.0	0.0
	508.0	530.0	537.9	7.9
General				
Community Initiative - Contingency	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	500.0	500.0	357.0	(143.0)
Meewasin Valley Authority	991.5	1,043.4	1,344.4	301.0
Saskatoon Prairieland Park	68.4	71.1	71.1	0.0
Cash Grants- Environmental	10.0	10.0	10.0	0.0
SPCA- Cruelty Investigations	150.3	153.3	156.4	3.1
	1,725.0	1,782.6	1,943.7	161.1
	9,618.4	10,083.2	11,207.7	1,124.5



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 civic-owned cemetery also provides 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.

The Cemetery Assurance Fund is required to hold funds received through the sale of prepaid cemetery contracts.

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. The reserve currently has a nil balance.

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.

2016 Budget to Actual Variance Explanation:

In 2016 Cemeteries had a \$90.6 unfavorable variance from budget. This was a result of a trend from casket burials to lower cost cremations, and higher salary costs were required in order to maintain current service levels.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(1,367.5)	(1,427.4)	(1,450.3)	(1,522.2)	(71.9)	5.0%
Staff Compensation	707.1	646.9	630.8	647.9	17.1	2.7%
Operating Cost	595.9	646.6	620.9	639.6	18.7	3.0%
Transfer to/from Reserves	261.2	240.0	246.3	256.3	10.0	4.1%
Total	196.7	106.1	47.7	21.6	(26.1)	-54.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	9.26	9.26	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Cemeteries	(1,450.3)	(71.9)	(1,522.2)	1,498.0	47.0	(1.2)	0.0	1,543.8	21.6

Revenue Change:

- Saskatoon's Cemeteries revenue is increasing by \$71.9. This increase is the result of a 5% rate increase which is expected to generate an additional \$60.0, as well as an increase of \$11.9 in earnings from the Perpetual Care Fund.

Capital Contribution:

- In accordance with Cemetery Management and Control Bylaw (Bylaw No. 6453), the transfer to the Perpetual Care Reserve has increased by \$10.0 to reflect the budgeted increase in Perpetual Care fees collected.



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1650	CY-NEW MUNICIPAL CEMETERIES	0.0	80.0	0.0	0.0	0.0
P1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	190.0	0.0	0.0	0.0	0.0
Total		190.0	80.0	0.0	0.0	0.0

The last phase of the Woodlawn Cemetery roadways upgrading will be completed for \$190.0.

Future Operating Impact of Current Year's Capital Projects

There is no future operating impact from the 2018 Capital Projects.



Operating Budget
\$8.5 million

Capital Budget
\$29.1 million



STRATEGIC GOAL:



Asset & Financial Sustainability

Service Lines

City-Owned
Property - Land

Facilities
Management

Fleet Services

Service Outcomes

- To provide management services for the Corporation's extensive facilities and fleet in support of all civic programs and departments.
- To provide building operations and maintenance services for leisure facilities, fire halls, transit buildings, offices, libraries, Police Headquarters, Remai Modern Art Gallery, and associated services for TCU Place and SaskTel Centre.
- To provide fleet management services for the Corporation's vehicles and equipment, including: purchasing, leasing, maintenance and repair, fuel distribution, and operator training.
- To provide oversight to ensure that all civic facilities and fleet assets are preserved, renewed, and optimized for longevity.
- To provide management and maintenance of the corporate radio communication infrastructure.

At A Glance

3.6 million liters of diesel/gasoline provided per year via six separate fueling stations.

409,534 square meters of building area managed.

365 buildings valued at \$1.56 billion with contents valued at \$120.3 million.

139,400 square meters of parking lots.

4,400 park furnishings in 235 parks.



17,400 Facility Work Requests issued with an average of 67/working day.

9,800 Fleet Services Work Requests issued with an average of 39/working day.

9,300 assets maintained via the Comprehensive Maintenance Program.

1,450 radios and related infrastructure valued at \$15.0 million.

991 vehicles and equipment with a book value of \$97.3 million.

220 play structures valued at \$8.5 million.

55 user groups supported by Fleet Services within the Corporation.

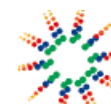
31 paddling pools, 20 spray parks, and ten pools.

City Council Strategic Priority Areas Supported by this Business Line

- Downtown Development
- Environmental Sustainability
- Information Technology
- Recreation, Culture, and Leisure

Strategic Risks

- The City may not be prepared to quickly and effectively resume operations in the event of serious incident, accident, disaster or emergency.
- The City may not be considering the total costs of asset ownership when making investment decisions.
- The City may not be investing enough money in its facilities to maintain an acceptable condition and level of service.
- The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance and ability to meet expectations for facilities management.
- The City may not be aligning its financial resources in a way that supports its priorities, strategic goals, and core services.
- The City's decision making processes may be hampered by information systems and data sets (financial and operational) that are not integrated.
- The City may not be investing enough money in its fleet infrastructure to maintain an acceptable condition and level of service.



Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Key Civic Infrastructure Status	B Service Level	C	B	B	B	Neutral	On-Track
Overall Satisfaction with Civic Services	= 90%	83%	81%	86%	87%	Improvement	On-Track
Reduce the City of Saskatoon's greenhouse gas emissions	=40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	Needs Improvement

Strategic Outcomes and 2018 Initiatives

Complete construction and begin operations of major facilities.

- Oversee the transition into full operation of the Rемаi Modern Art Gallery.
- Oversee the transition into full operation and maintenance of Fire Station No. 3 with the Major Projects and Preservation Division.

Civic facilities, programs, services, and infrastructure are accessible.

- Identify opportunities within the community to improve accessibility for all citizens and incorporate accessibility into civic design standards for the built environment.
- Define the immediate and long-term space requirements and opportunities for Service Saskatoon and co-located efficiencies in civic accommodation plans.

Civic facilities and infrastructure are adequately funded and meet agreed upon standards.

- Work with the Recreation and Community Development Division to develop level of service agreements for facility cleanliness and facility maintenance to meet the expectations of users and increase their level of satisfaction.
- Work with the Environment and Corporate Initiatives Division to develop energy and waste management programs and strategies for effective management of water, waste, electrical, and natural gas consumption within civic facilities.
- Deliver new projects associated with energy performance contracting, and maximizing operational efficiencies through information gathered from our energy and water monitoring project.

The City is adequately prepared in the event of business interruption and/or emergency.

- Design and implement the Corporate Security Plan for all civic facilities in addressing access and emergency protocols.
- Enhance radio system to meet civic demand and provincial emergency communication networks, including work to accommodate expanded City coverage.
- Emergency Management and Corporate Risk Management to develop a plan to maintain corporate continuity to provide core services to citizens.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Facilities Management	9,392.2	8,503.5	8,461.6	(72.5)	8,960.3	8,887.8	426.2	5.0%
Fleet Services	(36.3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	(956.7)	(367.5)	(272.5)	(2,771.3)	2,343.2	(428.1)	(155.6)	57.1%
Total	8,399.2	8,136.0	8,189.1	(2,843.8)	11,303.5	8,459.7	270.6	3.3%

Staff Complement	2017	2018	Difference
Full Time Equivalents	238.71	242.81	4.10

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Facilities Management	(72.3)	(0.2)	(72.5)	8,533.9	87.7	63.7	275.0	8,960.3	8,887.8
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City-Owned Property - Land	(2,538.0)	(233.3)	(2,771.3)	2,265.5	12.8	64.9	0.0	2,343.2	(428.1)
Total	(2,610.3)	(233.5)	(2,843.8)	10,799.4	100.5	128.6	275.0	11,303.5	8,459.7

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Facilities Management	18,239.0	15,245.0	15,501.0	12,238.0	10,638.0
Fleet Services	10,847.0	7,610.0	7,560.0	7,630.0	7,670.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
Total	29,086.0	22,855.0	23,061.0	19,868.0	18,308.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
AFM - CAPITAL RESERVE	350.0	0.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	8,350.0	8,345.0	8,556.0	8,243.0	7,618.0
CIVIC RADIO REPL & EXPN RESERVE	350.0	350.0	375.0	375.0	400.0
CORPORATE CAPITAL RESERVE	450.0	500.0	500.0	500.0	500.0
FACILITY SITE REPL RES	350.0	500.0	600.0	650.0	650.0
FUNDING PLAN CONTRIBUTION	8,000.0	5,000.0	5,000.0	2,000.0	1,000.0
GROUPS MAINTENANCE EQUIPMENT RES	410.0	265.0	360.0	400.0	420.0
PARKS GROUNDS MTCE EQUIP ACQ RES	267.0	245.0	100.0	100.0	250.0
SNOW & ICE MGT EQUIP ACQUISITION	0.0	400.0	400.0	330.0	0.0
TRUNKED RADIO SYS INFRAS REPL RES	539.0	500.0	420.0	420.0	420.0
TU - CAPITAL RESERVE	250.0	50.0	50.0	50.0	50.0
V & E ASSET DISP/ACQ	2,670.0	0.0	0.0	0.0	0.0
VEHICLE EQUIPMENT REPLACE RESERVE	7,100.0	6,700.0	6,700.0	6,800.0	7,000.0
Total	29,086.0	22,855.0	23,061.0	19,868.0	18,308.0
Unfunded	0.0	4,770.0	1,400.0	400.0	35,000.0



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. This includes 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.

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

2016 Budget to Actual Variance Explanation:

In 2016 Facilities Management had an \$888.8 unfavorable variance from budget. This was a result of unplanned maintenance on Civic pools, City Hall and Civic arenas due to aging infrastructure. The remodeling of capital programming is underway to address preventative maintenance planning and reduce these unforeseen maintenance requirements.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(73.9)	(77.1)	(72.3)	(72.5)	(0.2)	0.3%
Staff Compensation	13,261.9	13,065.4	13,275.7	13,763.1	487.4	3.7%
Operating Cost	13,957.3	20,553.0	20,882.7	20,286.1	(596.6)	-2.9%
Debt Charges	71.2	71.2	71.2	71.2	0.0	0.0%
Cost Recovery	(26,166.6)	(33,451.4)	(34,747.1)	(34,326.4)	420.7	-1.2%
Capital Contribution	8,342.4	8,342.4	9,051.4	9,166.3	114.9	1.3%
Total	9,392.3	8,503.5	8,461.6	8,887.8	426.2	5.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	179.61	183.71	4.10

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Facilities Management	(72.3)	(0.2)	(72.5)	8,533.9	87.7	63.7	275.0	8,960.3	8,887.8

Growth:

- 2018 is the first full year that Remai Modern will be open to the public. This facility is five times the size of the former Mendel Gallery, and as such will provide many more exhibitions, education programs, new public programs, and cinema and theatre programming. The Facilities Management Service Line includes an increase of \$225.0 (3.6 FTE) in 2018 to appropriately support and maintain the new facility.

Capital Contribution:

- An allocation of \$50.0 for funding of the Facility Site Replacement Reserve created in 2015 to maintain and repair the infrastructure components which are not currently covered by the Civic Buildings Comprehensive Maintenance Reserve, such as parking lots and light standards.
- An increased contribution to the Civic Building Comprehensive Maintenance Reserve of \$313.7. This increase is made up of inflationary increases as required by the Capital Reserve Bylaw.



Service Level Change:

- Management of utility costs creates the opportunity for utility cost savings, increased staff productivity, and reduced greenhouse gas emissions. The Energy Management program currently manages approximately \$4,500.0 of the approximately \$25,000.0 spent by the City on utilities each year and has attracted approximately \$1,230.0 in external capital project grant funding. In order to continue with the successes of the program, including improved productivity of multiple work groups, the Energy & Sustainability Project Engineer is being made a permanent position with the addition of 0.50 FTE with the redeployment of an existing 0.50 FTE. This program supports Council's Environmental Sustainability strategic priority.

Not Included:

- Capital renewal needs have been identified at \$11,100.0 for the Facility Site Replacement Reserve with an annual funding of \$790.9 is required. The current funding level of \$350.0 creates a shortfall of \$440.9 in this reserve. Facilities Management, together with civic partners, will be developing a comprehensive rehabilitation priority schedule for a Corporate Asset Management Plan report forthcoming. Annual contributions are moving towards reducing the funding gap.
- The City currently does not have any dedicated resources with expertise in relation to corporate security initiatives. 1.0 FTE and \$100.0 would ensure that safety and security concerns that affect employees, elected officials and the public are adequately addressed and resolved.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0877 AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	539.0	500.0	420.0	420.0	420.0
P1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,350.0	8,345.0	8,556.0	8,243.0	7,618.0
P1523 AF-TRUNKING RADIO REPLACEMENT	350.0	350.0	375.0	375.0	400.0
P1557 TU-OFFICE MOD'NS/FURNITURE REPL/ UPGRADES	200.0	50.0	50.0	50.0	50.0
P1584 CIVIC OPERATIONS CENTRE	8,000.0	0.0	0.0	0.0	0.0
P1949 AF-SERVICE SASKATOON - STAFFING ACCOMMODATION	450.0	5,500.0	5,500.0	2,500.0	1,500.0
P2180 AF-CIVIC FACILITY SITE MAINTENANCE	350.0	500.0	600.0	650.0	650.0
Total	18,239.0	15,245.0	15,501.0	12,238.0	10,638.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	0.0	2,170.0	1,400.0	400.0	0.0
P1584 CIVIC OPERATIONS CENTRE	0.0	0.0	0.0	0.0	35,000.0
P2180 AF-CIVIC FACILITY SITE MAINTENANCE	0.0	1,500.0	0.0	0.0	0.0
P2296 AF-LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	0.0	1,100.0	0.0	0.0	0.0
Total	0.0	4,770.0	1,400.0	400.0	35,000.0

The 2018 Facilities Management Capital Investments include seven funded projects totaling \$18,239.0.

Three of these projects totaling \$8,900.0 are geared towards maintaining existing corporate assets. The remainder of this investment expands and maintains the existing radio trunking system and addresses civic accommodation including Service Saskatoon considerations and corporate security; continue work on Civic Operations Centre for the City yards.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 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.

2016 Budget to Actual Variance Explanation:

In 2016 Fleet Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	5,019.8	4,829.7	4,933.6	5,001.8	68.2	1.4%
Operating Cost	13,506.2	11,975.1	11,055.6	11,056.3	0.7	0.0%
Cost Recovery	(25,246.7)	(22,432.5)	(21,706.9)	(23,195.1)	(1,488.2)	6.9%
Capital Contribution	6,684.4	5,627.7	5,717.7	7,137.0	1,419.3	24.8%
Total	(36.3)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	58.20	58.20	0.00

Summary of Budget Changes

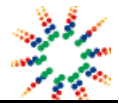
Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Other Significant Item(s):

- Fleet Services has undergone an asset management plan as presented to the Standing Policy Committee on Finance August 14, 2017. Adjustments to the capital contribution of \$1,419.3 based on actual rental rate revenues received aligns the program to its current business practices.

Summary of Capital Investments

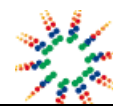
Funded Capital Projects	2018	2019	2020	2021	2022
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	410.0	265.0	360.0	400.0	420.0
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	1,717.0	645.0	500.0	430.0	250.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	7,100.0	6,700.0	6,700.0	6,800.0	7,000.0
P1361 AF-V&E FUEL STATIONS	1,220.0	0.0	0.0	0.0	0.0
P1929 AF-CSR BUILDING RENOS	50.0	0.0	0.0	0.0	0.0
P1948 AF-FLEET GLOBAL POSITIONING SYSTEM	350.0	0.0	0.0	0.0	0.0
Total	10,847.0	7,610.0	7,560.0	7,630.0	7,670.0



The 2018 Fleet Services Capital Investments include the purchase of additional and replacement fleet vehicles and equipment totaling \$9,227.0. This funding is required to replace units that are experiencing higher than normal maintenance and repair costs, excessive downtime, a loss in productivity, and/or have reached or passed their scheduled life spans. The corporation fuel stations are in need of replacement and have planned technology increases for \$1,220.0. Fleet Services will work with all civic operations to determine requirements for purchasing a Global Positioning System (GPS) for \$350.0 to achieve continuous improvement opportunities.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 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.

2016 Budget to Actual Variance Explanation:

In 2016 City Owned Property had a \$589.1 favourable variance from budget. This was a result of higher than anticipated Civic Square East occupancy leases and old Police headquarters revenue that was unbudgeted due to its anticipated sale date being earlier in the year. Significant favourable variances are not anticipated to re-occur in 2017 as the old Police headquarters building has since been sold.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(3,249.1)	(2,526.8)	(2,538.0)	(2,771.3)	(233.3)	9.2%
Staff Compensation	43.1	58.3	58.6	58.9	0.3	0.5%
Operating Cost	1,695.6	1,608.6	1,714.5	1,752.6	38.1	2.2%
Capital Contribution	553.8	492.4	492.4	531.7	39.3	8.0%
Total	(956.6)	(367.5)	(272.5)	(428.1)	(155.6)	57.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.90	0.90	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget
City-Owned Property - Land	(2,538.0)	(233.3)	(2,771.3)	2,265.5	12.8	64.9	0.0	2,343.2
								(428.1)

Revenue Change:

- Revenue under City-Owned Property is increasing by \$233.3. This increase is largely due to new land acquisitions that are being leased to third parties or operated as parking lots.

Other Significant Item(s):

- Increases in lease expenses of \$41.8 are a result of higher contractually obligated occupancy and maintenance costs and property inspection fees.

Capital Contribution:

- An increase of \$39.3 was added to repay the roadways reserve for the prior year purchase of airport spur lines.



Summary of Capital Investments

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



Operating Budget
\$57.3 million

Capital Budget
\$17.1 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Culture of Continuous Improvement

Service Lines

Assessment and Taxation	City Clerk's Office	City Manager's Office	City Solicitor's Office
Corporate Projects	Corporate Support	Debt Servicing	Financial Services
General Services	Legislative	Revenue Services	Service Saskatoon

Service Outcomes

- To provide governance and financial services which support the reliable delivery of programs and services to citizens, businesses, organizations, and other stakeholders.
- To provide essential leadership resulting in the alignment of organizational performance with the City's vision, mission, and strategic plan.
- To provide legislative oversight, ensure legal compliance, and implement strategic corporate programs in support of City Council and the Administration.
- To provide corporate financial leadership including the overall development and deployment of financial plans and strategies.
- To provide risk management services to ensure that significant risks are addressed in a positive, systematic, and productive way.
- To provide support for front-line staff, facilitate community engagement, and keep citizens informed.



At A Glance

\$41.7 billion of assessed property in Saskatoon.

\$33.3 billion of taxable property.

\$477.6 million in the 2017 Civic Operating Budget (excluding utilities).

\$261.9 million of projects in the 2017 Capital Budget.

70,000 parcels of land are managed in our GIS system, 5,000 devices, and 60 locations supported by Information Technology (IT).

3,970 permanent full-time, part-time, and job-share employees throughout the City.

3,670 full-time equivalent positions throughout the City.

1,596 citizens visited the online citizen budget tool in 2017, 554 submitted feedback.

1,051 Service Alerts in 2016 regarding service disruptions.

17.7% of utility accounts are currently on eBill.

30 boards, commissions, and committees plus three major tribunals.

18 Joint Occupational Health and Safety Committees.

12 unions and associations within the City's organizational structure.

11 elected officials including the Mayor and ten Councillors.

City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Information Technology
- Reconciliation, Inclusion, and Diversity

Strategic Risks

- The City may be unable to adequately diversify its revenue sources.
- The City may not be prepared to quickly and effectively resume operations in the event of serious incident, accident, disaster, or emergency.
- The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens.
- The City may not be considering the total costs of asset ownership when making investment decisions.
- The City may not be aligning its financial resources in a way that supports its priorities, strategic goals, and core services.
- The City may not be consistently considering risk management when evaluating and pursuing strategic initiatives.
- The City's existing strategies may not be attracting, hiring, managing, developing, and retaining top talent to support existing and future operations.
- The City may be using outdated or unsupported software and/or hardware that may fail.



- The City's decision making processes may be hampered by information systems and data sets (financial and operational) that are not integrated.
- The City may not be adequately protecting information created by or entrusted to it.
- The City's purchases may not be in accordance with approved policy.

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	= 90%	83%	81%	86%	87%	Improvement	On-Track
Representative Workforce	Aboriginal = 9.3%	Aboriginal = 8.4%	Aboriginal = 8.4%	Aboriginal = 8.5%	Aboriginal = 8.4%	Neutral	Neutral
	Visible Minority = 11.0 %	Visible Minority = 10.5%	Visible Minority = 10.5%	Visible Minority = 10.6%	Visible Minority = 10.5%	Neutral	
	People with Disabilities = 5.0%	Disabilities = 3.7%	Disabilities = 3.7%	Disabilities = 3.8%	Disabilities = 3.7%	Neutral	
	Women = 39.5%	Women = 37.4%	Women = 37.4%	Women = 38.0%	Women = 37.5%	Neutral	
Lost time injury frequency	Zero	4.5	3.6	2.43	2.28	Improvement	On-Track
Annual Municipal Property Tax Increase	= MPI	3.14%	3.19%	1.81%	2.89%	Improvement	On-Track
Long-Term Tax-Supported Debt/Capita	=\$1,750	\$648	\$767	\$966	\$1,111	Decline	On-Track

Strategic Outcomes and 2018 Initiatives

Citizens are able to easily access information to programs and services when and how it is most convenient for them.

- Increase satisfaction with civic services through implementation of Service Saskatoon and the Customer Relationship Management (CRM) initiative.
- Additional online services offered by the City will continue to be developed and made available through Saskatoon.ca.
- Build a corporate Intranet as a "one stop shop" for City staff to get information and ensure employees are well informed about City programs and initiatives.

Consolidation and integration of business processes allows the City to monitor the progress of citizens service request, communicate with citizens directly on the progress of their request, ask for feedback, and provide real time data for costing of services.

- Engage the Corporation in preparedness for change management and review of functional and business process requirements to issue a Request for Proposal for an Enterprise Resource Planning (ERP) system that would standardize the City's business processes and develop a platform for future Service Saskatoon Initiatives such as a CRM.



Identify efficiencies in Corporate Governance and Finance Programs and Services.

- Complete the development and implementation of the corporate Change Management Strategy and develop supplementary training program.
- Continuous Improvement Strategy – Performance Improvement Coordinator Partnerships with Service Saskatoon and Information Technology to complete end to end process mapping of civic services, develop the knowledge base for the CRM, develop key performance indicators for each division, identify efficiencies within civic programs and services, and build capacity in the organization.
- Expand the purchasing cards throughout the Corporation in order to reduce processing time in accounts payable and expedite the purchasing process within each department.
- Implement a new procurement policy including protocols and templates for the organization.

Develop ways to maintain and improve the City's financial situation.

- Update the long-term financial plan in preparation of multi-year business planning and budgeting to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.
- Explore alternate sources of revenues to pay for ongoing operations.
- Complete a life-cycle costing model which departments can use to provide consistent and reliable information during budget deliberations regarding major asset acquisitions.
- Develop a coordinated strategy that will optimize revenues from naming rights, sponsorship, donations and advertising.

Align the City's long-term goals with civic programs and services and ensure investments address City Councils' Priorities, strategic risks or corporate performance targets.

- Develop and implement process for and begin to transition to a multi-year business plan and budget with a target roll out of the first multi-year business plan and budget by 2020.
- Formalize the administrative model which embraces City Council's ten priority areas with a policy which sets the parameters for Council Member Leads.

Define service levels and develop funding strategies for key civic assets and services.

- Support service lines in completion of remaining service level reports by 2020. Collaborate with operational divisions to establish unit costs for activities identified in Civic Service Reviews and Internal Process Reviews.

Reduce occupational injuries and illnesses to meet the long-term target of zero.

- Health and Safety Management System (HSMS) Program Development. Modules to be completed include: Inspection, Investigation, Education and Communication, Program Administration, and Emergency Response.
- Review and update the Health Management System and develop an Employee Absence Management Policy.
- Implement ISNet World Contractor Management Program beginning with Construction and Design and Facilities and Fleet Divisions. Target implementation for contractors working with all divisions is 2021.

Citizens are regularly consulted and informed on civic programs and services.

- Develop a framework for a new community engagement strategy to enable residents and stakeholders to participate in City decisions and better communicate how their input was used.

Attract, retain, and develop talent with an emphasis on proportional representation.

- Implement recommendations from the HR Health Check internal audit conducted in 2017 which focused on talent management strategies and best practices for human resource functions.
- Implement the Diversity and Inclusion Action Plan that supports a diverse workforce that is representative of the community in which we live.
- Implement the Aboriginal Employment Strategy that provides, in cooperation with educational institutions and community organizations, increased opportunities for employment of Aboriginal people, with a focus on professional occupational groups.
- Review internal programs and services to identify and eliminate processes, policies, plans, and practices that create barriers for current and potential employees.



- Facilitate and implement Employee Engagement Survey Action Plans in partnership with the Joint Union/Management Committee and Division Directors.
- Develop an Employee Rewards and Recognition Program in consultation with employees.
- Implement the Pathway to Reconciliation Program which is an education program for employees that opens dialogue on reconciliation within the workplace.

Improve service to citizens and connect with stakeholders through the use of technology.

- The transition from manual meter reading to Advanced Metering Infrastructure (AMI) will continue by studying the benefits and possibilities of Intelligent Segmentation and Web Presentment systems to provide useful data for utilities and customers.
- Explore opportunities to convert paper records to digital to reduce office storage requirements, allow for easier access, and increase security and efficiency.
- Implement a data warehouse and business intelligence tool to enable the development of workforce analytics, collective bargaining strategies, and workforce planning.
- Explore options for replacement of vote counting machines reaching the end of their life expectancy and service support.
- Further define and build on the major programs and initiatives for IT that are enterprise enabled.
- Identify communications and marketing tools to move towards a digital/online presence and expand access to City information and services.

Improve IT infrastructure long-term sustainability.

- Establish a technical roadmap with options for infrastructure and business continuity plans.
- Evaluate infrastructure and develop plans and strategies to accommodate a shift to sustainable, scalable and cost effective IT infrastructure.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,299.1	1,562.1	1,575.0	0.0	1,585.9	1,585.9	10.9	0.7%
City Manager's Office	671.9	675.4	681.7	0.0	679.0	679.0	(2.7)	-0.4%
City Clerk's Office	2,146.9	2,364.4	2,647.2	5.0	2,689.0	2,694.0	46.8	1.8%
City Solicitor's Office	1,946.2	1,952.6	1,964.8	(325.0)	2,329.5	2,004.5	39.7	2.0%
Corporate Support	18,771.3	18,642.2	18,941.1	(70.8)	19,893.3	19,822.5	881.4	4.7%
General Services	(5,264.2)	(3,242.2)	(1,502.9)	(9,454.6)	8,144.1	(1,310.5)	192.4	-12.8%
Assessment & Taxation	3,166.0	3,647.6	3,683.5	(4.5)	3,542.6	3,538.1	(145.4)	-3.9%
Revenue Services	1,844.0	1,925.4	1,945.4	(164.0)	2,106.7	1,942.7	(2.7)	-0.1%
Financial Services	3,412.2	3,097.6	3,338.1	0.0	3,446.7	3,446.7	108.6	3.3%
Debt Servicing	20,631.4	20,559.8	22,160.1	(6,821.5)	28,981.6	22,160.1	0.0	0.0%
Service Saskatoon	176.8	200.0	715.4	0.0	736.7	736.7	21.3	3.0%
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Total	48,801.6	51,384.9	56,149.4	(16,835.4)	74,135.1	57,299.7	1,150.3	2.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	407.69	411.99	4.30

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2018			Growth &	Service	2018	
Service Line	2017 Base	Change	Budget	2017 Base	Base Adj	Cont Impr	Level	Budget	2018 Budget
Legislative	0.0	0.0	0.0	1,575.0	11.9	(1.0)	0.0	1,585.9	1,585.9
City Manager's Office	0.0	0.0	0.0	681.7	5.4	(8.1)	0.0	679.0	679.0
City Clerk's Office	(20.0)	25.0	5.0	2,667.2	22.3	(0.5)	0.0	2,689.0	2,694.0
City Solicitor's Office	(325.0)	0.0	(325.0)	2,289.8	39.7	0.0	0.0	2,329.5	2,004.5
Corporate Support	(70.8)	0.0	(70.8)	19,011.9	292.7	406.3	182.4	19,893.3	19,822.5
General Services	(9,454.6)	0.0	(9,454.6)	7,951.7	341.7	(145.0)	(4.3)	8,144.1	(1,310.5)
Assessment & Taxation	(4.5)	0.0	(4.5)	3,688.0	(145.4)	0.0	0.0	3,542.6	3,538.1
Revenue Services	(163.1)	(0.9)	(164.0)	2,108.5	(1.8)	0.0	0.0	2,106.7	1,942.7
Financial Services	0.0	0.0	0.0	3,338.1	111.8	(3.2)	0.0	3,446.7	3,446.7
Debt Servicing	(7,194.6)	373.1	(6,821.5)	29,354.7	(373.1)	0.0	0.0	28,981.6	22,160.1
Service Saskatoon	0.0	0.0	0.0	715.4	(102.1)	0.0	123.4	736.7	736.7
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	(17,232.6)	397.2	(16,835.4)	73,382.0	203.1	248.5	301.5	74,135.1	57,299.7

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Legislative	50.0	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	0.0	340.0	200.0	150.0	72.0
City Solicitor's Office	50.0	0.0	0.0	0.0	0.0
Corporate Support	1,295.0	500.0	686.0	550.0	745.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	0.0	100.0	250.0	100.0	0.0
Revenue Services	0.0	0.0	0.0	0.0	300.0
Financial Services	15,000.0	0.0	0.0	0.0	0.0
Debt Servicing	0.0	0.0	0.0	0.0	0.0



Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Service Saskatoon	200.0	200.0	200.0	200.0	200.0
Corporate Projects	485.0	0.0	0.0	0.0	0.0
Total	17,080.0	1,140.0	1,336.0	1,000.0	1,317.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
AFM - CAPITAL RESERVE	285.0	100.0	250.0	100.0	300.0
C.I.S. DEVELOPMENT RESERVE	395.0	0.0	0.0	0.0	0.0
CK - CAPITAL RESERVE	0.0	250.0	200.0	150.0	72.0
COMPUTER EQUIPMENT REPL RES	450.0	500.0	550.0	550.0	575.0
CORPORATE CAPITAL RESERVE	200.0	200.0	200.0	200.0	200.0
NBCF - REALLOCATION	15,000.0	0.0	0.0	0.0	0.0
OPERATING FUND CONTRIBUTION	0.0	90.0	0.0	0.0	0.0
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	0.0	136.0	0.0	170.0
RESERVE FOR CAPITAL EXPENDITURES	450.0	0.0	0.0	0.0	0.0
UNIFIED COMMUNICATIONS RESERVE	300.0	0.0	0.0	0.0	0.0
Total	17,080.0	1,140.0	1,336.0	1,000.0	1,317.0
Unfunded	0.0	3,368.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P1829 AF-SERVICE SASKATOON - SYSTEMS	0.0	2,100.0	0.0	0.0	0.0
Total	0.0	2,100.0	0.0	0.0	0.0



Legislative

Overview

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

2016 Budget to Actual Variance Explanation:

In 2016 Legislative had a \$263.0 favorable variance from budget. This was a result of reduced expenditures from the resignation of former Councillor Olauson, and due to the election where no expenditures were incurred.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	1,027.3	1,063.9	1,069.4	1,081.3	11.9	1.1%
Operating Cost	271.1	488.2	495.6	494.6	(1.0)	-0.2%
Transfer to/from Reserves	0.6	10.0	10.0	10.0	0.0	0.0%
Total	1,299.0	1,562.1	1,575.0	1,585.9	10.9	0.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Legislative	0.0	0.0	0.0	1,575.0	11.9	(1.0)	0.0	1,585.9	1,585.9

There are no significant operating changes for the Legislative service line.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2609 CP - COUNCIL STRATEGIC PRIORITY AREAS	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0

Project 2609 provides support to members of City Council specifically for work related to the identified 10 priority areas that fall under one of the seven Strategic Goals in the City's Strategic Plan.



City Manager's Office

Overview

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

2016 Budget to Actual Variance Explanation:

In 2016 the City Manager's Office had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	681.8	660.0	666.3	671.7	5.4	0.8%
Operating Cost	39.7	64.9	64.9	56.8	(8.1)	-12.5%
Cost Recovery	(59.5)	(59.5)	(59.5)	(59.5)	0.0	0.0%
Capital Contribution	10.0	10.0	10.0	10.0	0.0	0.0%
Total	672.0	675.4	681.7	679.0	(2.7)	-0.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
City Manager's Office	0.0	0.0	0.0	681.7	5.4	(8.1)	0.0	679.0	679.0

There are no significant operating changes for the City Manager's Office.

Summary of Capital Investments

There are no capital investments for 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.

2016 Budget to Actual Variance Explanation:

In 2016 the City Clerk's Office had a \$217.5 favorable variance from budget. This was a result of a number of items: Cost savings resulted in Legislative Committees and Commissions from reduced conference, research & education initiatives for the Municipal Heritage Advisory Committee and Municipal Review Commission; more board of revision fees were received than paid out; and salary savings resulted from staff vacancies.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(25.3)	(6.0)	(20.0)	5.0	25.0	-125.0%
Staff Compensation	1,655.7	1,769.7	1,949.7	1,997.0	47.3	2.4%
Operating Cost	815.7	943.3	448.3	445.2	(3.1)	-0.7%
Cost Recovery	(331.6)	(342.1)	(31.9)	(35.7)	(3.8)	11.9%
Capital Contribution	130.1	130.1	166.1	147.5	(18.6)	-11.2%
Transfer to/from Reserves	(97.7)	(130.6)	135.0	135.0	0.0	0.0%
Total	2,146.9	2,364.4	2,647.2	2,694.0	46.8	1.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	22.24	22.24	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
City Clerk's Office	(20.0)	25.0	5.0	2,667.2	22.3	(0.5)	0.0	2,689.0	2,694.0

Revenue Change:

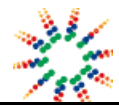
- Revenues are anticipated to decrease by \$25.0 in 2018 due to more appeal fees being refunded than collected.

Growth:

- An increase of \$47.3 in staff compensation is expected due to positions that were new in 2017 coming in at higher grade levels than budgeted in 2017. There will be no change to the total FTE.

Capital Contribution:

- An \$18.6 decreased contribution to capital reserve is due to a portion of the upgrade for the connection between SharePoint and Documentum not proceeding at this time. The current records and information management system is being reviewed and therefore additional licenses are not being purchased as was done in prior years.



Other Significant Item(s):

- There are no significant operating changes for the City Clerk's Office.

Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1883	CK-ELECTRONIC RECORDS MANAGEMENT	0.0	250.0	200.0	150.0	72.0
P1884	CK-ELECTRONIC AGENDA & MEETING MGT SYSTEM	0.0	90.0	0.0	0.0	0.0
Total		0.0	340.0	200.0	150.0	72.0

There are no 2018 capital investments for City Clerk's Office.



City Solicitor's Office

Overview

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

The wide variety of legal work performed by the Office of the City Solicitor includes governance advice, bylaw prosecutions, legislative drafting, land transactions, contracts, loans and debentures, expropriations and tax collections, representation at all levels of Court regarding municipal law matters, civil law matters and administrative law matters, arranging for the City's insurance needs, dealing with claims made by and against the City, and any other necessary legal support services which may be required by City Council, the City Manager, the City Clerk, City Departments or the City's controlled corporations.

2016 Budget to Actual Variance Explanation:

In 2016 the City Solicitor's Office had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(255.9)	(278.0)	(325.0)	(325.0)	0.0	0.0%
Staff Compensation	2,516.7	2,587.5	2,646.6	2,618.5	(28.1)	-1.1%
Operating Cost	1,754.3	1,730.2	1,937.3	1,871.6	(65.7)	-3.4%
Cost Recovery	(2,469.0)	(2,487.1)	(2,694.1)	(2,160.6)	533.5	-19.8%
Transfer to/from Reserves	400.0	400.0	400.0	0.0	(400.0)	-100.0%
Total	1,946.1	1,952.6	1,964.8	2,004.5	39.7	2.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	22.00	22.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
City Solicitor's Office	(325.0)	0.0	(325.0)	2,289.8	39.7	0.0	0.0	2,329.5	2,004.5

Other Significant Item(s):

- The Insurance Management Program has seen a decrease of \$533.5 in cost recovery in 2018. This is made up of a reduction in contribution to the Self Insured Retention Reserve for \$400.0 and savings in premiums cost. The current balance within the Self Insured Retention Reserve is adequate for any known requirements in 2018. The funding requirement will be revisited in 2019.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2622 SO-COMPREHENSIVE GOVERNANCE REVIEW	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0



Capital Investment of \$50.0 is required to complete a comprehensive review of the governance structures, models, practices, and procedures.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Project.



Corporate Support

Overview

Corporate Support includes Aboriginal Relations, Business Administration, Communications, Employee Experience and Performance, Information Technology, Materials Management, Media Relations, and Strategic Negotiations Total Rewards and Workforce Analytics divisions supporting the corporation.

The 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 City's seven Strategic Goals.

The Business Administration divisions provide general management and support services, accounting and control, administrative, personnel, and system support services for the departments.

The Communication division works as a strategic partner in the organization to plan and direct all corporate and departmental communications, marketing and engagement activities. The division provides the meaningful exchange of information with both internal and external audiences using multiple channels.

The Employee Experience and Performance division consults and provides a wide range of employee and organizational services including: workplace safety, health and wellness, employee and organizational development, recruitment, diversity and culture, and employment equity. The division also 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.

The Information Technology division provides strategic and professional services for the corporation; providing expertise in infrastructure, applications, device management, and professional services such as project management and business analysis.

The Materials Management division is responsible for providing procurement and inventory management, asset disposal, mail, and printing services to the Corporation.

The Media Relations division manages and coordinates the City's interaction with the local, provincial, national and international news media and manages the City message social media channels including Facebook, Twitter and YouTube.

The Strategic Negotiations Total Rewards and Workforce Analytics division consults and provides a wide range of employee and organizational services including: employee benefits, human resource planning, labour relations, human resource metrics, and total rewards. These services encourage and support employees to reach their full potential to achieve the Corporations goals and objectives in addition to ensuring the provision of a qualified, competent, stable, and productive workforce for the organization.

2016 Budget to Actual Variance Explanation:

In 2016 Corporate Support had \$129.1 unfavourable variance from budget. This was a result of a multi-year Microsoft audit performed on the Corporation which resulted in additional expenditures, which were only partially offset by savings from staff vacancies.



Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(85.7)	(70.8)	(70.8)	(70.8)	0.0	0.0%
Staff Compensation	20,458.5	20,871.8	21,189.0	22,280.3	1,091.3	5.2%
Operating Cost	7,432.0	6,790.0	6,939.7	7,592.6	652.9	9.4%
Cost Recovery	(10,420.5)	(10,335.8)	(10,703.8)	(11,566.6)	(862.8)	8.1%
Capital Contribution	1,381.1	1,381.1	1,581.1	1,581.1	0.0	0.0%
Transfer to/from Reserves	5.9	5.9	5.9	5.9	0.0	0.0%
Total	18,771.3	18,642.2	18,941.1	19,822.5	881.4	4.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	214.65	222.65	8.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Corporate Support	(70.8)	0.0	(70.8)	19,011.9	292.7	406.3	182.4	19,893.3	19,822.5

Growth:

- As the corporation expands, additional funding is required for licensing agreements in order to leverage technology to support delivering services to citizens. Microsoft licensing agreements plus additional maintenance costs on programs have resulted in a \$450.0 increase in 2018.

Service Level Change(s):

- An increase of \$93.2 is included for a Truth & Reconciliation Coordinator position (1.0 FTE) to support Council's Reconciliation Strategic Priority. This investment in our future will allow the City to continue work on responding to the Calls to Action which was released by the Truth and Reconciliation Commission on June 2, 2015 by promoting the reconciliation in our community and province.
- As Community Engagement has been identified as a corporate risk, the 2018 budget includes \$89.2 for a Community Engagement Consultant position (1.0 FTE). This position will be responsible for coordinating a more strategic approach to increase the effectiveness of the City's community engagement efforts. This increase is fully offset with cost recoveries of \$89.2 from capital projects.
- To build increased internal capacity to deliver graphic design services within the City and reduce reliance on contractual services, \$150.9 (2.0 FTEs) has been included with full cost recovery to internal clients currently using the Agency of Record for such services. This results in a cost neutral service increase with an estimated future annual savings of \$28.0. By increasing this capacity internally, it will allow the corporation to increase service hours of graphic design by approximately 2,000 hours annually.

Other Significant Item(s):

- 2.0 FTEs have been transferred to the Employee Experience & Performance Division for two Human Resource Consultants to support the growing Transportation and Utilities Department.
- 2.0 FTEs have been transferred to Transportation & Utilities Management and Business Administration to provide for a Director of Water and Waste Water as well as a Secretary II position to support the reorganization of the Public Works Division into the Roadways & Operations Division and the Water & Waste Stream Division.



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1083	CP-CORPORATE NETWORK EQUIPMENT REPL	450.0	500.0	550.0	550.0	575.0
P1942	AF-CORPORATE SECURITY PLAN	150.0	0.0	0.0	0.0	0.0
P2367	CP-VOICE OVER INTERNET PROTOCOL	300.0	0.0	0.0	0.0	0.0
P2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	0.0	0.0	136.0	0.0	170.0
P2516	CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	395.0	0.0	0.0	0.0	0.0
Total		1,295.0	500.0	686.0	550.0	745.0

Project 1942 is supporting internal initiatives of continuing implementation of the corporate security plan.

Project 2516 for \$395.0 is to foster innovation by integrating IT strategies, business and technology to increase productivity and service delivery including the development of business continuity roadmap for critical applications, streamline the management of technology assets by improving efficiency and reducing cost of supporting applications.

Remainder of the capital programs are to maintain the City's current network environments.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2018 capital projects.



General Services

Overview

To provide for various provisions for revenues and expenditures related to the operation of the municipality but do not relate to specific programs. Examples of the revenues and expenditures include bank service costs, transfers to general reserves, administrative recoveries, corporate payroll expenditures, and working capital.

2016 Budget to Actual Variance Explanation:

In 2016 General Services had a \$2,022.0 favorable variance from budget. This was a result of a one-time payment from the Saskatchewan Worker's Compensation Board for surplus distributions, partially offset by corporately held staff vacancies.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue - Admin Recovery	(9,454.6)	(9,454.6)	(9,454.6)	(9,454.6)	0.0	0.0%
Staff Compensation	(2,621.5)	623.7	2,311.1	4,207.9	1,896.8	3.5%
Operating Cost	2,011.1	787.9	1,864.0	939.0	(925.0)	-49.6%
Debt Charges	322.4	322.4	138.2	128.8	(9.4)	-6.8%
Capital Contribution	4,478.4	4,478.4	3,638.4	2,868.4	(770.0)	-21.2%
Total	(5,264.2)	(3,242.2)	(1,502.9)	(1,310.5)	192.4	-12.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
General Services	(9,454.6)	0.0	(9,454.6)	7,951.7	341.7	(145.0)	(4.3)	8,144.1	(1,310.5)

Capital Contribution:

- Approved during 2017 budget deliberations the contribution to RCE was reduced by \$40.0 in order to provide the Meewasin Valley Authority (MVA) additional one-time funding. In 2018, this funding was added back to the RCE contribution.
- A \$210.0 reduction from RCE is due to the transfer of project costs (P2034) to the Neighbourhood Planning operating service line.
- A further \$600.0 reduction to RCE was completed in order to reduce the reserves reliance on the property tax. In years where RCE project requests are larger than the reserves available funding, the Neighbourhood Land Development Dividend will be utilized.

Other Significant Item(s):

- Insurance charges across the Corporation were decreased \$27.5 to reflect the 2018 insurance premiums.
- Criminal Record Checks expenditures were decreased \$20.0 as part of the 30 Day Challenge ideas presented at the Aug.21, 2017 Governance & Priorities Committee.
- Digitalization of the annual Report to Citizens resulted in a \$25.0 reduction in printing expenditures.
- Various smaller continuous improvement efforts further resulted in \$150.0 in expenditure reductions.



Summary of Capital Investments

There are no capital investments for General Services.



Assessment & Taxation

Overview

The Assessment & 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 service line issues the related Assessment & Taxation notices to property owners. Collection of tax revenue is handled by Corporate Revenue.

2016 Budget to Actual Variance Explanation:

In 2016 Assessment and Taxation had a \$481.6 favourable variance from budget. This was a result of staff vacancies and supporting expenditure reductions from the alignment of Assessment with the Corporate Revenue Division. This favourable variance is not anticipated in the future as budgets have been adjusted as a result of the new organizational structure.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(28.1)	(24.5)	(4.5)	(4.5)	0.0	0.0%
Staff Compensation	2,850.5	3,167.4	3,197.0	3,052.8	(144.2)	-4.5%
Operating Cost	337.7	498.8	485.1	483.1	(2.0)	-0.4%
Transfer to/from Reserves	5.9	5.9	5.9	6.7	0.8	13.6%
Total	3,166.0	3,647.6	3,683.5	3,538.1	(145.4)	-3.9%

Staff Complement	2017	2018	Difference
Full Time Equivalents	36.70	34.00	(2.70)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Assessment & Taxation	(4.5)	0.0	(4.5)	3,688.0	(145.4)	0.0	0.0	3,542.6	3,538.1

Other Significant Item(s):

- Due to a reorganization within the Corporate Revenue Division, 2.70 FTEs (\$212.5) have been reduced through continuous improvement and efficiency gains. 0.50 FTE of this reduction has been re-deployed to a Parking Operating Manager under the Parking Service Line.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2079 AF-PROPERTY REASSESSMENT	0.0	100.0	250.0	100.0	0.0
Total	0.0	100.0	250.0	100.0	0.0

There are no 2018 capital investments for Assessment & Taxation.



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 regulation, as well as the taxi service in Saskatoon.

2016 Budget to Actual Variance Explanation:

In 2016 Revenue Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(135.2)	(103.6)	(163.1)	(164.0)	(0.9)	0.6%
Staff Compensation	5,392.2	5,213.5	5,278.2	5,260.2	(18.0)	-0.3%
Operating Cost	3,153.6	3,326.2	3,368.8	3,499.0	130.2	3.9%
Cost Recovery	(6,583.8)	(6,510.7)	(6,538.5)	(6,652.5)	(114.0)	1.7%
Total	1,826.8	1,925.4	1,945.4	1,942.7	(2.7)	-0.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	72.00	70.00	(2.00)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Revenue Services	(163.1)	(0.9)	(164.0)	2,108.5	(1.8)	0.0	0.0	2,106.7	1,942.7

Other Significant Item(s):

- Due to the reorganization within the Corporate Revenue Division, 2.0 FTE have been reduced with the automation of advanced meter reading and gained efficiencies. The savings related to this FTE reductions are mainly affecting the cross charge to Utilities programs.
- The operating cost has increased by \$130.2 mainly due to the maintenance and support of the Advanced Metering Infrastructure system which is fully cost recovered from the Utilities programs.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	0.0	0.0	0.0	0.0	300.0
Total	0.0	0.0	0.0	0.0	300.0

There are no 2018 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 City Council relations.

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

2016 Budget to Actual Variance Explanation:

In 2016 Financial Services had a \$314.6 unfavorable variance from budget which were offset by other savings in the Asset and Financial Management Department. This was a result of special project positions required to deliver new initiatives for financial services. This unfavourable variance is anticipated to be significantly reduced in future years as these special projects are completed.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	2,842.0	2,640.0	2,813.6	2,895.4	81.8	2.9%
Operating Cost	390.9	299.4	366.8	393.6	26.8	7.3%
Cost Recovery	(90.7)	(111.8)	(112.3)	(112.3)	0.0	0.0%
Capital Contribution	270.0	270.0	270.0	270.0	0.0	0.0%
Total	3,412.2	3,097.6	3,338.1	3,446.7	108.6	3.3%

Staff Complement	2017	2018	Difference
Full Time Equivalents	28.10	28.10	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Financial Services	0.0	0.0	0.0	3,338.1	111.8	(3.2)	0.0	3,446.7	3,446.7

Other Significant Item(s):

- Inflationary increases to software licensing fees and maintenance obligations have resulted in an additional \$30.0 in costs. This is required in order to continue support the City's core financial and budgetary systems.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1829 AF-SERVICE SASKATOON - SYSTEMS	15,000.0	0.0	0.0	0.0	0.0
Total	15,000.0	0.0	0.0	0.0	0.0



Project 1829 is to support Service Saskatoon systems through the implementation of an Enterprise Resource Planning (ERP) System. This initiative is for a centralized and integrated corporate financial system to replace the current general ledger system and the many payroll, purchasing, work order, human resource, and manual systems currently exist throughout the Corporation.

Future Operating Impacts of Current Year's Capital Projects

With the implementation of an ERP, software license fees are estimated to be \$2,100.0 in 2019.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P1829 AF-SERVICE SASKATOON - SYSTEMS	0.0	2,100.0	0.0	0.0	0.0
Total	0.0	2,100.0	0.0	0.0	0.0



Debt Servicing

Overview

The Debt Servicing service line provides for the operation of the Corporation's debt management practices. This service line provides for the management of Gas Tax Revenues related to debt servicing, the management of the City's Civic Facilities Financing Plan for capital projects, as well as the interest and principle payments related to the Corporation's debenture issues.

2016 Budget to Actual Variance Explanation:

In 2016 Debt Servicing had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue - Gas Tax	(7,155.1)	(7,176.5)	(7,194.6)	(6,821.5)	373.1	-5.2%
Capital Down Payments	4,917.8	4,917.8	6,485.3	6,835.0	349.1	5.4%
Interest	6,155.1	6,134.1	5,596.8	5,045.2	(551.6)	-9.9%
Principal	16,713.6	16,684.4	17,272.6	17,101.4	(171.2)	-1.0%
Total	20,631.4	20,559.8	22,160.1	22,160.1	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Debt Servicing	(7,194.6)	373.1	(6,821.5)	29,354.7	(373.1)	0.0	0.0	28,981.6	22,160.1

Other Significant Item(s):

- Debt servicing costs are \$22.1 million which consist of \$5.0 million in interest payments and \$17.1 million in principal payments. In October of 2018 a banker' acceptance loan/interest rate swap will be fully repaid. As such the aggregate debt payment has been reduced to reflect the full repayment of this financing.
- \$6.8 million in capital project down payments have also been included in this service line in accordance with the City's Major Transportation and Civic Facilities Funding Plan for future debt payments, capital contributions and operating impacts of major capital projects.

Summary of Capital Investments

There are no capital investments for Debt Servicing.



Service Saskatoon

Overview

Service Saskatoon is a coordinated approach to delivering services that will help citizens connect to answers and information – quickly, simply and seamlessly.

This new model of citizen service is built upon four key pillars:

- 1) Citizen Input – A Citizen First approach to the design and delivery of services;
- 2) Staffing – Ensure dedicated customer service staff are trained, equipped and ready to respond;
- 3) Systems – Citizens will have easy access to information including the ability to request services and track the progress from start to finish; and
- 4) Standards – Commitment to deliver quality and consistent service to every citizen, every time.

2016 Budget to Actual Variance Explanation:

In 2016 Service Saskatoon had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	69.0	0.0	413.3	534.6	121.3	29.3%
Operating Cost	7.9	100.0	102.1	2.1	(100.0)	-97.9%
Capital Contribution	100.0	100.0	200.0	200.0	0.0	0.0%
Total	176.9	200.0	715.4	736.7	21.3	3.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	3.00	4.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Service Saskatoon	0.0	0.0	0.0	715.4	(102.1)	0.0	123.4	736.7	736.7

Service Level Change:

- Service Saskatoon includes an increase of \$123.4 (1.0 FTE) for the Citizen Service Manager to lead the City towards enhancing customer experience initiatives. This amount was offset with a reduction of \$100.0 in consulting services.



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1364	CP-SERVICE SASKATOON-CITIZEN INPUT/ SYSTEMS/STANDARDS/STAFFING	200.0	200.0	200.0	200.0	200.0
Total		200.0	200.0	200.0	200.0	200.0

Project 1364 is for the Customer Relationship Management (CRM) project in order to continue the phased in approach of the Service Saskatoon initiative in 2018.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2018 Capital Project.



Corporate Projects

Overview

The Corporate Projects service line manages planning and design of major place-making initiatives to stimulate increased community quality of life and sustainability in all its' forms; financial, social, cultural, and environmental. Initiatives include the development of a Winter City Strategy, re-use of the Mendel Building for a new Children's Discovery Museum, future infill development opportunities on City-owned lands, and future planning with the Saskatoon Public Library, TCU Place, SaskTel Centre, and other community facilities.

2016 Budget to Actual Variance Explanation:

In 2016 Corporate Projects had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	106.4	145.5	145.3	146.8	1.5	1.0%
Operating Cost	41.4	39.8	39.8	39.8	0.0	0.0%
Transfer to/from Reserves	(147.8)	(185.3)	(185.1)	(186.6)	(1.5)	0.8%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

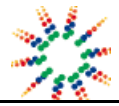
There are no significant operating changes in Corporate Projects.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	350.0	0.0	0.0	0.0	0.0
P2540 CIVIC CONSERVATORY REPAIR/REPLACEMENT	135.0	0.0	0.0	0.0	0.0
Total	485.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P2540 CIVIC CONSERVATORY REPAIR/REPLACEMENT	0.0	3,368.0	0.0	0.0	0.0
Total	0.0	3,368.0	0.0	0.0	0.0

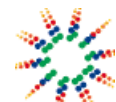
The Winter City strategy development project 2519 for \$350.0 is being requested to continue work in providing opportunities for activities in a winter city and to address winter events, mobility and design among other aspects.



While having been built in 1964, the Civic Conservatory project 2540 design for \$135.0 will address the need for repairs and replacements where required and will recommend potential expansion possibilities to support the numerous partnerships and programs that currently enjoy the utilization of the Civic Conservatory. Future years estimated requirements will be updated once fully reported on.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2018 capital projects.





Operating Budget
\$14.3 million

Capital Budget
\$17.2 million



STRATEGIC GOAL:



Environmental Leadership

Service Lines



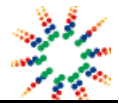
Service Outcomes

- To provide Urban Forestry and Pest Management services, including prevention of the spread of insect and plant pests, and wildlife management.
- To provide Waste Handling Services, including: collection and landfilling of garbage.
- To provide an Environmental Program focused on environmental education, managing City-owned contaminated sites, participating in regional water and air quality protection efforts, and developing enhanced environmental policies.
- To provide a Waste Reduction and Resource Recovery program, including: developing recycling and composting programs, reducing energy use and the emission of greenhouse gases, and managing household hazardous waste.

At A Glance

Urban Forest: Parks

- 110,000 trees with approximately 60% of the inventory lining city streets and 40% located within civic parks.
- 10,000 trees pro-actively pruned each year.
- 2,500 citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals, and clarification of tree ownership.



Pest Management: Parks

- 94,500 hectares of land in and around Saskatoon is monitored seasonally to identify and treat for mosquito larval habitat.
- Trees within the City's Urban Forest are inspected annually for diseases such as Dutch Elm Disease (DED).

Garbage: Waste Handling Services

- 2.6 million residential curbside containers collected each year with a 99.9% success rate.
- 100,000 tonnes of garbage received at the Landfill annually; 63% is garbage collected by City crews from residents and from a few businesses (based on commercial contracts).
- 68,500 single-family homes and 23,000 multi-unit residential dwellings receive garbage collection services by a fleet of 20 garbage trucks.

Environment: Environmental Program, Waste Reduction, and Resource Recovery

- 247,100 tonnes of waste are generated in Saskatoon; 66% of this is generated by businesses and institutions, 34% by residents.
- 3,852 kilotons of carbon dioxide equivalents (CO₂e) are released into the atmosphere every year in Saskatoon. Emissions in Saskatoon increased approximately 12% between 2003 and 2014 and the City's own corporate emissions rose 39%.
- Ten major projects focused on improving environmental protection in Saskatoon are currently underway. In addition, the Environmental and Corporate Initiatives Division assisted various civic projects and operations with environmental support services on 150 separate matters in 2016 and contacted 240 businesses as part of the waste water discharge inventory. Demand for these support services is increasing as environmental awareness improves across the corporation.

City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Environmental Sustainability

Strategic Risks

- The City may not be delivering expected level of services for garbage collection or park maintenance.
- The City may be lacking a clearly articulated strategy on how to manage climate change related risks.
- The City may need to do more to create community awareness of climate change and educate to change people's attitude about their own carbon footprints.
- Absence of greenhouse gas reduction initiatives may lead to a bigger than expected carbon footprint.



Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	23%	21%	21.8%	22.8%	Neutral	Needs Improvement
Reduce the City of Saskatoon's greenhouse gas emissions	=40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	Needs Improvement

Strategic Outcomes and 2018 Initiatives

Improve waste diversion performance.

- Construct a 'one-stop' waste reuse and recycling centre and new public area for the Saskatoon Landfill.
- Plan a coordinated launch for expanding the Waste Services Utility and introducing a city-wide curbside Organics Program.
- Complete the Waste Diversion Plan, Saskatoon's strategy for achieving 70% diversion of waste from landfilling by 2023 and migration toward becoming a 'zero waste' community.
- Implement initiatives identified through the Waste Handling Civic Service Review.

Reduce Saskatoon's carbon footprint.

- Develop a Climate Change Mitigation Business Plan, a commitment to the Global Covenant on Climate and Energy. This Plan will identify a strategy for achieving Saskatoon's greenhouse gas emissions reduction targets.
- Create internal capacity to track and report greenhouse gas emissions annually to meet the requirements of carbon pricing and Saskatoon's commitment to the Global Covenant on Climate and Energy.
- Implement the Energy Performance Contract (EPC) to accelerate the retrofitting of the City's highest energy-consuming buildings.
- Establish a renewable energy generation target.

Protect the urban forest and prevent the spread and future introduction of pests and disease.

- Continue surveillance and monitoring of the City's Urban Forest for invasive pest issues and adjust established emergency response plans as required.
- Develop and implement response plans that will address the impacts associated with recent outbreak of Cottony Ash Psyllid.
- Urban Forestry will meet the service level objective established by City Council of pruning street trees every seven years and pruning trees in civic parks every 13 years. Complete back-lane tree-trimming Civic Service Review with all divisions that require or deliver this service.

Mitigate the impact of severe weather events on the City's infrastructure and protect private and public natural assets.

- Continue Green Infrastructure Planning, including initiating work on a Biodiversity Action Plan, enhanced storm water monitoring program, and Natural Capital Asset valuation.



Increase environmental compliance and reporting.

- Expand tools and training to help civic employees with environmental compliance, reporting, and improving sustainability outcomes such as increased recycling, paper reduction, energy and water conservation, and fewer releases of pollutants into the environment.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	479.3	480.4	490.4	0.0	493.2	493.2	2.8	0.6%
Urban Forestry	3,482.1	3,565.8	3,552.7	0.0	3,631.7	3,631.7	79.0	2.2%
Waste Reduction & Resource Recovery	873.6	881.8	1,007.8	(4.0)	1,057.4	1,053.4	45.6	4.5%
Waste Handling Service	8,872.2	6,814.4	7,383.4	(5,180.0)	13,357.1	8,177.1	793.7	10.7%
Pest Management	877.0	916.8	909.3	(2.0)	991.1	989.1	79.8	8.8%
Total	14,584.2	12,659.2	13,343.6	(5,186.0)	19,530.5	14,344.5	1,000.9	7.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	108.03	108.94	0.91

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Environmental Program	0.0	0.0	0.0	490.4	2.8	0.0	0.0	493.2	493.2
Urban Forestry	0.0	0.0	0.0	3,552.7	33.1	45.9	0.0	3,631.7	3,631.7
Waste Reduction & Resource Recovery	(12.4)	8.4	(4.0)	1,020.2	(89.6)	19.9	106.9	1,057.4	1,053.4
Waste Handling Service	(5,920.0)	740.0	(5,180.0)	13,303.4	2.2	51.5	0.0	13,357.1	8,177.1
Pest Management	(2.0)	0.0	(2.0)	911.3	66.8	13.0	0.0	991.1	989.1
Total	(5,934.4)	748.4	(5,186.0)	19,278.0	15.3	130.3	106.9	19,530.5	14,344.5

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Environmental Program	15,260.0	0.0	0.0	0.0	0.0
Urban Forestry	907.0	0.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	0.0	0.0	0.0	0.0	0.0
Waste Handling Service	1,071.0	884.0	2,198.0	6,613.0	479.0
Pest Management	0.0	0.0	0.0	0.0	0.0
Total	17,238.0	884.0	2,198.0	6,613.0	479.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
AUTO GARBAGE CONTAINER REPL RES	371.0	384.0	398.0	413.0	429.0
BORROWING (INTERNAL) NON-PIL	15,000.0	0.0	0.0	0.0	0.0
CP - CAPITAL RESERVE	180.0	0.0	0.0	0.0	0.0
CY CAPITAL RESERVE	220.0	0.0	0.0	0.0	0.0
FCM	80.0	0.0	0.0	0.0	0.0
LANDFILL REPLACEMENT RESERVE	700.0	500.0	1,800.0	6,200.0	50.0
OPERATING FUND CONTRIBUTION	230.0	0.0	0.0	0.0	0.0
OTHER	457.0	0.0	0.0	0.0	0.0
Total	17,238.0	884.0	2,198.0	6,613.0	479.0
Unfunded	11,600.0	423.0	0.0	0.0	0.0



Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR - RECOVERY PARK	0.0	250.0	0.0	0.0	0.0
P2538 CP-NATURAL CAPITAL ASSET VALUATION	0.0	75.0	0.0	0.0	0.0
Total	0.0	325.0	0.0	0.0	0.0



Environmental Program

Overview

This service line provides planning, policy development, education, outreach, research, environmental monitoring, and the reporting of environmental outcomes to regulators and citizens. Collaboration with various civic departments and the community-at-large is necessary to protect the environment for the benefit of current and future residents. Environmental protection efforts range from regional in scale to the individual household level and focus on protecting air, water, land and natural resources.

Current resources provide leadership in improving civic environmental outcomes related to solid waste management and energy efficiency. Performance toward environmental goals is tracked and reported annually through the 'Our Environment' report.

2016 Budget to Actual Variance Explanation:

In 2016 the Environmental Program had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	336.9	289.6	299.6	413.4	113.8	38.0%
Operating Cost	142.4	190.8	190.8	193.8	3.0	1.6%
Cost Recovery	0.0	0.0	0.0	(114.0)	(114.0)	0.0%
Total	479.3	480.4	490.4	493.2	2.8	0.6%

Staff Complement	2017	2018	Difference
Full Time Equivalents	2.90	3.90	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Environmental Program	0.0	0.0	0.0	490.4	2.8	0.0	0.0	493.2	493.2

Service Level Change:

- An increase of \$114.0 (1.0 FTE) is included for a permanent Environmental Accounting Manager position. This relates to Council's Environmental Sustainability Strategic Priority and will allow the City to continue work on responding to climate and energy changes. This position is fully recovered from capital programming.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1975 CP-CORPORATE WIDE ENVIRONMENTAL MANAGEMENT SYSTEM	80.0	0.0	0.0	0.0	0.0
P2538 CP-NATURAL CAPITAL ASSET VALUATION	80.0	0.0	0.0	0.0	0.0
P2539 CP-CLIMATE CHANGE MITIGATION BUSINESS PLAN	100.0	0.0	0.0	0.0	0.0
P2568 CIVIC FAC ENERGY & WTR MONITORING	15,000.0	0.0	0.0	0.0	0.0
Total	15,260.0	0.0	0.0	0.0	0.0



Project 2568 - Energy Performance Contracting (EPC) received in principal approval to proceed with retrofitting a large number of civic facilities to save on utility consumption and associated charges. The key with EPC is to pay for the capital costs (other than consulting or project management) out of the utility savings after implementing the capital changes.

As the City expands on regulatory obligations and enhancements to civic bylaws for environmental protection, there is a need to implement an Environmental Management System (EMS). Project 1975 will address the need for an EMS in consideration of the Enterprise Resource Planning work that is occurring.

Pending successfully obtaining a grant from the Federation of Canadian Municipalities for funding required for projects 2538 Natural Capital Asset Valuation (NCA) and 2539 Climate Change Mitigation Business Plan, the City will need to determine the adequacy of current civic software for reporting NCA results in 2018, as well as opportunities for achieving greenhouse gas emission targets.

Future Operating Impact of Current Year's Capital Project

Natural Capital Asset Valuation (P2538) is estimated to be \$75.0 in 2019 for on-going operational requirements.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2538 CP-NATURAL CAPITAL ASSET VALUATION	0.0	75.0	0.0	0.0	0.0
Total	0.0	75.0	0.0	0.0	0.0



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, Emerald ash borer), and nursery production for the management of the urban forest on the City's parks, boulevards, medians, and other programs.

2016 Budget to Actual Variance Explanation:

In 2016 Urban Forestry had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	1,884.1	1,804.4	1,813.0	1,836.6	23.6	1.3%
Operating Cost	1,697.1	1,752.6	1,843.4	1,764.6	(78.8)	-4.3%
Cost Recovery	(125.4)	(17.5)	(130.0)	(149.5)	(19.5)	15.0%
Capital Contribution	26.3	26.3	26.3	180.0	153.7	584.4%
Total	3,482.1	3,565.8	3,552.7	3,631.7	79.0	2.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	25.19	25.52	0.33

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Urban Forestry	0.0	0.0	0.0	3,552.7	33.1	45.9	0.0	3,631.7	3,631.7

Growth:

- As the city expands and more parks and open green space areas are added, additional funding is required to maintain service levels. In 2018, 51 hectares of new green space will be added and the budget has been increased by \$46.2 to provide for an additional .33 FTE labourer position, maintenance costs and a \$3.7 increase in the contribution to the Parks Equipment Acquisition Reserve. This is required to maintain the growing urban forest.

Other Significant Item(s):

- Cost recovery increase of \$19.5 reflects the costs for trees and services provided to other municipal programs. Related to this is an increase of \$19.5 in other operating expenditures required to provide these services.
- The remaining Operating cost increase is made of the Parks equipment maintenance cross charge and contracted tree maintenance.



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1666	CY-URBAN FORESTRY MANAGEMENT PLAN	150.0	0.0	0.0	0.0	0.0
P1669	CY-PSYLLID IMPACTED TREE REMOVAL/ REPLANTING	757.0	0.0	0.0	0.0	0.0
Total		907.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects		2018	2019	2020	2021	2022
P1669	CY-PSYLLID IMPACTED TREE REMOVAL/ REPLANTING	0.0	423.0	0.0	0.0	0.0
Total		0.0	423.0	0.0	0.0	0.0

The capital investment for project 1666 is for the development of an Urban Forest Management Plan for Saskatoon, which will provide a comprehensive and strategic approach to protecting, maintaining and enhancing the City's urban forest. \$50.0 in funding will come from the Deferred Tree Replacement Account, and the remaining \$100.0 from the Community Services Capital Reserve.

The capital investment for project 1669 is for the Psyllid impacted tree removal and replanting program spanning over two years. This program addresses the plan in dealing with the cottony ash psyllid infestation impacting Black and Mancana Ash trees in the city.

Future Operating Impact of Current Year's Capital Project

There are no future operating impacts from the 2018 Capital Project.



Waste Reduction & Resource Recovery

Overview

This service line directly responds to Performance Targets that have been established for increased waste diversion (70% by 2023) and greenhouse gas emissions reductions (30% below 2006 levels by 2023). Updates to the plans outlining the strategies to achieve these Performance Targets are led by this team.

Current resources provide management services to recycling contracts for curbside and multi-unit dwellings, implementing the energy management program to identify and implement utility-saving projects, monitoring of energy use and greenhouse gas emissions, the Household Hazardous Waste Days program and community recycling depot operations.

2016 Budget to Actual Variance Explanation:

In 2016 Waste Reduction & Resource Recovery had a \$98.8 unfavorable variance from budget. This was primarily a result due to increased volume of material collected at the Household Hazardous Waste days which diverted the materials from ending up in the landfill.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(11.0)	(8.2)	(12.4)	(4.0)	8.4	-67.7%
Staff Compensation	677.6	495.1	502.0	627.8	125.8	25.1%
Operating Cost	389.0	418.3	648.5	579.3	(69.2)	-10.7%
Cost Recovery	(75.0)	(23.4)	(130.3)	(149.7)	(19.4)	14.9%
Transfer to/from Other Operating	(106.9)	0.0	0.0	0.0	0.0	0.0%
Total	873.7	881.8	1,007.8	1,053.4	45.6	4.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	5.45	6.45	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Waste Reduction & Resource Recovery	(12.4)	8.4	(4.0)	1,020.2	(89.6)	19.9	106.9	1,057.4	1,053.4

Growth:

- Household Hazardous Waste (HHW) program operating costs were increased by \$20.0. This is to address the growing program, meet public demand, and divert hazardous waste from harming the environment by providing an environmentally-responsible option to reduce waste.

Service Level Change:

- An increase of \$106.9 (1.0 FTE) is included for a permanent Soils Handling Project Engineer position. This relates to Council's Environmental Sustainability Strategic Priority and will allow the City to continue work on responding to managing contaminated soil during capital program construction. This position is fully recovered from capital programming, and reduces the City's reliance on external consulting services.



Summary of Capital Investments

Unfunded Capital Projects		2018	2019	2020	2021	2022
P2050	US-CONSTRUCTN & DEMOLITION WASTE MGT CTR - RECOVERY PARK	11,600.0	0.0	0.0	0.0	0.0
Total		11,600.0	0.0	0.0	0.0	0.0

Special Note

Any 2018 budget amount identified as having an “Unfunded” funding source currently has a 2018 first quarter report to Council pending, identifying their respective funding plans funding source.

Administration is recommending, in line with the Recovery Park – Next Steps report, to proceed with the remainder of Recovery Park to move the current operations of the landfill from its existing location to being part of Recovery Park as part of project 2050.

Future Operating Impacts of Current Year's Capital Projects

Project 2050 – Recovery Park is estimated to have an operating impact of \$250.0 which would be required in 2019.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR - RECOVERY PARK	0.0	250.0	0.0	0.0	0.0
Total	0.0	250.0	0.0	0.0	0.0



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 \$262.9, plus an amount allocated from the tipping fee.

2016 Budget to Actual Variance Explanation:

In 2016 Waste Services had a \$2,057.8 unfavorable variance from budget. This was for the most part a result of significantly declining landfill revenues as competing landfills in the area continue to attract major commercial haulers from the City's Landfill.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(4,530.0)	(6,540.0)	(5,920.0)	(5,180.0)	740.0	-12.5%
Staff Compensation	5,076.7	4,939.5	4,820.5	4,748.9	(71.6)	-1.5%
Operating Cost	6,262.9	5,754.5	5,611.4	5,715.2	103.8	1.8%
Debt Charges	478.4	478.5	625.2	625.3	0.1	0.0%
Cost Recovery	(587.9)	(725.8)	(409.2)	(387.8)	21.4	-5.2%
Capital Contribution	2,111.5	2,847.1	2,654.2	2,654.2	0.0	0.0%
Transfer to/from Reserves	1.3	1.3	1.3	1.3	0.0	0.0%
Transfer to/from Stabilization	59.3	59.3	0.0	0.0	0.0	0.0%
Total	8,872.2	6,814.4	7,383.4	8,177.1	793.7	10.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	64.12	61.37	(2.75)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget
Waste Handling Service	(5,920.0)	740.0	(5,180.0)	13,303.4	2.2	51.5	0.0	13,357.1
								8,177.1

Revenue Change:

- Due to increased landfill competition within the region, the City's landfill operation has seen chargeable tonnages decrease from over 50,000 in 2014 to 37,500 in 2016. Taking the decreasing tonnages into consideration, as well as, partial reversal of this trend as a result of City initiatives, revenues within the Landfill program are expected to decrease by \$700.0 in 2018.
- Due to increased commercial garbage collection competition, the City's commercial garbage collection program has seen a decrease in customers. Revenues are expected to decrease \$40.0 in 2018.

Other Significant Item(s):

- Garbage collection has purchased several new pieces of equipment in recent years; however, operating costs have not been sufficient to cover the internal rental rates of this equipment, as such the 2018 budget includes an increase of \$52.7 to support the maintenance and eventual replacement of this equipment.



- The decrease in staffing of 2.75 FTE's is due to changes in the following service lines: 1.75 FTE transferred to Wastewater Utility (1.0 FTE) and Capital (0.75 FTE) and 1.0 FTE redeployed to Human Resources.

Not Included:

- The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not been adjusted for growth over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$175.8 is required in order to ensure citizens have access to garbage containers and meet the growing demand for this service.
- An Environmental Protection Officer and vehicle for a total estimated cost of \$103.4 has not been included in the budget. This position is required due to the increased number of waste containers in the city due to Recycling Programs (66,000 to 136,000). This provision would assist in addressing resident and councilor complaints and to provide education and enforcement of the bylaw.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1475 US-AUTO'D GARBAGE CONTAINER REPL	371.0	384.0	398.0	413.0	429.0
P2051 US-LANDFILL OPTIMIZATION	700.0	500.0	1,800.0	6,200.0	50.0
Total	1,071.0	884.0	2,198.0	6,613.0	479.0

2018 Waste Handling Service capital investments include project 2051 – Landfill Optimization which includes construction work for surface water management as well as improving site conditions, customer service, safety and environmental conditions.

Project 1475 - Automated Garbage Container Replacements provides for new containers as required and the replacement of existing containers.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2018 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, diseases, and urban wildlife.

2016 Budget to Actual Variance Explanation:

In 2016 Pest Management had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(2.0)	0.0	0.0	0.0	0.0	0.0%
Province of Saskatchewan	0.0	(5.0)	(2.0)	(2.0)	0.0	0.0%
Staff Compensation	658.5	668.4	654.5	713.4	58.9	9.0%
Operating Cost	207.0	239.9	256.8	277.7	20.9	8.1%
Capital Contribution	13.5	13.5	0.0	0.0	0.0	0.0%
Total	877.0	916.8	909.3	989.1	79.8	8.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	10.37	11.70	1.33

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Pest Management	(2.0)	0.0	(2.0)	911.3	66.8	13.0	0.0	991.1	989.1

Growth:

- As the city expands and more parks and open space areas are added, additional funding is required to maintain service levels. In 2018, 51 hectares of new green space will be added and the budget has been increased by \$13.5 to provide for an additional .17 FTE for a labourer position and maintenance costs. This is required to provide pest management services in the growth areas.

Other Significant Item(s):

- 1.16 FTE Labourer positions totaling \$51.3 along with related operating costs of \$15.2 have been transferred from the Parks Maintenance & Design Service Line as part of a realignment of staff.

Summary of Capital Investments

There are no capital investments for Pest Management.





Operating Budget
\$48.1 million

Capital Budget
\$10.3 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Emergency Measures

Fire Services

Service Outcomes

- To provide emergency planning and 24-hour emergency response services within the City of Saskatoon and surrounding municipalities covered by service agreements in order to protect citizens, reduce the loss of life, and limit property damage.
- To provide public education and fire prevention services, including fire investigations, with the goal of increasing the level of safety and security in the community.
- To provide a major role in the delivery of pre-hospital care to the citizens of Saskatoon.
- To provide protective services outlined in *The Fire Safety Act*, *The Emergency Planning Act*, *The Cities Act*, and *Saskatoon Fire and Protective Services Bylaw 7990*.

At A Glance

- 335 staff within the Operations, Administration, Prevention, Community Relations, Training, Emergency Measures, and Support Divisions.
- 12 front line engines, two rescue trucks, two aerials, three brush trucks, two water tankers, hazmat response unit, decontamination unit, and water rescue fleet are operated out of nine fire stations.
- 12,869 emergency and non-emergency calls required crews to respond, not including inspection activity or community engagement events.
- 2,446 complaints received which generated 4,289 inspections and re-inspections by the Fire Prevention Division.
- 231 fire investigations resulting in five criminal charges.



- 24 students in Grades 9, 10 and 11 from five high schools participated in the F.I.R.E. Cadet Program, an eight-week fire training program.
- Three graduates from the F.I.R.E Cadet Program were employed with the Saskatoon Fire Department during July and August for property maintenance, fire prevention initiatives, and community relations events.

City Council Strategic Priority Areas Supported by this Business Line

- Community Safety and Wellness
- Core Services
- Regional Planning

Strategic Risks

- The City may not have adequate business continuity planning and/or emergency preparedness in place. This is supported by the Emergency Planning Division along with Corporate Risk.
- The City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Fire Response Time	=90% (6.2 mins)	83%	80%	81%	80%	Neutral	Neutral
Representative Workforce	Aboriginal = 9.3%	Aboriginal = 8.4%	Aboriginal = 8.4%	Aboriginal = 8.5%	Aboriginal = 8.4%	Neutral	Neutral
	Visible Minority = 11.0 %	Visible Minority = 10.5%	Visible Minority = 10.5%	Visible Minority = 10.6%	Visible Minority = 10.5%	Neutral	
	People with Disabilities = 5.0%	Disabilities = 3.7%	Disabilities = 3.7%	Disabilities = 3.8%	Disabilities = 3.7%	Neutral	
	Women = 39.5%	Women = 37.4%	Women = 37.4%	Women = 38.0%"	Women = 37.5%	Neutral	

Strategic Outcomes and 2018 Initiatives

Ensure an emergency response approach that meets accepted standards.

- Through Fire Station Deployment Modelling, the Saskatoon Fire Department (SFD) is attempting to meet response time targets identified by the National Fire Protection Association 1710 benchmark.
- The movement of Fire Station No. 3 to 2613 Clarence Avenue South is the first step in addressing response coverage for the citizens of Saskatoon. Currently Fire Station No. 3 is under construction with a completion date of spring 2018. Deployment Analysis of fire apparatus response is an ongoing initiative which will see many improvements long term.
- Maintain the necessary coverage within geographic areas to strive to meet the target for fire response 90% of the time through ongoing analysis of location and repositioning of fire stations.
- Build partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications, and departmental certifications.



- Build partnerships with the Saskatoon Health Region and School Boards to better serve the citizens of Saskatoon.

Maintain the infrastructure required to meet expanding emergency response needs.

- Develop a long-term plan for building and replacement of SFD infrastructure.
- Develop a plan for the replacement of the department maintenance/mechanical shop coordinated with the relocation of Fire Station No. 4.
- Develop a plan with regional partners to establish a joint Training Facility which will achieve a needed dedicated training site for SFD staff.
- Conduct long-term planning for the replacement of Station Headquarters (Fire Station No. 1 - Idylwyld Drive) to accommodate accessibility needs, communications, emergency measures organization, and larger equipment in the apparatus bay.
- Develop a plan for fee for service for special events.
- Evaluate Fire Service Agreements.

Address enforcement and education issues related to public safety and fire prevention.

- Develop a coordinated bylaw enforcement group to address increased property maintenance concerns within the City.
- Increase community engagement activities to create positive relationships within the community. Collaborate with the Saskatoon Council on Aging and implement the Remembering When Program, deliver the F.I.R.E. Cadet Program, and participate in community events throughout the year.
- Optimize skill sets of SFD staff (i.e. provision of flu shots by SFD Paramedics to SFD staff). Work with the Saskatoon Health Region to identify opportunities to assist in meeting the needs of the community that do not have access to services.
- Continue to evaluate job qualifications and hiring process to address diversity and inclusion with a completion of the process during 2018.

Protect ability to deliver core services to the citizens of Saskatoon.

- Support Corporate Risk Management and Corporate Business Continuity through Emergency Management. This will be accomplished through Corporate Emergency Plan reviews and partnering to develop a corporate continuity plan to provide core services to the citizens of Saskatoon.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Fire Services	46,188.9	46,197.1	46,588.0	(963.4)	48,687.6	47,724.2	1,136.2	2.4%
Emergency Measures	387.3	419.7	421.0	0.0	424.4	424.4	3.4	0.8%
Total	46,576.2	46,616.8	47,009.0	(963.4)	49,112.0	48,148.6	1,139.6	2.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	335.00	336.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Fire Services	(1,059.1)	95.7	(963.4)	47,647.1	784.7	173.3	82.5	48,687.6	47,724.2
Emergency Measures	0.0	0.0	0.0	421.0	3.4	0.0	0.0	424.4	424.4
Total	(1,059.1)	95.7	(963.4)	48,068.1	788.1	173.3	82.5	49,112.0	48,148.6

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Fire Services	10,322.0	2,288.0	3,769.0	6,902.0	1,397.0
Emergency Measures	0.0	0.0	0.0	0.0	0.0
Total	10,322.0	2,288.0	3,769.0	6,902.0	1,397.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
FIRE - CAPITAL RESERVE	0.0	0.0	0.0	90.0	0.0
FIRE APPARATUS	855.0	855.0	2,330.0	855.0	855.0
FIRE SMALL EQUIPMENT REPL RESERVE	353.0	312.0	389.0	222.0	292.0
FIRE UNIFORMS RESERVE	325.0	250.0	250.0	220.0	250.0
FUNDING PLAN CONTRIBUTION	8,789.0	871.0	800.0	5,515.0	0.0
Total	10,322.0	2,288.0	3,769.0	6,902.0	1,397.0
Unfunded	0.0	1,400.0	13,600.0	0.0	3,300.0

Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P2508 FIRE-FIRE STATION NO. 5 REPLACEMENT	0.0	25.0	75.0	0.0	0.0
Total	0.0	25.0	75.0	0.0	0.0



Fire Services

Overview

Fire Services responds 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; this is essential for the safety of the public.

The approach of Fire Services is to provide a community-based, customer-focused service which protects the public, 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.

2016 Budget to Actual Variance Explanation:

In 2016 Fire Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(481.5)	(592.4)	(963.4)	(963.4)	0.0	0.0%
Province of Saskatchewan	(62.4)	(95.7)	(95.7)	0.0	95.7	-100.0%
Staff Compensation	41,691.1	41,769.5	42,384.5	42,956.4	571.9	1.3%
Operating Cost	3,697.1	3,764.2	3,911.1	4,072.7	161.6	4.1%
Cost Recovery	(16.9)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	1,353.5	1,353.5	1,353.5	1,659.4	305.9	22.6%
Transfer to/from Reserves	8.0	8.0	8.0	9.1	1.1	13.7%
Total	46,188.9	46,197.1	46,588.0	47,724.2	1,136.2	2.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	332.00	333.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget
Fire Services	(1,059.1)	95.7	(963.4)	47,647.1	784.7	173.3	82.5	48,687.6
								47,724.2

Revenue Change:

- The Saskatchewan Rental Housing Supplement Program which provided funding to perform inspections to a maximum of 1,040 rental properties in the City of Saskatoon has been eliminated, resulting in \$95.7 reduction in revenue.

Service Level Change:

- An increase of \$32.0 was added by City Council during Budget Deliberations for the Remembering When Program. This program promotes eight fire safety and fall prevention messages to assist older adults in eliminating hazards in their environment.



Capital Contribution:

- Due to growth the contribution to the Fire Apparatus Reserve has increased by \$75.0. This reserve is used to fund the replacement of large fire apparatus. The cost of apparatus has increased by approximately 30%, primarily due to the decrease in the value of the Canadian Dollar in relation to the U. S. Dollar.
- The contribution to the Fire Uniforms Reserve has increased by \$220.9. \$25.0 is new funding needed to satisfy the National Fire Protective Association requirement for a second set of turnout gear. In addition there is \$195.9 increase to the capital contribution for the Fire Uniforms Reserve, which was previously funded through Staff Compensation. There is no net impact to this increase.

Other Significant Item(s):

- An increased service level of \$125.0 was added by City Council during Budget Deliberations for an additional fire inspector (1.0 FTE) to increase the level of building inspections and investigations.
- The Energy Management charges have increased by \$76.0 due to changes in consumption and utility rate estimates.

Not Included:

- The Fire Dispatch Management System has several modules which would greatly improve efficiencies within Saskatoon Fire (training, asset management, mobile CAD, rostering), requiring 1.0 FTE and \$100.0 for dedicated IT staff to install, test, implement and then provide on-going support. Each module has a purchase cost of between \$8.0 and \$15.0 and annual maintenance fees of approximately \$3.0.
- Saskatoon Fire apparatus and various equipment are replaced on an established schedule based on a normal lifespan. Due to decreases in the value of the Canadian Dollar in relation to the U.S. Dollar, apparatus and equipment are scheduled to be used beyond their recommended lifespan. An additional \$100.0 contribution to the Apparatus and Equipment Reserves would offset this change in exchange rate and enable apparatus and equipment to be replaced within a normal lifespan. The impact would be mitigated should the Canadian Dollar exchange rate increase.

Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P0582	FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	353.0	312.0	389.0	222.0	292.0
P1914	FIRE-FIRE STATION NO. 10 - NORTHWEST SASKATOON	0.0	0.0	800.0	5,605.0	0.0
P2379	FIRE-MAJOR APPARATUS REPLACEMENT	855.0	855.0	2,330.0	855.0	855.0
P2380	FIRE- FIRE STATION NO. 11 - HOLMWOOD	0.0	871.0	0.0	0.0	0.0
P2508	FIRE-FIRE STATION NO. 5 REPLACEMENT	8,789.0	0.0	0.0	0.0	0.0
P2509	FIRE-UNIFORMS	325.0	250.0	250.0	220.0	250.0
Total		10,322.0	2,288.0	3,769.0	6,902.0	1,397.0

Unfunded Capital Projects		2018	2019	2020	2021	2022
P2380	FIRE- FIRE STATION NO. 11 - HOLMWOOD	0.0	0.0	0.0	0.0	1,300.0
P2505	FIRE- STATION NO. 4 & RELOCATION OF MAINTENANCE/MECHANICAL	0.0	0.0	10,000.0	0.0	0.0
P2506	FIRE- FIRE STATION NO. 1 REPLACEMENT	0.0	0.0	0.0	0.0	2,000.0
P2525	FIRE-REGIONAL TRAINING FACILITY	0.0	1,400.0	3,600.0	0.0	0.0
Total		0.0	1,400.0	13,600.0	0.0	3,300.0

The 2018 Fire Services Capital Investments includes four funded projects.

Three of these projects totaling \$1,533.0 are funded from existing Reserves and are for the replacement of fire apparatus, support vehicles, equipment and uniforms.



One project totaling \$8,789.0 is for new Fire Station and is included in the Civic Funding Plan. Construction is expected to be completed in 2019.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts of \$100.0, phased in over two years, include building maintenance, operating and lease costs for the relocation of Fire Station No. 5 from a City-owned location, to a more optimally placed City-leased location.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2508 FIRE-FIRE STATION NO. 5 REPLACEMENT	0.0	25.0	75.0	0.0	0.0
Total	0.0	25.0	75.0	0.0	0.0



Emergency Measures

Overview

The purpose of the Emergency Measures service line is to coordinate the planning and preparedness for major emergencies, involving both for the City of Saskatoon and external agencies and resources, in the event a response is required to a major emergency that could impact the City and the wellbeing of its citizens. The Emergency Operations Centre allows for coordinated command and control, bringing all civic departments and partnering agencies together in times of emergency. Emergency Social Services, Risk Management, Corporate Security, and Business Continuity are areas supported by Emergency Measures.

2016 Budget to Actual Variance Explanation:

In 2016 Emergency Measures had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	350.9	349.9	349.9	353.3	3.4	1.0%
Operating Cost	75.4	84.8	93.6	93.6	0.0	0.0%
Cost Recovery	(39.0)	(15.0)	(22.5)	(22.5)	0.0	0.0%
Total	387.3	419.7	421.0	424.4	3.4	0.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Emergency Measures	0.0	0.0	0.0	421.0	3.4	0.0	0.0	424.4	424.4

There are no significant operating changes in Emergency Measures.

Summary of Capital Investments

There are no capital investments for Emergency Measures.



Operating Budget
\$4.2 million

Capital Budget
\$49.7 million



STRATEGIC GOAL:



Asset & Financial Sustainability



Sustainable Growth

Responding to the needs of a variety of customers in the housing, commercial, institutional, and industrial sectors, the Land Development business line 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.

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,
- 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.

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.

Service Outcomes

- To ensure an adequate supply of new infrastructure is in place throughout the City to accommodate new development and core civic services.
- To invest capital dollars in the provision of municipal infrastructure and create demand for durable products and employment; adding value to the economy and encouraging job growth, positive net migration, and other important multiplier effects.
- To perform 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, coordinating and overseeing the maintenance of lands held for future development, providing valuations, and providing real estate advice to the Corporation as a whole.



- To construct arterial roadways, trunk sewers, primary water mains, storm water facilities, roadway interchanges, lift stations, and suburban park development through the use of the Land Development-Capital program.
- To use development levies collected from pre-paid servicing rates to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains and a portion of new roadway interchanges.

At A Glance

\$123.3 million in net proceeds from land development investments in Hampton Village, Willowgrove, Evergreen, and Rosewood have been allocated by City Council to operating budgets and various capital projects since 2007.

\$37.1 million in total sales revenues for 2016:

- 117 residential lots were sold for a total of \$18.96 million.
- 13 industrial parcels totaling 21.53 acres were sold for a total of \$13.9 million.
- Two institutional and multi-family parcels totaling 4.56 acres were sold for a total of \$4.2 million.

80 leases of land and buildings are managed totaling approximately \$3.25 million in annual revenue.

7,000 acres of future development land is managed/maintained.

1,850 acres of land has been acquired over the past two years for civic projects and future development.

25 internal projects were delivered by Construction and Design, servicing Major Projects and Preservation, Urban Design, Transportation, Saskatoon Land, Roadways and Operations, Water and Waste stream along with technical services for private development.

New Land Development in 2017:

- 900m of new water mains
- 786m of new sanitary sewer mains
- 750m of new storm sewer mains
- 11.0 lane kms of new local and collector roads
- 5.8 lane kms of new arterial roads

City Council Strategic Priorities Supported by this Business Line

- Core Services
- Downtown Development
- Economic Development
- Regional Planning
- Transportation

Strategic Risks

- The City's infrastructure investments may not correspond to growth trends and forecasts for the local or regional economy.
- The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens.



- Sustained growth straining the City's funding capacity for offsite services while increasing pressure on existing infrastructure.
- Implementing a contractor management system, including a process for pre-qualifying contractors to ensure contractors with the capabilities, capacity, and expertise to perform required services.
- Maintaining current pro-forma and investment return targets in the current economic climate will be challenging with rising infrastructure costs, from new roadway standards and other non-traditional growth levies that may be asked to be paid for by developers.
- Achieving land annual sales targets could be constrained by rising borrowing costs for mortgages, CMHC criteria for qualifying new home buyers and recent changes to the application of PST to real property services.

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Residential Infill Development (5 Yr. Avg)	Average of 25% Infill Development Over Last 5 Years	2010-2014 15.9%	2011-2015 15.0%	2012-2016 14.8%	2013-2017 13.7%	Decline	Needs Improvement
Supply of Residential Land (Units)	1-2 Year Supply	4,958	5,384	5,150	4,766	Neutral	On-Track
Supply of Industrial Land (Acres)	2 Year Supply	179	180	197	223	Neutral	On-Track

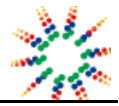
Strategic Outcomes and 2018 Initiatives

Service land in order to accommodate growth.

- Further phases of the Aspen Ridge neighbourhood will be serviced to accommodate new dwelling construction in the Northeast (2018 - 261 lots, 2019 - 307 lots, 2020 – 200 lots).
- In Kensington, 112 single family lots and 16 acres of multi-family land will be serviced by the City in 2020.
- A total of 15 acres of multi-family/mixed use land will be serviced in 2018, with a further nine acres in 2019, and 46 acres in 2020.
- In the Marquis Industrial area, a further 83 acres will be serviced in 2018-2020.

Complete construction of required offsite infrastructure to accommodate future growth.

- New arterial road construction in 2018 includes, McOrmond Drive south of College Drive, 33rd Street, and Wanuskewin Road and repayments of the North Commuter Arterial system with future year roads planned for Claypool Drive, Neault Road, and Taylor Street.
- Trunk sewer minor extensions in the following locations for 2018 in Brighton, Hampton Business Park, and the North Industrial areas with future services planned in University Heights.
- Installed primary water mains and fill mains situated in Kensington along Neault Road and Taylor Street in the Rosewood Area with additional services planned in other years within the Holmwood and Blairmore sector.
- Development of new parks in Rosewood, Aspen Ridge and Brighton is estimated at \$2.86 million for 2018.



Promote potential infill development opportunities on various city owned parcels.

- Assess infill development opportunities on select City-owned parcels where financially feasible by examining potential rezoning and environmental risks of City-owned infill land where practical.
- Collaborate with other civic departments to identify potential infill land acquisitions required to support the Growth Plan.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Land	0.0	0.0	0.0	(4,178.8)	4,178.8	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	(4,178.8)	4,178.8	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	17.50	17.50	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Saskatoon Land	(4,507.4)	328.6	(4,178.8)	4,507.4	(328.6)	0.0	0.0	4,178.8	0.0
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	(4,507.4)	328.6	(4,178.8)	4,507.4	(328.6)	0.0	0.0	4,178.8	0.0

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Saskatoon Land	0.0	0.0	0.0	0.0	0.0
Land Development - Capital	49,677.0	133,402.0	143,963.0	102,552.0	106,199.0
Total	49,677.0	133,402.0	143,963.0	102,552.0	106,199.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
ARTERIAL ROAD RESERVE	16,686.0	8,023.0	31,366.0	9,020.0	9,822.0
BORROWING	0.0	7,020.0	7,301.0	0.0	0.0
BUFFER RESERVE	279.0	163.0	165.0	0.0	0.0
FENCING RESERVE	147.0	52.0	266.0	0.0	0.0
GENERAL PPD SERV-ELEC-CITY	1,639.0	1,250.0	0.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	7,943.0	33,566.0	58,101.0	51,832.0	43,600.0
GENERAL PREPAID SVCS-ELEC-SPC	1,515.0	3,602.0	0.0	0.0	0.0
INDUSTRIAL PARK DEVELOPMENT RES	50.0	50.0	50.0	50.0	50.0
NBCF - REALLOCATION	500.0	0.0	0.0	0.0	0.0
NEIGHBOURHOOD LAND DEVELOPMENT FUND	500.0	500.0	0.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	780.0	811.0	0.0	0.0
PARKS AND RECREATION LEVY (DISTRICT)	225.0	2,024.0	2,125.0	2,297.0	1,047.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	159.0	469.0	120.0	120.0	120.0
PARKS AND RECREATION LEVY (NBHD)	2,423.0	4,975.0	12,776.0	11,890.0	2,671.0
PRIMARY WATERMAIN RES	5,020.0	10,383.0	4,581.0	4,690.0	10,732.0
PRIVATE CONTRIBUTIONS	150.0	13,628.0	2,579.0	(1,231.0)	(1,231.0)
PROPERTY REALIZED RES	1,276.0	12,258.0	1,624.0	(1,231.0)	(1,231.0)
PRR-LAND DEVELOPMENT	6,378.0	28.0	0.0	0.0	0.0
TRUNK SEWER RESERVE	325.0	30,155.0	20,584.0	24,683.0	37,452.0
WARRANTY RESERVE	422.0	389.0	0.0	0.0	0.0
WASTEWATER LIFT STATION RES	370.0	(73.0)	432.0	432.0	3,167.0
WASTEWATER TRTMNT CAP RES	670.0	0.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	3,000.0	4,160.0	1,082.0	0.0	0.0



Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
Total	49,677.0	133,402.0	143,963.0	102,552.0	106,199.0
Unfunded	0.0	12,450.0	8,071.0	8,785.0	3,645.0

Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	16.4	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	2.8	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	0.0	27.3	0.0
P1663 PARK DEV - N.E. SWALE	0.0	0.0	0.0	61.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	57.5	0.0	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	17.4	117.5	0.0
Total	0.0	0.0	74.9	225.0	0.0



Saskatoon Land

Overview

Saskatoon Land 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. The Real Estate Section is tasked with obtaining land for future development and for all civic infrastructure requirements; securing and administration of all corporate lease requirements.

2016 Budget to Actual Variance Explanation:

In 2016 Saskatoon Land had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(2,086.1)	(6,382.8)	(4,507.4)	(4,178.8)	328.6	-7.3%
Staff Compensation	1,528.5	1,729.3	1,730.8	1,756.0	25.2	1.5%
Operating Cost	1,178.0	1,803.1	1,625.0	1,888.7	263.7	16.2%
Cost Recovery	(734.4)	(1,187.1)	(939.7)	(1,197.5)	(257.8)	27.4%
Capital Contribution	50.0	50.0	50.0	0.0	(50.0)	-100.0%
Transfer to/from Other Operating	112.8	500.0	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	1.2	1.2	1.2	1.4	0.2	16.7%
Transfer to/from Stabilization	(50.0)	3,486.3	2,040.1	1,730.2	(309.9)	-15.2%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	17.50	17.50	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Saskatoon Land	(4,507.4)	328.6	(4,178.8)	4,507.4	(328.6)	0.0	0.0	4,178.8	0.0

Revenue Change:

- Land sales revenue estimates are based on sales projections for the 2018 calendar year and reflect the administration fees received from sales of single family, multi-family, commercial and industrial properties. Administration fees are forecasted to decline by \$328.6 in 2018 due to lower sales of industrial and multi-family categories.

Capital Contribution:

- Surplus from land operations budget are allocated to the Land Operations Reserve which is forecasted to decline by \$292.6 as a result of a decrease in sales and the admin fee collected.

Summary of Capital Investments

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



Land Development - Capital

Overview

The capital projects under the Land Development - Capital service line 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 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, and Kensington are funded from pre-paid direct service levies paid primarily by the City's Neighbourhood Land Development Fund or Property Realized Reserve and are supportive of Saskatoon Land servicing plans.

2016 Budget to Actual Variance Explanation:

In 2016 Land Development - Capital had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Complement	2017		2018		Difference	
Full Time Equivalents	0.00		0.00		0.00	

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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

Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P0616	LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	2,800.0	4,160.0	3,490.0	0.0	0.0
P0619	LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	3,936.0	0.0	0.0	0.0	0.0
P0625	LAND DEV'T-TR SWR-NORTHEAST SECTOR	370.0	0.0	6,783.0	0.0	7,527.0
P0626	LAND DEV'T-SUBDIVIS'N WARRANTY	522.0	489.0	0.0	0.0	0.0
P0627	LAND DEV'T-SUBDIVIS'N FENCING	147.0	52.0	266.0	0.0	0.0
P0634	LAND DEV'T-TR SWR-NORTH INDUSTRIAL	175.0	6,689.0	3,611.0	22,603.0	7,906.0
P0636	LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	0.0	0.0	50.0	0.0	5,235.0
P0639	LAND DEV'T-SUBDIVIS'N BUFFERS	279.0	163.0	165.0	0.0	0.0
P0655	LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	4,500.0	0.0	3,794.0	2,481.0	5,718.0
P0668	PARK DEV-BOULEVARD DEVELOPMENT	120.0	120.0	120.0	120.0	120.0
P0681	LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	0.0	3,519.0	0.0	3,207.0	0.0



Funded Capital Projects	2018	2019	2020	2021	2022
P0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	2,873.0	0.0	0.0	0.0	0.0
P0748 LAND DEV'T-GEN ADMIN-OLD AREAS	134.0	134.0	0.0	0.0	0.0
P0778 LAND DEV'T-TR SWR-STONEBRIDGE	670.0	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
P1391 LAND DEV'T-PARKRIDGE SUB	40.0	0.0	0.0	0.0	0.0
P1402 LAND DEV'T-WILLOWS	0.0	10.0	0.0	0.0	0.0
P1403 LAND DEV'T-ROSEWOOD	327.0	820.0	0.0	0.0	0.0
P1405 LAND DEV'T-EVERGREEN	135.0	0.0	0.0	0.0	0.0
P1407 LAND DEV'T-KENSINGTON	2,038.0	1,886.0	0.0	0.0	0.0
P1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	112.0	1,204.0	0.0	0.0	0.0
P1410 LAND DEV'T-ELK POINT	15.0	0.0	0.0	0.0	0.0
P1411 LAND DEV'T- ASPEN RIDGE	4,971.0	23,200.0	0.0	0.0	0.0
P1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	400.0	24,499.0	728.0	0.0	0.0
P1417 LAND DEV'T-TR SWR-BLAIRMORE	0.0	0.0	7,382.0	0.0	0.0
P1418 LAND DEV'T-TR SWR - HOLMWOOD	50.0	23,210.0	0.0	50.0	17,489.0
P1419 LAND DEV'T - BRIGHTON	3,792.0	7,868.0	0.0	0.0	0.0
P1435 LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	0.0	3,608.0	0.0	4,690.0	4,535.0
P1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,347.0	9,947.0	10,285.0	0.0	2,988.0
P1437 LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	0.0	4,628.0	0.0	0.0	3,209.0
P1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	0.0	0.0	13,330.0	0.0	0.0
P1460 LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	0.0	4,504.0	8,737.0	0.0	4,104.0
P1464 LAND DEV'T-ART RD-FEDORUK DRIVE	0.0	0.0	4,579.0	0.0	0.0
P1466 LAND DEV'T-ART RD - WANUSKEWIN RD	3,298.0	0.0	3,005.0	0.0	0.0
P1467 LAND DEV'T-ART RD - 33RD ST (HUGHES-NEAULT RD)	4,952.0	0.0	0.0	0.0	0.0
P1468 LAND DEV'T-ART RD - 8TH STREET EAST	0.0	0.0	4,586.0	3,332.0	0.0
P1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	0.0	0.0	58,101.0	51,832.0	43,600.0
P1568 PARK DEV-ROSEWOOD	74.0	1,351.0	2,921.0	0.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	3,032.0	1,325.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	1,755.0	145.0	1,799.0	4,525.0	500.0
P1575 PARK DEV-ELK POINT	0.0	0.0	3,485.0	4,628.0	3,218.0
P1576 PARK DEV-BRIGHTON	858.0	2,920.0	5,371.0	5,034.0	0.0
P1663 PARK DEV - N.E. SWALE	500.0	1,870.0	0.0	0.0	0.0
P1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	6,937.0	3,324.0	0.0	0.0	0.0
P2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	500.0	0.0	0.0	0.0	0.0
Total	49,677.0	133,402.0	143,963.0	102,552.0	106,199.0



Unfunded Capital Projects	2018	2019	2020	2021	2022
P0704 LAND DEV'T-TR SWR-SOUTHEAST SECTOR	0.0	2,350.0	0.0	0.0	0.0
P1409 LAND DEV'T-NORTH DOWNTOWN	0.0	500.0	500.0	6,900.0	100.0
P1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	0.0	8,100.0	7,571.0	0.0	0.0
P1578 PARK DEV-SILVERWOOD INDUSTRIAL AREA PARK	0.0	0.0	0.0	1,885.0	3,545.0
P2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	0.0	1,500.0	0.0	0.0	0.0
Total	0.0	12,450.0	8,071.0	8,785.0	3,645.0

2018 capital investments for Land Development include the following:

- \$20.25 million for direct servicing costs attributable to Saskatoon Land development areas;
- \$26.07 million for offsite servicing costs of arterial roads, primary water mains, and trunk sewers and lift stations;
- \$3.36 million for a variety of parks in Rosewood, Aspen Ridge and Brighton.

Future Operating Impact of Current Year's Capital Projects

Future operating impacts for the 2018 Park Development projects are planned for the regular Park maintenance, which includes electrical and irrigation costs, as well as components for equipment, shrub and turf maintenance, urban forestry and pest management, upon completion and transfer to the Parks Maintenance and Design Service Line.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	16.4	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	2.8	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	0.0	27.3	0.0
P1663 PARK DEV - N.E. SWALE	0.0	0.0	0.0	61.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	57.5	0.0	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	17.4	117.5	0.0
Total	0.0	0.0	74.9	225.0	0.0

Operating Budget
\$89.5 million

Capital Budget
\$2.6 million



STRATEGIC GOAL:



Quality of Life

The 2016 Inshtrix Community Satisfaction Survey indicates that 92% of the respondents are satisfied with the Saskatoon Police Service (SPS). 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 Policing business line.

Service Outcomes

- To provide service to the community in a number of core areas: Emergency Response, Quality Investigations, Traffic, and Community Involvement.
- To reduce crime and victimization by working in partnership with the community to develop collaborative strategies. To partner with the Saskatoon Tribal Council, Federation of Sovereign Indigenous Nations, the Saskatoon Health Region, Education, Social Services, and Community Based Organizations to reduce the social determinants of crime.

At A Glance

653.11 staff members at SPS:

- 460 police officers,
- 58.5 special constables, and
- 134.61 civilians.

248,298 calls received by the communication centre including 78,970 911 calls and cars dispatched to 79,208 calls for service.

11,008 arrests processed through the detention area.

33,158 traffic tickets issued.

City Council Strategic Priority Areas Supported by this Business Line

- Community Safety and Wellness
- Reconciliation, Inclusion, and Diversity



Strategic Risks

- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.
- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.
- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- The community, with a large marginalized population experiencing poverty, poor housing, and non-inclusion, faces contributing factors to street and gang activity such as robbery, assault, theft, and vandalism.
- 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.

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Annual Decrease in Crime Rates	=5.0%	-9.30%	-5.60%	5.80%	N/A	Decline	Needs Improvement
Annual Decrease in Traffic Collisions	=5.0%	-3.80%	3.10%	-7.30%	-6.30%	Improvement	On-Track
Representative Workforce	Aboriginal = 9.3%	Aboriginal = 8.4%	Aboriginal = 8.4%	Aboriginal = 8.5%	Aboriginal = 8.4%	Neutral	Neutral
	Visible Minority = 11.0 %	Visible Minority = 10.5%	Visible Minority = 10.5%	Visible Minority = 10.6%	Visible Minority = 10.5%	Neutral	
	People with Disabilities = 5.0%	Disabilities = 3.7%	Disabilities = 3.7%	Disabilities = 3.8%	Disabilities = 3.7%	Neutral	
	Women = 39.5%	Women = 37.4%	Women = 37.4%	Women = 38.0%"	Women = 37.5%	Neutral	

Decrease Overall Crime Rates by 5% annually over the Previous Five-year Average:

- Redeploy police officers to focus efforts on reducing street crime, with an emphasis on robberies, thefts, and mischief to achieve a 5% reduction in crime year over year.

% Change 2016 versus 2015:

- Crimes against the Person + 1.1%
- Crimes against Property + 13.7%
- Drug Related Offences excluding Possession + 20.5%
- Drug Related Offences – Possession + 14.1%
- The possession offences of methamphetamine are up 60.9% (included in 14.1% increase noted above) comparing 2016 to 2015. This highly addictive drug can be considered a causal factor in crime overall.



Decrease Traffic Collisions by 5% Annually:

- Collaborate with SGI and other partners to achieve a 5% reduction in traffic collisions year over year through implementing actions in the Strategic Traffic Safety Action plan. Emphasis will be on reducing aggressive, distracted, and impaired driving. Increase resources applied to the Provincial Automated Speed Enforcement Program.
- % Change 2016 versus 2015:
 - Total Collisions: -7.3%
- Of further positive note, collisions involving a fatality were down 12.5% comparing 2016 to 2015.

Workforce Representative of the Diversity of Saskatoon's Population:

- Develop a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training. The SPS has created a strategic plan to implement the Calls to Action from the Truth and Reconciliation Commission's Report.

Strategic Outcomes and 2018 Initiatives

The memorial to Missing and Murdered Women and Girls was completed and unveiled in May of 2017. The memorial will provide a place to start and end awareness marches in Saskatoon. It will also provide a place for family members to reflect on the loss of a loved one.

Reduce street crime.

- Emphasis continues to be placed on: robberies, thefts, and mischief.

Complete an operational review of the entire Saskatoon Police Service.

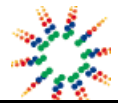
- Contractor completed site visits (April, May, June, September and December, 2016). Contractor has conducted about 133 interviews and group discussions engaging about 200 people, about 170 of which were SPS employees, with the remainder belonging to other community stakeholder groups. The report will become public in the fall of 2017.
- In collaboration with the City of Saskatoon, the service will undertake a new payroll and scheduling system with anticipated implementation in 2018/2019.

Reduce overtime related to Special Events.

- Partnership with Prairie Land Exhibition - A four-year agreement with Prairie Land Exhibition to reduce the amount of police overtime required for traffic control at the Exhibition by increasing the amount of paid special duty.

Reduce underlying issues that often lead to Police Involvement.

- Funding has been confirmed for a Strengthening Families Project (SFP) – it is a family skills program designed to increase family strengths and resilience and reduce risk factors for problem behaviours in high-risk children, including behavioural, emotional, academic, and social problems. It builds on protective factors by improving family relationships, parenting skills and the youth's social and life skills. There are versions designed for both the 12-17 age group and for children aged 6-11 years old, and their families. Preliminary planning has been completed with the first facilitated modules beginning in the fall of 2017. The desired outcomes are to:
 - Reduce youth's behavioural problems (violence, delinquency, aggression, etc.);
 - Decrease the use and temptation to use drugs, alcohol, and tobacco;
 - Enhance children's social and life skills;
 - Improve parenting skills; and
 - Increase family cohesion, communication, and organization.
- This program is a Partnership between the City of Saskatoon, Saskatoon Police Service, and the Ministry of Social Services. Funding of this program is provided by Public Safety Canada through the National Crime Prevention Center (NCPCC).

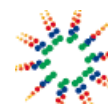


Increase on-line reporting.

- The service is exploring the addition of reporting categories that can be processed through our Coplogic on-line reporting program. This may reduce the number of calls dispatched to patrol Units, thus allowing them to attend to more urgent matters.

Expansion of Public Affairs.

- Through re-configuring current positions, create an additional position within Public Affairs to manage the ever growing usage of social media. Our social media followers and contacts have grown dramatically in the past four years.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Police Service	83,436.9	84,323.9	86,649.0	(9,890.2)	99,353.7	89,463.5	2,814.5	3.2%
Total	83,436.9	84,323.9	86,649.0	(9,890.2)	99,353.7	89,463.5	2,814.5	3.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	653.11	656.53	3.42

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018	2017 Base	Base Adj	Growth &	Service	2018	2018
			Budget			Cont Impr	Level	Budget	
Saskatoon Police Service	(9,129.2)	(761.0)	(9,890.2)	95,778.2	2,725.6	0.0	849.9	99,353.7	89,463.5
Total	(9,129.2)	(761.0)	(9,890.2)	95,778.2	2,725.6	0.0	849.9	99,353.7	89,463.5

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Saskatoon Police Service	2,558.0	2,084.0	2,454.0	2,051.0	2,173.0
Total	2,558.0	2,084.0	2,454.0	2,051.0	2,173.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
POLICE CAPITAL RESERVE	180.0	170.0	170.0	170.0	170.0
POLICE FAC RENOVATION RES	435.0	150.0	100.0	50.0	50.0
POLICE OPER EQUIP & TECH RES	1,375.0	1,439.0	1,859.0	1,506.0	1,628.0
POLICE RADIO RESERVE	318.0	325.0	325.0	325.0	325.0
PRIVATE CONTRIBUTIONS	250.0	0.0	0.0	0.0	0.0
Total	2,558.0	2,084.0	2,454.0	2,051.0	2,173.0
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	47.0	0.0	8.0	0.0
Total	0.0	47.0	0.0	8.0	0.0



Saskatoon Police Service

Overview

The purpose of the Saskatoon Police Service (SPS) 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 SPS strives to provide service based on excellence to ensure a safe and secure environment. The SPS 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.

2016 Budget to Actual Variance Explanation:

In 2016 the Saskatoon Police Service had a \$887.0 favorable variance from budget. This was for the most part a result of significantly reduced energy charges due to the energy efficiency incorporated into the new SPS headquarters. In addition criminal record check revenue helped contribute to this favorable variance.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(2,504.1)	(1,927.1)	(1,956.8)	(2,629.0)	(672.2)	34.4%
Province of Saskatchewan	(7,339.1)	(7,904.8)	(7,172.4)	(7,261.2)	(88.8)	1.2%
Staff Compensation	76,639.0	75,652.3	77,250.2	80,209.3	2,959.1	3.8%
Operating Cost	15,170.1	16,820.2	16,844.7	17,436.2	591.5	3.5%
Cost Recovery	(406.2)	(193.9)	(193.9)	(258.1)	(64.2)	33.1%
Capital Contribution	1,869.2	1,869.2	1,869.2	1,957.2	88.0	4.7%
Transfer to/from Reserves	8.0	8.0	8.0	9.1	1.1	13.7%
Total	83,436.9	84,323.9	86,649.0	89,463.5	2,814.5	3.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	653.11	656.53	3.42

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Saskatoon Police Service	(9,129.2)	(761.0)	(9,890.2)	95,778.2	2,725.6	0.0	849.9	99,353.7	89,463.5

Continuous Improvement:

- Recommendations arising from the Operations Review may result in changes associated with Continuous Improvement, but if there are changes or what those changes may be will be revealed when the report is issued. It is anticipated the report will be issued upon the new Police Chief being hired.
- A significant improvement noted was a reduction in energy costs. The SPS Headquarters was built to and certified as a LEEDS Silver certification. As a result, energy savings are expected to be \$225.0 in 2018, which is additive to the savings of \$250.0 budgeted in 2017. The energy cost savings have been reflected in the Energy Management cross charge to Police and has resulted in an operating cost reduction.

Service Level Change:

- An enhancement of Public Affairs to improve the timeliness and frequency of Social Media interactions resulted in a 1.0 FTE increase, with an associated net expense of \$45.0.
- The Provincial Government has funded the position of a Victim Services Responder, resulting in a non-mill rate funded increase of 1.0 FTE representing \$82.5.



- The Federal Government has funded two non-mill rate funded positions within the Strengthening Families Program – 1.0 FTE Constable and 0.5 FTE Admin Support representing \$407.7.
- A position had been budgeted as 0.41 FTE but in reality has been scheduled as 0.33 FTE. The correction of budgeted to actual resulted in a FTE reduction of 0.08 in 2018.
- Additionally, reflected in the Service Level Change are non-mill rate funded expenses of \$205.0 related to Special Duty Services provided by SPS. In past years, neither the expense nor the revenue for Special Duty was budgeted. For 2018, estimated revenue and expense associated with Special Duty is included.

Capital Contribution:

- The annual provision to the overall Capital Reserve has increased \$89.1. Increased funding is required as replacement of existing assets and anticipated expansion of required assets is funded.

Other Significant Item(s):

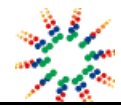
- Contractual salary and payroll costs are budgeted to increase for police and civilian personnel as a result of a large number of less experienced staff moving up through negotiated pay level increments.
- With 2017 having been the final year of phased in capital reserve contributions related to the new Police Headquarters, a further \$67.4 has been added to the budget this year related to inflation. Similarly, cross charges for operations are increasing \$8.4. These are also noted in Operating Costs below.
- Other revenue increases not attributable to provincial or federal program funding changes totaling \$120.1 are anticipated to help offset some expense increases. The largest amount of these net revenue changes is an anticipated increase in the volume of Criminal Record Checks, with a resulting implication of increased revenues of \$115.5.
- Of the Operating Cost change noted and not already discussed, highlights of the remainder include an increase in cross charges from the City totaling \$216.3 related to vehicles and equipment, facility reserve contributions and facility operating expenses as well as software support services increased by \$131.0 as various products came off warranty. Additionally, the SPS has taken over the administration of the Restorative Action Program (RAP) from the City and has accepted the responsibility for funding the program (\$75.0) as well. The remainder are net changes more minor in nature.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2119 POLICE-RADIO REPLACEMENT	318.0	325.0	325.0	325.0	325.0
P2389 POLICE-FLEET ADDITIONS	180.0	170.0	170.0	170.0	170.0
P2489 POLICE-FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497 POLICE-EQUIPMENT REPLACEMENT	303.0	272.0	334.0	0.0	303.0
P2498 POLICE-EQUIPMENT EXPANSION	150.0	0.0	0.0	0.0	84.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	641.0	905.0	1,332.0	1,356.0	1,091.0
P2610 POLICE-TECHNOLOGY EXPANSION	531.0	262.0	193.0	150.0	150.0
P2615 POLICE - PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM	0.0	100.0	50.0	0.0	0.0
P2618 POLICE-FACILITY RENOVATION	385.0	0.0	0.0	0.0	0.0
Total	2,558.0	2,084.0	2,454.0	2,051.0	2,173.0

2018 Saskatoon Police Services Capital Investments include nine projects totaling \$2.558 million of which \$1.312 million is targeted to address a number of asset replacement projects including \$641.0 related to technology, \$318.0 for radio replacements and \$352.8 for equipment/furniture replacements.

Planned capital expansion projects for 2018 total \$861.0 including \$150.0 for equipment, \$531.0 for technology and \$150.0 for vehicle needs. The entire value of the projects are funded from Police Capital Reserves.



Future Operating Impact of Current Year's Capital Projects

2018 projects are not expected to increase the 2018 Operating Budget. In 2019, Fleet additions and technology replacement and expansion are expected to increase operating costs by \$47.0.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	47.0	0.0	8.0	0.0
Total	0.0	47.0	0.0	8.0	0.0



Operating Budget
\$29.2 million

Capital Budget
\$28.2 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Albert Community Centre	Community Partnerships	Forestry Farm Park & Zoo	Golf Courses	Gordon Howe Campground
Indoor Rinks	PotashCorp Playland	Marketing Services	Marr Residence	Outdoor Pools
Outdoor Sports Fields	Parks Maintenance & Design	Playground & Recreation Areas	Program Research & Design	Leisure Centres – Program
Leisure Centres - Rentals	River Landing	Spectator Ballfields	Targeted Programming	

Service Outcomes

- To provide opportunities for residents to participate in and enjoy the benefits from sport, recreation, culture, and park activities.
- To provide paid admission programs, including: swimming, skating, fitness, recreation, life skills, golfing, the zoo, and children's amusement rides.
- To provide facilities and outdoor open spaces in support of community-based programs, festivals, and special events.
- To provide services and programs that meet community needs and result in increased visits to all facilities.
- To provide recreation and parks facilities, spaces, and programs directly and in partnership with other organizations.

At A Glance

- \$3.0 million dollars of public art maintained.
- 1.57 million visits to City-operated leisure centres.



- 300,000 visits to the riverfront trail at River Landing.
- 219,600 visits to the Forestry Farm Park & Zoo.
- 210,780 ride tickets used at PotashCorp (now Nutrien) Playland at Kinsmen Park.
- 134,000 participants in the summer playground programs.
- 110,700 rounds of golf played.
- 44,200 rental hours booked to community groups at leisure facilities.
- 19,300 visitor nights at the Gordon Howe Campground.
- 16,300 people registered in swimming lessons.
- 15,000 participants in community association and neighbourhood-based programs.
- 2,500 hectares (6,178 acres) of park/open spaces.
- 1,200 trees planted annually in park and reforestation projects.
- 283 outdoor sports fields and six leisure centres.
- 145 km of park pathways.
- 18 major arts, cultural, and heritage organizations supported attracting 1,007,000 visits.
- 30 paddling pools, 17 spray pads, 11 youth centres, and four travelling program vans.
- 14.8 hectares (36 acres) of pathways, green space, etc. at River Landing.

City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Reconciliation, Inclusion, and Diversity
- Recreation, Culture and Leisure

Strategic Risks

- The City may be unable to adequately diversify its revenue sources.
- The City's engagement and communication initiatives and opportunities may not be effectively reaching its citizens.
- The City may not be considering the total costs of asset ownership when making investment decisions.
- The City's infrastructure investments may not correspond to growth trends and forecasts for the local and regional economy.
- The City's existing strategies may not be attracting, hiring, managing, developing, and retaining top talent to support existing and future operations.
- The City may not be investing enough money in its parks infrastructure to maintain an acceptable condition and level of service.
- The City may not be investing enough money in its facilities to maintain an acceptable condition and level of service.



Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Participation at City Recreation Facilities	=6,600/1,000 population	6,216	6,634	6,959	6,667*	Decline *Holiday Park Exec. 9 closed for half of season for capital improvement project.	On-Track

- In 2015, the target achieved was 6,634 visits/1,000 residents, and in 2016, the target achieved was 6,959 visits/1,000 residents. For 2017, participation rates are tracking well to achieve the target of 36,000 overall more visits to civic recreation and culture facilities.

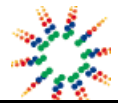
Strategic Outcomes and 2018 Initiatives

Define service levels and develop funding strategies for key civic assets and services.

- Modernize and maintain existing parks by further developing park asset management strategies through improved inventory development as well as the identification of systems to improve data visibility and accessibility.
- Development of Parks Division management system that documents how parks and open spaces service are delivered and how maintenance activities are conducted to ensure consistency across the city.
- Update Landscape Design and Development Standards to align with Green Infrastructure Strategy.
- Development of a Parks customer service knowledge base and associated systems to improve customer service and prepare for CRM implementation.
- Service level Review with Facilities and Fleet Management Division to determine operations and maintenance levels within Recreation facilities.
- Complete a Service Level Review on the current level of facilities and staffing support for the playground program, outdoor water play and recreation programs.
- Formalize Special Event policies incorporating recommendations from the Internal Process Review, and related to the coordination and oversight of special events in outdoor public places. Includes updates to existing Noise Bylaw and Provision of Civic Services policies to reflect new protocols for special event management.
- Complete an Internal Process Review on staff scheduling processes.
- Complete a feasibility study for the implementation of an accessible family change room at Harry Bailey Aquatic Centre.

Develop long-term plans for the provision of parks, recreation and culture programs, services, and infrastructure.

- Develop a partnership policy based on the framework in the Recreation and Parks Master Plan and explore opportunities related to the implementation of the Recreation and Parks Master Plan long range capital plan.
- Review and update the current Joint Use Agreement in collaboration with the School Divisions.
- Develop capital planning, lifecycle replacement, and funding strategies for sport fields, recreation facilities, and recreation amenities in parks.
- Develop and enhance off-leash dog parks on available City-owned land or park space based on the approved plan.
- Review and update/modernize the Master Plan for the Saskatoon Forestry Farm Park & Zoo (SFFPZ).
- Explore new revenue generating opportunities at SFFPZ.



Citizens have opportunity for and are actively engaged in arts and cultural programs and activities.

- Complete a refresh of the Culture Plan which includes identifying new strategies and prioritizing the culture plan actions with a continued focus on a long term strategy to invest in and support the cultural sector in Saskatoon.

Increase participation rates at Saskatoon's Leisure Centres.

- Promote the leisure centres with an effective campaign to increase attendance as well as rentals and total revenues.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	151.1	153.0	157.0	0.0	163.4	163.4	6.4	4.1%
Marketing Services	590.1	609.4	622.8	0.0	635.5	635.5	12.7	2.0%
Community Partnerships	422.3	352.2	417.9	(16.8)	438.2	421.4	3.5	0.8%
Forestry Farm Park & Zoo	1,672.6	1,616.5	1,600.4	(1,025.7)	2,676.0	1,650.3	49.9	3.1%
Golf Courses	0.0	0.0	0.0	(4,045.6)	4,045.6	0.0	0.0	0.0%
Gordon Howe Campground	0.0	0.0	0.0	(637.1)	637.1	0.0	0.0	0.0%
Indoor Rinks	268.2	363.4	326.3	(2,273.4)	2,498.1	224.7	(101.6)	-31.1%
PotashCorp(Nutrien) Playland	0.0	0.0	0.0	(586.4)	586.4	0.0	0.0	0.0%
Outdoor Pools	806.4	846.0	882.4	(482.3)	1,373.3	891.0	8.6	1.0%
Outdoor Sport Fields	348.1	382.8	445.7	(645.3)	1,159.8	514.5	68.8	15.4%
Parks Maintenance & Design	13,286.9	13,009.6	13,417.7	(146.1)	14,182.3	14,036.2	618.5	4.6%
Playground & Recreation Areas	843.7	904.9	887.4	0.0	857.4	857.4	(30.0)	-3.4%
Program Research & Design	228.6	217.4	238.9	0.0	238.9	238.9	0.0	0.0%
Leisure Centres - Program	4,521.7	3,896.3	4,135.4	(6,644.8)	11,203.5	4,558.7	423.3	10.2%
Leisure Centres - Rentals	4,134.7	4,048.0	4,210.9	(6,537.3)	10,838.2	4,300.9	90.0	2.1%
Targeted Programming	525.0	582.5	578.4	(10.4)	597.7	587.3	8.9	1.5%
Albert Community Centre	38.2	71.1	78.6	(157.3)	238.9	81.6	3.0	3.8%
Marr Residence	23.2	21.6	22.0	(0.5)	22.7	22.2	0.2	0.9%
River Landing	0.0	0.0	0.0	(1,265.3)	1,265.3	0.0	0.0	0.0%
Total	27,860.8	27,074.7	28,021.8	(24,474.3)	53,658.3	29,184.0	1,162.2	4.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	328.59	330.27	1.68

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2018			Growth &	Service	2018	2018
Service Line	2017 Base	Change	Budget	2017 Base	Base Adj	Cont Impr	Level	Budget	Budget
Spectator Ballfields	0.0	0.0	0.0	157.0	3.9	2.5	0.0	163.4	163.4
Marketing Services	0.0	0.0	0.0	622.8	12.7	0.0	0.0	635.5	635.5
Community Partnerships	(16.8)	0.0	(16.8)	434.7	6.7	(3.2)	0.0	438.2	421.4
Forestry Farm Park & Zoo	(960.7)	(65.0)	(1,025.7)	2,561.1	119.2	(4.3)	0.0	2,676.0	1,650.3
Golf Courses	(3,922.1)	(123.5)	(4,045.6)	3,922.1	123.5	0.0	0.0	4,045.6	0.0
Gordon Howe Campground	(637.9)	0.8	(637.1)	637.9	(0.8)	0.0	0.0	637.1	0.0
Indoor Rinks	(2,121.1)	(152.3)	(2,273.4)	2,447.4	53.3	(2.6)	0.0	2,498.1	224.7
PotashCorp(Nutrien)Playland	(586.4)	0.0	(586.4)	586.4	0.0	0.0	0.0	586.4	0.0
Outdoor Pools	(471.4)	(10.9)	(482.3)	1,353.8	19.5	0.0	0.0	1,373.3	891.0
Outdoor Sport Fields	(631.2)	(14.1)	(645.3)	1,076.9	14.3	68.6	0.0	1,159.8	514.5
Parks Maintenance & Design	(149.7)	3.6	(146.1)	13,567.4	(15.3)	388.0	242.2	14,182.3	14,036.2
Playground & Recreation Areas	0.0	0.0	0.0	887.4	(43.2)	13.2	0.0	857.4	857.4
Program Research & Design	0.0	0.0	0.0	238.9	0.0	0.0	0.0	238.9	238.9
Leisure Centres - Program	(6,618.4)	(26.4)	(6,644.8)	10,753.8	454.5	(4.8)	0.0	11,203.5	4,558.7
Leisure Centres - Rentals	(6,356.6)	(180.7)	(6,537.3)	10,567.5	256.3	14.4	0.0	10,838.2	4,300.9
Targeted Programming	(10.4)	0.0	(10.4)	588.8	7.9	1.0	0.0	597.7	587.3
Albert Community Centre	(157.3)	0.0	(157.3)	235.9	3.0	0.0	0.0	238.9	81.6
Marr Residence	(0.5)	0.0	(0.5)	22.5	0.2	0.0	0.0	22.7	22.2
River Landing	(1,210.3)	(55.0)	(1,265.3)	1,210.3	55.0	0.0	0.0	1,265.3	0.0
Total	(23,850.8)	(623.5)	(24,474.3)	51,872.6	1,070.7	472.8	242.2	53,658.3	29,184.0



Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
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	525.0	0.0	0.0	90.0	0.0
Forestry Farm Park & Zoo	475.0	100.0	60.0	200.0	0.0
Golf Courses	575.0	250.0	675.0	675.0	250.0
Gordon Howe Campground	0.0	0.0	0.0	0.0	0.0
Indoor Rinks	0.0	0.0	0.0	0.0	0.0
PotashCorp (Nutrien) Playland	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	0.0	0.0
Outdoor Sport Fields	24,245.0	315.0	105.0	0.0	0.0
Parks Maintenance & Design	2,170.0	320.0	250.0	50.0	0.0
Playground & Recreation Areas	0.0	0.0	0.0	0.0	0.0
Program Research & Design	0.0	0.0	0.0	0.0	0.0
Leisure Centres - Program	0.0	0.0	0.0	0.0	0.0
Leisure Centres - Rentals	212.0	230.0	125.0	235.0	125.0
Targeted Programming	0.0	0.0	0.0	0.0	0.0
Albert Community Centre	0.0	60.0	0.0	50.0	0.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
River Landing	0.0	0.0	0.0	0.0	0.0
Total	28,202.0	1,275.0	1,215.0	1,300.0	375.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
ALBERT MAJOR REPAIR RES	0.0	60.0	0.0	50.0	0.0
ANIMAL SERVICES RESERVE	110.0	0.0	0.0	90.0	0.0
ANIMAL TRADING RESERVE	50.0	0.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	0.0	50.0	0.0	50.0	0.0
DEDICATED LANDS RESERVE	1,015.0	0.0	0.0	0.0	0.0
FORESTRY FARM PARK DEVELOPMENT RES	50.0	0.0	0.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	150.0	100.0	60.0	200.0	0.0
GOLF COURSE CAPITAL RESERVE	575.0	250.0	675.0	675.0	250.0
INFRASTRUCTURE RESERVE - PARKS	950.0	0.0	0.0	0.0	0.0
LEISURE SERVICES EQUIPMENT REPL RES	212.0	230.0	125.0	235.0	125.0
PARK ENHANCE RES	425.0	315.0	105.0	0.0	0.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	20.0	270.0	250.0	0.0	0.0
PRIVATE CONTRIBUTIONS	24,170.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	475.0	0.0	0.0	0.0	0.0
Total	28,202.0	1,275.0	1,215.0	1,300.0	375.0
Unfunded	0.0	9,075.0	5,110.0	9,435.0	22,430.0

Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	0.0	2.5	0.0	0.0	0.0
P2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	0.0	2.8	6.5	0.0	0.0
P2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	28.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	0.0	15.2	0.0	0.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	8.4	0.0	0.0	0.0
P1664 CY-GORDON HOWE COMPLEX UPGRADES	0.0	75.0	300.5	0.0	0.0



Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	33.0	0.0	0.0	0.0
Total	0.0	149.7	322.2	0.0	0.0



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 athletic skills, meet new people, exercise, and have fun. To support these groups, the City makes available outdoor spectator softball and baseball facilities located in the Gordon Howe Sports Complex. 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.

2016 Budget to Actual Variance Explanation:

In 2016 Spectator Ballfields had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Operating Cost	151.1	153.0	157.0	163.4	6.4	4.1%
Total	151.1	153.0	157.0	163.4	6.4	4.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Spectator Ballfields	0.0	0.0	0.0	157.0	3.9	2.5	0.0	163.4	163.4

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. To achieve this, the Marketing & Communication Section provides marketing expertise and communications support to the Community Services Department Divisions, including Recreation & Community Development, Parks, Planning & Development, Building Standards, and Community Standards, in addition to Saskatoon Land which falls under Asset and Financial Management Department.

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

2016 Budget to Actual Variance Explanation:

In 2016 Marketing Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	476.8	476.8	501.3	517.7	16.4	3.3%
Operating Cost	288.9	276.2	276.2	276.2	0.0	0.0%
Cost Recovery	(175.6)	(143.6)	(154.7)	(158.4)	(3.7)	2.4%
Total	590.1	609.4	622.8	635.5	12.7	2.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	5.75	5.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Marketing Services	0.0	0.0	0.0	622.8	12.7	0.0	0.0	635.5	635.5

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.

2016 Budget to Actual Variance Explanation:

In 2016 Community Partnerships had a \$70.1 unfavorable variance from budget. This was mainly a result of salaries and related costs from the amalgamation of the Recreation and Community Development Division, some of which was partially offset by decreases in other service lines. 2017 Budgets were adjusted to reflect the realignment.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(15.9)	(16.8)	(16.8)	(16.8)	0.0	0.0%
Staff Compensation	385.0	318.8	384.5	391.2	6.7	1.7%
Operating Cost	40.5	37.5	37.5	34.3	(3.2)	-8.5%
Transfer to/from Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
Total	422.3	352.2	417.9	421.4	3.5	0.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	3.80	3.80	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Community Partnerships	(16.8)	0.0	(16.8)	434.7	6.7	(3.2)	0.0	438.2	421.4

- There are no significant operating changes in Community Partnerships.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	415.0	0.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	110.0	0.0	0.0	90.0	0.0
Total	525.0	0.0	0.0	90.0	0.0



Unfunded Capital Projects	2018	2019	2020	2021	2022
P1635 CY-DIEFENBAKER PARK MASTER PLAN	0.0	210.0	0.0	0.0	0.0
P2114 CY-VICTORIA PARK - UPGRADES	0.0	0.0	445.0	400.0	330.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	140.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	0.0	400.0	535.0	465.0	260.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	1,350.0	1,755.0	2,245.0	2,315.0
P2476 CY-NEW RECREATION COMPLEX	0.0	0.0	0.0	3,500.0	17,500.0
P2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	0.0	0.0	1,000.0	1,000.0
Total	0.0	2,100.0	2,735.0	7,610.0	21,405.0

P2528 Dog Park Development includes additional consultations and subsequent proposed alterations to the Silverwood off-leash dog park to better define the off-leash area and allow safe passage of pedestrians and bikers on the Meewasin Trail.

P2474 Hudson Bay Area District Parks project will allow for detailed design for Pierre Radisson Park and construction of a regulation sized adult cricket field within the Park. This first phase of the project is funded from the Dedicated Lands Reserve.

Future Operating Impact of Current Year's Capital Projects

P2474 will require \$8.4 for maintenance of the cricket field beginning in 2019.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	8.4	0.0	0.0	0.0
Total	0.0	8.4	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 & Zoo provides a natural environment for people to learn about and appreciate nature as well as 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.

2016 Budget to Actual Variance Explanation:

In 2016 the Forestry Farm Park and Zoo had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(949.5)	(900.9)	(960.7)	(1,025.7)	(65.0)	6.8%
Staff Compensation	1,217.6	1,142.4	1,150.1	1,213.3	63.2	5.5%
Operating Cost	1,198.8	1,169.8	1,204.0	1,249.3	45.3	3.8%
Cost Recovery	(5.1)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	162.0	162.0	162.0	162.0	0.0	0.0%
Transfer to/from Reserves	48.7	43.2	45.0	51.4	6.4	14.2%
Total	1,672.5	1,616.5	1,600.4	1,650.3	49.9	3.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	15.44	15.44	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Forestry Farm Park & Zoo	(960.7)	(65.0)	(1,025.7)	2,561.1	119.2	(4.3)	0.0	2,676.0	1,650.3

Revenue Change:

- Forestry Farm Park & Zoo revenue is anticipated to increase by \$65.0 largely due to higher admission rates of \$31.2 as well as increased admissions and rentals of \$35.0, partially offset by a small decrease in lease revenue.

Capital Contribution:

- In accordance with funding formulas specified in the Reserve for Future Expenditure Policy, the transfer to various reserves related to the Forestry Farm Park & Zoo have increased by \$6.4. The formulas specify the percentage of applicable revenue that is transferred to the reserves.

Other Significant Item(s):

- Increases in utility rates regarding water, wastewater and electricity account for \$19.8 in additional operating costs, and increases in contractual obligations for services provided by the Saskatoon Zoo Society and Veterinary services have increased by \$17.0.



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	475.0	100.0	60.0	200.0	0.0
Total		475.0	100.0	60.0	200.0	0.0

- Project 2048 – Forestry Farm Park & Zoo Master Plan Implementation involves the upgrading and rebuilding of the Park entrance road, budgeted at \$425.0, and a refresh of the Master Plan, budgeted at \$50.0, is to set the direction based on industry standards and continuous improvement opportunities, funded through an allocation from the Animal Trading account.

Future Operating Impact of Current Year's Capital Projects

- There are no future operating impacts from the 2018 capital project.



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 Saskatoon golfers, 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 full cost recovery basis. The financial objective for the golf course program is that revenues collected must be sufficient to fund all ongoing operating costs, capital and equipment replacement expenditures, all costs required to support future redevelopment, debt repayments, and a financial return based on a calculated Return on Assets.

2016 Budget to Actual Variance Explanation:

In 2016 Golf Courses had no variance from budget as this program is fully cost recovered. In 2016 there was a \$124.0 draw from the stabilization reserve due to decreased revenues from the Holiday Park Course renovation closure.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(3,497.3)	(3,896.6)	(3,922.1)	(4,045.6)	(123.5)	3.1%
Staff Compensation	1,434.4	1,581.5	1,586.0	1,617.3	31.3	2.0%
Operating Cost	1,638.2	1,756.8	1,772.2	1,855.6	83.4	4.7%
Capital Contribution	549.0	558.3	563.9	572.7	8.8	1.6%
Transfer to/from Stabilization	(124.3)	0.0	0.0	0.0	0.0	0.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	24.80	24.80	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Golf Courses	(3,922.1)	(123.5)	(4,045.6)	3,922.1	123.5	0.0	0.0	4,045.6	0.0

Revenue Change:

- Golf Course revenue is anticipated to increase by \$123.5 in 2018. Green fee volumes are expected to increase by \$80.9, primarily due to the reopening of the Holiday Park Executive 9 upon completion of course renovations, and an increase to green fee rates is expected to result in an additional \$28.9 in revenue. Other smaller adjustments include increases in golf cart rentals, tracking fees and Driving Range revenue of \$7.3; including lounge rate increases of \$16.9; Pro Shop sales commission decrease of \$7.5; and, concession revenue decrease of \$3.0.

Capital Contributions:

- Due to the full cost recovery nature of this program, the contribution to the Golf Course Capital Reserve has decreased by \$1.1 in order to offset revenue and expenditure changes, bringing the total contribution to \$462.3.
- The contribution to the Holiday Park Golf Course Redevelopment Reserve has increased by \$9.9 due to an increase in the budgeted number of rounds played, bringing the total contribution to \$110.4.



Other Significant Item(s):

- Increases in water rates and an adjustment based on actual usage account for \$36.6 in additional operating costs, and increases in contractual obligations for Pro services contracts and power cart lease agreements have increased by \$55.7.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	575.0	250.0	675.0	675.0	250.0
Total	575.0	250.0	675.0	675.0	250.0

\$250.0 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. \$325.0 is required for the paving of Wildwood Golf Course parking lot and clubhouse area. Both projects are fully funded from the Golf Course Capital Reserve.

Future Operating Impacts of Current Year's Capital Projects

\$2.5 will be required in 2019 to maintain the new paving at Wildwood Golf Course.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	0.0	2.5	0.0	0.0	0.0
Total	0.0	2.5	0.0	0.0	0.0



Gordon Howe Campground

Overview

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

The Gordon Howe Campground is operated on a full cost recovery basis, meaning the operation has no impact on the mill rate.

2016 Budget to Actual Variance Explanation:

In 2016 Gordon Howe Campground had no variance from budget as this program is fully cost recovered. In 2016 revenues were down \$44.0 due to fewer summer rentals and an early snowfall, in addition to \$39.0 in over expenditures associated with an emergency sewer line repair. These were funded by a reduced contribution to the stabilization reserve.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(583.4)	(627.6)	(637.9)	(637.1)	0.8	-0.1%
Staff Compensation	178.2	175.3	179.1	182.3	3.2	1.8%
Operating Cost	286.7	250.4	271.0	279.9	8.9	3.3%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Transfer to/from Stabilization	20.3	103.7	89.6	76.7	(12.9)	-14.4%
Total	0.0	0.0	0.0	(0.0)	(0.0)	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	2.70	2.70	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Gordon Howe Campground	(637.9)	0.8	(637.1)	637.9	(0.8)	0.0	0.0	637.1	0.0

Other Significant Item(s):

- Due to the full cost recovery nature of this program, the contribution to the Campsite Reserve has decreased by \$12.9, in order to offset revenue and expenditure changes, bringing the total contribution to \$76.7.

Summary of Capital Investments

There are no capital investments for Gordon Howe Campground.



Indoor Rinks

Overview

Minor hockey, figure skating, ringette 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.

2016 Budget to Actual Variance Explanation:

In 2016 Indoor Rinks had a \$95.2 favorable variance from budget. This was a result of higher than anticipated external rentals.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(2,160.8)	(2,010.4)	(2,121.1)	(2,273.4)	(152.3)	7.2%
Staff Compensation	1,025.6	967.5	975.4	982.3	6.9	0.7%
Operating Cost	1,364.4	1,367.2	1,409.5	1,453.3	43.8	3.1%
Capital Contribution	39.1	39.1	62.5	62.5	0.0	0.0%
Total	268.3	363.4	326.3	224.7	(101.6)	-31.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	14.20	14.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Indoor Rinks	(2,121.1)	(152.3)	(2,273.4)	2,447.4	53.3	(2.6)	0.0	2,498.1	224.7

Revenue Change:

- Indoor Rinks revenue is anticipated to increase by \$152.3 in 2018. Increases in rental and admission rates are expected to increase revenues by \$68.9 and increases in volume of hours booked, including increases in prime-time, non-prime time, summer ice and dry rentals, will increase revenues by \$75.2.

Other Significant Item(s):

- Increases in utility rates regarding water, wastewater and electricity account for \$26.1 in additional operating costs.

Summary of Capital Investments

There are no capital investments for Indoor Rinks.



PotashCorp (now Nutrien) Playland

Overview

The PotashCorp (now Nutrien) Playland at Kinsmen Park is a vibrant, one of a kind, recreation and tourist attraction that serves visitors of all ages and abilities, while continuing to support the local community and the growing downtown population. The new Playland is 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 are supported by a new entranceway and plaza as well as water features, sand play, and natural elements.

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.

2016 Budget to Actual Variance Explanation:

In 2016 PotashCorp (now Nutrien) Playland had no variance from budget as this program is fully cost recovered.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(480.5)	(577.4)	(586.4)	(586.4)	0.0	0.0%
Staff Compensation	216.2	271.1	267.4	274.4	7.0	2.6%
Operating Cost	172.2	176.4	169.0	173.5	4.5	2.7%
Cost Recovery	(7.5)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	75.0	75.0	100.0	110.0	10.0	10.0%
Transfer to/from Stabilization	24.6	54.9	50.0	28.5	(21.5)	-43.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	4.25	4.25	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
PotashCorp(Nutrien) Playland	(586.4)	0.0	(586.4)	586.4	0.0	0.0	0.0	586.4	0.0

Capital Contribution:

- The contribution to the capital reserve has increased by \$10.0, bringing the annual contribution to \$110.0. The reserve will be used to finance the cost of future major repairs and replacement of equipment at PotashCorp (now Nutrien) Playland.

Other Significant Item:

- The transfer to the PotashCorp (now Nutrien) Playland stabilization reserve is based on the anticipated surplus that this program delivers. Based on adjustments to 2018 revenues, expenditures and transfers to other reserves, the transfer to the stabilization reserve is anticipated to decrease by \$21.5, bringing the annual contribution to \$28.5.

Summary of Capital Investments

There are no capital investments in PotashCorp (now Nutrien) 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. The outdoor pools are open daily from early June until the end of August.

2016 Budget to Actual Variance Explanation:

In 2016 Outdoor Pools had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(408.6)	(447.3)	(471.4)	(482.3)	(10.9)	2.3%
Staff Compensation	479.0	473.3	510.7	510.1	(0.6)	-0.1%
Operating Cost	765.4	820.0	843.1	863.2	20.1	2.4%
Cost Recovery	(29.4)	0.0	0.0	0.0	0.0	0.0%
Total	806.4	846.0	882.4	891.0	8.6	1.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	8.52	8.52	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Outdoor Pools	(471.4)	(10.9)	(482.3)	1,353.8	19.5	0.0	0.0	1,373.3	891.0

- There are no significant operating changes in Outdoor Pools.

Summary of Capital Investments

There are no capital investments in Outdoor Pools.



Outdoor Sport Fields

Overview

Saskatoon has active minor and adult sport organizations 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 outdoor sport facilities available for soccer, softball, slo-pitch, football, speed skating, baseball, lacrosse, cricket, ultimate frisbee and other programs. These facilities are also used for tournament play at the provincial, national, and international levels.

2016 Budget to Actual Variance Explanation:

In 2016 Outdoor Sport Fields had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(577.2)	(577.2)	(631.2)	(645.3)	(14.1)	2.2%
Staff Compensation	139.1	136.5	141.1	144.2	3.1	2.2%
Operating Cost	573.5	610.6	722.9	802.7	79.8	11.0%
Cost Recovery	(0.2)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	212.9	212.9	212.9	212.9	0.0	0.0%
Total	348.1	382.8	445.7	514.5	68.8	15.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	2.10	2.10	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Outdoor Sport Fields	(631.2)	(14.1)	(645.3)	1,076.9	14.3	68.6	0.0	1,159.8	514.5

Revenue Change:

- Sport Fields revenues are anticipated to increase by \$14.1 in 2018, largely as a result of a new lease agreement with Saskatoon Amateur Softball Association amounting to \$25.3 related to taking over the day-to-day operation of the six Glen Reeve fields, partially offset by a decrease in volumes of \$11.2.

Growth:

- The Friends of the Bowl Foundation is a partnership between the City of Saskatoon and a group of dedicated volunteers formed in 2011 in order to address the need for improvements to facilities at the Gordie Howe Sports Complex. With contributions from the City and significant funds raised by the Foundation, extensive upgrades at the Saskatoon Minor Football Field (formerly Gordon Howe Bowl) have been completed. The new facilities now require an additional \$68.6 as a transfer to the civic buildings comprehensive maintenance reserve in order to preserve the improvements to the turf, structures and amenities going forward.

Other Significant Item(s):

- Outdoor Sport Fields in which a rental fee is charged (baseball diamonds, soccer pitches, etc.) receive an above basic service level in order to enhance the quality of the field (increased maintenance, watering, shale, etc.) for users. In order to maintain the above basic service levels an increase in maintenance/operating costs of \$14.5 due to inflation are reflected in the 2018 budget.



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1664	CY-GORDON HOWE COMPLEX UPGRADES	22,850.0	0.0	0.0	0.0	0.0
P2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	395.0	315.0	105.0	0.0	0.0
P2349	CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	1,000.0	0.0	0.0	0.0	0.0
Total		24,245.0	315.0	105.0	0.0	0.0

Unfunded Capital Projects		2018	2019	2020	2021	2022
P1664	CY-GORDON HOWE COMPLEX UPGRADES	0.0	5,000.0	0.0	0.0	0.0
Total		0.0	5,000.0	0.0	0.0	0.0

P1664 Gordon Howe Complex Upgrades project includes the major redevelopment of amenities located at the Gordon Howe Complex. Construction is anticipated to be a total cost of \$27.85 million. Friends of the Bowl Foundation will fund \$22.85 million with the City requested to fund \$5.0 million (which is currently identified as unfunded).

P2102 Sport Field Development & Improvements includes improvements to Riversdale Kiwanis Park, phased in over three years. In 2018, the entire parcel will be designed, and Diamond #2 will be upgraded to improve field drainage and amenities. Design of upgrades to Bishop James Mahoney Park will also be undertaken in 2018.

P2349 Saskatoon Minor Football Field Upgrade involves the transportation and installation of bleacher and press boxes from the Saskatchewan Roughriders Legacy Program. This is the final year for the \$2.5 million project, with \$1.5 million approved in 2017. Friends of the Bowl Foundation has committed \$750.0 to this final phase and the City will contribute \$250.0.

Future Operating Impacts of Current Year's Capital Projects

The Gordon Howe Complex Upgrades (P1664) operating costs will be determined once operating models and agreements with user groups and partners are established.

Sportfield Development and Improvements (P2102) will require \$2.8 for above basic service for Riversdale Kiwanis Park in 2019 and \$6.5 in 2020 to maintain the softball diamond that are designed in 2018.

Saskatoon Minor Football Field Upgrade (P2349) will require \$28.0 for maintenance and reserve contribution for the bleachers at Saskatoon Minor Football Field in 2019.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	0.0	2.8	6.5	0.0	0.0
P2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	28.0	0.0	0.0	0.0
P1664 CY-GORDON HOWE COMPLEX UPGRADES	0.0	75.0	300.5	0.0	0.0
Total	0.0	105.8	307.0	0.0	0.0



Parks Maintenance & Design

Overview

Parks Maintenance & Design provides required maintenance to horticultural and turf assets in parks, sportsfields, and public open spaces including boulevards, medians, rights-of-way, and street beautification projects. Additional services include park pathway snow removal, grooming of cross country ski trails, flower pot program, the installation and maintenance of plant and floral displays at the Civic Conservatory, and the maintenance of irrigation systems.

The Design section is involved in the development of public lands through the design of parks, buffers, civic building's grounds, and road right-of-ways. Responsibilities include planning, estimating, and administering the capital budgets; conceptual and detailed design; construction project management; public, interdepartmental and divisional consultation; development and implementation of landscape construction standards; collection and maintenance of "as-built" data, post-completion of capital projects; and implementing program requirements as provided by other business units.

2016 Budget to Actual Variance Explanation:

In 2016 Parks Maintenance and Design had a \$277.3 unfavorable variance from budget. This was mostly a result of staffing levels required to maintain current service levels for park maintenance.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(2.9)	(8.6)	(3.6)	0.0	3.6	-100.0%
Province of Saskatchewan	(146.1)	(147.4)	(146.1)	(146.1)	0.0	0.0%
Staff Compensation	7,996.4	7,346.6	7,407.0	7,716.2	309.2	4.2%
Operating Cost	5,762.7	5,859.1	6,277.7	6,569.0	291.3	4.6%
Debt Charges	181.0	181.0	181.0	34.0	(147.0)	-81.2%
Cost Recovery	(1,574.1)	(1,291.1)	(1,389.9)	(1,395.9)	(6.0)	0.4%
Capital Contribution	1,078.2	1,078.2	1,099.8	1,267.2	167.4	15.2%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	0.0	0.0%
Total	13,287.0	13,009.6	13,417.7	14,036.2	618.5	4.6%

Staff Complement	2017	2018	Difference
Full Time Equivalents	123.69	124.34	0.65

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Parks Maintenance & Design	(149.7)	3.6	(146.1)	13,567.4	(15.3)	388.0	242.2	14,182.3	14,036.2

Growth:

- As the city expands and more parks and open green space areas are added, additional funding is required to maintain service levels. In 2018, 51 hectares of new green space will be added and the budget has been increased by \$326.5 which includes the addition of 1.81 FTEs for maintenance staff, maintenance costs and a \$76.0 increase in the contribution to the Parks Equipment Acquisition Reserve. This is required to maintain the growing park areas.
- An increase of \$76.2 is required for the operation and comprehensive maintenance contribution for the six new satellite maintenance buildings.



Continuous Improvement:

- \$14.5 in savings identified through changes to the car allowance policy was a direct result of the '30 Day Challenge' undertaken during 2017.

Capital Contribution:

- An increase of \$11.4 to the Parks Infrastructure Reserve, based on the Consumer Price Index, is in compliance with the Capital Reserve Bylaw.

Other Significant Item(s):

- As a result of increased utility rates, specifically water used for the irrigation of park spaces, operating costs have increased by \$169.5.
- 1.16 FTE Labourer positions totaling \$51.3 along with related operation costs of \$15.2 have been transferred to the Pest Management Service Line as part of a realignment of staff.
- A return to source in 2013 due to costs from the completion of the Automated Irrigation System project (P1630) coming in lower than anticipated created a final 2018 debt repayment reduction of \$147.0 for this productivity loan.
- \$240.0 was approved by City Council during Budget Deliberation to address the Parks base funding deficiency.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0901 CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,050.0	0.0	0.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	600.0	0.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	20.0	270.0	250.0	0.0	0.0
P1660 CY-PARK DEV-FORESTRY FARM PARK	500.0	0.0	0.0	0.0	0.0
P1876 AF-TENNIS COURT-ACRYLIC SURFACE	0.0	50.0	0.0	50.0	0.0
Total	2,170.0	320.0	250.0	50.0	0.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	0.0	350.0	350.0	350.0	350.0
P1938 AF-PLAY STRUCTURE UPGRADE AND REPL	0.0	675.0	675.0	675.0	675.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	0.0	800.0	0.0	800.0	0.0
P1940 AF-GREENHOUSE REPLACEMENT	0.0	150.0	1,350.0	0.0	0.0
Total	0.0	1,975.0	2,375.0	1,825.0	1,025.0

2018 Parks Maintenance and Design Capital Investments include four funded projects totaling \$2.17 million.

The Park Upgrades, Enhancements & Repairs (Project 0901) is funded from the Infrastructure – Parks Reserve and the Dedicated Lands Reserve. The projects planned for 2018 include pathway, drainage and irrigation upgrades and repairs.

Neighbourhood Parks Enhancements (Project 1595) is funded through Community Association contributions and the Park Enhancement Reserve. Projects brought forward by the Community Associations are adjudicated through a formal process. The 2018 projects include a partnership with the Lakeridge Community Association and involves the purchase and installation of new playground equipment in Crocus Park and a partnership with the Willowgrove Community Association to purchase and install additional playground equipment in Wallace Park.



Upgrades to the Forestry Farm Park (Project 1660) are funded from the Dedicated Lands Reserve and include improved drainage, installation of an irrigation system, development of a cricket pitch, site furniture replacement and other improvements to amenities.

Unfunded projects total \$1.625 million and includes the replacement of wooden play structures, paddling pools that are approaching the end of their useful life, and the design of a new greenhouse.

Future Operating Impact of Current Year's Capital Projects

Neighbourhood Park Enhancements (Project 1595) will require \$33.0 for the maintenance of playground equipment beginning in 2019.

Parks New Satellite Maintenance Building to be constructed in the Brighton neighbourhood (Project 1658) will require \$15.2 for maintenance in 2020.

The operating impact for the Forestry Farm Park upgrades (Project 1660) will be determined after the design phase of the project is completed.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	0.0	15.2	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	33.0	0.0	0.0	0.0
Total	0.0	33.0	15.2	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.

2016 Budget to Actual Variance Explanation:

In 2016 Playgrounds & Recreation areas had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	767.5	827.8	811.0	784.1	(26.9)	-3.3%
Operating Cost	76.3	77.1	76.4	73.3	(3.1)	-4.1%
Total	843.8	904.9	887.4	857.4	(30.0)	-3.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	17.19	17.52	0.33

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Playground & Recreation Areas	0.0	0.0	0.0	887.4	(43.2)	13.2	0.0	857.4	857.4

Growth:

- Staff increases of 0.33 FTEs for summer Recreation Program Leaders are required to run the playground program operating in the Stonebridge neighbourhood.

Summary of Capital Investments

- There are no capital investments for Playground & Recreation Areas.



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.

2016 Budget to Actual Variance Explanation:

In 2016 Program Research and Design had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	173.3	153.6	175.1	175.1	0.0	0.0%
Operating Cost	55.3	63.8	63.8	63.8	0.0	0.0%
Total	228.6	217.4	238.9	238.9	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	2.00	2.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Program Research & Design	0.0	0.0	0.0	238.9	0.0	0.0	0.0	238.9	238.9

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

Summary of Capital Investments

- There are no capital investments in Program Research & Design.



Leisure Centres - Program

Overview

The City operates indoor leisure 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 & Community Development Division delivers City-wide programs and services based on the changing needs and demands of the citizens, where participants pay admission and/or program fees to recover a portion of the costs.

2016 Budget to Actual Variance Explanation:

In 2016 Leisure Centres - Program had a \$625.3 unfavorable variance from budget. This was primarily a result of reduced revenues from a shift in admission product purchases from higher cost cash and bulk ticket admissions to the new lower cost Leisure Card. Although 2016 was unfavorable when compared to budget, actual paid admission revenues increased from 2015 by \$105.0, and attendance volumes are up 101.3 participants.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(6,143.6)	(6,586.2)	(6,618.4)	(6,644.8)	(26.4)	0.4%
Staff Compensation	5,532.6	5,106.3	5,208.0	5,371.8	163.8	3.1%
Operating Cost	5,345.7	5,367.9	5,537.5	5,823.4	285.9	5.2%
Cost Recovery	(221.4)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
Total	4,521.6	3,896.3	4,135.4	4,558.7	423.3	10.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	78.39	79.69	1.30

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Leisure Centres - Program	(6,618.4)	(26.4)	(6,644.8)	10,753.8	454.5	(4.8)	0.0	11,203.5	4,558.7

Revenue Change:

- Program revenue is anticipated to increase by \$26.4. This is comprised of an increase in registration revenue of \$25.2, primarily due to increased rates, and increased usage of the Leisure Access program amounting to \$48.0. The offsetting cost of the Leisure Access program appears under the Community Investments & Supports service line. Regular paid admission revenue is decreasing by \$50.0 to reflect program trends.

Other Significant Item(s):

- As a result of the continued implementation of the Aquatic Safety Plan review conducted at the City's aquatic facilities, an increase of 0.70 FTE's for lifeguards totaling \$32.0 is needed to provide the necessary guard to patron ratio required to meet increased safety standards.
- Staff increase of 0.6 FTE is the result of a transfer of a Clerk 10 position from Leisure Centres – Rentals, to reflect where services are provided.



- The internal costs for facility space to run programs is set to increase by \$188.0 primarily due to an increase in rates. This cost is offset by revenues in Leisure Centres – Rentals and is an allocation of occupancy costs related to running revenue-generating programs.
- Instructor costs are increasing by \$61.0 and relate to an increase in instructor rates paid. The last increase was in 2011 and is needed to attract and retain qualified instructors.

Summary of Capital Investments

There are no capital investments for Leisure Centres - Program.



Leisure Centres - Rentals

Overview

The operation of indoor leisure centres supports the delivery of recreation, sport, and wellness programs delivered by the Recreation and Community Development Division, community organizations, and private businesses. Indoor leisure centres 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 Terry Fox Track (in SaskTel Sports Centre), are located in the suburban areas. Rental rates are charged to recover a portion of the operating costs and are based on the fair market value.

2016 Budget to Actual Variance Explanation:

In 2016 Leisure Centres - Rentals had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(6,038.0)	(6,187.7)	(6,356.6)	(6,537.3)	(180.7)	2.8%
Staff Compensation	1,418.9	1,369.3	1,441.6	1,430.7	(10.9)	-0.8%
Operating Cost	8,608.5	8,712.1	8,981.3	9,245.1	263.8	2.9%
Debt Charges	112.1	112.0	108.5	108.5	0.0	0.0%
Cost Recovery	(181.1)	(171.9)	(178.1)	(180.3)	(2.2)	1.2%
Capital Contribution	214.2	214.2	214.2	234.2	20.0	9.3%
Total	4,134.6	4,048.0	4,210.9	4,300.9	90.0	2.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	18.74	18.14	(0.60)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Leisure Centres - Rentals	(6,356.6)	(180.7)	(6,537.3)	10,567.5	256.3	14.4	0.0	10,838.2	4,300.9

Revenue Change:

- Increased internal rental revenue of \$191.8 is primarily due to rate increases. This is a charge for space allocated for programs and is offset by an expense reported under Leisure Centres – Programs.
- Revenues from hourly rentals are due to increased rates of \$51.7 partially offset by a decrease in volume of \$25.4. Lease revenue from external renters decreased by \$25.3 due to the changes to existing contracts.
- Revenue from renting parking spaces has decreased by \$13.0 as the spaces are no longer available for rent due to the construction of the new arena at the University.

Growth:

- The contribution to the Leisure Services Equipment Replacement reserve has increased by \$20.0 for the increased cost of software and timing equipment for the score clock at Shaw Centre, replaced in 2017.

Other Significant Item(s):

- Staff decrease 0.6 FTE is the result of a transfer of a Clerk 10 position to Leisure Centres – Program, to reflect where services are provided.



- Utility rates relating to water, wastewater and electricity have resulted in an increase in operating costs of \$104.3. Preventative maintenance and custodial service charges related to rising material and salary costs are increasing by \$87.7 to continue to meet current service levels. The allocation of corporate insurance has decreased by \$16.8.
- Energy management costs have increased by \$93.2 due to the monitoring and maintenance costs associated with the combined heat and power units installed at the Shaw Centre and Lakewood Civic Centre.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0706 CY-LEIS SERV-FACILITY EQUIP REPL	212.0	230.0	125.0	235.0	125.0
Total	212.0	230.0	125.0	235.0	125.0

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 for fitness equipment and other recreational equipment (e.g. treadmills, elliptical climbers). The 2018 capital project also includes the purchase of replacement score clocks at the five indoor arenas.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2018 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. The Aboriginal program includes youth leadership and training opportunities.

This program also provides a skateboard program by providing facilities located within four district parks and one special use park. It also includes travelling skateboard leaders in the summer.

2016 Budget to Actual Variance Explanation:

In 2016 Targeted Programming had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(20.0)	(10.4)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	381.0	396.9	390.3	391.7	1.4	0.4%
Operating Cost	163.9	196.0	198.5	206.0	7.5	3.8%
Total	524.9	582.5	578.4	587.3	8.9	1.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	6.52	6.52	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Targeted Programming	(10.4)	0.0	(10.4)	588.8	7.9	1.0	0.0	597.7	587.3

- There are no significant operating changes for 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, fundraising events, etc., as well as a meeting place for interaction with City-wide organizations.

2016 Budget to Actual Variance Explanation:

In 2016 Albert Community Centre had a \$32.9 favorable variance from budget. This was a result of increased community usage resulting in higher than anticipated rental revenues.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(192.7)	(157.3)	(157.3)	(157.3)	0.0	0.0%
Operating Cost	209.3	206.7	211.4	213.9	2.5	1.2%
Capital Contribution	21.7	21.7	24.5	25.0	0.5	2.0%
Total	38.3	71.1	78.6	81.6	3.0	3.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Albert Community Centre	(157.3)	0.0	(157.3)	235.9	3.0	0.0	0.0	238.9	81.6

There are no significant operating changes for the Albert Community Centre.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0677 AF-ALBERT COMM CENTRE RENOS	0.0	60.0	0.0	50.0	0.0
Total	0.0	60.0	0.0	50.0	0.0

There are no capital investments for Albert Community Centre.



Marr Residence

Overview

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

2016 Budget to Actual Variance Explanation:

In 2016 the Marr Residence had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	23.2	22.1	22.5	22.7	0.2	0.9%
Total	23.2	21.6	22.0	22.2	0.2	0.9%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Marr Residence	(0.5)	0.0	(0.5)	22.5	0.2	0.0	0.0	22.7	22.2

There are no significant operating changes for Marr Residence.

Summary of Capital Investments

There are no capital investments for Marr Residence.



River Landing

Overview

To manage and operate River Landing facilities, parkade, 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 and River Landing Parkade. These services are paid for by the revenue generated within the boundary of River Landing and includes incremental property tax, parking revenue, and leases.

Significant revenue is projected not to flow until 2024, pending development of the properties identified for private development (i.e. Parcel YY, and Phase II parcels). On April 14, 2010, the Budget Committee resolved that River Landing Operating Program continue to be balanced through a transfer from the Reserve for Capital Expenditures (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.

2016 Budget to Actual Variance Explanation:

In 2016 River Landing had no variance from budget as this program is fully cost recovered.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(550.0)	(180.7)	(1,210.3)	(1,265.3)	(55.0)	4.5%
Staff Compensation	114.6	65.9	65.9	66.6	0.7	1.1%
Operating Cost	974.4	1,325.3	1,959.3	1,813.7	(145.6)	-7.4%
Debt Charges	0.0	0.0	327.8	327.8	0.0	0.0%
Cost Recovery	(53.6)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	198.3	73.3	73.3	73.3	0.0	0.0%
Transfer to/from Other Operating	(163.0)	(160.9)	(185.8)	(301.2)	(115.4)	62.1%
Transfer to/from Reserves	(520.7)	(1,122.9)	(1,030.2)	(714.9)	315.3	-30.6%
Total	0.0	0.0	0.0	(0.0)	(0.0)	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.50	0.50	0.00

Summary of Budget Changes

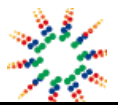
Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
River Landing	(1,210.3)	(55.0)	(1,265.3)	1,210.3	55.0	0.0	0.0	1,265.3	0.0

Revenue Change:

- The River Landing service line has a \$55.0 increase in parking meter revenues due to increased usage of the services provided within River Landing. This revenue increase reduces the Reserve for Capital Expenditure contribution required to support the program in 2018.

Summary of Capital Investments

There are no capital investments for River Landing.



Operating Budget
\$24.1 million

Capital Budget
\$0.2 million



Round Prairie Branch opens in the Stonebridge community.



Service Outcomes

- To provide a modern, dynamic library that meets the needs of citizens and makes the most effective use of resources.
- To provide enriching social, intellectual, recreational, and educational opportunities for every resident including vulnerable populations, seniors, and children.
- To provide community-wide access to flexible learning options including literacy programs, business skills, employment preparation, and creative development.

At A Glance

Nine public libraries in Saskatoon (Round Prairie Branch opened)!

3.3 million books, DVDs, CDs, magazines, and video games borrowed.

1.4 million visits to Saskatoon's Public Libraries (SPL).

92,939 people attended SPL programs.

186,599 computer station sessions.

106,107 connections to the free Wi-Fi.

122 computer stations with Internet and printing access.

Participated in 28 community events.

48% of Saskatonians are SPL members.

35% increase in active membership.

12,622 new library cards issued.

Library on 20th Street Branch renamed to Dr. Freda Ahenakew Branch.

The Reconciliation Reading Area opened at Frances Morrison Central Library.

11 rooms for rent to community members and organizations.

27,405 searches conducted in Local History.

15% increase in circulation of digital materials.

165,686 eBooks downloaded and a 36% increase in audiobook downloads.

687 deliveries to personal care homes and residents through Home Reader Service.

59,071 items loaned to drop-in centres, senior residences, youth homes and correctional facilities.



18,498 kids visited the library on over 300 field trips.

260 local writers received support from the Writer in Residence.

Outreach workers began working in the Frances Morrison Central Library.

City Council Strategic Priority Areas Supported by this Business Line

- Reconciliation, Inclusion, and Diversity
- Recreation, Culture, and Leisure

Strategic Risks

- Renovations at several branch locations require a significant infusion of funds and the application of accessibility standards will result in a loss of square footage for branch collections putting more pressure on the Central Library to house a larger collection.
- New neighbourhoods create demand for services while current library sites need to be renewed placing pressure on available funding resources.
- Modernizing leads to greater efficiencies but it requires significant changes throughout the organization including, but not limited to, process re-designs, a new service delivery model, re-deployment of resources, as well as training and performance development support for employees.
- Internal capacity may be inadequate to transform the SPL into an organization positioned to meet service demands and provide value for taxpayer dollars.
- Introduction of the new organizational structure results in cost uncertainty while the new positions go through joint job evaluation.

Performance Measures

Measures	Target	2014	2015	2016	2017 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	88%* *actual	Improvement	On-Track

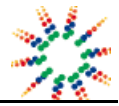
Strategic Outcomes and 2018 Initiatives

Develop modern library facilities

- Invest in library infrastructure renewal.
- Develop the plan and business case for a new Central Library.
- Develop five-year facilities plan to ensure that growth and renewal are balanced.

Align library services with community needs.

- Transition to the new Service Model including the identification of core competencies and supporting staff with training and development.
- Focus on Indigenous and newcomer services, services to children and seniors, access to technology, literacy skills including digital literacy, virtual services including the development of the online collections and materials, community engagement, and community building initiatives.



- Build the digital video and audio streaming service, Hoopla™ Digital, and the eBook service, 3M™ Cloud Library, to allow more access to a wider variety of titles in digital formats.
- Ensure resources align with the SPL Service Model and organizational structure.

Provide more efficient service.

- Review financial management and processes as recommended in the 2013 Audit to gain efficiencies, adopt the best practices, and provide value for taxpayer dollars.
- Evaluate human resources management and processes in order to gain efficiencies.
- Provide clear and consistent direction for all aspects of the organization.
- Strategically increase staffing levels in human resources planning and management, financial planning and management, and public service planning and management.
- Renew the five-year Technology Plan to ensure that technology is employed in a strategic and effective fashion.

Emphasize Indigenous culture and issues.

- Honour Indigenous perspectives in our work.
- Respond to the Truth and Reconciliation Commission's Calls to Action.
- Work as one of the growing number of partners with Reconciliation Saskatoon on events and priorities as set by the partners.



Operating Summary

				2018 Budget				
		2016	2017	000's			Dollar	
	2016 Actual	Budget	Budget	Revenue	Exp/Rec	Net	Change	% Change
Library Property Levy	(20,904.8)	(20,940.9)	(22,786.9)	(23,128.7)	0.0	(23,128.7)	(341.8)	1.5%
Saskatoon Public Library	20,904.8	20,940.9	22,786.9	(940.7)	24,069.4	23,128.7	341.8	1.5%
Total	0.0	0.0	0.0	(24,069.4)	24,069.4	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	144.76	148.80	4.04

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Library Property Levy	(22,786.9)	(341.8)	(23,128.7)	0.0	0.0	0.0	0.0	0.0	(23,128.7)
Saskatoon Public Library	(960.7)	20.0	(940.7)	23,747.6	321.8	0.0	0.0	24,069.4	23,128.7
Total	(23,747.6)	(321.8)	(24,069.4)	23,747.6	321.8	0.0	0.0	24,069.4	0.0

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	200.0	6,200.0	700.0	2,200.0	1,100.0
Total	200.0	6,200.0	700.0	2,200.0	1,100.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
LAND SALES	0.0	0.0	0.0	0.0	300.0
PUBLIC LIB CAP EXP'N FUND	0.0	2,150.0	0.0	0.0	0.0
PUBLIC LIBRARY EQUIP REPL RES	200.0	200.0	200.0	200.0	100.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	0.0	3,850.0	500.0	2,000.0	700.0
Total	200.0	6,200.0	700.0	2,200.0	1,100.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Library Property Levy

Overview

The Property Tax Levy is the amount of taxation required from taxpayers to balance the Library's operating budget. The levy includes an amount for growth in the assessment roll over from 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.

2016 Budget to Actual Variance Explanation:

In 2016 the Library Property Levy had no variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Property Levy	(20,612.7)	(20,610.9)	(22,526.9)	(22,858.7)	(331.8)	1.5%
Supplementary Prop Levy	(292.1)	(330.0)	(260.0)	(270.0)	(10.0)	3.8%
Total	(20,904.8)	(20,940.9)	(22,786.9)	(23,128.7)	(341.8)	1.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Library Property Levy	(22,786.9)	(341.8)	(23,128.7)	0.0	0.0	0.0	0.0	0.0	(23,128.7)

Revenue Change:

- No net increase other than from growth was required. The budget was balanced with no mill rate increase.
- Revenue resulting from assessment growth of \$331.8, and \$10.0 from supplementary growth was estimated for 2018.

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 eight 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 Program), 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.

2016 Budget to Actual Variance Explanation:

In 2016 the Saskatoon Public Library had no variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(293.2)	(289.5)	(309.5)	(289.5)	20.0	-6.5%
Province of Saskatchewan	(665.1)	(651.2)	(651.2)	(651.2)	0.0	0.0%
Staff Compensation	11,682.7	12,342.4	13,116.4	12,436.3	(680.1)	-5.2%
Operating Cost	7,450.8	6,807.8	7,249.1	7,836.2	587.1	8.1%
Cost Recovery	(7.3)	(5.6)	(5.6)	(5.6)	0.0	0.0%
Capital Contribution	2,737.0	2,737.0	3,387.7	3,802.5	414.8	12.2%
Total	20,904.9	20,940.9	22,786.9	23,128.7	341.8	1.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	144.76	148.80	4.04

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Saskatoon Public Library	(960.7)	20.0	(940.7)	23,747.6	321.8	0.0	0.0	24,069.4	23,128.7

Revenue Change:

- Decrease to Grant Revenue for the Writer in Residence of \$20.0. This decrease was offset by a matching decrease in expenses and is due to the grant now going directly to the writer. The Writer in Residence acts as a mentor for writers in and around Saskatoon.

Growth:

- The end load of increased hours at two branches implemented during the prior year is absorbed within the existing budget with no increase.

Continuous Improvements:

- The introduction to the new organizational structure allows new ways of working while focusing on strategic priorities, including indigenous and welcoming initiatives. This is achieved with no budget increase.

Capital Contribution:

- Increase in capital contributions to the New Central Library reserve of \$525.0, in preparation for the development of a new downtown library.



Other Significant Item(s):

- The 4.04 FTE increase are the end-load from those positions approved within the 2017 Budget.
- The changes SPL has undergone in 2017 provides greater flexibility in how work is done and affords the ability to reallocate existing funds to support strategic priorities and address budget areas previously known to be lacking. The result is that Saskatoon Public Library can meet strategic goals while also addressing problematic areas with no attendant increase in total budget or FTE count. The net result of staff compensation decreases and operating costs increases is a result of efficiencies begin implemented with respect to the staffing of the service desk and more specifically the reduced usage of casual employees. Other efficiencies have also been employed throughout all business processes.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0838 LIBR-EQUIPMENT REPLACEMENT	200.0	200.0	200.0	200.0	100.0
P1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	0.0	6,000.0	500.0	2,000.0	1,000.0
Total	200.0	6,200.0	700.0	2,200.0	1,100.0

2018 Saskatoon Public Library Capital investments include pooled assets totaling \$200.0 for equipment replacement.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



Operating Budget

\$(384.6) million

Capital Budget

\$0.0 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Economic Diversity & Prosperity

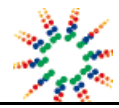
Service Lines



Overview

The property levy is the amount required from property taxes to balance the operating budget. The operating budget changes on an annual basis due to service level changes, growth impacts and inflation among other variables. The Preliminary 2018 budget saw expenditures increase by \$13.0 million (2.7%) while operating revenues increased by \$2.6 million (0.55%), creating a funding gap of \$10.3 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 4.70% required from property taxes was included in the original budget approved by City Council on November 28, 2017.

The Province of Saskatchewan tabled their 2018-2019 budget on April 10, 2018. The changes included in the Provincial budget had an impact on the City of Saskatoon's 2018 budget in two parts. One being the reinstatement of the 5% SaskEnergy Municipal Surcharge, and two being a Grant-in-Lieu (GIL) of property taxes paid on real property for SaskEnergy and SaskPower. In total the changes included in the Provincial budget resulted in an overall return of approximately \$5.8 million to the City. In order to provide a fair and balanced approach, City Council returned \$1.99 million back to tax payers on April 30, 2018. This has resulted in a 0.91% reduction in property taxes from the originally approved 4.70% to a final property tax increase of 3.79%.



GIL 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 GIL 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.

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 2017:

Total Assessment for Saskatoon: \$ 52,102,539,300

Total Number of Properties: 94,755

Total Taxable Residential Condos: 22,559

Total Taxable Residential (less than four units): 63,933

Total Taxable Assessment: \$45,445,415,885

Taxable portion: \$34,607,649,505 (76.2% of total)

Exempt portion: \$10,837,766,380 (23.8% of total)

Strategic Risks

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

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	= 90%	83%	81%	86%	87%	Improvement	On-Track
Annual Municipal Property Tax Increase	= MPI	3.14%	3.19%	1.81%	2.89%	Improvement	On-Track

Strategic Outcomes and 2018 Initiatives

- Increase citizen satisfaction by implementing a tax estimator on the website, developing a video explaining the impact of Assessment and Taxation to citizens, increasing online payment functionality, and completing a project charter for Automated Metering Infrastructure (AMI).
- Identify new revenue sources to reduce reliance on municipal property taxes.
- Maintain the integrity of the assessment process through working with the City Solicitor's Office to mitigate for potential losses through appeals.

Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget
Approved 2018

Taxation and General

Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Property Levy	(205,487.5)	(205,978.7)	(219,239.5)	(231,240.5)	665.0	(230,575.5)	(11,336.0)	5.2%
Grants in Lieu of Taxes	(36,523.8)	(35,739.2)	(38,311.6)	(41,531.5)	0.0	(41,531.5)	(3,219.9)	8.4%
Municipal Revenue Sharing Grant	(48,523.1)	(48,533.3)	(46,430.0)	(43,430.0)	0.0	(43,430.0)	3,000.0	-6.5%
General Revenue	(59,152.0)	(59,504.8)	(57,769.1)	(58,475.4)	(323.2)	(58,798.6)	(1,029.5)	1.8%
Fines and Penalties	(7,082.5)	(8,268.2)	(9,338.2)	(14,971.7)	5,933.5	(9,038.2)	300.0	-3.2%
Other Levies	(1,385.4)	(943.6)	(1,404.6)	(2,499.1)	1,234.8	(1,264.3)	140.3	-10.0%
Total	(358,154.3)	(358,967.8)	(372,493.0)	(392,148.2)	7,510.1	(384,638.1)	(12,145.1)	3.3%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Property Levy	(219,885.5)	(11,355.0)	(231,240.5)	646.0	0.0	19.0	0.0	665.0	(230,575.5)
Grants in Lieu of Taxes	(38,311.6)	(3,219.9)	(41,531.5)	0.0	0.0	0.0	0.0	0.0	(41,531.5)
Municipal Revenue Sharing Grant	(46,430.0)	3,000.0	(43,430.0)	0.0	0.0	0.0	0.0	0.0	(43,430.0)
General Revenue	(57,666.6)	(808.8)	(58,475.4)	(102.5)	(220.7)	0.0	0.0	(323.2)	(58,798.6)
Fines and Penalties	(13,571.7)	(1,400.0)	(14,971.7)	4,233.5	1,700.0	0.0	0.0	5,933.5	(9,038.2)
Other Levies	(2,499.1)	0.0	(2,499.1)	1,094.5	140.3	0.0	0.0	1,234.8	(1,264.3)
Total	(378,364.5)	(13,783.7)	(392,148.2)	5,871.5	1,619.6	19.0	0.0	7,510.1	(384,638.1)

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
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

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
Total	0.0	0.0	0.0	0.0	0.0
Unfunded	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 for the 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.

2016 Budget to Actual Variance Explanation:

In 2016 Property Tax Levy had a \$491.2 unfavorable variance from budget. This was a result of receiving less supplementary taxes than estimated. Supplementary taxes are based on estimates related to permits, construction and construction progress and are subject to significant change from year to year.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Property Levy	(203,253.0)	(203,249.7)	(217,285.5)	(228,540.5)	(11,255.0)	5.2%
Supplementary Prop Levy	(2,880.6)	(3,375.0)	(2,600.0)	(2,700.0)	(100.0)	3.8%
Operating Cost	646.0	646.0	646.0	665.0	19.0	2.9%
Total	(205,487.6)	(205,978.7)	(219,239.5)	(230,575.5)	(11,336.0)	5.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Property Levy	(219,885.5)	(11,355.0)	(231,240.5)	646.0	0.0	19.0	0.0	665.0	(230,575.5)

Revenue Growth:

- Assessment growth of \$2.9 million for 2018.
- An increase of \$100.0 from supplementary taxation is estimated for 2018 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.

Property Tax:

- Property Tax Levy changes are a direct result of changes to other areas of the operating budget, including service level changes, growth impacts and inflation. In 2018, expenditures increased by \$13.0 million while operating revenues increased by \$4.6 million (including assessment growth) creating an overall funding gap of \$8.4 million. An increase of \$8.4 million (a 3.79% increase over 2017) is required to balance the budget. This increase is made up of the following:
 - Provincial Funding Reductions:** The result of Provincial funding reductions from the Municipal Revenue Sharing decrease, and the 2018 impact from the elimination of the SaskPower GIL required \$4.1 million or 1.87% overall to be added to the 2018 budget.



- Police: A net increase of \$2.0 million or 0.90% is required as a result of staff compensation for general economic increases and the addition of 3.42 FTEs.
- Remaining Civic Services: An increase of \$2.2 million or 1.02% is required to for all remaining civic services.

Summary of Capital Investments

There are no capital investments for Property Levy.



Grants in Lieu of Taxes

Overview

Grants-in-Lieu (GIL) of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. These grants 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 GIL 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.

2016 Budget to Actual Variance Explanation:

In 2016 GIL of taxation had a \$784.6 favorable variance from budget. This was primarily a result of higher GIL received from the Land Bank Program due to slower market conditions and the Land program holding higher inventory amounts the actual payments. The remaining variance is due to smaller changes in the Federal Government Agencies and Civic Utility amounts received.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(5,277.7)	(5,180.0)	(5,530.0)	(6,200.0)	(670.0)	12.1%
Grant-in-Lieu Taxes Civic Utilities/Land	(31,246.1)	(30,559.2)	(32,781.6)	(35,331.5)	(2,549.9)	7.8%
Total	(36,523.8)	(35,739.2)	(38,311.6)	(41,531.5)	(3,219.9)	8.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Grants in Lieu of Taxes	(38,311.6)	(3,219.9)	(41,531.5)	0.0	0.0	0.0	0.0	0.0	(41,531.5)

Revenue Change:

- The Saskatoon Land GIL of taxation has increased by \$300.0 due to higher land inventory in new areas of the City.
- The 2018 Civic Utility GIL of taxation has increased by \$444.3 for the Water Utility, \$731.1 for the Wastewater Utility and \$1,074.5 for Saskatoon Light & Power for a total increase of \$2,249.9.
- Federal and Provincial GIL of taxation has increased \$670.0 based on the 2018 calculated mill-rate increase.

Summary of Capital Investments

There are no capital investments for Grants-in-Lieu of Taxes.



Municipal Revenue Sharing Grant

Overview

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

2016 Budget to Actual Variance Explanation:

In 2016 Municipal Revenue Sharing Grant had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(48,523.1)	(48,533.3)	(46,430.0)	(43,430.0)	3,000.0	-6.5%
Total	(48,523.1)	(48,533.3)	(46,430.0)	(43,430.0)	3,000.0	-6.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Municipal Revenue Sharing Grant	(46,430.0)	3,000.0	(43,430.0)	0.0	0.0	0.0	0.0	0.0	(43,430.0)

Revenue Change:

- The Municipal Revenue Sharing Grant from the Province of Saskatchewan has been estimated for 2018 at \$43.4 million which is a \$3.0 million decrease from the 2017 budget based on a decrease in provincial sales tax revenue.

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.

2016 Budget to Actual Variance Explanation:

In 2016 General Revenue had a \$352.8 unfavorable variance from budget. This was primarily a result of lower than anticipated Provincial Utility Franchise Fees which are based solely on rate and consumption estimates and are subject to variances.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(26,512.2)	(26,600.7)	(31,561.9)	(33,061.9)	(1,500.0)	4.8%
Prov Utility Franchise Fees	(21,619.2)	(21,752.5)	(15,214.0)	(14,121.1)	1,092.9	-7.2%
Interest Earnings	(10,939.1)	(11,008.7)	(10,855.0)	(11,292.4)	(437.4)	4.0%
Debt Charges	0.0	0.0	0.0	187.5	187.5	0.0%
Grant-in-Lieu of Taxes - Prov Utility	(81.5)	(142.9)	(35.7)	0.0	35.7	-100.0%
Transfer to/from Reserves	0.0	0.0	(102.5)	(510.7)	(408.2)	398.2%
Total	(59,152.0)	(59,504.8)	(57,769.1)	(58,798.6)	(1,029.5)	1.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
General Revenue	(57,666.6)	(808.8)	(58,475.4)	(102.5)	(220.7)	0.0	0.0	(323.2)	(58,798.6)

Revenue Change:

- Return on Investment (ROI) has increased by \$1.5 million for the 2018 budget year (\$870.2 from the Water Utility, and \$629.8 from the Wastewater Utility).
- An overall decrease of \$1.1 million in Provincial Utility Franchise Fees is attributed to the SaskPower redirection of Crown Corporation revenues. This was previously received by Municipalities (as a GIL of property tax) and is now flowing directly to the Provincial Government as a result of the 2017-2018 Provincial Budget funding reductions. The result of the 2018-2019 Provincial budget reinstated only the SaskEnergy GIL.
- Recent interest rate increases from the Bank of Canada resulted in a \$571.7 increase in interest revenue.
- Net Interest Earnings is anticipating an increase of \$86.4 which is required in 2018 in order to stabilize anticipated lower interest rates (\$134.3 in revenue reductions offset by \$220.7 expenditure reductions). This is consistent with Policy C03-003 regarding the stabilization of fluctuating interest rates.

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.

2016 Budget to Actual Variance Explanation:

In 2016 Fines and Penalties had a \$1,185.7 variance from budget. This was primarily a result of \$707.0 less revenue for traffic violations from increased compliance, and \$488.0 less revenue received from parking ticket violations from the implementation of the new parking meter system.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(4,450.9)	(5,158.0)	(5,158.0)	(4,858.0)	300.0	-5.8%
Parking Bylaw Violations	(4,111.9)	(4,600.0)	(5,650.0)	(5,650.0)	0.0	0.0%
Other Bylaw Violations	(292.5)	(243.7)	(263.7)	(263.7)	0.0	0.0%
Operating Cost	4,723.5	3,233.5	3,233.5	4,684.5	1,451.0	44.9%
Capital Contribution	1,308.7	1,000.0	1,000.0	1,249.0	249.0	24.9%
Automated Speed Enforcement	(1,705.3)	0.0	0.0	(1,700.0)	(1,700.0)	0.0%
Traffic Automated Enforcement (RLC)	(2,554.2)	(2,500.0)	(2,500.0)	(2,500.0)	0.0	0.0%
Total	(7,082.6)	(8,268.2)	(9,338.2)	(9,038.2)	300.0	-3.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Fines and Penalties	(13,571.7)	(1,400.0)	(14,971.7)	4,233.5	1,700.0	0.0	0.0	5,933.5	(9,038.2)

Revenue Change:

- Provincial and City traffic violation revenue is expected to decrease \$300.0 based on statistical trends brought upon from the Automated Speed Enforcement and Red Light Camera programs.
- Automated Speed Enforcement was added to the budget in 2018 (although the pilot project was initiated in 2014 by SGI). \$1.7 million in revenues are fully offset by \$1.7 million in expenditures (including a transfer to the Traffic Safety Reserve).

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

2016 Budget to Actual Variance Explanation:

In 2016 Other levies had a \$441.8 favorable variance from budget. This was a result of receiving higher Property Tax Penalties than originally anticipated.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(2,516.2)	(1,993.1)	(2,499.1)	(2,499.1)	0.0	0.0%
Operating Cost	3.7	3.6	3.6	3.6	0.0	0.0%
Capital Contribution	964.0	885.0	930.0	930.0	0.0	0.0%
Transfer to/from Other Operating	163.0	160.9	160.9	301.2	140.3	87.2%
Total	(1,385.5)	(943.6)	(1,404.6)	(1,264.3)	140.3	-10.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Other Levies	(2,499.1)	0.0	(2,499.1)	1,094.5	140.3	0.0	0.0	1,234.8	(1,264.3)

Other Significant Item(s):

- An increase of \$140.3 is for the amount of taxes levied and transferred in the River Landing area due to increased property development, specifically relating to The Banks and Parcel YY.

Summary of Capital Investments

There are no capital investments in Other Levies.



Operating Budget
\$108.7 million

Capital Budget
\$44.4 million

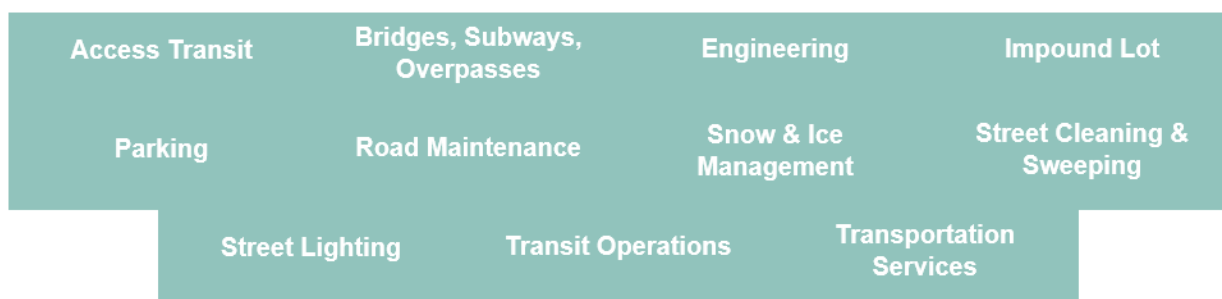


STRATEGIC GOAL:



Moving Around

Service Lines



Service Outcomes

- To plan, design, build, maintain, operate, and regulate the City's expanding transportation systems.
- To provide fixed route service on designated bus routes as well as service for people with mobility issues.
- To provide services for maintenance and rehabilitation of all roadway assets including: roads, bridges and overpasses, sidewalks, pathways, cycle tracks, and back lanes.
- To efficiently move people, services, and goods while minimizing the environmental impact and promoting sustainability.
- To provide services related to parking control and enforcement, traffic noise attenuation, signal operation, street lighting, seasonal lighting, sidewalk and back lane maintenance, street sweeping, and snow and ice management.
- To provide a coordinated approach to the delivery of services through strengthened collaboration between divisions.



At A Glance

Bridges and structures:

- 49 interchanges and overpasses.
- 24 pedestrian overpasses and tunnels.
- Six river crossings.

Roads and sidewalks:

- 4,053 lane km of paved roadways.
- 1,499 km of sidewalks.
- 461 km of back lanes.
- 192 lane km of gravel roadways including boundary roads.
- 230,000 potholes repaired using over 3,830 tonnes of asphalt.
- 100,000 calls/emails in and out of the Customer Service Centre.
- 35,000 work requests issued from the Customer Service Centre.
- 32,769 street lights.
- 2,300 km of walkways each maintained monthly between May and October.

Transportation:

- 2,800 paid parking spaces.
- 1,197 km of cycling facilities.
- 175 km of cycling-specific infrastructure.
- 586 traffic count stations.
- 487 seasonal decorations on street lights.
- 317 traffic signals.

Public transit:

- 8.5 million riders used Conventional Transit in 2016 and 136,000 used Access Transit.
- 185 public transit buses: 143 conventional 40-foot diesel buses, with a number of high floor variants, ten articulating buses, six mid-sized low floor 26-foot diesel buses, and 26 lift equipped 26-foot diesel buses.
- 35 bus routes operate on 276 km of streets providing service to 1,668 bus stops.
- 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%.

City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Regional Planning
- Transportation

Strategic Risks

- The City may not be investing enough money in its transportation infrastructure to maintain an acceptable condition and level of service.



- The City may not be investing enough money in its public transit infrastructure to maintain an acceptable level of service.
- The City may not be considering the total costs of asset ownership when making investment decisions.

Performance Measures

Measures	Target	2014	2015	2016	2017	Year Over Year Progress	Long Term Progress
Transit Rides Per Capita	=62	31.9	32.6	32.1	31.7	Improvement	Neutral
Km of Cycling-Specific Infrastructure	10% increase, for a total of 188 km by 2023	171 km	173 km	175 km	179 km	Improvement	On-Track
Transportation Choices	20% of people using cycling, walking or transit to get to work	12.5% (2011 actual)	12.5% (2011 actual)	11.9% (2016 actual)	11.9% (2016 actual)	Neutral	Neutral
Annual Decrease in Traffic Collisions	=5.0%	-3.80%	3.10%	-7.30%	-6.30%	Improvement	On-Track

Strategic Outcomes and 2018 Initiatives

Improve Transit Ridership.

- Implement the long-term transit strategy, setting out the appropriate mix of frequency versus coverage within a vision of rapid transit corridors linking neighbourhoods and creating a guide to investment, transportation, and urban planning decision making.
- Implement the Intelligent Transportation System project and significant software upgrades to improve transit customer experience.
- Review and develop cost-effective improvements to service utilizing existing suites of software and industry best practice.
- Increase communications with customers through education about appropriate public transit and the role customers play in providing service.
- Increase transit ridership by changing attitudes around public transit, and provide service that is safe, convenient, reliable, and affordable.

Citizens have viable and accessible options to move around the city based on their personal choices and preferences.

- Develop a Transportation Strategy using outputs from the Growth Plan and Active Transportation Plan that is practical and useful for vehicles, buses, bicycles, and pedestrians.
- Implement the Active Transportation Plan's action items.
- Establish rapid mass transit corridors for Saskatoon to guide investment, transportation, and urban planning decision-making.

Define service levels and develop funding strategies for key civic assets and services.

- Provide City Council with annual updates on the state of the infrastructure to facilitate funding consideration decisions to address reducing the infrastructure gap.



- Maintain asset condition states and recommended rehabilitation plans, including growth and cost indexes, to indicate funding levels required for selected levels of services.
- Expand the condition assessment program to establish an accurate deterioration model for the various asset classes, ultimately allowing more accurate budget needs forecasting.
- Review potential for an integrated asset management software for potential increased efficiency.
- Create a proper baseline of the complete pavement condition using automated and semi-automated data collection allowing for better decision making and funding allocation.
- Continue to establish service levels for the repair and maintenance of all operations for endorsement by City Council, and to enhance stakeholder awareness of the service delivery for each program.
- Develop funding strategies for expenses related to new capital expenditures including core services, such as fire halls, roadways and underground services.

Civic facilities, programs, services, and infrastructure are accessible.

- Explore options to improve curb, sidewalk and facility accessibility for wheelchair users, and citizens with limited physical mobility.

Identify efficiencies in Transportation Programs and Services.

- Implement the automation of operations of the Sign Shop to better track work orders and provide more timely communication to the public on road closures.
- Outline the process and opportunities for community and stakeholder engagement for major transportation infrastructure projects.
- Streamline the Development Review process through collaboration of all divisions involved.

Optimize snow removal on roadways, pathways and sidewalks.

- Implement Service Design initiatives to target specific mobility barriers for cyclists, motorists, sidewalk users, and transit users.
- Incorporate Global Positioning Systems to improve response times, report on Level of Service, and optimize equipment routing.
- Test a Road Weather Information System to improve ice and snow treatment effectiveness and predict icy road conditions.

Reduce energy consumption in existing street and park lighting.

- Investigate the opportunity to upgrade existing street and park lighting to utilize light emitting diode (LED) fixtures to reduce energy consumption.

Expand and improve the parking program.

- Complete the review and implementation of a new Residential Parking Permit program capable of meeting the needs of an expanding city with evolving transportation methods.
- Implement a new temporary reserved parking program including improved rates to improve accessibility, maintain cost recovery and enhance customer service.

Improve traffic flow and enhance safety as areas continue to develop.

- Complete the construction of the North Commuter Parkway and Traffic Bridge Replacement project.
- Support the Province on the Saskatoon Freeway project.
- Complete the two interchanges at Boychuk Drive and Highway 16 and at College Drive and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.
- Investigate the feasibility of implementing the Vision Zero initiative to reduce traffic collisions.
- Review and revise current approach to address neighbourhood traffic issues following the implementation of measures from the current assessment program.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	25,434.4	26,235.2	25,533.5	(15,092.1)	41,197.3	26,105.2	571.7	2.2%
Access Transit	3,620.5	3,450.3	3,724.1	(1,170.3)	5,440.2	4,269.9	545.8	14.7%
Transportation Services	8,378.3	8,102.4	7,123.3	(240.7)	7,301.2	7,060.5	(62.8)	-0.9%
Road Maintenance	39,675.2	39,114.8	43,058.0	(278.6)	43,509.5	43,230.9	172.9	0.4%
Snow & Ice Management	10,250.6	12,724.0	12,586.4	(554.7)	13,233.6	12,678.9	92.5	0.7%
Street Cleaning & Sweeping	4,362.4	3,799.4	3,759.2	0.0	4,238.6	4,238.6	479.4	12.8%
Bridges, Subways, Overpasses	5,258.6	5,323.2	6,090.0	0.0	6,141.7	6,141.7	51.7	0.8%
Street Lighting	5,960.0	5,880.2	6,572.0	(30.8)	7,084.9	7,054.1	482.1	7.3%
Parking	(2,847.6)	(3,168.9)	(3,137.4)	(6,209.6)	3,367.2	(2,842.4)	295.0	-9.4%
Impound Lot	83.1	0.0	0.0	(367.4)	367.4	0.0	0.0	0.0%
Engineering	600.9	764.1	730.3	0.0	762.4	762.4	32.1	4.4%
Total	100,776.4	102,224.7	106,039.4	(23,944.2)	132,644.0	108,699.8	2,660.4	2.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	617.94	619.34	1.40

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Transit Operations	(15,092.1)	0.0	(15,092.1)	40,625.6	624.0	(52.3)	0.0	41,197.3	26,105.2
Access Transit	(1,205.9)	35.6	(1,170.3)	4,930.0	427.4	82.8	0.0	5,440.2	4,269.9
Transportation Services	(294.7)	54.0	(240.7)	7,418.0	(112.1)	(4.7)	0.0	7,301.2	7,060.5
Road Maintenance	(278.6)	0.0	(278.6)	43,336.6	164.6	(15.8)	24.1	43,509.5	43,230.9
Snow & Ice Management	(554.7)	0.0	(554.7)	13,141.1	(57.7)	(12.6)	162.8	13,233.6	12,678.9
Street Cleaning & Sweeping	0.0	0.0	0.0	3,759.2	9.4	16.0	454.0	4,238.6	4,238.6
Bridges, Subways, Overpasses	0.0	0.0	0.0	6,090.0	1.9	49.8	0.0	6,141.7	6,141.7
Street Lighting	(30.8)	0.0	(30.8)	6,602.8	329.2	152.9	0.0	7,084.9	7,054.1
Parking	(5,938.2)	(271.4)	(6,209.6)	2,800.8	462.4	104.0	0.0	3,367.2	(2,842.4)
Impound Lot	(536.8)	169.4	(367.4)	536.8	(169.4)	0.0	0.0	367.4	0.0
Engineering	0.0	0.0	0.0	730.3	32.5	(0.4)	0.0	762.4	762.4
Total	(23,931.8)	(12.4)	(23,944.2)	129,971.2	1,712.2	319.7	640.9	132,644.0	108,699.8

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Transit Operations	1,450.0	2,820.0	2,360.0	1,845.0	1,770.0
Access Transit	280.0	280.0	280.0	280.0	280.0
Transportation Services	4,435.0	4,060.0	4,030.0	4,789.0	11,917.0
Road Maintenance	35,155.0	34,007.0	33,917.0	33,927.0	34,007.0
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	2,963.0	16,054.0	869.0	46,494.0	3,884.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	60.0	125.0	125.0	125.0	60.0
Impound Lot	0.0	0.0	0.0	0.0	0.0
Engineering	50.0	0.0	0.0	50.0	0.0
Total	44,393.0	57,346.0	41,581.0	87,510.0	51,918.0



Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
ACCESS TRANSIT CAPITAL RESERVE	280.0	280.0	280.0	280.0	280.0
ACTIVE TRANSPORTATION RESERVE	500.0	500.0	500.0	500.0	500.0
BRIDGE MAJOR REPAIR RESERVE	2,813.0	15,504.0	669.0	5,094.0	3,784.0
GENERAL PPD SERV-ENGINEERING	15.0	0.0	0.0	15.0	0.0
INFRA RES-TRANSPORTATION	3,880.0	3,500.0	3,510.0	3,520.0	3,525.0
INFRA RES-WTR & SAN SWR	35.0	0.0	0.0	35.0	0.0
INTERCHANGE LEVY	0.0	0.0	0.0	2,700.0	0.0
PARKING RESERVE	60.0	125.0	125.0	125.0	60.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	31,800.0	31,082.0	30,982.0	30,982.0	30,982.0
PRIVATE CONTRIBUTIONS	0.0	400.0	0.0	38,500.0	0.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	0.0	50.0	0.0	0.0	50.0
TRAFFIC SAFETY RESERVE	960.0	820.0	865.0	870.0	860.0
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	590.0	0.0	0.0
TRANSIT CAPITAL PROJECTS RESERVE	380.0	1,750.0	700.0	775.0	700.0
TRANSIT VEHICLE REPLACEMENT RESERVE	970.0	970.0	970.0	970.0	970.0
TRANSP EQUIP ACQ RESERVE	150.0	100.0	140.0	50.0	75.0
TRANSP INFRAS EXPANSION	2,250.0	2,015.0	2,000.0	2,000.0	2,050.0
TU - CAPITAL RESERVE	200.0	150.0	150.0	150.0	150.0
US - CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	844.0	7,832.0
Total	44,393.0	57,346.0	41,581.0	87,510.0	51,918.0
Unfunded	0.0	14,738.0	24,721.0	36,755.0	44,451.0

Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P2589 TR-TECHNOLOGY PLAN	0.0	5.0	0.0	0.0	0.0
Total	0.0	5.0	0.0	0.0	0.0



Transit Operations

Overview

Saskatoon Transit provides a safe, reliable, easy to use public transit system that is accessible and responsive to the needs of customers as it links people and places. The service provided by Saskatoon Transit focuses on a coverage model. Saskatoon Transit uses innovative technologies and a customer service approach to attract people away from the automobile to continue to grow its ridership in an effort to reduce congestion and greenhouse gas emissions.

Saskatoon Transit provides a fixed route service that operates 1,650 bus stops across 34 bus routes and approximately 276 km of streets. The current fleet of 161 buses is comprised of 31 conventional buses and 114 low-floor, 10 articulating and 6 mid-sized low-floor buses.

2016 Budget to Actual Variance Explanation:

In 2016 Transit Operating had a \$800.8 favorable variance from budget. This was primarily a result of significant savings due to favorable fuel prices. It should also be noted that revenues (monthly pass, senior pass, cash, ticket and eco pass) did not meet expectations for growth. Actual revenues were \$13,895.6 which was \$693.5 less than budgeted targets. The fuel budget has been adjusted in 2017 and favourable variance is not expected in 2017 with the same revenues trend.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(13,114.4)	(13,823.3)	(14,273.5)	(14,273.5)	0.0	0.0%
Province of Saskatchewan	(784.2)	(768.8)	(818.6)	(818.6)	0.0	0.0%
Staff Compensation	27,405.8	27,624.4	27,845.0	28,479.0	634.0	2.3%
Operating Cost	10,009.1	11,255.2	11,032.9	17,089.7	6,056.8	54.9%
Debt Charges	119.9	119.9	119.9	115.8	(4.1)	-3.4%
Cost Recovery	(456.0)	(426.4)	(426.4)	(413.0)	13.4	-3.1%
Capital Contribution	2,252.9	2,252.9	2,052.9	2,154.9	102.0	5.0%
Transfer to/from Reserves	1.3	1.3	1.3	(6,229.1)	(6,230.4)	-479,261.5%
Total	25,434.4	26,235.2	25,533.5	26,105.2	571.7	2.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	355.40	354.40	(1.00)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Transit Operations	(15,092.1)	0.0	(15,092.1)	40,625.6	624.0	(52.3)	0.0	41,197.3	26,105.2

Capital Contribution:

- The 2018 Transit Operations capital contribution of \$2,154.9 is required for the replacement and refurbishment of buses, engine overhauls, ridership initiatives and technology improvements. Included in this investment for 2018 is an increase of \$102.0 in capital contribution in allocations to Transit Vehicle Replacement Reserve by \$44.8, the Transit Capital Project Reserve by \$52.2 and the Transit Additional Vehicle Reserve by \$5.0.



Other Significant Item(s):

- The significant increase in both Operating Cost and Transfer from Reserves is due to the completion of the Civic Operations Centre in 2016 where the City has begun making operating payments. The payments will continue for the 25-year operating period and consist of operating, maintenance and rehabilitation payments, as well as repayment of the capital portion that is owing under the agreement. 2018 is the first year these payments reflected in the budget resulting an operating cost increase of \$6,230.5 which is offset by the same amount through transfer from reserve. This reserve transfer is made up from previously incorporated mill rate increases through the Civic Facilities Funding Plan as well as the reallocation of the Gas Tax funds.
- The increase in operational expenditures for Transit Operations includes \$435.1 salaries increase due to regular staffing increments and the Professional Driver Certification program. The Professional Driver Certification program will encourage drivers to obtain the certification and enhance the customer experience while potentially reducing future insurance costs, complaints, and accidents.
- The reduction in FTE is related to the transfer of a Relief Shop Supervisor position to the Access Transit service line.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0583 TR-REPLACE/REFURB BUSES	970.0	970.0	970.0	970.0	970.0
P0584 TR-ADDITIONAL BUSES	0.0	0.0	590.0	0.0	0.0
P0671 TR-AUXILIARY VEH/EQUIP	0.0	100.0	100.0	100.0	100.0
P1194 TR- ENGINE OVERHAUL	200.0	300.0	300.0	300.0	300.0
P2097 TR- BUS SEAT REPLACEMENT	0.0	50.0	0.0	75.0	0.0
P2317 TR-SHELTERS/BENCHES	0.0	200.0	200.0	200.0	200.0
P2323 TR-RIDERSHIP GROWTH INITIATIVES	90.0	1,100.0	100.0	100.0	100.0
P2589 TR-TECHNOLOGY PLAN	190.0	100.0	100.0	100.0	100.0
Total	1,450.0	2,820.0	2,360.0	1,845.0	1,770.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P0583 TR-REPLACE/REFURB BUSES	0.0	3,000.0	6,100.0	6,300.0	6,500.0
P2323 TR-RIDERSHIP GROWTH INITIATIVES	0.0	1,600.0	0.0	0.0	0.0
Total	0.0	4,600.0	6,100.0	6,300.0	6,500.0

Transit Operations Capital Investments total \$1,450.0 in 2018, which represents \$970.0 for bus refurbishments, \$200.0 for engine overhauls, \$90.0 for ridership initiatives and \$190.0 for technology replacements and initiatives.

Future Operating Impact of Current Year's Capital Projects

There will be an increased operating cost in 2019 in the amount of \$5.0 due to additional software maintenance agreements.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2589 TR-TECHNOLOGY PLAN	0.0	5.0	0.0	0.0	0.0
Total	0.0	5.0	0.0	0.0	0.0



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. A fleet of 26 buses serve customers within the city limits of Saskatoon.

2016 Budget to Actual Variance Explanation:

In 2016 Access Transit had a \$170.2 unfavorable variance from budget. Actual revenues did not meet budgeted targets as Access Transit had met its capacity in 2016. Additional capacity was added through 2017 budget process which should assist in lowering this unfavourable variance in 2017.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(230.0)	(245.3)	(230.3)	(230.3)	0.0	0.0%
Province of Saskatchewan	(954.3)	(995.6)	(975.6)	(940.0)	35.6	-3.6%
Staff Compensation	3,573.0	3,307.0	3,576.7	3,972.9	396.2	11.1%
Operating Cost	979.4	1,131.7	1,090.3	1,193.3	103.0	9.4%
Capital Contribution	252.5	252.5	263.0	274.0	11.0	4.2%
Total	3,620.6	3,450.3	3,724.1	4,269.9	545.8	14.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	49.90	50.90	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Access Transit	(1,205.9)	35.6	(1,170.3)	4,930.0	427.4	82.8	0.0	5,440.2	4,269.9

Revenue Change:

- Access Transit is anticipating a \$35.6 reduction in budgeted revenue due to a decrease in provincial funding which is based on the total number of rides provided provincially. Since the number of rides in Saskatoon has plateaued (reached capacity) and Regina has expanded their fleet and increased rides, this has resulted in decreased funding for the City.

Growth:

- As a result of the 2017 approved budget, \$76.7 increase for an operator and maintenance positions, fuel and other maintenance costs is included in the 2018 budget to reach the target of approximately 4,800 additional trips for Access Transit Customers.

Other Significant Item(s):

- An increase of \$207.3 is related to a phased-in increase in Access Transit Operators salaries to parity with the regular Transit Operators as well as an increase of \$72.6 due to facility maintenance charges.
- An increase in FTE is related to the transfer of a Relief Shop Supervisor position from the Transit Operations service line.



Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2095 ACCESS TRANSIT-BUS REPLACEMENTS	280.0	280.0	280.0	280.0	280.0
Total	280.0	280.0	280.0	280.0	280.0

2018 Access Transit Capital Investments total \$280.0 which allow for the purchase of two replacement buses.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



Transportation Services

Overview

The role of the Transportation Services service line is to monitor the existing transportation system, identify deficiencies, and determine and implement corrective action on an ongoing basis. The transportation 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.

Included in this service line are the staffing and resources required 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.

Other services provided are the manufacture, installation, and maintenance of traffic and street name signs, the marking of street lines, crosswalks and parking stalls, and the erection and maintenance of detours.

2016 Budget to Actual Variance Explanation:

In 2016 Transportation Services had a \$275.9 unfavorable variance from budget. This unfavourable variance was the result of the City's rapid growth over the past 10 years. The City's approved budget has not kept pace with this growth resulting in an unfavourable variance in maintaining the City's growing traffic signals, streets signs and lane markings inventory.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(128.0)	(199.9)	(196.9)	(142.9)	54.0	-27.4%
Province of Saskatchewan	(97.8)	(98.6)	(97.8)	(97.8)	0.0	0.0%
Staff Compensation	4,575.4	3,704.0	3,945.2	4,015.5	70.3	1.8%
Operating Cost	3,821.6	3,169.4	3,253.9	3,571.7	317.8	9.8%
Cost Recovery	(4,222.0)	(2,901.5)	(2,976.3)	(3,261.5)	(285.2)	9.6%
Capital Contribution	4,429.0	4,429.0	3,195.2	2,975.5	(219.7)	-6.9%
Total	8,378.2	8,102.4	7,123.3	7,060.5	(62.8)	-0.9%

Staff Complement	2017	2018	Difference
Full Time Equivalents	46.11	46.01	(0.10)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Transportation Services	(294.7)	54.0	(240.7)	7,418.0	(112.1)	(4.7)	0.0	7,301.2	7,060.5

Revenue Changes:

- Revenues have been adjusted down by \$54.0 to reflect actual revenue realized due to vehicle, sidewalk crossing and right-of-way permit fees as well as newspaper vending fees. There has also been a reduction in right-of-way closure requests.



Growth:

- A \$20.0 increase in operational costs required for additional traffic counting equipment required due to growth in the traffic network.

Capital Contribution:

- An inflationary increase of \$23.8 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.
- A reduction of \$250.0 to the Traffic Noise Attenuation Reserve to reflect the funding level required for debt repayment over ten years due to the construction of sound walls.

Other Significant Item(s):

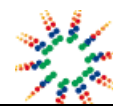
- Operational costs have increased by \$137.9 for materials and supplies; \$100.0 of this is due to upgraded and new signal installation performed by the Electronics Shop which is fully cost recovered to capital programs.

Not Included:

- The Active Transportation Reserve currently provides up to \$500.0 annually in capital funding to implement the Active Transportation Plan. It is estimated that \$250.0 million will be required in capital over the next 30 to 40 years to fully implement the plan. This cost estimate does not include additional investments in staff, operations and maintenance, or programming that will be required. An implementation plan and funding strategy will be developed in 2018.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS	125.0	100.0	100.0	100.0	100.0
P1036 TU-TRAFFIC CONTROL UPGRADES	150.0	400.0	400.0	400.0	400.0
P1504 TU- NEIGH. TRAFFIC REVIEW PERMANENT INSTALLATIONS	265.0	140.0	225.0	280.0	320.0
P1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375.0	375.0	375.0	375.0	300.0
P1506 TU-TRAFFIC SIGNING REPLACE-INFRA	300.0	300.0	300.0	300.0	300.0
P1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	250.0	220.0	100.0	100.0	100.0
P1522 TU-TRAFFIC NOISE ATTENUATION	0.0	50.0	0.0	0.0	50.0
P1556 TU-SYSTEM UPGRADES/REPLACEMENTS	50.0	50.0	50.0	50.0	50.0
P1564 TU-TRAFFIC COUNTERS EQUIPMENT REPLACEMENT	0.0	65.0	0.0	0.0	0.0
P2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	0.0	0.0	150.0	0.0	300.0
P2020 TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	0.0	844.0	7,832.0
P2233 TU-ADVANCED TRAFFIC MGT SYSTEM	150.0	150.0	150.0	150.0	150.0
P2234 TU-WALKWAY MANAGEMENT	50.0	90.0	90.0	90.0	90.0
P2235 TU-INTERSECTION IMPROVEMENTS	950.0	600.0	700.0	700.0	500.0
P2241 TU-TRUCK ENFORCEMENT/EDUCATION	50.0	50.0	0.0	0.0	0.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	150.0	100.0	140.0	50.0	75.0
P2428 TU-FUNCTIONAL PLANNING STUDIES	200.0	200.0	0.0	50.0	200.0
P2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	70.0	70.0	100.0	100.0	100.0
P2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	500.0	0.0	0.0	0.0	0.0
P2448 TU-INTELLIGENT TRANSPORTATION SYSTEM	200.0	200.0	200.0	200.0	200.0
P2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	600.0	900.0	950.0	1,000.0	850.0
Total	4,435.0	4,060.0	4,030.0	4,789.0	11,917.0



Unfunded Capital Projects	2018	2019	2020	2021	2022
P1504 TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	0.0	420.0	335.0	280.0	240.0
P1506 TU-TRAFFIC SIGNING REPLACE-INFRA	0.0	100.0	100.0	100.0	100.0
P1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	0.0	130.0	0.0	0.0	0.0
P2020 TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	0.0	0.0	1,468.0
P2425 TU-UNDERGROUND ENCROACHMENTS	0.0	100.0	100.0	0.0	0.0
P2442 TU-DALMENY ROAD/HWY 684 REPLACEMENT	0.0	500.0	0.0	0.0	0.0
P2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	0.0	80.0	50.0	50.0	50.0
P2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	0.0	750.0	750.0	750.0	750.0
P2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	400.0	400.0	400.0	400.0
Total	0.0	2,480.0	1,735.0	1,580.0	3,008.0

2018 Transportation Services Capital Investments include 17 funded projects totaling \$4,435.0.

Six of these projects totaling \$1,800.0 involve the capital rehabilitation or replacement of existing assets.

In 2018 there are eight projects totaling \$2,600.0 that are geared towards improving traffic safety and traffic management.

In 2018 there are two projects that are either not funded or not fully funded in this budget. These have been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



Road Maintenance

Overview

This service line includes the maintenance, inspection, preservation and rehabilitation of the existing street, lane and sidewalk systems including ancillary items such as guardrail operations and maintenance.

In addition to the direct costs associated with asset management and maintenance, services provided include public enquiry and dispatch services.

Significant capital budget increases have been made to this service line in recent years, resulting in much larger and more comprehensive contracts. This in turn has helped lead to lower unit-prices for items such as patching and paving. This increased funding has therefore resulted in a large and efficient capital program that will ultimately restore the City's surface infrastructure to expected condition levels.

The approach to Roadways & Operations services has been extensively reviewed and reformed. Examples in this service line include the Report-A-Pothole application, and the addition of a spring-blitz approach to pothole repair.

2016 Budget to Actual Variance Explanation:

In 2016 Road Maintenance had a \$560.4 unfavorable variance from budget. This was a result of an increase in the amount of road work (labour, maintenance, contractual and support services) done throughout the year given the warm temperatures in the spring and fall which allowed for additional road maintenance to be completed. In scenarios such as this, savings from Snow and Ice Management due to the warm temperatures are used to offset these over expenditures.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	0.0	(0.4)	0.0	0.0	0.0	0.0%
Province of Saskatchewan	(278.6)	(281.0)	(278.6)	(278.6)	0.0	0.0%
Staff Compensation	4,937.0	4,567.2	4,689.9	4,725.5	35.6	0.8%
Operating Cost	5,309.9	4,776.8	4,681.6	4,819.3	137.7	2.9%
Cost Recovery	(875.3)	(530.0)	(530.4)	(530.8)	(0.4)	0.1%
Capital Contribution	30,582.2	30,582.2	34,495.5	34,495.5	0.0	0.0%
Total	39,675.2	39,114.8	43,058.0	43,230.9	172.9	0.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	60.31	60.71	0.40

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Road Maintenance	(278.6)	0.0	(278.6)	43,336.6	164.6	(15.8)	24.1	43,509.5	43,230.9

Growth:

- An increase in the roadway and sidewalk inventory adds an additional \$10.5 required for contracted services and maintenance costs.



Service Level Change:

- Included in the FTE increase is a Performance Improvement Coordinator position which is allocated among the following service lines: \$24.1 in Road Maintenance (0.30 FTE), \$52.8 in Snow & Ice (0.65 FTE), and \$4.0 in Street Cleaning & Sweeping (0.05 FTE). This position will provide vital resource for the implementation of new citizen centric service design and is responsible for the optimization of business processes, inter-team coordination, continuous improvement initiatives, service design implementation and service level monitoring.

Other Significant Item(s):

- Inflation is recognized in the amount of \$164.6 to recognize an increase in utility costs of \$86.0 and an increase of \$50.8 in contracted services in the Paved Streets Program.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0837 TU-LANE REHAB & DRAINAGE IMPROV	1,785.0	1,785.0	1,785.0	1,785.0	1,785.0
P0959 TU-UPGRADE BOUNDARY ROADS	260.0	260.0	260.0	260.0	260.0
P1507 TU-GUARDRAILS	150.0	50.0	50.0	50.0	50.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	310.0	310.0	310.0	310.0	310.0
P2043 TU-CURB REPLACEMENT/REHABILITATION	200.0	200.0	200.0	200.0	200.0
P2269 TU-ACCOMMODATION CONSTRUCTION	100.0	100.0	100.0	100.0	100.0
P2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION	31,800.0	31,082.0	30,982.0	30,982.0	30,982.0
P2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	500.0	220.0	230.0	240.0	320.0
P2276 TU-CITY YARDS SAFETY IMPROVEMENTS	50.0	0.0	0.0	0.0	0.0
Total	35,155.0	34,007.0	33,917.0	33,927.0	34,007.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P0832 CY-CENTER MEDIAN REHABILITATION	0.0	200.0	200.0	200.0	200.0
P0959 TU-UPGRADE BOUNDARY ROADS	0.0	140.0	140.0	140.0	140.0
P1507 TU-GUARDRAILS	0.0	75.0	75.0	75.0	75.0
P1638 TU-BACK LANE TREE TRIMMING	0.0	50.0	50.0	50.0	50.0
P2259 TU-PW SATELLITE YARDS	0.0	0.0	6,082.0	50.0	100.0
P2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	0.0	980.0	970.0	960.0	880.0
Total	0.0	1,445.0	7,517.0	1,475.0	1,445.0

2018 Road Maintenance Capital Investments include nine funded projects totaling \$35,155.0 to address the condition of the roadways. This investment is mainly funded from the Paved Roadways Infrastructure Reserve in the amount of \$31,800.0 and from the Transportation Infrastructure Reserve in the amount of \$3,205.0 million.

This entire investment is geared towards the capital rehabilitation or replacement of existing assets.

In the Road Maintenance service line there are three projects that are not funded or not fully funded from the Transportation Infrastructure Reserve as current funding levels are not adequate to address the rehabilitative/replacement requirements. These projects have been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



Snow & Ice Management

Overview

This service line provides snow clearing, snow removal, sanding and salting, and snow fencing to ensure the safe, comfortable, and timely movement of vehicular and pedestrian traffic.

2016 Budget to Actual Variance Explanation:

In 2016 Snow and Ice Management had a \$2,473.4 favorable variance from budget. This was a result of a reduction in contractual services required due to the lack of large snow events during the year.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Province of Saskatchewan	(554.7)	(559.5)	(554.7)	(554.7)	0.0	0.0%
Staff Compensation	4,404.1	4,433.8	4,610.1	4,634.6	24.5	0.5%
Operating Cost	5,663.0	8,097.8	7,779.1	7,847.1	68.0	0.9%
Cost Recovery	(15.4)	(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	10,250.5	12,724.0	12,586.4	12,678.9	92.5	0.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	62.50	63.15	0.65

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Snow & Ice Management	(554.7)	0.0	(554.7)	13,141.1	(57.7)	(12.6)	162.8	13,233.6	12,678.9

Service Level Change(s):

- Included in the FTE increase is a Performance Improvement Coordinator position which is allocated among the following service lines: \$24.1 in Road Maintenance (0.30 FTE), \$52.8 in Snow & Ice (0.65 FTE), and \$4.0 in Street Cleaning & Sweeping (0.05 FTE). This position will provide vital resource for the implementation of new citizen centric service design and is responsible for the optimization of business processes, inter-team coordination, continuous improvement initiatives, service design implementation and service level monitoring.
- An additional \$50.0 and \$60.0 was added by City Council during Budget deliberation respectively for additional resources towards a snow management study and blue warning lights on snow removal vehicles.

Not Included:

- On August 15, 2017, the Standing Policy Committee on Transportation recommended that an additional \$265.0 be allocated to the Snow & Ice Management service line to provide further resources for snow management during snow events. This allocation is not included in the budget as presented.



Summary of Capital Investments

Unfunded Capital Projects	2018	2019	2020	2021	2022
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	0.0	7,729.0	50.0	150.0
Total	0.0	0.0	7,729.0	50.0	150.0

The requirement for snow management facilities in 2020 is for development of the southeast site including access to the City storm collection system as well as a provision to secure land in the southeast, northwest, and northeast quadrants of the City. There is currently no funding source for this project.



Street Cleaning & Sweeping

Overview

This service line provides for the removal of sand, gravel, leaves, and debris from paved streets, medians and paved lanes which will result in safer and more aesthetically pleasing streets for pedestrians and vehicles.

This service line also provides services 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.

2016 Budget to Actual Variance Explanation:

In 2016 Street Cleaning and Sweeping had a \$563.0 unfavorable variance from budget. This was a result of extending the program by a week to expedite delivery of the service; additional labour, contractual services and equipment were used to ensure completion of the median cleaning and priority street sweeping. In mid-2017 Administration tabled a service level report in order to better define current service levels and mitigate the gap between budget and actuals.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	1,439.1	1,252.9	1,310.9	1,313.6	2.7	0.2%
Operating Cost	2,907.8	2,526.6	2,428.4	2,905.1	476.7	19.6%
Cost Recovery	(11.5)	(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	4,362.3	3,799.4	3,759.2	4,238.6	479.4	12.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	17.19	17.24	0.05

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Street Cleaning & Sweeping	0.0	0.0	0.0	3,759.2	9.4	16.0	454.0	4,238.6	4,238.6

Service Level Change:

- Included in the FTE increase is a Performance Improvement Coordinator position which is allocated among the following service lines: \$24.1 in Road Maintenance (0.30 FTE), \$52.8 in Snow & Ice (0.65 FTE), and \$4.0 in Street Cleaning & Sweeping (0.05 FTE). This position will provide vital resource for the implementation of new citizen centric service design and is responsible for the optimization of business processes, inter-team coordination, continuous improvement initiatives, service design implementation and service level monitoring.
- During Budget deliberation City Council added an additional \$450.0 in order to maintain the street cleaning & sweeping service level.

Other Significant Item(s):

- An increase in the roadway and sidewalk inventory adds an additional \$21.6 required for contracted services and other operational costs in order to maintain current service levels.



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.

2016 Budget to Actual Variance Explanation:

In 2016 Bridges, Subways and Overpasses had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	235.2	325.6	339.0	340.9	1.9	0.6%
Operating Cost	339.4	313.6	367.0	3,229.8	2,862.8	780.1%
Capital Contribution	4,684.0	4,684.0	5,384.0	4,619.0	(765.0)	-14.2%
Transfer to/from Reserves	0.0	0.0	0.0	(2,048.0)	(2,048.0)	0.0%
Total	5,258.6	5,323.2	6,090.0	6,141.7	51.7	0.8%

Staff Complement	2017	2018	Difference
Full Time Equivalents	4.56	4.56	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Bridges, Subways, Overpasses	0.0	0.0	0.0	6,090.0	1.9	49.8	0.0	6,141.7	6,141.7

Growth:

- As a result of new sound attenuation walls installed throughout the city, operating costs have been increased by \$50.0 to reflect the cost of maintenance and graffiti removal required for these structures.

Capital Contribution:

- In 2018, there will be \$4,619.0 in contributions to the Bridge Major Repair Reserve, of which \$1,435.0 is temporary funding which will be redeployed in 2019 to base operating budgets required for the North Commuter Parkway and Traffic Bridge (NCPTB). There is a reduction of \$765.0 in 2018's temporary funding as this represents the beginning of payments to the P3 partner for the North Commuter Parkway and Traffic Bridge.

Other Significant Change(s):

- The NCPTB project is expected to be completed in October 2018. Upon completion the City will begin making payments to Graham Commuter Partners (GCP) in accordance with the P3 agreement. The payments will continue for the 30 year operating period and consist of operating, maintenance and rehabilitation payments, as well as repayment of the capital portion that is owing to GCP. These payments are shown as an increase of \$2,800.0 in operating costs offset by a decrease in the same amount from the following funding sources:
 - Land Development Levy Reserves
 - Re-allocation of Gas Tax Funds
 - Transfer of Funds from the Bridge Major Repair Reserve



Summary of Capital Investments

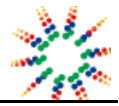
Funded Capital Projects	2018	2019	2020	2021	2022
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	150.0	150.0	200.0	200.0	100.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	200.0	2,240.0	0.0
P1528 TU-SPADINA CRES BRIDGE	100.0	0.0	0.0	0.0	0.0
P1553 TU-SID BUCKWOLD BRIDGE REPAIRS	500.0	7,750.0	0.0	0.0	0.0
P1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	0.0	100.0	1,500.0	0.0
P1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	160.0	2,160.0
P1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	0.0	2,700.0	0.0
P2257 TU-CIRCLE DR OVER 33RD ST NB/SB	1,924.0	0.0	0.0	0.0	0.0
P2268 TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	0.0	3,000.0	0.0	0.0	0.0
P2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	0.0	0.0	0.0	315.0
P2393 TU-TAYLOR/CIRCLE DRIVE	0.0	0.0	80.0	755.0	0.0
P2395 TU-CIRCLE DRIVE/14TH ST-NB	0.0	0.0	0.0	150.0	1,020.0
P2396 TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	0.0	4,465.0	0.0	0.0	0.0
P2406 TU-MINOR BRIDGE REPAIRS	289.0	289.0	289.0	289.0	289.0
P2433 TU-8TH STREET & CPR GRADE SEPARATION	0.0	400.0	0.0	38,500.0	0.0
Total	2,963.0	16,054.0	869.0	46,494.0	3,884.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	0.0	50.0	0.0	0.0	0.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	0.0	2,710.0	0.0
P1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	0.0	540.0
P1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	0.0	22,300.0	30,000.0
P2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	0.0	70.0	0.0	0.0	0.0
P2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	0.0	70.0	0.0	0.0	0.0
P2040 TU-UNDERWATER PIER INSPECTIONS	0.0	105.0	0.0	0.0	0.0
P2237 TU-UPGD DALMENY GRID/BEAM RD CONNECTION	0.0	50.0	0.0	0.0	0.0
P2397 TU-CIRCLE DRIVE/8TH ST - NB/SB	0.0	0.0	0.0	1,800.0	0.0
P2401 TU-PEDESTRIAN CROSSING STRUCTURES	0.0	249.0	0.0	0.0	108.0
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	164.0	0.0	0.0	0.0
P2404 TU-CIRCLE DRIVE/IDYLWYLD	0.0	0.0	0.0	540.0	2,700.0
P2434 TU-HWY 11 & HWY 16 CLOVERLEAF	0.0	5,200.0	0.0	0.0	0.0
Total	0.0	6,113.0	0.0	27,350.0	33,348.0

2018 Bridges, Subways, Overpasses Capital Investments include five funded projects totaling \$3.0 million.

These projects are geared towards the capital rehabilitation or replacement of existing assets, including the rehabilitation of the northbound structure of the Circle Drive over 33rd Street overpass in project 2257 for \$1,924.0.

Included in project 1456 is \$150.0 from the Traffic Safety Reserve to provide for the city's share of costs associated with safety upgrades done at level crossings.



In the Bridges, Subways, Overpasses service line there is an unfunded component of \$723.0 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 required expansion of the existing infrastructure. As well, projects are prioritized and available reserve funding is optimized to allow for this work in future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



Street Lighting

Overview

This service line provides for the operation of the street lights within the Corporate limits.

Saskatoon Light & Power provides street lighting on all major roadways and new subdivisions City-wide, and the existing street light system is maintained by either SaskPower or Saskatoon Light & Power depending on location. The two utilities work collaboratively to maintain their respective systems.

This service line also provides seasonal decorations and lighting on designated streets and bridges and banner installation/removal services for various events within the City.

2016 Budget to Actual Variance Explanation:

In 2016 Street Lighting had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Province of Saskatchewan	(30.8)	(31.1)	(30.8)	(30.8)	0.0	0.0%
Staff Compensation	173.0	168.3	148.3	157.0	8.7	5.9%
Operating Cost	5,857.3	5,781.0	6,492.5	6,970.3	477.8	7.4%
Cost Recovery	(39.5)	(38.0)	(38.0)	(42.4)	(4.4)	11.6%
Total	5,960.0	5,880.2	6,572.0	7,054.1	482.1	7.3%

Staff Complement	2017	2018	Difference
Full Time Equivalents	1.20	1.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Street Lighting	(30.8)	0.0	(30.8)	6,602.8	329.2	152.9	0.0	7,084.9	7,054.1

Growth:

- An increase of \$152.9 is included for utility costs that are required due to an increased number of street lights on the City's expanding roadways. Street lights are increasing by 611 in 2018 for a total inventory of 32,769 street lights.

Other Significant Item(s):

- Due to an increase in electricity costs, a \$329.2 increase is included to maintain the current street lighting service level.

Summary of Capital Investments

There are no capital investments for Street Lighting.



Parking

Overview

The Parking program is responsible for the planning, design, coordination, administration, and enforcement of the City's on-and-off street parking facilities, as well as various parking initiatives, policies, and projects, such as the prepaid parking cards and residential parking permit programs.

In addition to contributing to general revenues, the parking program supports the Streetscape Reserve under the Urban Design service line, Parking Capital Reserve, Vacant Lot & Adaptive Reuse Incentive Reserve, and distributes a portion of parking revenues to The Partnership, Riversdale Business Improvement District, and the Broadway Business Improvement District.

2016 Budget to Actual Variance Explanation:

In 2016 Parking had a \$321.3 unfavorable variance from budget. This was a result of a number of factors: Repayments to the parking pay station vendor were higher than budgeted based on application of the repayment formula, additional costs required for the retention of walking enforcement, and additional costs were required in contractual payments to the Calgary Parking Authority for services related to enforcement. It should be noted that parking revenues came in \$71.0 above budget primarily due to higher revenues collected at Pay Stations.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(5,978.7)	(5,907.3)	(5,938.2)	(6,209.6)	(271.4)	4.6%
Staff Compensation	437.8	411.5	501.9	606.0	104.1	20.7%
Operating Cost	2,438.6	2,204.7	2,207.8	2,333.7	125.9	5.7%
Cost Recovery	(394.7)	(325.5)	(395.1)	(455.1)	(60.0)	15.2%
Capital Contribution	619.5	417.7	456.2	852.6	396.4	86.9%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Total	(2,847.5)	(3,168.9)	(3,137.4)	(2,842.4)	295.0	-9.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	6.25	6.75	0.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Parking	(5,938.2)	(271.4)	(6,209.6)	2,800.8	462.4	104.0	0.0	3,367.2	(2,842.4)

Revenue Change:

- Revenue from Parking Pay Stations, permits, and billboards, are anticipated to increase by \$271.4, based on historical trends. The introduction of the parking app has had a positive impact on parking revenues along with the public's acceptance of the Pay Stations due to improved system maintenance and performance.

Growth:

- Contractual costs have increased by \$120.0 for parking enforcement system integration services, connecting the customer payment information from the Pay Stations and app to the enforcement systems.



Continuous Improvement:

- \$11.6 in savings identified through an enhanced review of cell phones and other devices was a direct result of the '30 Day Challenge' undertaken during 2017.

Capital Contribution:

- The parking meter replacement project is vendor financed, to be repaid through incremental parking revenues. The 2018 payment has increased by \$396.4 based on the repayment formula.

Other Significant Item(s):

- A Parking Operations Manager position has been created through the redeployment of an existing FTE. This position is required to provide daily operational management for efficient functioning of the parking terminals, including managing the contractual relationships with the vendors involved in the parking systems, and management of the technical staff, the coin collection process, and the temporary reserved parking program. 0.5 of the FTE was redeployed from within the Parking Service Line and 0.5 of the FTE was transferred from the Corporate Governance and Finance – Assessment & Taxation Service Line.
- Commissionaires are used to deliver summons and subpoenas on behalf of Saskatoon Police Services. The charge for this service has increased by \$60.0 to reflect the increased costs and move closer to full cost recovery.

Not Included:

- Current funding for parking enforcement is not meeting expected parking enforcement service levels as increases in this budget have not kept up with City growth. Increased dissatisfaction in the community and reductions in parking ticket revenue are some of the risks associated with not including this item. \$245.0 would allow parking enforcement to meet the demands and frequency requirements due to City growth, and residential parking permit expansion. Other options include reducing existing residential parking permit areas or redefining service levels and parking bylaw standards.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	60.0	60.0	60.0	60.0	60.0
P2429 CY-LICENSE PLATE RECOGNITION SYSTEM	0.0	65.0	65.0	65.0	0.0
Total	60.0	125.0	125.0	125.0	60.0

Project 1518 provides for the continued implementation of the flex parking system. In addition to project management, this project includes the purchase of additional pay stations to allow for improved service and expansion.

This project is funded from the Parking Capital Reserve.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2018 Capital Project.



Impound Lot

Overview

The Impound Lot program administers, operates, and maintains the impound lot located in the Holiday Park Industrial area and provides impounding services as required by the Saskatoon Police Service. The fiscal principle for the impound lot is to operate on a full cost recovery basis.

The primary objective of the lot is to facilitate the storage of vehicles seized due to unpaid parking violations and the clearing of snow routes. In addition, the City has the authority to seize, immobilize, and impound vehicles with delinquent parking violations or those vehicles in violation of the Traffic Bylaw.

2016 Budget to Actual Variance Explanation:

In 2016 Impound Lot had an \$83.1 unfavorable variance from budget. This was a result of lower net revenues than budget due to fewer cards being impounded. The reason for the reduction is that short term suspensions and SGI related vehicle seizures are no towed to a private facility.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(309.4)	(530.3)	(536.8)	(367.4)	169.4	-31.6%
Staff Compensation	50.9	64.4	64.9	67.7	2.8	4.3%
Operating Cost	604.5	717.3	723.3	624.7	(98.6)	-13.6%
Debt Charges	52.4	52.4	52.4	0.0	(52.4)	-100.0%
Cost Recovery	(315.4)	(303.8)	(303.8)	(325.0)	(21.2)	7.0%
Total	83.0	(0.0)	(0.0)	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	0.75	0.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Impound Lot	(536.8)	169.4	(367.4)	536.8	(169.4)	0.0	0.0	367.4	0.0

Revenue Change:

- Revenue from impounded vehicles has been reduced by \$169.4; this reduction is offset by adjustments to expenditure accounts, primarily towing and cost recovery. The budgeted revenues and related cost recovered expenditures are now at a level that is consistent with historical trends. This program is budgeted to be fully cost recovered, therefore these internal adjustments do not impact the mill rate.

Other Significant Item(s):

- The internal loan taken out for the development of the impound lot has been fully repaid, resulting in a \$52.4 reduction to Debt Charges.



Summary of Capital Investments

Unfunded Capital Projects	2018	2019	2020	2021	2022
P2251 CY-IMPOUND LOT	0.0	100.0	1,640.0	0.0	0.0
Total	0.0	100.0	1,640.0	0.0	0.0

The unfunded proposed capital investment includes the design and construction of a permanent building as part of the relocation of the impound lot site which has been deferred to 2019.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



Engineering

Overview

This program provides 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.

Drafting and design services are provided for operating and capital projects, as is the preparation and maintenance of infrastructure plan records including underground services. Other services include maintenance of the Department and Corporate GIS, co-ordination of information regarding road and lane use concerning buried facilities, and providing contractors or individuals with grade level information for construction on building sites.

The City's survey instruments and equipment for the operating and capital construction programs are included in this service line.

2016 Budget to Actual Variance Explanation:

In 2016 Engineering had a \$163.2 favorable variance from budget. This was a result of the Construction & Design Division focusing more on capital construction than operations for the 2016 year.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	3,482.9	1,109.8	1,082.4	1,158.8	76.4	7.1%
Operating Cost	3,861.6	650.3	650.6	650.3	(0.3)	0.0%
Cost Recovery	(6,743.6)	(996.0)	(1,002.7)	(1,046.7)	(44.0)	4.4%
Total	600.9	764.1	730.3	762.4	32.1	4.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	13.77	13.67	(0.10)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Engineering	0.0	0.0	0.0	730.3	32.5	(0.4)	0.0	762.4	762.4

There are no significant changes in Engineering.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1041 TU-BENCHMARK REHABILITATION	50.0	0.0	0.0	50.0	0.0
Total	50.0	0.0	0.0	50.0	0.0



There is a \$50.0 capital investment in Engineering to provide for the construction, replacement and maintenance of benchmark monuments throughout the city.

Future Operating Impact of Current Year's Capital Projects

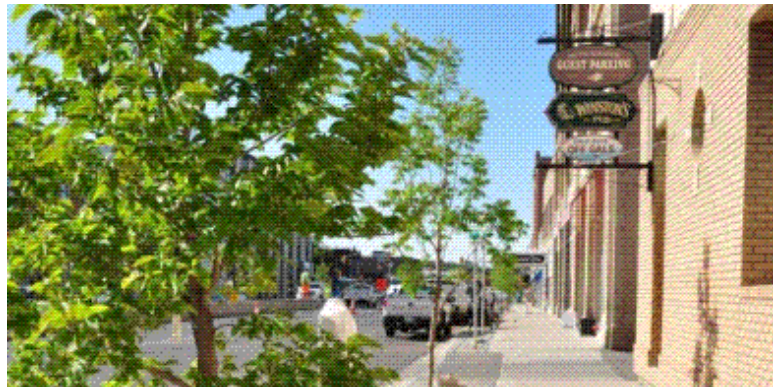
There are no future operating impacts from 2018 Capital Projects.





Operating Budget
\$6.0 million

Capital Budget
\$3.4 million



STRATEGIC GOALS:



Economic Diversity & Prosperity



Quality of Life



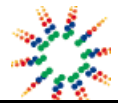
Sustainable Growth

Service Lines



Service Outcomes

- To provide an increasingly sustainable community and enhanced quality of life consistent with the vision and core strategies in the City's Strategic Plan.
- To revitalize and sustain existing areas through local area plans, strategic investments, rejuvenation projects, Crime Prevention Through Environmental Design (CPTED) reviews, and incentives for supportive and attainable housing.
- To provide support for economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, providing advice and timely review of development and building applications.



- To provide leadership in planning for future growth in line with the City's Growth Plan to Half a Million which links land use, transportation, and infrastructure in more effective, efficient, and sustainable ways.
- To provide a healthy and fair marketplace and ensure the health and safety of owners and occupants through building and plumbing inspections, licensing of new and established businesses, and permit and development application reviews.
- To provide improved public spaces throughout the City through streetscape master plans and urban design projects in strategic areas, business improvement districts, and growth corridors.
- To provide an adequate supply of attainable housing choices by working with community partners, developers, and builders.
- To provide clear information to City Council, excellent customer service to clients, and meaningful consultation to stakeholders.

At A Glance

\$18.5 million in funding since 2008 produced 4,790 Attainable Housing units.

43% increase in number of licensed businesses operating in the city since 2007.

14 neighbourhoods have approved Local Area Plans.

\$1.66 million in streetscape maintenance completed in 2017.

11,289 licensed businesses were operating in Saskatoon at the end of 2017.

3,998 building permits were issued in 2017, at an approximated construction value of \$762.0 million.

874 Development Permits issued for the first three quarters of 2017.

525 Attainable Housing units supported through various programs in the City's Housing Business Plan in 2016.

550 property-use complaints estimated requiring attention in 2017.

34 Subdivision Applications processed reflecting demand for fully-serviced residential, commercial and industrial building sites in all parts of the city.

16 Official Community Plan and amendments and Rezoning Requests received.

16 CPTED reviews conducted on various parks, neighbourhoods, and major capital projects to ensure safe design of buildings and sites.

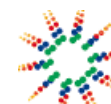
13 Discretionary Use Applications processed including garden and garage suite applications.

Condominium Applications received.

Vacant Lot Incentive Applications approved in 2017 resulting in new development on chronically vacant sites.

City Council Strategic Priority Areas Supported by this Business Line

- Downtown Development
- Economic Development
- Environmental Sustainability
- Reconciliation, Inclusion, and Diversity
- Regional Planning



Strategic Risks

- The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens.
- The City's infrastructure investments may not correspond to growth trends and forecasts for the local or regional economy
- The future growth of the city and region could be restricted by, or in conflict with, growth in surrounding areas.
- The City may not be prepared for the effects of climate change.

Performance Measures

Measures	Target	2014	2015	2016	2017 Projected	Year Over Year Progress	Long Term Progress
Residential Infill Development (5 Yr. Avg)	Average of 25% Infill Development Over Last 5 Years	2010-2014 15.9%	2011-2015 15.0%	2012-2016 14.8%	2013-2017 13.7%	Decline	Needs Improvement
Number of New Attainable Housing Units	=500 new units annually across attainable housing continuum	542	560	525	377	Decline	On-Track
Vacancy Rates for Rental Housing	Average of 3% Vacancy Rate Over Last 10 Years	2005-2014 2.6%	2006-2015 2.8%	2007-2016 3.51%	2008-2017 4.41%	Improvement	On-Track

500 new Attainable Housing units built annually.

- Between 2013 and 2016, the annual target for attainable housing units has been exceeded every year. The 2017 results are expected to be slightly below the target of 500 units. The target for 2017 and 2018 is reduced due to available funding, with a sustainable funding strategy proposed to start in 2019.

Maintain an Average Rental Housing Vacancy Rate of 3%.

- This is a longer term indicator therefore there is no annual target.
- This rise in the city's vacancy rate began in 2015 and continued in 2016 to 10.3% due to a cooling off in the economy, the recent completion of several new rental projects, and additional condominiums on the rental market.

Strategic Outcomes and 2018 Initiatives

Growth and development ensure Saskatoon is a healthy and sustainable community.

- Conduct the Bus Rapid Transit Detailed Functional Design as part of the Ten-Year Action Plan for the Growth Plan to Half a Million.
- Renew the Official Community Plan to reflect the vision and goals of the Growth Plan to Half a Million, as well as other planning and policy initiatives.
- Work with the Saskatoon North Partnership for Growth (P4G) to endorse a Regional Land Use Map, create a P4G Planning District and associated governance and administrative structures, adopt a Regional Plan, adopt a P4G Zoning Bylaw, and prioritize the follow-up studies needed to implement the Regional Plan.



- Work to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in the Saskatoon region through face-to-face meetings, educational materials, and events.
- Partner with the University of Saskatchewan to establish a Sector Plan to support the University's development plans.

Develop or implement Local Area, Concept, and Sector Plans.

- Work with civic departments and external stakeholders to complete the Montgomery Place Local Area Plan.
- Complete amendments to the Holmwood Sector Plan to address the Suburban Centre, District Village, Phasing Plan, and transportation network adjustments.
- Complete the Imagine Idylwyld Corridor Study to improve the function, safety, connectivity, and quality of Idylwyld Drive as a key gateway to the City Centre.
- Implement the strategy for the redevelopment of the South Caswell transit facilities.

Land use planning supports a diverse economy and vibrant community.

- Work with the Saskatoon North Partnership for Growth to create strategies for adopting new land use policies, and creating servicing and phasing plans, that would enable different forms of development in the Grasswood Mixed Use Node to serve the needs of a growing population.
- Implement a new Urban Design Council Policy (BID) to formalize the relationship between the Business Improvement Districts and the City with respect to communications and priority maintenance.
- Complete the Office Policy Review Project.

Reduce homelessness and ensure there are a diversity of housing options.

- Work with community partners to implement Saskatoon's Homelessness Action Plan.
- Work with stakeholders to improve the effectiveness of financial incentives offered through the Ten-Year Housing Business Plan to achieve the target of 500 new units annually across the attainable housing continuum.

Protect the public health, safety, and property rights of citizens through timely, consistent, and effective enforcement of bylaws.

- Complete the implementation of the Building Bylaw to reflect current legislative requirements and other necessary amendments.
- Complete the implementation of the Administrative Bylaw Enforcement Team to align current enforcement across the corporation and begin to develop a consistent delivery model.
- Initiate the project to develop a new drainage regulatory compliance model.
- Develop and implement new regulations around Short-Term Temporary Accommodations.
- Support legalizing existing suites that meet required standards and garage and garden suite development.
- Finalize the Easy to Read Bylaw Guide to provide residents with key aspects of community standards and expectation to empower them to be good neighbours.

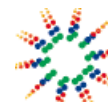
Identify efficiencies in the Urban Planning and Development Programs.

- Integrate the zoning compliance staff and other bylaw staff under one service line in the coming years.
- Complete an Internal Process Review on the circulation and review of major land use applications.
- Begin implementation of online programs and services within the Building Standards Division, which include online applications for residential building permits, property information, and plumbing permits.
- Develop a four-year action plan to increase online delivery of programs and services within the Planning and Development Division with a focus on alignment with Service Saskatoon.
- Streamline bylaw complaints and implement an enhanced data management framework, aligned with the Service Saskatoon model.



Define service levels and develop funding strategies for key civic assets and services.

- Implement key findings from the Building and Development Permit Civic Service Reviews.
- Implement an Infill Coordinator position aimed at identifying and implementing mechanisms to streamline and support infill development.
- Develop a Green Infrastructure Strategy, including policy, management guidelines, and funding programs in collaboration with Parks, Environmental and Corporate Initiatives, and the Meewasin Valley Authority.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget			Dollar Change	% Change
				000's		Net		
				Revenue	Exp/Rec			
Attainable Housing	270.2	424.9	425.1	0.0	422.8	422.8	(2.3)	-0.5%
Building and Plumbing Permits & Standards	0.0	0.0	0.0	(5,688.5)	5,688.5	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	0.0	0.0	0.0	(1,093.8)	1,093.8	0.0	0.0	0.0%
Development Review	674.6	433.7	437.5	(718.1)	1,244.2	526.1	88.6	20.3%
Regional Planning	366.7	366.9	367.7	0.0	445.3	445.3	77.6	21.1%
Bylaw Compliance	543.3	556.8	637.7	(129.4)	764.5	635.1	(2.6)	-0.4%
Long Range Planning	278.0	296.1	194.7	(0.9)	217.4	216.5	21.8	11.2%
Neighbourhood Planning	512.7	549.0	552.2	0.0	740.2	740.2	188.0	34.0%
Research & Mapping	429.9	442.2	443.9	(17.3)	466.4	449.1	5.2	1.2%
Urban Design	2,859.0	2,485.5	2,485.5	0.0	2,485.5	2,485.5	0.0	0.0%
Total	6,042.1	5,662.8	5,652.0	(7,648.0)	13,676.3	6,028.3	376.3	6.7%

Staff Complement	2017	2018	Difference
Full Time Equivalents	106.75	115.25	8.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Attainable Housing	0.0	0.0	0.0	425.1	(2.3)	0.0	0.0	422.8	422.8
Building and Plumbing Permits & Standards	(6,749.6)	1,061.1	(5,688.5)	6,749.6	(1,061.1)	0.0	0.0	5,688.5	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	(1,020.1)	(73.7)	(1,093.8)	1,020.1	73.7	0.0	0.0	1,093.8	0.0
Development Review	(829.4)	111.3	(718.1)	1,266.9	(20.3)	(2.4)	0.0	1,244.2	526.1
Regional Planning	0.0	0.0	0.0	367.7	1.6	0.0	76.0	445.3	445.3
Bylaw Compliance	(129.4)	0.0	(129.4)	767.1	(2.6)	0.0	0.0	764.5	635.1
Long Range Planning	(0.9)	0.0	(0.9)	195.6	21.8	0.0	0.0	217.4	216.5
Neighbourhood Planning	0.0	0.0	0.0	552.2	188.0	0.0	0.0	740.2	740.2
Research & Mapping	(17.3)	0.0	(17.3)	461.2	5.2	0.0	0.0	466.4	449.1
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5
Total	(8,746.7)	1,098.7	(7,648.0)	14,398.7	(796.0)	(2.4)	76.0	13,676.3	6,028.3

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	175.0	175.0	75.0	75.0	0.0
Business Improvement Districts	0.0	0.0	0.0	0.0	0.0
Business Licenses	0.0	0.0	0.0	0.0	0.0
Development Review	0.0	0.0	0.0	0.0	0.0
Regional Planning	785.0	266.0	383.0	284.0	386.0
Bylaw Compliance	125.0	0.0	0.0	0.0	0.0
Long Range Planning	1,230.0	17,840.0	17,840.0	17,620.0	17,778.0
Neighbourhood Planning	50.0	0.0	0.0	0.0	0.0
Research & Mapping	0.0	0.0	0.0	0.0	0.0



Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Urban Design	1,000.0	1,000.0	1,000.0	1,100.0	2,035.0
Total	3,365.0	19,281.0	19,298.0	19,079.0	20,199.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
BLDG PERMITS/INSPECT STAB RESERVE	238.0	175.0	75.0	75.0	0.0
EXTERNAL FUNDING	0.0	0.0	0.0	50.0	0.0
INFRA RES - STORM WATER	62.0	0.0	0.0	0.0	0.0
OTHER	330.0	266.0	383.0	234.0	386.0
PTIF - FEDERAL	0.0	17,840.0	17,840.0	17,620.0	17,778.0
RESERVE FOR CAPITAL EXPENDITURES	1,685.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	1,050.0	1,000.0	1,000.0	1,100.0	2,035.0
Total	3,365.0	19,281.0	19,298.0	19,079.0	20,199.0
Unfunded	0.0	29,574.0	28,327.0	28,369.0	28,147.0

Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	122.1	0.0	97.3	0.0
Total	0.0	122.1	0.0	97.3	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 10-year Housing Business Plan (2013- 2022) evaluates community needs in housing, and a progress report is provided to City Council each year, as well as detailed business plans for the following year. The focus in 2017 and 2018 will be to work with community partners to implement Saskatoon's Homelessness Action Plan.

2016 Budget to Actual Variance Explanation:

In 2016 Attainable Housing had a \$154.7 favorable variance from budget. This was a result of the agreement with the Saskatoon Housing Authority for the Public Housing Subsidy which saw higher occupancy and therefore an increased profit in 2016.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	211.5	214.2	219.7	217.4	(2.3)	-1.0%
Operating Cost	(51.3)	99.6	99.6	99.6	0.0	0.0%
Capital Contribution	34.0	34.0	34.0	34.0	0.0	0.0%
Transfer to/from Reserves	76.0	77.1	71.8	71.8	0.0	0.0%
Total	270.2	424.9	425.1	422.8	(2.3)	-0.5%

Staff Complement	2017	2018	Difference
Full Time Equivalents	2.33	2.33	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Attainable Housing	0.0	0.0	0.0	425.1	(2.3)	0.0	0.0	422.8	422.8

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 & 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 is to stabilize the program during periods of less 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 Inspection Services Stabilization Reserve.

2016 Budget to Actual Variance Explanation:

In 2016 Building and Plumbing Permits & Standards had no overall variance from budget as this program is fully cost recovered. Actual revenues from building and plumbing permits were \$1.3 million or 20% lower than budgeted due to lower permit volumes and associated construction values. The shortfall was partially offset by staff savings of \$567.0 and operating savings of \$91.0, and was balanced by drawing \$294.6 from the Stabilization reserve.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(5,338.2)	(6,647.9)	(6,749.6)	(5,688.5)	1,061.1	-15.7%
Staff Compensation	4,479.4	4,993.9	5,008.1	4,766.1	(242.0)	-4.8%
Operating Cost	1,257.3	1,322.1	1,354.8	1,387.5	32.7	2.4%
Cost Recovery	(103.9)	(103.8)	(103.8)	(103.8)	0.0	0.0%
Transfer to/from Stabilization	(294.6)	435.7	490.5	(361.3)	(851.8)	-173.7%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	57.00	57.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Building and Plumbing Permits & Standards	(6,749.6)	1,061.1	(5,688.5)	6,749.6	(1,061.1)	0.0	0.0	5,688.5	0.0

Revenue Change:

- Revenue decreases of \$1,061.1 represents the net decrease in the volume of building permits of \$890.5 and plumbing permits of \$170.6.

Capital Contribution:

- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will decrease by \$851.8 in 2018, resulting in a \$361.3 draw from the reserve.



Service Level Change

- Expenditure increase of \$113.7 relates to an allocation of staff costs for a Senior Planner II that has been added under Urban Planning and Development – Development Review. This position will be responsible for supporting the City Centre development and implementing the City Centre Plan, along with leading a policy review that would benefit all commercial applicants by removing unnecessary red tape and simplifying processes. This expenditure nets with a corresponding increase in the transfer from the Plan Review and Inspection Services Stabilization Reserve.

Other Significant Item(s):

- Staff Compensation has been reduced by \$291.6 to account for planned vacancies to adjust staffing levels due to lower volumes. Related operating costs of \$21.6 have also been reduced.
- Expenditure decrease of \$29.0 relates to the removal of an allocation of staff costs for a portion of a Customer Support Coordinator position that is included under Urban Planning and Development - Bylaw Compliance. This position no longer provides services to the Building Standards program.

Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P2169	CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	175.0	175.0	75.0	75.0	0.0
Total		175.0	175.0	75.0	75.0	0.0

Capital Project 2169 involves systems upgrades and enhancements related to existing programs and the development of new programs, with a focus on increasing online services. This project is funded from the Plan Review and Inspection Services Stabilization Reserve.

Future Operating impact of Current Year's Capital Projects

There are no future operating impacts from the 2018 capital project.



Business Improvement Districts

Overview

Funding provided to Business Improvement Districts 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. The BIDs collaborate with City Administration on a range of projects such as Local Area Plans, City Centre Plan, The Junction, and Broadway 360, to name a few. The BIDs also provide advice to help the City prioritize urban design projects and maintenance priorities as part of the on-going cooperative efforts in the BID areas.

This program provides each of the Downtown Saskatoon Business Improvement District, the Riversdale Business Improvement District, and the Broadway Business Improvement District with a grant based on an allocation of parking revenues.

2016 Budget to Actual Variance Explanation:

In 2016 Business Improvement Districts had no variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 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	2017	2018	Difference
Full Time Equivalents	0.00	0.00	0.00

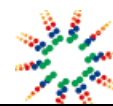
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
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

Overview

The Business Licenses service line provides a licensing service for all commercial and home-based 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 service line. Business activity data from licensing is compiled and provided to the business community as a value added indicator to the health and growth of our commercial sector.

The Business Licenses program is a self-balanced program.

2016 Budget to Actual Variance Explanation:

In 2016 Business Licenses had no overall variance from budget as this program is fully cost recovered. The favorable variance in expenditures, primarily due to staffing vacancies, was balanced through a contribution of \$61.1 to the Stabilization reserve.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(995.1)	(1,004.9)	(1,020.1)	(1,093.8)	(73.7)	7.2%
Staff Compensation	706.7	748.1	754.0	826.4	72.4	9.6%
Operating Cost	248.2	256.8	258.5	260.4	1.9	0.7%
Capital Contribution	(20.9)	0.0	0.0	0.0	0.0	0.0%
Transfer to/from Stabilization	61.1	0.0	7.6	7.0	(0.6)	-7.9%
Total	0.0	0.0	(0.0)	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	9.10	9.60	0.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Business Licenses	(1,020.1)	(73.7)	(1,093.8)	1,020.1	73.7	0.0	0.0	1,093.8	0.0

Revenue Change:

- Business License revenue has increased \$73.7 due to an increase in the number of businesses operating in the city.

Other Significant Item(s):

- As part of the restructuring of the Community Standards Division, the License and Permitting Manager position is now fully allocated to the Business License service line; previously this position had .5 FTE allocated to the Bylaw Compliance service line.

Summary of Capital Investments

There are no capital investments for Business Licenses.



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.

2016 Budget to Actual Variance Explanation:

In 2016 Development Review had a \$240.9 unfavorable variance from budget. This was a result of lower than budgeted revenues from subdivision and rezoning applications and the issuance of development permits.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(593.2)	(834.7)	(829.4)	(718.1)	111.3	-13.4%
Staff Compensation	1,001.5	999.0	997.2	1,084.0	86.8	8.7%
Operating Cost	292.4	296.6	297.0	300.8	3.8	1.3%
Cost Recovery	(19.7)	(21.0)	(21.0)	(134.7)	(113.7)	541.4%
Transfer to/from Reserves	(6.4)	(6.2)	(6.3)	(5.9)	0.4	-6.3%
Total	674.6	433.7	437.5	526.1	88.6	20.3%

Staff Complement	2017	2018	Difference
Full Time Equivalents	10.00	11.00	1.00

Summary of Budget Changes

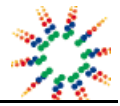
Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Development Review	(829.4)	111.3	(718.1)	1,266.9	(20.3)	(2.4)	0.0	1,244.2	526.1

Revenue Change:

- Development Review revenue is anticipated to decrease by \$111.3. This decrease is due to a reduction in development permits and subdivision, zoning, discretionary use and condo applications.

Service Level Change:

- The staff increase of 1.0 FTE is for a Senior Planner 2, responsible for supporting the City Centre development and implementing the City Centre Plan, along with leading a policy review that would benefit all commercial applicants by removing unnecessary red tape and simplifying processes. The salary and associated operating costs totaling \$113.7 are fully cost recovered through a cross charge to the Building and Plumbing Permits & Standards service line.



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 primary role of Regional Planning is to form and maintain working partnerships with other jurisdictions to ensure sustainable growth in the Saskatoon region.

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) to achieve the City's growth objectives; and maintaining effective working relationships with First Nations with Reserves and land development interests in the Saskatoon region.

2016 Budget to Actual Variance Explanation:

In 2016 Regional Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	291.6	288.3	289.1	290.7	1.6	0.6%
Operating Cost	75.1	78.6	78.6	154.6	76.0	96.7%
Total	366.7	366.9	367.7	445.3	77.6	21.1%

Staff Complement	2017	2018	Difference
Full Time Equivalents	2.50	2.50	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Regional Planning	0.0	0.0	0.0	367.7	1.6	0.0	76.0	445.3	445.3

Service Level Change:

- An operating grant of \$76.0 is the City's share of expenditures coming from the creation of the new Planning District. This operating grant will enable the Saskatoon North Partnership for Growth (P4G) project manager to lead the creation of the new Planning District and its documents and bylaws. This position will be housed independently at SREDA and that the operating costs will increase over time as the Planning District is fully established.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2605 CY-REGIONAL PLAN IMPLEMENTATION	785.0	266.0	383.0	284.0	386.0
Total	785.0	266.0	383.0	284.0	386.0

Unfunded Capital Projects	2018	2019	2020	2021	2022
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	134.0	267.0	219.0	270.0
Total	0.0	134.0	267.0	219.0	270.0



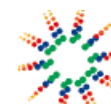
The Capital Investment of \$785.0 is required to begin implementing the Regional Plan created by the Saskatoon North Partnership for Growth (P4G). This project is cost shared with the other P4G municipal partners and is subject to their budget approvals. The 2018 projects that will be prioritized is the P4G Zoning Bylaw and Official Community Plan along with Concept Plans for the areas immediately northwest and southeast of Saskatoon.

Future Operating Impacts of Current Year's Capital Projects

In 2019 and 2021 the operating impact is \$122.1 and \$97.3 respectively, for additional City staff resources to ensure the City meets its obligations under the Regional Plan.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	122.1	0.0	97.3	0.0
Total	0.0	122.1	0.0	97.3	0.0



Bylaw Compliance

Overview

The Community Standards division exists to provide an effective delivery model for bylaw enforcement and related activities. This Bylaw Compliance service line continues to grow as the Division brings together the many different bylaw groups under one delivery model.

The Bylaw Compliance service line provides critical bylaw compliance support in the following areas:

- Review and enforcement of Zoning Bylaw contraventions;
- Administer the Legalizing Existing Suites Program;
- Review of all sign applications on private property;
- Ensure that required parking and landscaping is implemented, where required in new construction projects;
- Inspection and compliance of the Street Use Bylaw, which regulates the public use of City property including street use, sidewalk clearing, and overgrown vegetation affecting traffic flow;
- Inspection, education and compliance of the Drainage Bylaw, which involves maintenance of the drainage design grades on private properties; and
- Provides inspection and coordination with the Property Maintenance & Nuisance Bylaw to improve compliance on issues of un-tidy and overgrown properties.

2016 Budget to Actual Variance Explanation:

In 2016 Bylaw Compliance had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(89.3)	(129.7)	(129.4)	(129.4)	0.0	0.0%
Staff Compensation	484.8	581.5	651.9	1,071.2	419.3	64.3%
Operating Cost	147.7	133.2	148.2	161.9	13.7	9.2%
Cost Recovery	0.0	(28.2)	(33.0)	(468.6)	(435.6)	1,320.0%
Total	543.2	556.8	637.7	635.1	(2.6)	-0.4%

Staff Complement	2017	2018	Difference
Full Time Equivalents	8.00	13.00	5.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Bylaw Compliance	(129.4)	0.0	(129.4)	767.1	(2.6)	0.0	0.0	764.5	635.1

Growth:

- A new Environmental and Infrastructure Compliance Manager position has been established for 1.0 FTE required to lead the bylaw enforcement group responsible for sewer use, drainage, and waste within the Bylaw Compliance Section. The staff compensation and related operating costs totaling \$95.4 are funded through a cross charge to Utilities – Wastewater Utility.



Other Significant Item(s):

- As part of the restructuring of the Community Standards Division, the License and Permitting Manager is now fully allocated to the Business License service line; previously this position had .5 FTE allocated to the Bylaw Compliance service line. A call-in Bylaw Inspector position for .5 FTE has been created and is funded through a reduction in contract expenses. This position is established as a cost-effective means to address peaks in demand that would otherwise require overtime.
- An Environmental Protection Officer position created through the reallocation of existing funding, and three positions which have been transferred from Utilities – Storm Water Management and Utilities – Wastewater Utility, are required for Drainage Bylaw and Sewer Use Bylaw functions. These positions and related costs continue to be funded by the Utilities through a cross charge totaling \$369.2.
- Cost Recovery has decreased by \$29.0 due to the removal of an allocation of staff costs for a portion of a Customer Support Coordinator position that had been charged to Urban Planning and Development – Building and Plumbing Permits & Standards. This position no longer provides services to the Building Standards program.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P2604 CY- DRAINAGE REGULATION	125.0	0.0	0.0	0.0	0.0
Total	125.0	0.0	0.0	0.0	0.0

A total of \$250.0 is required over two years to allow for the development of a regulatory compliance framework to control drainage. 2018 is the final year of this project.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2018 capital projects.



Long Range Planning

Overview

The key function of the Long Range Planning section is policy development related to the sustainable growth 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 implementation of the Growth Plan to Half a Million. This section is also responsible for major Sector Plans and the Employment Area Plan in conjunction with the Growth Plan to Half a Million.

2016 Budget to Actual Variance Explanation:

In 2016 Long Range Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	487.6	507.2	414.3	431.9	17.6	4.2%
Operating Cost	20.9	26.2	23.2	23.2	0.0	0.0%
Cost Recovery	0.0	(5.3)	(5.3)	(5.3)	0.0	0.0%
Transfer to/from Reserves	(230.4)	(231.1)	(236.6)	(232.4)	4.2	-1.8%
Total	278.1	296.1	194.7	216.5	21.8	11.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Long Range Planning	(0.9)	0.0	(0.9)	195.6	21.8	0.0	0.0	217.4	216.5

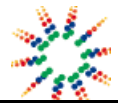
There are no significant operating changes for Long Range Planning.

Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P2541	CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	1,230.0	17,840.0	17,840.0	17,620.0	17,778.0
Total		1,230.0	17,840.0	17,840.0	17,620.0	17,778.0

Unfunded Capital Projects		2018	2019	2020	2021	2022
P2541	CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	0.0	27,940.0	28,060.0	28,150.0	27,877.0
Total		0.0	27,940.0	28,060.0	28,150.0	27,877.0

The Growth Plan to Half a Million Implementation project involves implementation and project coordination, including community engagement and communications, for the core initiatives of the Growth Plan to Half a Million.



Future Operating Impact of Current Year's Capital Project

- Operating Impacts are anticipated, but are not yet known. Estimated operating impacts will be determined as part of the functional planning and detailed design process for the Transit/Rapid Transit Plan.



Neighbourhood Planning

Overview

The Neighbourhood Planning service line is focused on sustainability and renewal of existing neighbourhoods. To achieve sustainability objectives, established areas of Saskatoon must be enhanced and the population must increase, providing a better balance between development in greenfield and infill areas. Local Area Plans, Neighbourhood Safety (CPTED), Attainable Housing, and Incentive programs are offered to enhance the City's established neighbourhoods.

2016 Budget to Actual Variance Explanation:

In 2016 Neighbourhood Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	468.7	494.5	497.7	632.7	135.0	27.1%
Operating Cost	459.0	514.5	502.5	567.5	65.0	12.9%
Cost Recovery	(12.1)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	(403.0)	(450.0)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	0.0	0.0	(438.0)	(450.0)	(12.0)	2.7%
Total	512.6	549.0	552.2	740.2	188.0	34.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	4.82	6.82	2.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Neighbourhood Planning	0.0	0.0	0.0	552.2	188.0	0.0	0.0	740.2	740.2

Capital Contribution:

- The transfer from the BID Streetscape Reserve has increased by \$12.0 to reflect an increase in operating budget of the Community Support Program, as outlined in the contract with the Downtown Business Improvement District.

Other Significant Item(s):

- Local Area Planning (LAP) implementation, previously included under Capital Project 2034 CY-LAP & Nbhd Safety Implementation, is now included as an operating program due to the on-going nature of this work. The operating budget increase of 2.0 FTE and related operating costs, for a total of \$200.0, is offset by a reduction in the Transfer to the Reserve for Capital Expenditures. The positions previously existed as capital positions.



Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P1573	CY- CSO-COMPREHENSIVE REVIEW STUDY	50.0	0.0	0.0	0.0	0.0
Total		50.0	0.0	0.0	0.0	0.0

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.

Capital Project 1573 involves a comprehensive review of the Community Support Program, to be completed prior to the end of the current contract with the Downtown Business Improvement District in 2018.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 Capital Projects.



Research & Mapping

Overview

The Research & Mapping unit, which is part of the Regional Planning section, serves as the Corporate resource center for planning, demographic, and quality of life research. Information is available for use by customers within the City Administration and the general public. Key service areas include population projections and demographic analysis, Corporate Performance Targets, 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.

2016 Budget to Actual Variance Explanation:

In 2016 Research & Mapping had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(16.5)	(17.3)	(17.3)	(17.3)	0.0	0.0%
Staff Compensation	494.4	498.1	499.8	504.4	4.6	0.9%
Operating Cost	58.1	65.5	65.5	65.5	0.0	0.0%
Cost Recovery	(111.0)	(109.0)	(109.0)	(109.0)	0.0	0.0%
Transfer to/from Reserves	4.9	4.9	4.9	5.5	0.6	12.2%
Total	429.9	442.2	443.9	449.1	5.2	1.2%

Staff Complement	2017	2018	Difference
Full Time Equivalents	6.00	6.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Research & Mapping	(17.3)	0.0	(17.3)	461.2	5.2	0.0	0.0	466.4	449.1

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 the City Entrance Sign program. This program will also support Secondary Planning and Corridor Redevelopment initiatives arising from the Growth Plan to Half a Million.

2016 Budget to Actual Variance Explanation:

In 2016 Urban Design had a \$373.5 unfavorable variance from budget. This was primarily a result of this program receiving \$387.0 less funding than was budgeted from Saskatoon Land due to reduced lot sales, operating expenditures coming in under budget by \$91.0 due to reduced spending in opportunity response and lower required expenditures on maintenance, which resulted in a \$296.0 net draw from the reserve. The Urban Design BID program had operating expenditures that exceeded budget by \$70.0 primarily due to required repairs to fix trip hazards throughout the BID area and repairs to streetscapes damage by accidents and vandalism. This was funded through an increased draw from the Streetscape BID Reserve.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Staff Compensation	475.7	507.4	289.2	292.0	2.8	1.0%
Operating Cost	492.8	481.6	468.2	470.1	1.9	0.4%
Cost Recovery	(10.1)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	2,027.9	1,936.5	1,665.2	1,663.4	(1.8)	-0.1%
Transfer to/from Other Operating	(112.8)	(500.0)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	(14.6)	60.0	62.9	60.0	(2.9)	-4.6%
Total	2,858.9	2,485.5	2,485.5	2,485.5	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5

Capital Contribution:

Within the Urban Design service line is \$1,663.4 in capital contributions, which are the net impact of the following three items:

- The \$2,461.0 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 BIDs.
- The Urban Design BID program's operating budget reflects projects costing less than \$50.0 as well as continuing programs and operational administration costs; the 2018 transfer from the Streetscape BID Reserve is \$680.0 to fund this program.



- The Urban Design City-Wide program's operating budget reflects projects costing less than \$50.0 and is funded from the City-Wide Streetscape Reserve. The 2018 transfer from this reserve is \$117.6.

Summary of Capital Investments

Funded Capital Projects		2018	2019	2020	2021	2022
P2162	CY-URBAN DESIGN - BIDS	1,000.0	1,000.0	1,000.0	1,100.0	2,035.0
Total		1,000.0	1,000.0	1,000.0	1,100.0	2,035.0

Unfunded Capital Projects		2018	2019	2020	2021	2022
P2166	CY-URBAN DESIGN - CITY-WIDE	0.0	1,500.0	0.0	0.0	0.0
Total		0.0	1,500.0	0.0	0.0	0.0

The BID Streetscape Reserve, funded through an allocation of parking revenues, supports the cost of streetscape projects within established Business Improvement Districts (BIDs).

In 2018, project 2162 includes \$1.0 million for Streetscape Rehabilitation. This involves replacing ageing amenities (benches, garbage cans, poster boards and tree grates) on 21st Street, 2nd Avenue, 20th Street West and potentially other locations within the BID boundaries.

The Central Avenue Master Plan, approved by City Council in 2009, called for streetscape improvements from 107th Street to 115th Street. The remaining work is split in two phases. The 2018 request will complete the South portions from 107th Street to 109th Street and will include a gateway feature to the Sutherland BID area.

Future Operating Impacts of Current Year's Capital Projects

The operating impact for the Central Avenue upgrades will be determined once specific design elements are identified and will include maintenance, snow removal, irrigation and maintenance of plant material, and street lighting.





Operating Budget
\$352.3 million

Capital Budget
\$93.5 million



STRATEGIC GOAL:

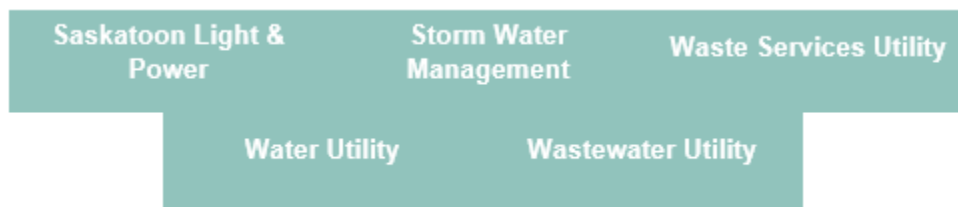


Environmental Leadership



Asset & Financial Sustainability

Service Lines



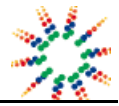
Service Outcomes

- To provide safe, reliable, and cost effective electricity in an environmentally responsible way.
- To provide quality drinking water, collection and treatment of wastewater, and storm water collection.
- To provide long-term, sustainable management of Saskatoon's water and energy resources.
- To provide residential recycling and food and yard waste collection and processing.
- To provide revenue for the City through fees generated by services.

At A Glance

Electricity: Saskatoon Light & Power (SL&P)

- 60,694 customers.
- 1,171 km of overhead lines in the transmission and distribution network.
- 631 km of underground power cables.



Drinking Water: The Water Treatment Plant and Distribution System

- 44.1 million cubic meters treated per year.
- 73,000 service connections.
- 14,357 valves.
- 7,173 fire hydrants.
- 1,147 km of water mains.

Wastewater: The Wastewater Treatment Plant and Collection System

- 33.6 million cubic meters of wastewater treated per year.
- 71,349 service connections.
- 20,700 manholes (storm and sanitary).
- 1,052 km of sanitary mains, 25 sanitary sewer lift stations and 49 km of force mains.

Storm Water: Drainage and Collection System

- 13,266 catch basins.
- Two storm sewer lift stations.
- 2,942 service connections.
- 724 km of storm sewers, 42 km of sub-drainage, and 4 km of force mains.
- 20 wet ponds, eight dry ponds, three natural ponds, and two constructed wetlands.

Recycling: Waste Services

- 69,500 homes provided with curbside, biweekly recycling services.
- 35,500 apartment and condominium units receive services.
- 50,000 vehicles visit compost depots annually and 12,500 tonnes of leaves, grass, branches and other yard waste handled.
- 7,000 subscribers to the Green Cart Program for food and yard waste.

City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Environmental Sustainability
- Regional Planning

Strategic Risks

- The City may not be considering the total costs of asset ownership when making investment decisions.
- The City's waste and recycling services may not be meeting customer service delivery and environmental stewardship expectations.



Performance Measures

Measures	Target	2014	2015	2016	2017 Projected	Year Over Year Progress	Long Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	22.50%	21%	21.80%	22.8%	Neutral	Needs Improvement
Reduce the City of Saskatoon's greenhouse gas emissions	=40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	Needs Improvement
Key Civic Infrastructure Status	B Service Level	C	B	B	B	Neutral	On-Track

Strategic Outcomes and 2018 Initiatives

Improve and expand electrical infrastructure.

- Implement a funding strategy to address SL&P's infrastructure renewal issues, growth requirements and service levels.
- Identify and design routing options for a new electrical supply point to provide a second source of power from SaskPower.
- Implement an asset management system for SL&P in order to determine optimal maintenance and renewal strategies.
- Explore options and complete viability assessments for clean energy generation projects including a potential hydropower project at the Saskatoon Weir and a combined heat and energy project at St. Paul's Hospital.

Improve and expand drinking water infrastructure.

- Upgrade the filter infrastructure at the Water Treatment Plant to ensure continued filtration reliability and automation of controls.
- Continue with the accelerated cast iron water main and lead service line replacement programs.
- Complete design and start construction of transfer pump and electrical upgrades at the Water Treatment Plant to provide dedicated and efficient pumps to move water to the Avenue H Reservoir facility.
- Design and build a reservoir fill main in the northeast sector for the new reservoir required to service the growing northeast and east sectors.
- Continue with the installation of smart communication modules on water meters.
- Complete Optimum Water Services Strategy including ultimate water treatment capacity prior to construction of a new plant.
- Reduce the backlog of repairs in the distribution system.

Improve and expand wastewater infrastructure.

- Design and build a fourth digester at the Wastewater Treatment Plant with construction scheduled for 2018.
- Design and build a liquid waste station in the north industrial area and eliminate the need for waste haulers to travel through residential neighborhoods and school zones.
- Conduct a condition assessment and hydraulic analysis of all 28 sanitary sewer lift stations and force mains to create a capital plan for lift station upgrades.
- Identify the most likely growth path for the Saskatoon region and develop a comprehensive water and wastewater plan.



- Close the intersection at 11th Street and Avenue H and design and construct a perimeter security fence at the Water Treatment Plant.
- Reduce the backlog of repairs in the collection system.

Improve and expand storm water infrastructure and monitor and remediate surface drainage.

- Develop a comprehensive Storm Water Utility Business Plan including a long-term capital and funding plan for storm water infrastructure.
- Completion of the lower slope and storm sewer outfall at Saskatchewan Crescent and 16th Street and continue monitoring the riverbank.
- Continuation of a storm water condition assessment study and development of an asset management plan.
- Increase investment in storm sewers and ponds with a target of 1.5% of the replacement value.

Reduce energy consumption through conservation practices and increase energy efficiency and safety.

- Offer conservation education programs to help citizens understand how they can reduce costs and reduce their environmental footprint.
- Conduct an energy audit at the Water Treatment Plant and Wastewater Treatment Plant.
- Improving efficiency at civic properties and communicate the benefits to inspire residents.
- Investigate various water uses within the City to ensure water is accounted for.

Improve waste diversion performance.

- Develop plans for a city-wide Organics Program and continue the Green Cart Program while the plans are being developed.



Operating Summary

	2016 Actual	2016 Budget	2017 Budget	2018 Budget				
				000's		Net	Dollar Change	% Change
				Revenue	Exp/Rec			
Saskatoon Light & Power	0.0	0.0	0.0	(176,968.0)	176,968.0	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(6,372.0)	6,372.0	0.0	0.0	0.0%
Wastewater Utility	0.0	0.0	0.0	(79,029.0)	79,029.0	0.0	0.0	0.0%
Water Utility	0.0	0.0	0.0	(82,297.2)	82,297.2	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(7,627.0)	7,627.0	0.0	0.0	0.0%
Total	0.0	0.0	0.0	(352,293.2)	352,293.2	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	357.82	361.42	3.60

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Saskatoon Light & Power	(168,971.4)	(7,996.6)	(176,968.0)	168,971.4	7,996.6	0.0	0.0	176,968.0	0.0
Storm Water Management	(6,220.0)	(152.0)	(6,372.0)	6,220.0	110.2	41.8	0.0	6,372.0	0.0
Wastewater Utility	(70,171.1)	(8,857.9)	(79,029.0)	70,171.1	8,852.5	5.4	0.0	79,029.0	0.0
Water Utility	(76,969.7)	(5,327.5)	(82,297.2)	76,969.7	5,189.8	137.7	0.0	82,297.2	0.0
Waste Services Utility	(7,677.0)	50.0	(7,627.0)	7,677.0	(505.5)	455.5	0.0	7,627.0	0.0
Total	(330,009.2)	(22,284.0)	(352,293.2)	330,009.2	21,643.6	640.4	0.0	352,293.2	0.0

Summary of Funded Capital Investments

Service Line	2018	2019	2020	2021	2022
Saskatoon Light & Power	19,755.0	20,280.0	20,945.0	25,340.0	21,635.0
Storm Water Management	2,927.0	2,985.0	3,045.0	3,106.0	2,301.0
Wastewater Utility	29,962.0	13,805.0	15,947.0	36,426.0	31,543.0
Water Utility	40,857.0	37,403.0	42,544.0	52,915.0	64,782.0
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
Total	93,501.0	74,473.0	82,481.0	117,787.0	120,261.0

Financing for Funded Capital Investments

Funding Source	2018	2019	2020	2021	2022
BORROWING	12,240.0	3,240.0	1,978.0	5,400.0	27,090.0
COST RECOVERY PPD LAND DEVELOPMENT	702.0	1,740.0	1,372.0	1,372.0	1,372.0
ELECTRICAL DISTRIBUTION EXTENSION RES	7,388.0	6,205.0	6,048.0	6,213.0	5,398.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	10,985.0	9,380.0	10,465.0	9,595.0	8,705.0
INFRA RES - STORM WATER	2,927.0	2,985.0	3,045.0	3,106.0	2,301.0
INFRA RES-WTR & SAN SWR	25,899.0	28,009.0	28,826.0	29,681.0	30,570.0
OPERATING BUDGET DOWNPAYMENT	1,360.0	360.0	220.0	600.0	3,010.0
SEWAGE COLL & TRTMNT REPL RES	2,410.0	2,828.0	1,423.0	2,832.0	1,613.0
SL&P CUSTOMER CONTRIBUTION	680.0	2,955.0	3,060.0	8,160.0	6,160.0
WASTEWATER TRTMNT CAP RES	15,410.0	3,663.0	7,030.0	22,619.0	10,868.0
WATER SUPPLY REPL RES	1,350.0	640.0	3,261.0	3,234.0	1,807.0
WATERWORKS CAPITAL PROJECTS RESERVE	12,150.0	12,468.0	15,753.0	24,975.0	21,367.0
Total	93,501.0	74,473.0	82,481.0	117,787.0	120,261.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Future Operating Budget Impacts of 2018 Capital Projects

Service Line	2018	2019	2020	2021	2022
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	126.4	0.0	0.0	0.0
Total	0.0	126.4	0.0	0.0	0.0



Saskatoon Light & Power

Overview

Saskatoon Light & Power's (SL&P) mandate is to provide safe, reliable and cost effective electricity in an environmentally responsible way. SL&P strives to minimize the number and duration of customer outages with a focus on system maintenance, staff training and safety.

Outside forces affecting SL&P include future bulk power rate negotiations with SaskPower as well as future increases to retail electricity rates established by SaskPower and matched by SL&P.

2016 Budget to Actual Variance Explanation:

In 2016 SL&P had a \$1,293.5 favorable variance from budget. This was due to net electricity sales having a positive variance of \$481.0, power purchased having a positive variance of \$762.0 and Grant in Lieu of Taxes having a negative variance of \$66.0. Lower than expected combined heating and cooling days in 2016 caused lower sales volumes and power purchases, however this loss in revenue was offset by a rate increase that was effective July 2016. The rate increase had a positive SL&P operating impact of \$1,270.0. The SL&P variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(143,148.3)	(142,845.0)	(153,845.9)	(161,125.8)	(7,279.9)	4.7%
Prov Utility Municipal Surcharge	(14,063.9)	(14,020.2)	(15,125.5)	(15,842.2)	(716.7)	4.7%
Staff Compensation	8,403.2	7,343.8	9,094.4	9,404.0	309.6	3.4%
Operating Cost	137,054.1	138,041.3	148,731.9	153,709.6	4,977.7	3.3%
Debt Charges	55.3	55.3	16.1	21.0	4.9	30.4%
Cost Recovery	(2,951.4)	(2,226.1)	(2,798.4)	(2,834.0)	(35.6)	1.3%
Capital Contribution	13,356.3	13,649.7	13,926.2	16,666.0	2,739.8	19.7%
Transfer to/from Reserves	1.2	1.2	1.2	1.4	0.2	16.7%
Total	(1,293.5)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	84.30	84.30	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Saskatoon Light & Power	(168,971.4)	(7,996.6)	(176,968.0)	168,971.4	7,996.6	0.0	0.0	176,968.0	0.0

Revenue Change:

- The 2018 operating budget reflects a 4.7% overall revenue increase including power revenue increase of \$7.2 million and a municipal surcharge revenue increase of \$7.0 million. These have been adjusted for SaskPower's overall rate increases of 5.0% and also reflect a 0.1% drop in volume sales.
- Revenue generated by the Landfill Gas Facility has increased by \$25.1 to reflect actual generating output.

Capital Contribution:

- Provisions to Capital Reserves that support the 2018 capital program are set to increase by \$2,566.9. Capital repayments from the Landfill Gas Generation program increase by \$259.2 in 2018.



Other Significant Item(s):

- The cost of purchasing bulk power for resale increased by \$4.3 million mainly due to a 5.0% overall rate increase by SaskPower and partially offset by a 0.1% reduced consumption estimate. A grant-in-lieu provided to the City based upon sales revenues, has increased by \$1.1 million.
- The Utility provides funding for all the operational, maintenance and administrative functions of the Division. An overall reduction of \$205.6 is being realized through decreased maintenance contractual costs, decreased legal costs, and a better reflection of actual charges for both vehicles and equipment charges and costs recovered on billable work.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. SL&P's 2018 budget includes the following: \$614.9 administrative recovery for services like HR, Finance and IT that are provided to the Utility, \$23.8 million (Grant-in-Lieu) and \$24.7 million (Return on Investment). In the 2018 budget, SL&P's total contribution to the City's tax supported operating budget is \$49.1 million.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0720 SL&P - CAPACITOR INSTALLATIONS	150.0	0.0	0.0	0.0	0.0
P0724 SL&P - REVENUE METER - NEW & REPLACEMENT	350.0	350.0	350.0	350.0	350.0
P0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	1,200.0	2,250.0	2,500.0	2,760.0	2,760.0
P0825 SL&P - STREET LIGHT UPGRADES	160.0	265.0	265.0	315.0	315.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	300.0	0.0	0.0	300.0	0.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	150.0	150.0	0.0	0.0	0.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	750.0	1,845.0	1,500.0	1,500.0	1,500.0
P1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	500.0	400.0	250.0	250.0	250.0
P1256 SL&P - SUBSTATION UPGRADES	4,950.0	4,700.0	6,250.0	4,400.0	2,800.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	120.0	120.0	120.0	120.0	120.0
P1272 SL&P - BUILDINGS & GROUNDS	375.0	900.0	250.0	400.0	250.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - MITIGATION	870.0	870.0	880.0	880.0	880.0
P1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	50.0	0.0	0.0	0.0	0.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	205.0	0.0	0.0	205.0	0.0
P1295 SL&P - NETWORK - MAJOR ASSETS	350.0	300.0	0.0	300.0	400.0
P1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	0.0	300.0	300.0	300.0	300.0
P1297 SL&P - NETWORK - PRIMARY LINES	1,100.0	0.0	0.0	200.0	200.0
P1298 SL&P - NETWORK - SECONDARY LINES	180.0	0.0	0.0	0.0	60.0
P1299 SL&P - NETWORK - PROTECTION & CONTROL	520.0	0.0	0.0	520.0	260.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	500.0	500.0	500.0	135.0	135.0
P1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	220.0	0.0	0.0	0.0	0.0
P1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,075.0	2,075.0	2,175.0	2,275.0	2,375.0
P1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	2,000.0	1,200.0	1,200.0	1,200.0	1,200.0
P1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	155.0	145.0	145.0	145.0	145.0
P1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	240.0	0.0	0.0	0.0	100.0
P1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	150.0	150.0	100.0	150.0	100.0
P1329 SL&P - SUBSTATION RELAY UPGRADES	750.0	750.0	750.0	750.0	750.0
P1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	500.0	300.0	300.0	300.0	300.0



Funded Capital Projects	2018	2019	2020	2021	2022
P1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	685.0	410.0	835.0	260.0	835.0
P2313 SL&P - UTILITY GENERATION	0.0	2,100.0	2,075.0	7,125.0	5,050.0
Total	19,755.0	20,280.0	20,945.0	25,340.0	21,635.0

2018 SL&P Capital investments includes 29 projects totaling \$19,755.0 intended to maintain current assets and for new infrastructure to meet customer needs. This work is required to meet the needs of a growing city, to respond to concerns of an aging infrastructure, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.

Major capital initiatives include \$1,200.0 for customer connections (new and upgrades), \$1,500.0 for street lighting initiatives including new subdivisions, \$5,600.0 for substation upgrades, \$5,200.0 for transmission and distribution line and equipment upgrades, \$2,150.0 for upgrades to the downtown secondary network system, \$600.0 for repair of street lights damaged by vehicles, \$1,500.0 for communications and control systems, and \$2,000.0 for smaller infrastructure projects.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts from the installation of street lighting consists of the cost of electricity estimated at \$126.4 per year.

Future Operating Budget Impacts of 2018 Capital Projects

Project	2018	2019	2020	2021	2022
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	126.4	0.0	0.0	0.0
Total	0.0	126.4	0.0	0.0	0.0



Storm Water Management

Overview

The purpose of the Storm Water Utility 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 related engineering services.

The 2018 operating budget reflects the 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.

2016 Budget to Actual Variance Explanation:

In 2016 Storm Water Utility had a \$263.5 favorable variance. This is mainly due to the reassessment of commercial and multi-residential properties as well as a relatively dry summer with no major storm events. The Storm Water Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(6,119.9)	(6,010.6)	(6,220.0)	(6,372.0)	(152.0)	2.4%
Staff Compensation	1,613.5	1,622.8	1,651.9	1,508.6	(143.3)	-8.7%
Operating Cost	1,839.9	1,721.3	1,878.2	2,159.0	280.8	15.0%
Debt Charges	(24.8)	(24.8)	(23.2)	(23.4)	(0.2)	0.9%
Capital Contribution	2,691.3	2,691.3	2,713.1	2,727.8	14.7	0.5%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	19.61	18.06	(1.55)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Storm Water Management	(6,220.0)	(152.0)	(6,372.0)	6,220.0	110.2	41.8	0.0	6,372.0	0.0

Revenue Change:

- An increase in revenue of \$152.0 is primarily due to growth and the continued phase in of the Equivalent Runoff Unit (ERU) rate structure. 2018 is the last year for the phase in of the Storm Water Utility rate structure and further rate changes will be addressed in the 2019 budget.

Growth:

- An increase of \$10.0 is required to participate in the Yellow Fish Road program which helps increase storm water pollution awareness among Saskatchewan youth. As well, an increase of \$31.8 for vehicles and equipment is required to support an increased storm water infrastructure and surface drainage area.

Capital Contribution:

- There has been an increase in the transfer to the Storm Water Management Capital Reserve of \$14.7 as a result of operational and capital requirements.



Other Significant Item(s):

- A transfer of \$176.8 (2.0 FTE) from staff compensation to operating costs reflects the organizational restructure of the drainage inspection function to the Bylaw Enforcement Division.
- An increase of staffing costs \$54.0 (0.7 FTE) is required to ensure compliance with the Water Inspection Agency, to assist with sewer infrastructure inspections that must occur in advance of roadway preservation programs and to ensure contractor compliance with city standards.
- An increase of \$11.8 (0.1 FTE) for an Engineering Technologist 15 position is required to ensure contractor compliance with city standards as well as accuracy in invoicing for services provided.
- There is a decrease of \$11.6 for insurance management cross charges from Solicitor's due to a decrease in the insurance premium and the decision to not supplement the Self-Insured Retention Reserve.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. In the 2018 budget, Storm Water Management's total contribution to the City is \$51.8 for an administrative recovery for Finance, HR and other support services provided to the Utility.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1493 TU-EAST RIVERBANK STABILIZATION	1,060.0	1,081.0	1,103.0	1,125.0	280.0
P1619 TU-STORM SEWER TRUNK AND COLLECTION	1,437.0	1,465.0	1,495.0	1,525.0	1,555.0
P1621 TU-STORM SEWER POND PRESERVATION	350.0	357.0	364.0	371.0	379.0
P1677 TU-STORM WATER MGMT UTILITY BILLING	80.0	82.0	83.0	85.0	87.0
Total	2,927.0	2,985.0	3,045.0	3,106.0	2,301.0

2018 Storm Water Management Capital Investments include four funded projects totaling \$2.9 million to address the condition of the City's storm water assets. This entire investment is geared towards the maintenance and replacement of existing assets along with a continued monitoring, inspection and assessment of the storm water infrastructure.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 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 plant including the wastewater collection system and remote pumping facilities, the handling and disposal of solids resulting from the treatment process and to provide related engineering and planning services.

2016 Budget to Actual Variance Explanation:

In 2016 the Wastewater Utility had a \$1,547.6 favorable variance. Revenue in this utility resulted in an unfavorable variance of \$365.0 consisting of a shortfall in metered revenue of \$963.0 offset by favorable revenue variances from sewer surcharges and direct dumping. Operational expenditures are in a favorable position of \$1,913.0. Plant operational favorable variances of \$911.0 consist of the deferral of equipment, fixed asset and maintenance spending. As well, volume related expenses such as chemicals and wet injection costs were less than anticipated. Operations on the collections side realized a favorable variance of \$1,002.0 mainly due to staff resources being shifted to capital requirements \$225.0 and an imbalance in the allocation between the maintenance of the water distribution system and the maintenance of the waste water collection system \$686.0. The Wastewater Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(62,518.5)	(62,840.1)	(70,171.1)	(79,029.0)	(8,857.9)	12.6%
Staff Compensation	9,746.6	9,486.0	9,681.1	9,998.2	317.1	3.3%
Operating Cost	18,246.0	20,400.1	21,635.4	23,352.2	1,716.8	7.9%
Debt Charges	5,096.1	5,096.1	6,178.9	6,369.7	190.8	3.1%
Cost Recovery	(1,148.4)	(1,117.6)	(335.5)	(325.0)	10.5	-3.1%
Capital Contribution	29,029.0	28,973.9	33,009.6	39,632.1	6,622.5	20.1%
Transfer to/from Reserves	1.6	1.6	1.6	1.8	0.2	12.5%
Transfer to/from Stabilization	1,547.6	0.0	0.0	0.0	0.0	0.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	108.77	110.37	1.60

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2018 Budget	Net 2018 Budget
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level		
Wastewater Utility	(70,171.1)	(8,857.9)	(79,029.0)	70,171.1	8,852.5	5.4	0.0	79,029.0	0.0

Revenue Change:

- The 2018 operating budget reflects the 2018 water rate increase to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. An overall bill increase of 9.25% will come into effect as of January 2018 to cover operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The revenue increase of \$8.0 million reflects the January 2018 rate increase and an increase in meters.
- This rate increase also provides for an increase of \$609.8 in the Infrastructure Levy to accommodate the rehabilitation of Water and Wastewater distribution and collection systems. Other major revenue increases include commercial surcharges and direct dumping charges of \$234.9.



Capital Contribution:

- As per policy, reserve transfer changes include an increase of \$6.2 million to the supplemental provision for the Wastewater Capital Projects Reserve and a decrease of \$254.3 in the transfer to the Wastewater Supply Replacement Reserve. An increase of \$609.8 to the Infrastructure Replacement Reserve – Water and Wastewater is to provide funding for the Accelerated Lead Replacement Program.

Other Significant Item(s):

- Increases include \$731.1 for Grants in Lieu of Taxes, \$264.1 for operation of the collection system, as well as \$142.3 for electricity, \$19.1 for billing cross charges, \$30.0 for grit sampling, \$159.5 for additional bylaw enforcement, and \$50.0 for increased pipeline maintenance requirements for sludge handling. In addition, the debt charges for capital projects have increased by \$190.8 due to increased borrowing to support the capital plan. Public notice will be given prior to undertaking additional borrowing.
- An increase of \$144.6 for the treatment related salaries includes: \$49.7 as the net result of salaries for position transfers to the operations from capital and from operations to capital for better reflection of positions required for the operations and capital work, as well as incremental and inflationary increases.
- An Environmental Protection Officer (1.0 FTE) and the related costs for the Sewer Bylaw function have been transferred to the Bylaw Compliance Service Line. The Wastewater Utility will continue to fund this function through a representative cross charge of \$335.6.
- Included in the increase for the collection system are: A net increase to salaries of \$222.4 represents \$180.5 scheduled increments and an increase to adjust base labour salaries to actual amounts, \$43.4 for Engineering Technologists (0.5 FTE) to increase efficiency and capacity of engineering support, \$40.5 for Waste Water Inspectors (0.6 FTE), and a transfer to other expenses of \$42.0 for the reallocation of 0.10 FTE from the Water & Sewer Engineering Manager Position due to operational requirements within the line, and 0.40 FTE to Corporate Services, Transportation and Utilities Management and Administration program, allowing for the repurposing of these FTE required for the Director of Water and Waste Stream position.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Wastewater Utilities 2018 budget includes the following: \$0.9 million (Admin. Recovery), \$4.7 million (Grant-in-Lieu) and \$3.3 million (Return on Investment). In the 2018 budget, Wastewater's total contribution to the City is \$8.9 million.
- 2018 is the third year of a five year phase-in plan to establish an ROI from both the Water and Wastewater Utilities which will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6 million allocation to Building Better Roads.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P0687 WWT- ASSET REPLACEMENT	2,410.0	2,828.0	1,423.0	2,832.0	1,613.0
P1243 WWT- LIFT STATION UPGRADES	1,110.0	1,063.0	1,622.0	1,687.0	1,738.0
P1616 TU-WASTE WATER COLLECTION	5,134.0	5,260.0	5,391.0	5,523.0	5,659.0
P1618 TU-SANITARY SEWER TRUNKS	1,908.0	1,954.0	2,003.0	2,052.0	2,103.0
P2230 WWT-EXPECTED UPGRADES	500.0	520.0	2,704.0	2,812.0	2,897.0
P2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100.0	100.0	100.0	100.0	100.0
P2567 WWTP-RELINING CELL	3,500.0	0.0	0.0	0.0	0.0
P2578 WWTP-DOWNSTREAM USER STUDY	300.0	0.0	0.0	0.0	0.0
P2579 WWTP-DIGESTER TANK 4	15,000.0	0.0	0.0	0.0	0.0
P2580 WWTP-DIGESTER CLEANING FACILITY	0.0	2,080.0	0.0	0.0	0.0
P2581 WWTP-FACILITY UPGRADE N40/WWTP	0.0	0.0	0.0	8,999.0	0.0
P2582 WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	0.0	0.0	0.0	0.0	2,317.0
P2583 WWTP-NEW HEADWORKS	0.0	0.0	0.0	0.0	1,338.0



Funded Capital Projects	2018	2019	2020	2021	2022
P2584 WWTP-PRIMARY CHANNELS	0.0	0.0	0.0	0.0	983.0
P2585 WWTP-BIOREACTOR EXPANSION	0.0	0.0	2,704.0	12,421.0	12,795.0
Total	29,962.0	13,805.0	15,947.0	36,426.0	31,543.0

The 2018 Wastewater Capital Investments in the Wastewater Utility includes nine capital expansion and replacement/rehabilitation projects for a total of \$30.0 million.

The asset replacement project for the Wastewater Utility at \$2.4 million in 2018, is comprised of nine components with major replacements consisting of a secondary clarifier refurbishment for \$610.0, a primary basin refurbishment for \$555.0 and a utility building refurbishment for \$420.0.

The growth and capital expansion projects for the Wastewater Utility total \$20.4 million. Major capital investments include \$1.1 million for lift station upgrades, \$670.0 for Jasper Avenue Sewage Station improvements, \$3.5 million for treatment plant cell relining, \$15.0 million for digester tank upgrade and \$500.0 for expected upgrades.

The 2018 program for the rehabilitation and replacement of the wastewater collection system has been identified at \$7.1 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2018 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, and the water distribution system including reservoirs, the testing and maintenance of water meters, and related engineering and planning services.

2016 Budget to Actual Variance Explanation:

In 2016 the Water Utility had an \$1822.8 favorable variance. This was mainly due to operational expenditure savings in flow or volume related expenses due to the moderate summer climate. There was also a significantly lower amount of water main breaks compared to the 21 year average. The Water Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(70,504.5)	(70,657.6)	(76,969.7)	(82,297.2)	(5,327.5)	6.9%
Staff Compensation	12,092.9	11,910.2	12,494.4	12,921.0	426.6	3.4%
Operating Cost	25,818.7	27,842.2	30,050.5	32,069.5	2,019.0	6.7%
Debt Charges	11,090.5	11,090.5	11,992.2	13,278.4	1,286.2	10.7%
Cost Recovery	(1,181.5)	(987.4)	(316.1)	(352.7)	(36.6)	11.6%
Capital Contribution	20,859.5	20,800.5	22,747.1	24,379.2	1,632.1	7.2%
Transfer to/from Reserves	1.6	1.6	1.6	1.8	0.2	12.5%
Total	(1,822.8)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	141.39	143.94	2.55

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget	2018 Budget
Water Utility	(76,969.7)	(5,327.5)	(82,297.2)	76,969.7	5,189.8	137.7	0.0	82,297.2	0.0

Revenue Change:

- The 2018 operating budget reflects the 2018 water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. The 2018 estimated yearly water consumption of 36.0 million cubic meters is consistent with the 2015 demand levels forecasting no increase in consumption for the upcoming year. Revenue resulting from volumetric increases is largely offset by conservation measures. An overall bill increase of 9.25% effective January 2018 covers operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The metered revenue increase of \$4.8 million includes the rate increase and growth in the number of meters. Other major increases are \$120.0 for Connection services.
- This rate increase also provides for an increase of \$441.5 in the Infrastructure Levy to accommodate the rehabilitation of Water and Wastewater distribution and collection systems.



Growth:

- An increase of \$38.1 includes staff compensation for addition of a full time lab tech position to maintain testing service levels & reduce overtime. Also included in the budget is \$18.2 for increases in contract services due to increases in asphalt services, and \$81.4 for increased equipment that will be used to increase efficiencies in operations and increase hydrant inspection services, providing increased safety and stability to the network.

Capital Contribution:

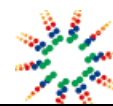
- As per policy, reserve transfers include a \$226.6 decrease in contribution to the Water Supply Replacement Reserve and a \$1.4 million increase in the supplemental contribution to the Water Capital Reserve. In addition, a \$441.5 increase to the Infrastructure Replacement Reserve – Water and Wastewater is to provide funding for the accelerated Lead Replacement program.

Other Significant Item(s):

- Increases include: \$639.6 for operation of the distribution system, which includes a reallocation of \$100.0 from the Wastewater Utility Service Line, to reflect actuals; increases of \$28.5 for billing charges, \$35.0 for fixed asset purchases and \$444.3 for Grants in Lieu of Taxes. In addition, the 2018 debt charges have increased by \$1.3 million due to increased borrowing to support the capital plan. Public notice will be given prior to undertaking additional borrowing.
- An increase of \$260.1 for salaries related to treatment, pumping, lab and meter shop includes \$49.7 as the net result of transfers of positions from capital to operating & operating to capital to better reflect operational requirements and capital costs with the remainder of the increase due to incremental and inflationary increases.
- Included in the increase for the distribution system: A net increase to salaries of \$124.4 represents \$141.7 for scheduled increments and an increase to adjust labour salaries to actual amounts, \$56.7 for an Engineering Technologist (0.85 FTE) to increase efficiency and capacity of engineering support, and a transfer of \$74.0 to special services for the reallocation of 0.20 FTE from the Water & Sewer Engineering Manager position due to operational requirements, and 0.6 FTE to Corporate Services, Transportation and Utilities Management and Administration program, allowing for the repurposing of these FTE required for the Director of Water and Waste Stream position.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Water Utilities 2018 budget includes the following: \$1.4 million (Admin Recovery), \$5.9 million (Grant-in-Lieu), and \$4.6 million (Return on Investment). In the 2018 budget, Water's total contribution to the City is \$11.9 million.
- 2018 is the third year of a five year phase-in plan to establish a ROI from both the Water and Wastewater Utilities which will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6 million allocation to Building Better Roads.

Summary of Capital Investments

Funded Capital Projects	2018	2019	2020	2021	2022
P1054 WTP-ASSET REPLACEMENT	1,350.0	640.0	3,261.0	3,234.0	1,807.0
P1055 WTP-AUTOMATIC METER READING CONV	1,000.0	2,288.0	0.0	0.0	0.0
P1210 WTP - FILTER PLANT UPGRADE/EXPANSION	8,000.0	0.0	0.0	0.0	0.0
P1615 TU-WATER DISTRIBUTION	16,760.0	15,695.0	16,334.0	17,008.0	17,711.0
P1617 TU-PRIMARY WATER MAINS	1,997.0	5,000.0	4,998.0	4,998.0	4,997.0
P2197 WTP - WATER CONSERVATION INITIATIVE	450.0	520.0	0.0	0.0	0.0
P2214 WTP - WATER SYSTEM ASSESSMENT	0.0	0.0	180.0	0.0	0.0
P2219 WTP-N.E. SECTOR RESERVOIR	0.0	0.0	4,467.0	20,810.0	21,573.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	1,000.0	1,040.0	0.0	0.0	0.0
P2263 US-WATERSHED MGMT AND ASSESSMENT PROGRAM	200.0	0.0	0.0	0.0	0.0



Funded Capital Projects	2018	2019	2020	2021	2022
P2558 WTP-CLARIFIER TUBE SETTLERS	0.0	9,360.0	0.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	0.0	0.0	3,840.0	0.0	0.0
P2561 WTP-EXPECTED UPGRADES	0.0	0.0	5,408.0	1,125.0	5,793.0
P2562 WTP-CLARIFIER CONSTRUCTION	0.0	0.0	0.0	1,241.0	12,901.0
P2563 WTP-LOW LIFT UPGRADE	0.0	0.0	1,082.0	4,499.0	0.0
P2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	10,000.0	0.0	0.0	0.0	0.0
P2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	0.0	2,860.0	2,974.0	0.0	0.0
P2590 WTP-SECURITY RESILIENCE ASSESSMENT PROGRAM	100.0	0.0	0.0	0.0	0.0
Total	40,857.0	37,403.0	42,544.0	52,915.0	64,782.0

The 2018 Water Capital Investment in the Water Utility includes ten capital expansion and replacement/rehabilitation projects for a total of \$43.8 million.

The asset replacement project, at \$1.4 million in 2018, is comprised of two components: \$250.0 for West Basin refurbishment and \$1.1 million for plant HVAC refurbishment.

The growth and capital expansion projects for the Water Utility total \$23.6 million. Major capital investments include \$10.0 million for Transfer Pumping and Electrical Upgrades, \$8.0 million for Filter Plant upgrade and expansion, \$1.0 million for automatic meter reading conversion, \$1.0 million for the Water Treatment Plant filter plant underdrain upgrade, and \$2.8 million for Evergreen Fill Mains.

The 2018 program for the rehabilitation and replacement of the water distribution system has been identified at \$18.8 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

Future Operating Impact of Current Year's Capital Projects

The Automated Meter Reading Conversion 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

The purpose of the Waste Services Utility is to provide cost-effective, convenient, affordable, and efficient waste diversion programs that protect the asset life span of the Saskatoon Regional Waste Management Facility (Landfill).

Waste Services includes contracted recycling collections and City-provided composting programs. Loraas Recycle has been contracted to provide bi-weekly curbside service to all residential properties receiving black-cart garbage collections. Cosmopolitan Industries Ltd. has been contracted to serve multi-unit residences having commercial waste bins. Both recycling collections programs offer convenient single-stream recycling (no sorting required). The Green Cart program provides seasonal curbside collection of yard and food waste to residents interested in subscribing. Yard waste may also be delivered to composting depots that provide free access to residents and a deeply-subsidized seasonal permit providing a disposal option to commercial haulers of yard waste.

Waste diversion is anticipated to increase and a culture of recycling created as a result of convenient and affordable collection services, along with a wide-range of regular education and awareness activities. The City, Loraas, Cosmo, and other community partners all work together to promote waste diversion toward the Performance Target of 70% diversion.

2016 Budget to Actual Variance Explanation:

In 2016 the Waste Services Utility had a \$542.5 favorable variance. This was mainly due to recycling revenue increases from more units being serviced than anticipated. There was a subsequent increase in expenses due to the additional serviced units. The Waste Services Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2016 Actuals	2016 Budget	2017 Budget	2018 Budget	Dollar Change	% Change
Revenue	(7,531.6)	(6,989.1)	(7,677.0)	(7,627.0)	50.0	-0.7%
Staff Compensation	405.6	308.5	355.3	435.1	79.8	22.5%
Operating Cost	6,563.7	6,374.6	6,863.2	7,285.2	422.0	6.1%
Debt Charges	(2.1)	0.0	(6.2)	(7.8)	(1.6)	25.8%
Cost Recovery	(0.6)	(26.0)	(26.0)	(425.3)	(399.3)	1,535.8%
Transfer to/from Reserves	233.6	182.0	182.0	0.0	(182.0)	-100.0%
Transfer to/from Stabilization	224.5	150.0	308.7	339.8	31.1	10.1%
Total	(106.9)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2017	2018	Difference
Full Time Equivalents	3.75	4.75	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2017 Base	Change	2018 Budget	2017 Base	Base Adj	Growth & Cont Impr	Service Level	2018 Budget
Waste Services Utility	(7,677.0)	50.0	(7,627.0)	7,677.0	(505.5)	455.5	0.0	7,627.0
								0.0

Revenue Change:

- An increase of \$155.3 in revenue for the Residential Recycling Program is due to growth of the city and an increase of \$36.7 in revenue is due to an uptake in subscriptions for the Leaves and Grass Program.



- Revenue in the Multi-unit Recycling Program has increased by \$20.3 due to modifications in provincial funding as well as an increase of \$94.4 for rising program participation.
- In the Compost Depot program, the Landfill Management Fee of \$356.7 was transferred from revenue to cost recovery in this program to provide transparency of program funding.

Other Significant Item(s):

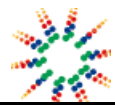
- Operating cost increases of \$168.4 are for residential recycling contractual fees and operating expenses and \$69.6 are for multi-unit recycling contractual fees and operating expenses.
- The Landfill Management Fee which provides funding for the Compost Depot program has been increased by \$42.6 in order to cover increased contract costs in this program.
- An increase of \$80.6 (1.0 FTE) has been added for a Compost Depot Supervisor required for the operations of the Compost Depot.

Not Included:

- The Compost Depot Utility is currently not full cost recovery as actuals have been trending behind budget for a number of years, impacting reductions in reserve contributions and capital replacements as these dollars are used to offset the compost utility deficit.
- The Green Cart Program subscription rates are not sufficient to cover the costs of running the program; as a result the Landfill mill rate program covers any deficit in this program redirecting funds from reserve contributions and expansion of capital programming in order to support the green cart program.

Summary of Capital Investments

There are no capital investments for Waste Services.





Schedule I General Revenues

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
TAX-SUPPORTED SERVICES				
Taxation				
Property Levy	206,133.5	206,624.7	219,885.5	231,240.5
Municipal Services Agreement	253.5	231.1	281.1	281.1
Trailer Occupancy	100.3	90.0	96.9	96.9
Amusement	74.7	72.0	71.1	71.1
Taxation	206,562.1	207,017.8	220,334.6	231,689.6
Grants In Lieu Of Taxes				
Saskatoon Land	991.9	370.0	600.0	900.0
Own Utilities	30,254.1	30,189.2	32,181.6	34,431.5
Senior Governments & Agencies	5,277.7	5,180.0	5,530.0	6,200.0
Grants In Lieu Of Taxes	36,523.8	35,739.2	38,311.6	41,531.5
General Revenues				
Administration Recovery	9,454.6	9,454.6	9,454.6	9,454.6
Fines & Penalties	13,114.7	12,501.7	13,571.7	14,971.7
Franchise Fees	21,700.7	21,895.4	15,249.7	14,121.1
Interest Earnings	11,143.6	11,208.8	11,046.7	11,496.0
Licences & Permits	1,384.6	1,453.2	1,500.1	1,501.0
Other (Grants)	94.5	10.4	10.4	10.4
Other Revenue	718.7	526.6	529.6	450.0
Property Rentals	3,324.0	2,604.9	2,611.3	2,844.8
R.M. Of Corman Park	130.2	130.2	180.1	180.1
Tax Penalties	2,087.6	1,600.0	2,050.0	2,050.0
Utilities-Return On Investment	26,059.7	26,059.7	31,009.7	32,509.7
General Revenues	89,213.0	87,445.5	87,213.9	89,589.4
User Fees				
Access Transit	230.0	245.3	230.3	230.3
Albert Community Centre	192.7	157.3	157.3	157.3
Ball Fields	—	—	—	—
Cemeteries	1,163.0	1,227.3	1,258.6	1,318.6
Community Partnerships	15.9	16.8	16.8	16.8
Environmental Protection	10.5	8.2	8.4	—
Fire	351.3	462.2	783.3	783.3
Forestry Farm Park	949.5	900.9	960.7	1,025.7
Legal Fees	255.9	278.0	325.0	325.0
Leisure Centres-Program	6,143.6	6,586.2	6,618.4	6,644.8
Leisure Centres-Rentals	6,038.0	6,187.7	6,356.6	6,537.3
Marr Residence	—	0.5	0.5	0.5



**Schedule I (cont.)
General Revenues**

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Outdoor Sports Fields	572.8	573.1	627.1	641.2
Outdoor Swimming Pools	408.6	447.3	471.4	482.3
Parking	5,978.7	5,907.3	5,938.2	6,209.6
Planning	211.5	410.9	405.6	307.8
Policing	1,582.5	1,319.3	1,466.8	1,788.7
River Landing	550.0	180.7	1,210.3	1,265.3
Skating Rinks	2,165.2	2,014.5	2,125.2	2,277.5
Solid Waste Management	4,530.0	6,540.0	5,920.0	5,180.0
Tax Searches & Enforcement	177.5	215.0	215.0	215.0
Transit Operations	13,114.4	13,823.3	14,273.5	14,273.5
User Fees	44,641.7	47,501.8	49,369.0	49,680.5
Transfers From Other Governments	66,656.2	67,377.9	64,459.7	61,538.6
TOTAL TAX-SUPPORTED SERVICES	443,596.8	445,082.2	459,688.8	474,029.6
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	5,338.2	6,647.9	6,749.6	5,688.5
Business Licenses	995.1	1,004.9	1,020.1	1,093.8
Golf Courses	3,497.3	3,896.6	3,922.1	4,045.6
Gordon Howe Campsite	583.4	627.6	637.9	637.1
Impound Lot	309.4	530.3	536.8	367.4
Saskatoon Land	2,086.1	6,382.8	4,507.4	4,178.8
PotashCorp Playland	480.5	577.4	586.4	586.4
TOTAL NON TAX-SUPPORTED SERVICES	13,290.1	19,667.5	17,960.3	16,597.6
TOTAL REVENUES	456,886.9	464,749.7	477,649.1	490,627.2



Schedule II General Expenditures

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
TAX-SUPPORTED SERVICES				
Arts, Culture & Events Venues				
Remai Modern	5,026.1	5,026.1	5,079.7	5,474.7
SaskTel Centre	558.8	558.8	594.2	547.7
TCU Place	1,621.5	1,621.6	1,660.4	1,704.7
Arts, Culture & Events Venues	7,206.4	7,206.5	7,334.3	7,727.1
Community Support				
Animal Services	1,272.5	1,277.9	1,301.3	1,348.0
Community Development	3,280.1	3,518.0	3,505.2	3,698.3
Community Investments & Supports	9,884.2	9,583.4	10,083.2	11,207.7
Cemeteries	1,564.2	1,568.5	1,498.0	1,543.8
Community Support	16,001.0	15,947.8	16,387.7	17,797.8
Corporate Asset Management				
Facilities Management	9,466.2	8,580.6	8,516.1	8,942.5
Fleet Services	(36.3)	—	—	—
City-Owned Property - Land	2,292.5	2,159.3	2,265.5	2,343.2
Corporate Asset Management	11,722.3	10,739.9	10,781.6	11,285.7
Corporate Governance & Finance				
Legislative	1,299.1	1,562.1	1,575.0	1,585.9
City Manager's Office	671.9	675.4	681.7	679.0
City Clerk's Office	2,172.2	2,370.4	2,667.2	2,689.0
City Solicitor's Office	2,202.0	2,230.6	2,289.8	2,329.5
Corporate Support	18,857.0	18,713.0	19,011.9	19,893.3
Service Saskatoon	176.8	200.0	715.4	736.7
General Services	4,190.4	6,212.4	7,951.7	8,144.1
Assessment & Taxation	3,194.1	3,672.1	3,688.0	3,542.6
Revenue Services	1,979.3	2,029.0	2,108.5	2,106.7
Financial Services	3,412.2	3,097.6	3,338.1	3,446.7
Subtotal Before Debt Servicing	38,155.0	40,762.6	44,027.3	45,153.5
Debt Servicing				
Debt Servicing	27,786.5	27,736.3	29,354.7	28,981.6
Corporate Governance & Finance	65,941.5	68,498.9	73,382.0	74,135.1
Environmental Health				
Environmental Program	479.3	480.4	490.4	493.2
Urban Forestry	3,482.1	3,565.8	3,552.7	3,631.7



Schedule II (cont.) General Expenditures

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Waste Reduction & Resource Recovery	884.6	890.0	1,020.2	1,057.4
Waste Handling Service	13,402.2	13,354.4	13,303.4	13,357.1
Pest Management	879.0	921.8	911.3	991.1
Environmental Health	19,127.3	19,212.4	19,278.0	19,530.5
Fire Services				
Fire Services	46,732.8	46,885.2	47,647.1	48,687.6
Emergency Measures	387.3	419.7	421.0	424.4
Fire Services	47,120.1	47,304.9	48,068.1	49,112.0
Policing				
Saskatoon Police Service	93,280.1	94,155.8	95,796.0	99,371.5
Policing	93,280.1	94,155.8	95,796.0	99,371.5
Recreation & Culture				
Spectator Ballfields	151.1	153.0	157.0	163.4
Marketing Services	590.1	609.4	622.8	635.5
Community Partnerships	438.2	369.0	434.7	438.2
Forestry Farm Park & Zoo	2,622.0	2,517.4	2,561.1	2,676.0
Indoor Rinks	2,429.0	2,373.8	2,447.4	2,498.1
Outdoor Pools	1,215.0	1,293.3	1,353.8	1,373.3
Outdoor Sports Fields	925.3	960.0	1,076.9	1,159.8
Parks Maintenance & Design	13,435.9	13,165.6	13,567.4	14,182.3
Playground & Recreation Areas	843.7	904.9	887.4	857.4
Program Research & Design	228.6	217.4	238.9	238.9
Leisure Centres - Program	10,665.2	10,482.5	10,753.8	11,203.5
Leisure Centres - Rentals	10,172.7	10,235.7	10,567.5	10,838.2
Targeted Programming	545.0	592.9	588.8	597.7
Albert Community Centre	231.0	228.4	235.9	238.9
Marr Residence	23.2	22.1	22.5	22.7
River Landing	550.0	180.7	1,210.3	1,265.3
Recreation & Culture	45,066.1	44,306.1	46,726.2	48,389.2
Taxation & General Revenues				
Property Levy ⁽¹⁾	646.0	646.0	646.0	665.0
Fines & Penalties	6,032.3	4,233.5	4,233.5	5,933.5
Other Levies	1,130.8	1,049.5	1,094.5	1,234.8
General Revenue	—	—	(102.5)	(323.2)
Taxation & General Revenues	7,809.0	5,929.0	5,871.5	7,510.1
Transportation				
Transit Operations	39,333.0	40,827.3	40,625.6	41,197.3



Schedule II (cont.) General Expenditures

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Access Transit	4,804.9	4,691.2	4,930.0	5,440.2
Transportation Services	8,604.0	8,400.9	7,418.0	7,301.2
Road Maintenance	39,953.8	39,396.2	43,336.6	43,509.5
Snow & Ice Management	10,805.3	13,283.5	13,141.1	13,233.6
Street Cleaning & Sweeping	4,362.4	3,799.4	3,759.2	4,238.6
Bridges, Subways, Overpasses	5,258.6	5,323.2	6,090.0	6,141.7
Street Lighting	5,990.9	5,911.3	6,602.8	7,084.9
Parking	3,131.2	2,738.4	2,800.8	3,367.2
Engineering	600.9	764.1	730.3	762.4
Transportation	122,844.9	125,135.5	129,434.4	132,276.6
Urban Planning & Development				
Attainable Housing	270.2	424.9	425.1	422.8
Business Improvement Districts	107.7	107.7	107.7	107.7
Development Review	1,267.8	1,268.4	1,266.9	1,244.2
Regional Planning	366.7	366.9	367.7	445.3
Bylaw Compliance	632.6	686.5	767.1	764.5
Long Range Planning	278.0	297.0	195.6	217.4
Neighborhood Planning	512.7	549.0	552.2	740.2
Research & Mapping	446.4	459.5	461.2	466.4
Urban Design	2,859.0	2,485.5	2,485.5	2,485.5
Urban Planning & Development	6,741.0	6,645.4	6,629.0	6,894.0
TOTAL TAX-SUPPORTED SERVICES	442,859.8	445,082.2	459,688.8	474,029.6
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	5,338.2	6,647.9	6,749.6	5,688.5
Business Licenses	995.1	1,004.9	1,020.1	1,093.8
Golf Courses	3,497.3	3,896.6	3,922.1	4,045.6
Gordon Howe Campground	583.4	627.6	637.9	637.1
Impound Lot	392.5	530.3	536.8	367.4
Saskatoon Land	2,086.1	6,382.8	4,507.4	4,178.8
PotashCorp Playland	480.5	577.4	586.4	586.4
TOTAL NON TAX-SUPPORTED SERVICES	13,373.2	19,667.5	17,960.3	16,597.6
TOTAL EXPENDITURES	456,233.0	464,749.7	477,649.1	490,627.2

(1) The Property Levy service line expenditures is for Tax Loss Compensation for the East Sector and Boundary Alteration Annexation.



Schedule III Water Utility

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Revenues:				
Metered Revenue	58,426.4	58,786.4	61,183.0	65,945.6
Infrastructure Levy	10,910.1	10,862.5	14,775.0	15,216.5
Miscellaneous	272.5	138.6	140.0	260.0
Fire Protection Charge	715.1	715.1	715.1	715.1
Late Payment Penalties	180.4	155.0	156.6	160.0
Total Revenues	70,504.5	70,657.6	76,969.7	82,297.2
Expenditures:				
General	10,585.2	10,542.5	10,177.6	10,547.9
Laboratory	(150.3)	—	663.3	670.8
Treatment and Pumping	10,631.4	12,019.2	12,437.6	12,810.1
Buildings and Grounds	721.1	935.8	910.2	913.6
Meters	1,606.4	1,668.5	1,819.0	1,805.1
Watermains	7,435.9	7,929.1	8,227.9	8,641.9
Hydrants	1,176.0	1,365.3	1,257.7	1,321.1
Services	2,986.0	2,564.6	3,212.3	3,374.3
Contribution to Capital Reserves	20,859.5	20,802.1	22,748.7	24,381.0
Transfer to Stabilization Reserve	3,562.8	—	—	—
Debt Charges	11,090.5	11,090.5	11,992.2	13,278.4
Return on Investment ⁽¹⁾	—	1,740.0	3,523.2	4,553.0
Total Expenditures	70,504.5	70,657.6	76,969.7	82,297.2
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0

(1) 2016 was the first year in which the Water Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



Schedule IV Wastewater Utility

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Revenues:				
Metered Revenue	41,947.9	42,910.6	44,514.5	52,522.7
Infrastructure Levy	18,965.4	18,921.7	24,403.5	25,013.3
Hauler Revenue	—	—	170.0	170.0
Late Payment Penalties	120.3	102.0	103.0	108.0
Miscellaneous Revenue	1,484.9	905.8	980.1	1,215.0
Flood Protection Levy	—	—	—	—
Total Revenues	62,518.5	62,840.1	70,171.1	79,029.0
Expenditures:				
General	7,661.7	7,837.6	7,475.9	8,342.0
Heavy Grit Facility	—	—	361.6	394.7
Laboratory	(66.3)	—	649.0	680.3
Lift Stations	1,521.6	1,741.9	1,737.8	1,953.6
Pollution Control Plant	7,328.2	7,594.6	7,833.6	7,907.6
Sludge Handling & Disposal	1,789.2	1,959.5	1,940.5	2,030.5
Sewer Engineering	428.1	451.3	463.3	478.3
Sewer Inspections	418.8	643.8	669.7	691.4
Sewer Maintenance	4,632.6	4,724.0	4,814.4	5,017.0
Service Connections	1,871.9	2,557.4	2,210.0	2,234.8
Debt Charges	5,096.1	5,096.1	6,178.9	6,369.7
Contribution to Capital Reserves	29,029.0	28,973.9	33,009.6	39,632.1
Transfer to Stabilization Reserve	2,807.6	—	—	—
Return on Investment ⁽¹⁾	—	1,260.0	2,826.8	3,297.0
Total Expenditures	62,518.5	62,840.1	70,171.1	79,029.0
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0

(1) 2016 was the first year in which the Wastewater Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



Schedule V Saskatoon Light and Power

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Revenues:				
Metered Revenue	140,638.8	140,201.5	151,255.0	158,420.5
Municipal Surcharge	14,063.9	14,020.2	15,125.5	15,842.2
Service Connection Fees	424.7	435.0	435.0	425.0
Miscellaneous	503.4	593.4	589.2	680.6
Tax Collection Commission	1.8	1.8	1.8	—
Late Payment Penalties	300.7	275.0	290.0	300.0
Landfill Gas Generation Revenue	1,275.0	1,332.0	1,270.9	1,296.0
Green Power Revenue	3.9	6.3	4.0	3.7
Total Revenues	157,212.2	156,865.2	168,971.4	176,968.0
Expenditures:				
General	26,259.6	26,439.9	28,112.6	29,237.4
Equipment	121.9	—	—	—
Custom Work	64.5	—	—	17.7
Power Purchased	82,577.3	83,335.6	89,998.4	94,299.6
Buildings and Grounds	591.2	807.1	742.1	791.4
Poles, Lines and Feeders	5,202.6	5,055.8	5,978.7	6,005.5
Substations	809.6	1,022.9	1,294.9	1,244.7
Street Lighting	1,341.6	1,323.6	1,796.7	1,739.8
Meters	1,529.3	1,367.0	1,346.6	1,427.8
System Operations	146.3	181.5	177.5	172.0
Landfill Gas Generation	1,275.0	1,332.0	1,270.9	1,296.0
Provision for Capital Extension	5,935.1	5,935.1	5,815.5	6,250.4
Provision for Capital Replacement	7,005.0	7,005.0	7,777.8	9,826.0
Transfer to Stabilization Reserve	1,293.5	—	—	—
Return on Investment ⁽¹⁾	23,059.7	23,059.7	24,659.7	24,659.7
Total Expenditures	157,212.2	156,865.2	168,971.4	176,968.0
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0

(1) The Saskatoon Light & Power (SL&P) Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



Schedule VI Storm Water Management Utility

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Revenues:				
Metered Revenue	6,107.7	6,000.0	6,209.0	6,360.0
Late Payment Penalties	12.3	10.6	11.0	12.0
Total Revenues	6,119.9	6,010.6	6,220.0	6,372.0
Expenditures:				
General	170.0	166.2	234.4	224.5
Storm Sewers Engineering	376.4	416.8	432.0	451.4
Storm Sewers Maintenance	1,804.5	1,857.7	1,931.4	2,018.3
Drainage	814.2	878.6	909.1	950.0
Contribution to Capital Reserves	2,691.3	2,691.3	2,713.1	2,727.8
Transfer to Stabilization Reserve	263.5	—	—	—
Total Expenditures	6,119.9	6,010.6	6,220.0	6,372.0
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VII Waste Services Utility

(\$000's)	2016 Actual	2016 Budget	2017 Budget	2018 Budget
Revenues:				
Residential Recycling Revenue	4,267.5	4,243.2	4,466.5	4,621.8
Compost Revenue	498.5	379.2	382.2	25.5
Multi-Unit Recycling Revenue	2,419.2	2,009.2	2,452.5	2,567.2
Leaves & Grass Revenue	346.4	357.5	375.8	412.5
Total Revenues	7,531.6	6,989.1	7,677.0	7,627.0
Expenditures:				
General	845.6	679.9	704.6	420.1
Contractor Services	6,227.8	5,977.2	6,481.7	6,867.1
Contribution to Capital Reserve	233.6	182.0	182.0	—
Transfer to Stabilization Reserve	224.5	150.0	308.7	339.8
Total Expenditures	7,531.6	6,989.1	7,677.0	7,627.0
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VIII Summary of Staff Years in Full-Time Equivalents (FTEs)

(FTEs)	2017	2018	FTE Change
CIVIC, POLICE & CONTROLLED CORPORATIONS			
Civic Operations			
Community Support	30.6	30.6	—
Corporate Asset Management	238.7	242.8	4.1
Corporate Governance & Finance	407.7	412.0	4.3
Environmental Health	108.0	108.9	0.9
Fire	335.0	336.0	1.0
Recreation & Culture	296.8	298.5	1.7
Transportation	617.2	618.6	1.4
Urban Planning & Development	40.6	48.6	8.0
Total Civic Operations	2,074.7	2,096.1	21.4
Police			
Police	653.1	656.5	3.4
Total Police	653.1	656.5	3.4
Controlled Corporations			
Rimai Modern	39.3	45.0	5.7
SaskTel Centre	47.7	47.7	—
TCU Place	65.3	62.6	(2.8)
Total Controlled Corporations	152.3	155.3	3.0
TOTAL CIVIC, POLICE & CONTROLLED CORPORATIONS	2,880.2	2,907.9	27.8
NON TAX-SUPPORTED SERVICES			
Building and Plumbing Permits & Standards	57.0	57.0	—
Business Licenses	9.1	9.6	0.5
Golf Courses	24.8	24.8	—
Impound Lot	0.8	0.8	—
Potash Corp Playland	4.3	4.3	—
Gordon Howe Campground	2.7	2.7	0.0
Land Development	17.5	17.5	—
Sub-total	116.1	116.6	0.5
Utilities			
Utilities	357.8	357.8	—
New FTEs	—	3.2	3.2
Transferred to Operating	—	(3.3)	(3.3)



Schedule VIII (cont.)
Summary of Staff Years in Full-Time Equivalents (FTEs)

(FTEs)	2017	2018	FTE Change
Transferred from Capital (Utilities)	—	3.7	3.7
Total Utilities	357.8	361.4	3.6
TOTAL NON TAX-SUPPORTED SERVICES	473.9	478.0	4.1
CAPITAL⁽¹⁾	303.8	303.8	0.0
New	—	2.7	2.7
Transferred to Operating	—	(2.9)	(2.9)
Transferred to Operating (Utilities)	—	(3.7)	(3.7)
TOTAL CAPITAL	303.8	299.9	(3.9)
FTE TOTAL	3,657.9	3,685.9	28.0
LIBRARY	144.4	148.8	4.4
FTE TOTAL WITH LIBRARY	3,802.3	3,834.7	32.4

(1) 2017 Total Capital FTE has been restated from 304.8 to 303.8 due to an error found after the 2017 approved



Schedule IX Future Operating Impacts of 2018 Funded Capital Projects

	2019	2020	2021
Corporate Governance & Finance			
1829-AF-SERVICE SASKATOON-SYSTEMS	2,100.0	—	—
Corporate Governance & Finance	2,100.0	0.0	0.0
Environmental Health			
2538-CP-NATURAL CAPITAL ASSET VALUATION	75.0	—	—
Environmental Health	75.0	0.0	0.0
Fire Services			
2508-FIRE-FIRE STATION NO. 5 REPLACEMENT	25.0	75.0	—
Fire Services	25.0	75.0	0.0
Land Development			
0668-PARK DEV-BOULEVARD DEVELOPMENT	—	—	16.4
1057-PARK DEV-IND'L AREA BLVD TREE PLANTING	—	—	2.8
1568-PARK DEV-ROSEWOOD	—	—	27.3
1574-PARK DEV-ASPEN RIDGE	—	57.5	—
1576-PARK DEV-BRIGHTON	—	17.4	117.5
1663-PARK DEV-N.E. SWALE	—	—	61.0
Land Development	0.0	74.9	225.0
Policing			
2499-POLICE-TECHNOLOGY REPLACEMENT	47.0	—	8.0
Policing	47.0	0.0	8.0
Recreation & Culture			
1595-CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	33.0	—	—
1658-CY-PARKS NEW SATELLITE MTNC BLDG	—	15.2	—
1664-CY-GORDON HOWE COMPLEX UPGRADES	75.0	300.5	—
2101-CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	2.5	—	—
2102-CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	2.8	6.5	—
2349-CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	28.0	—	—
2474-CY-HUDSON BAY AREA DISTRICT PARKS	8.4	—	—
Recreation & Culture	149.7	322.2	0.0
Transportation			
2589-TR-TECHNOLOGY PLAN	5.0	—	—
Transportation	5.0	0.0	0.0



Schedule IX (cont.)
Future Operating Impacts of 2018 Funded Capital Projects

	2019	2020	2021
Urban Planning and Development			
2605-CY-REGIONAL PLAN IMPLEMENTATION	122.1	—	97.3
Urban Planning and Development	122.1	0.0	97.3
Utilities			
1174-SL&P-STREET LIGHTS-LAND DEVELOPMENT	126.4	—	—
Utilities	126.4	0.0	0.0
TOTAL OPERATING IMPACTS - FUNDED	2,650.2	472.1	330.3



Schedule X Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
SERVICE LINE ORDER BASED ON CIVIC SURVEY RESULTS			
Road Maintenance		Base Budget	43,058.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	164.6
	Growth/Cont Impr	Expenditure Decrease: \$26.3 in Continuous improvement savings for Car and Cell Phone Allowance (30 Day Challenge item). Offset by \$10.5 for inventory growth in roads and sidewalks	(15.8)
	Service Level Adj	Expenditure Increase: New 0.30 FTE (Performance Improvement Coordinator)	24.1
		Total Expenditure Increase	172.9
		2018 Budget	43,230.9
Snow & Ice Management		Base Budget	12,586.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(57.7)
	Growth/Cont Impr	Expenditure Decrease: Continuous Improvement for Car and Cell Phone Allowance (30 Day Challenge item)	(12.6)
	Service Level Adj	Expenditure Increase: Includes SLA (\$50.8), adding blue warning lights for snow removal vehicles (\$60) and Snow Management Study (\$50)	162.8
		Total Expenditure Increase	92.5
		2018 Budget	12,678.9
Street Cleaning & Sweeping		Base Budget	3,759.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	9.4
	Growth/Cont Impr	Expenditure Increase: \$21.6 inventory growth for maintenance, partially offset by \$5.6 in Continuous Improvement for Car Allowance (30 Day Challenge item)	16.0
	Service Level Adj	Expenditure Increase: Maintain Street Cleaning & Sweeping service level (total increase for service line \$450)	454.0
		Total Expenditure Increase	479.4
		2018 Budget	4,238.6
Bridges, Subways, Overpasses		Base Budget	6,090.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	1.9
	Growth/Cont Impr	Expenditure Increase: Project 1522 Operating Impact (Sound wall preservation, and graffiti removal)	49.8
	Service Level Adj		—
		Total Expenditure Increase	51.7
		2018 Budget	6,141.7
Policing		Base Budget	86,649.0
		Revenue Increase	761.0
	Inflation/Transfers	Expenditure Increase	2,725.6
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 1.0 FTE (Media Specialist), 1.0 FTE (Victim Services Responder Program), 1.5 FTE (Strengthening Families Program)	849.9
		Total Expenditure Increase	3,575.5
		2018 Budget	89,463.5



Schedule X (cont.)
Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
Transportation Services		Base Budget	7,123.3
		Revenue Decrease	(54.0)
	Inflation/Transfers	Expenditure Decrease	(112.1)
	Growth/Cont Impr	Expenditure Decrease: Continuous improvement savings for Car and Cell Phone Allowance (30 Day Challenge item).	(4.7)
	Service Level Adj		—
		Total Expenditure Decrease	(116.8)
		2018 Budget	7,060.5
Long Range Planning		Base Budget	194.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	21.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	21.8
		2018 Budget	216.5
Attainable Housing		Base Budget	425.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(2.3)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(2.3)
		2018 Budget	422.8
Property Levy		Base Budget	(219,239.5)
		Revenue Increase	11,355.0
	Inflation/Transfers		—
	Growth/Cont Impr	Expenditure Increase: 2018 estimated costs of Boundary Annexation	19.0
	Service Level Adj		—
		Total Expenditure Increase	19.0
		2018 Budget	(230,575.5)
Transit Operations		Base Budget	25,533.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	624.0
	Growth/Cont Impr	Expenditure Decrease: Continuous improvement savings for Car and Cell Phone Allowance (30 Day Challenge item).	(52.3)
	Service Level Adj		—
		Total Expenditure Increase	571.7
		2018 Budget	26,105.2

Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
REMAINING SERVICE LINES ARE GROUPED ALPHABETICALLY BY BUSINESS LINE			



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Arts, Culture & Events Venues			
Remai Modern		Base Budget	5,079.7
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr	Expenditure Increase: CBCM and Subsidies increase	395.0
	Service Level Adj		—
		Total Expenditure Increase	395.0
		2018 Budget	5,474.7
SaskTel Centre		Base Budget	594.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	3.5
	Growth/Cont Impr	Expenditure Decrease: Continuous Improvement providing additional surplus to CBCM reserve (30 Day Challenge item)	(50.0)
	Service Level Adj		—
		Total Expenditure Decrease	(46.5)
		2018 Budget	547.7
TCU Place		Base Budget	1,660.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	44.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	44.3
		2018 Budget	1,704.7
Community Support			
Animal Services		Base Budget	672.1
		Revenue Increase	13.5
	Inflation/Transfers	Expenditure Increase	26.7
	Growth/Cont Impr	Expenditure Increase: P#2353 Operating Impact - Chief Whitecap Park	20.0
	Service Level Adj		—
		Total Expenditure Increase	46.7
		2018 Budget	705.3
Cemeteries		Base Budget	47.7
		Revenue Increase	71.9
	Inflation/Transfers	Expenditure Increase	47.0
	Growth/Cont Impr	Expenditure Decrease: Continuous improvement savings for Car Allowance (30 Day Challenge item).	(1.2)
	Service Level Adj		—
		Total Expenditure Increase	45.8
		2018 Budget	21.6
Community Development		Base Budget	3,302.4
		Revenue Increase	147.2
	Inflation/Transfers	Expenditure Increase	45.6
	Growth/Cont Impr	Expenditure Increase: Community Grants "Local Improvement Project costs	147.5
	Service Level Adj		—
		Total Expenditure Increase	193.1
		2018 Budget	3,348.3



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Community Investments & Supports		Base Budget	10,083.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	1,093.2
	Growth/Cont Impr	Expenditure Increase: Cultural and Heritage grant funding; Increased financial assistance to community groups	31.3
	Service Level Adj		—
		Total Expenditure Increase	1,124.5
		2018 Budget	11,207.7

Corporate Asset Management

City-Owned Property - Land		Base Budget	(272.5)
		Revenue Increase	233.3
	Inflation/Transfers	Expenditure Increase	12.8
	Growth/Cont Impr	Expenditure Increase: 6% Land Admin. Fee and Spur Line Costs	64.9
	Service Level Adj		—
		Total Expenditure Increase	77.7
		2018 Budget	(428.1)

Facilities Management		Base Budget	8,461.6
		Revenue Increase	0.2
	Inflation/Transfers	Expenditure Increase	87.7
	Growth/Cont Impr	Expenditure Increase: Additional vehicle for Electronic communications, Operating Impact of new Spray Parks and Playgrounds; partially offset by Continuous Improvement savings for Car and Cell Phone Allowance (30 Day Challenge item)	63.7
	Service Level Adj	Expenditure Increase: Phase-in for Facilities Site Infrastructure Replacement Reserve; 1.0 FTE (Trade Staff), 0.50 FTE (Building Custodian), 0.5 FTE (Building Custodian), 0.6 FTE (Building Custodian), 0.50 FTE (Building Custodian), 0.50 FTE (Building Custodian)	275.0
		Total Expenditure Increase	426.4
		2018 Budget	8,887.8

Fleet Services		Base Budget	—
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	—

Corporate Governance & Finance

Service Saskatoon		Base Budget	715.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(102.1)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 1.0 new FTE (Citizen Service Manager)	123.4
		Total Expenditure Increase	21.3
		2018 Budget	736.7



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Assessment & Taxation		Base Budget	3,683.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(145.4)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(145.4)
		2018 Budget	3,538.1
City Clerk's Office		Base Budget	2,647.2
		Revenue Decrease	(25.0)
	Inflation/Transfers	Expenditure Increase	22.3
	Growth/Cont Impr	Expenditure Decrease: Continuous improvement savings for Cell Phone Allowance (30 Day Challenge item).	(0.5)
	Service Level Adj		—
		Total Expenditure Increase	21.8
		2018 Budget	2,694.0
City Manager's Office		Base Budget	681.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	5.4
	Growth/Cont Impr	Expenditure Decrease: Continuous improvement savings for Car Allowance (30 Day Challenge item).	(8.1)
	Service Level Adj		—
		Total Expenditure Decrease	(2.7)
		2018 Budget	679.0
City Solicitor's Office		Base Budget	1,964.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	39.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	39.7
		2018 Budget	2,004.5
Corporate Projects		Base Budget	—
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	—
Corporate Support		Base Budget	18,941.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	292.7
	Growth/Cont Impr	Expenditure Increase: IT - Business Application Equipment, licensing, and maintenance	406.3
	Service Level Adj	Expenditure Increase: 1.0 FTE (Truth & Reconciliation Coordinator), 2.0 FTE (Graphic Designers)	182.4
		Total Expenditure Increase	881.4
		2018 Budget	19,822.5



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Debt Servicing		Base Budget	22,160.1
		Revenue Decrease	(373.1)
	Inflation/Transfers	Expenditure Decrease	(373.1)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(373.1)
		2018 Budget	22,160.1
Financial Services		Base Budget	3,338.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	111.8
	Growth/Cont Impr		(3.2)
	Service Level Adj		—
		Total Expenditure Increase	108.6
		2018 Budget	3,446.7
General Services		Base Budget	(1,502.9)
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	341.7
	Growth/Cont Impr	Expenditure Decrease - Transfer to RCE for MVA Rink (\$120) and Gen Prov-Finance GM (\$25)	(145.0)
	Service Level Adj		(4.3)
		Total Expenditure Increase	192.4
		2018 Budget	(1,310.5)
Legislative		Base Budget	1,575.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	11.9
	Growth/Cont Impr		(1.0)
	Service Level Adj		—
		Total Expenditure Increase	10.9
		2018 Budget	1,585.9
Revenue Services		Base Budget	1,945.4
		Revenue Increase	0.9
	Inflation/Transfers	Expenditure Decrease	(1.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(1.8)
		2018 Budget	1,942.7
Environmental Health			
Environmental Program		Base Budget	490.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	2.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	2.8
		2018 Budget	493.2



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Pest Management		Base Budget	909.3
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	66.8
	Growth/Cont Impr	Expenditure Increase: Increased area of trees/shrubs for new park development and 0.17 FTE Labourer (18650)	13.0
	Service Level Adj		—
		Total Expenditure Increase	79.8
		2018 Budget	989.1
Urban Forestry		Base Budget	3,552.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	33.1
	Growth/Cont Impr	Expenditure Increase: Tree maintenance of newly planted trees/shrubs for new park development and 0.33 FTE Labourer (29060)	45.9
	Service Level Adj		—
		Total Expenditure Increase	79.0
		2018 Budget	3,631.7
Waste Handling Service		Base Budget	7,383.4
		Revenue Decrease	(740.0)
	Inflation/Transfers	Expenditure Increase	2.2
	Growth/Cont Impr	Expenditure Increase: Increased equipment rentals to continue to meet current service levels	51.5
	Service Level Adj	Expenditure Increase: 0.75 new Pooled Labourer FTE (47260), responsible for recycling depot maintenance	—
		Total Expenditure Increase	53.7
		2018 Budget	8,177.1
Waste Reduction & Resource Recovery		Base Budget	1,007.8
		Revenue Decrease	(8.4)
	Inflation/Transfers	Expenditure Decrease	(89.6)
	Growth/Cont Impr	Expenditure Increase: Increasing demand of HHW program (outlined in the 2016 Council report)	19.9
	Service Level Adj	Expenditure Increase: 0.25 new Pooled Labourer FTE (47260) and maintenance costs of the recycling depots	106.9
		Total Expenditure Increase	37.2
		2018 Budget	1,053.4

Fire Services

Fire Services		Base Budget	46,588.0
		Revenue Decrease	(95.7)
	Inflation/Transfers	Expenditure Increase	784.7
	Growth/Cont Impr	Expenditure Increase: Increased contribution to equipment and uniform reserve to meet increasing replacement costs and direct population growth	173.3
	Service Level Adj	Remembering When program (\$32), training (\$1.5), vehicle purchase (\$30) and fire inspector (\$19k)	82.5
		Total Expenditure Increase	1,040.5
		2018 Budget	47,724.2



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Emergency Measures		Base Budget	421.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	3.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.4
		2018 Budget	424.4
Land Development			
Saskatoon Land		Base Budget	—
		Revenue Decrease	(328.6)
	Inflation/Transfers	Expenditure Decrease	(328.6)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(328.6)
		2018 Budget	—
Recreation & Culture			
Albert Community Centre		Base Budget	78.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	3.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.0
		2018 Budget	81.6
Community Partnerships		Base Budget	417.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	6.7
	Growth/Cont Impr		(3.2)
	Service Level Adj		—
		Total Expenditure Increase	3.5
		2018 Budget	421.4
Forestry Farm Park & Zoo		Base Budget	1,600.4
		Revenue Increase	65.0
	Inflation/Transfers	Expenditure Increase	119.2
	Growth/Cont Impr		(4.3)
	Service Level Adj		—
		Total Expenditure Increase	114.9
		2018 Budget	1,650.3
Golf Courses		Base Budget	—
		Revenue Increase	123.5
	Inflation/Transfers	Expenditure Increase	123.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	123.5
		2018 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Gordon Howe Campsite		Base Budget	—
		Revenue Decrease	(0.8)
	Inflation/Transfers	Expenditure Decrease	(0.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(0.8)
		2018 Budget	—
Indoor Rinks		Base Budget	326.3
		Revenue Increase	152.3
	Inflation/Transfers	Expenditure Increase	53.3
	Growth/Cont Impr		(2.6)
	Service Level Adj		—
		Total Expenditure Increase	50.7
		2018 Budget	224.7
Marketing Services		Base Budget	622.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	12.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	12.7
		2018 Budget	635.5
Marr Residence		Base Budget	22.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	0.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.2
		2018 Budget	22.2
Outdoor Pools		Base Budget	882.4
		Revenue Increase	10.9
	Inflation/Transfers	Expenditure Increase	19.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	19.5
		2018 Budget	891.0
Outdoor Sports Fields		Base Budget	445.7
		Revenue Increase	14.1
	Inflation/Transfers	Expenditure Increase	14.3
	Growth/Cont Impr	Expenditure Increase: P1664 - Lighting/Backstop at GH Complex	68.6
	Service Level Adj		—
		Total Expenditure Increase	82.9
		2018 Budget	514.5



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Parks Maintenance & Design		Base Budget	13,417.7
		Revenue Decrease	(3.6)
	Inflation/Transfers	Expenditure Decrease	(15.3)
	Growth/Cont Impr	Expenditure Increase: Increased maintenance, irrigation and staffing costs to meet park growth and maintain current service level 0.50 FTE Irrigation Utility Person (29400), 0.50 FTE Parks Tech (19810), 0.81 FTE Labourer (29020)	388.0
	Service Level Adj	SL Service Adjustment increase in staffing budget offset by savings from maintenance sheds	242.2
		Total Expenditure Increase	614.9
		2018 Budget	14,036.2
Playground & Recreation Areas		Base Budget	887.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(43.2)
	Growth/Cont Impr	Expenditure Increase: 0.33 FTE Recreation Program Leader (19510) increase to maintain current service level for new playground and rec areas	13.2
	Service Level Adj		—
		Total Expenditure Decrease	(30.0)
		2018 Budget	857.4
PotashCorp Playland		Base Budget	—
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	—
Program Research & Design		Base Budget	238.9
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	238.9
Rec-Competitive Facilities - Program		Base Budget	4,135.4
		Revenue Increase	26.4
	Inflation/Transfers	Expenditure Increase	454.5
	Growth/Cont Impr		(4.8)
	Service Level Adj		—
		Total Expenditure Increase	449.7
		2018 Budget	4,558.7
Rec-Competitive Facilities - Rentals		Base Budget	4,210.9
		Revenue Increase	180.7
	Inflation/Transfers	Expenditure Increase	256.3
	Growth/Cont Impr	Expenditure Increase: Increased reserve contribution for costs of software and timing equipment for the score clock at Shaw Centre	14.4
	Service Level Adj		—
		Total Expenditure Increase	270.7
		2018 Budget	4,300.9



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
River Landing		Base Budget	—
		Revenue Increase	55.0
	Inflation/Transfers	Expenditure Increase	55.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	55.0
		2018 Budget	—
Spectator Ballfields		Base Budget	157.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	3.9
	Growth/Cont Impr	Expenditure Increase	2.5
	Service Level Adj		—
		Total Expenditure Increase	6.4
		2018 Budget	163.4
Targeted Programming		Base Budget	578.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	7.9
	Growth/Cont Impr	Expenditure Increase	1.0
	Service Level Adj		—
		Total Expenditure Increase	8.9
		2018 Budget	587.3

Taxation & General Revenues

Fines and Penalties		Base Budget	(9,338.2)
		Revenue Increase	1,400.0
	Inflation/Transfers	Expenditure Increase	1,700.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1,700.0
		2018 Budget	(9,038.2)
General Revenue		Base Budget	(57,769.1)
		Revenue Increase	808.8
	Inflation/Transfers	Expenditure Decrease	(220.7)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(220.7)
		2018 Budget	(58,798.6)
Grants in Lieu of Taxes		Base Budget	(38,311.6)
		Revenue Increase	3,219.9
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	(41,531.5)
Municipal Revenue Sharing Grant		Base Budget	(46,430.0)
		Revenue Decrease	(3,000.0)
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	(43,430.0)



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Other Levies		Base Budget	(1,404.6)
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	140.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	140.3
		2018 Budget	(1,264.3)
Transportation			
Access Transit		Base Budget	3,724.1
		Revenue Decrease	(35.6)
	Inflation/Transfers	Expenditure Increase	427.4
	Growth/Cont Impr	Expenditure Increase: Additional staff to meet current service levels (1.0 FTE Operator), maintenance and fuel increases	82.8
	Service Level Adj		—
		Total Expenditure Increase	510.2
		2018 Budget	4,269.9
Engineering		Base Budget	730.3
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	32.5
	Growth/Cont Impr		(0.4)
	Service Level Adj		—
		Total Expenditure Increase	32.1
		2018 Budget	762.4
Impound Lot		Base Budget	—
		Revenue Decrease	(169.4)
	Inflation/Transfers	Expenditure Decrease	(169.4)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(169.4)
		2018 Budget	—
Parking		Base Budget	(3,137.4)
		Revenue Increase	271.4
	Inflation/Transfers	Expenditure Increase	462.4
	Growth/Cont Impr	Expenditure Increase: Increased cost on CPA contract enforcement	104.0
	Service Level Adj		—
		Total Expenditure Increase	566.4
		2018 Budget	(2,842.4)
Street Lighting		Base Budget	6,572.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	329.2
	Growth/Cont Impr	Expenditure Increase: Increased amount of bulbs from 25,685 to 26,296	152.9
	Service Level Adj		—
		Total Expenditure Increase	482.1
		2018 Budget	7,054.1



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Urban Planning & Development			
Building and Plumbing Permits & Standards		Base Budget	—
		Revenue Decrease	(1,061.1)
	Inflation/Transfers	Expenditure Decrease	(1,061.1)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(1,061.1)
		2018 Budget	—
Business Improvement Districts		Base Budget	107.7
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	107.7
Business Licenses		Base Budget	—
		Revenue Increase	73.7
	Inflation/Transfers	Expenditure Increase	73.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	73.7
		2018 Budget	—
Bylaw Compliance		Base Budget	637.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(2.6)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(2.6)
		2018 Budget	635.1
Development Review		Base Budget	437.5
		Revenue Decrease	(111.3)
	Inflation/Transfers	Expenditure Decrease	(20.3)
	Growth/Cont Impr		(2.4)
	Service Level Adj		—
		Total Expenditure Decrease	(22.7)
		2018 Budget	526.1
Neighbourhood Planning		Base Budget	552.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	188.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	188.0
		2018 Budget	740.2



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Regional Planning		Base Budget	367.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	1.6
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase - COS share of new Regional Planning Entity	76.0
		Total Expenditure Increase	77.6
		2018 Budget	445.3
Research & Mapping		Base Budget	443.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	5.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	5.2
		2018 Budget	449.1
Urban Design		Base Budget	2,485.5
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	2,485.5
Utilities			
Water Utility		Base Budget	—
		Revenue Increase	5,327.5
	Inflation/Transfers	Expenditure Increase	5,189.8
	Growth/Cont Impr	Expenditure Increase: Increased costs in water initiatives program, 0.5 new FTEs Water system operators (47630), increased equipment maintenance and aggregate material required for water services	137.7
	Service Level Adj		—
		Total Expenditure Increase	5,327.5
		2018 Budget	—
Wastewater Utility		Base Budget	—
		Revenue Increase	8,857.9
	Inflation/Transfers	Expenditure Increase	8,852.5
	Growth/Cont Impr	Expenditure Increase: Equipment and fleet costs	5.4
	Service Level Adj		—
		Total Expenditure Increase	8,857.9
		2018 Budget	—
Saskatoon Light & Power		Base Budget	—
		Revenue Increase	7,996.6
	Inflation/Transfers	Expenditure Increase	7,996.6
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	7,996.6
		2018 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Storm Water Management		Base Budget	—
		Revenue Increase	152.0
	Inflation/Transfers	Expenditure Increase	110.2
	Growth/Cont Impr	Expenditure Increase: Increased fleet costs for backhoes, and Education Campaign for Yellow Fish Road	41.8
	Service Level Adj		—
		Total Expenditure Increase	152.0
		2018 Budget	—
Waste Services Utility		Base Budget	—
		Revenue Decrease	(50.0)
	Inflation/Transfers	Expenditure Decrease	(505.5)
	Growth/Cont Impr	Expenditure Increase: New program development on Multi Unit recycling operations; additional temporary staff	455.5
	Service Level Adj		—
		Total Expenditure Decrease	(50.0)
		2018 Budget	—
TOTAL CIVIC SERVICES (Includes Land)		Base Budget	(0.0)
		Revenue Increase	12,978.1
	Inflation/Transfers		8,370.8
	Growth/Cont Impr		2,032.4
	Service Level Adj		2,574.9
		Total Expenditure Increase	12,978.1
		2018 Budget	—
TOTAL UTILITIES		Base Budget	—
		Revenue Increase	22,284.0
	Inflation/Transfers		21,643.6
	Growth/Cont Impr		640.4
	Service Level Adj		—
		Total Expenditure Increase	22,284.0
		2018 Budget	—
Saskatoon Public Library			
Library Property Levy		Base Budget	(22,786.9)
		Revenue Increase	341.8
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2018 Budget	(23,128.7)
Saskatoon Public Library		Base Budget	22,786.9
		Revenue Decrease	(20.0)
	Inflation/Transfers	Expenditure Increase	321.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	321.8
		2018 Budget	23,128.7



Schedule X *(cont.)*
Summary of Operating Budget Changes *[Part 2]*

Service Line	Change Type	Explanation	(\$000's)
TOTAL SASKATOON PUBLIC LIBRARY		Base Budget	—
		Revenue Increase	321.8
	Inflation/Transfers		321.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	321.8
		2018 Budget	—



Schedule XI Summary of Pressure Points Not Included

Not Included

COMMUNITY SUPPORT

Community Investments and Support

The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival, special runs, etc.) that require civic services, road closures, onsite garbage cans, street sweeping, etc.	119.0
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CORPORATE ASSET MANAGEMENT

Facilities Management

Capital renewal needs from the Facility Site Replacement Reserve have been identified at \$11.1 million with an annual funding of \$790.9 required. The current funding available is \$350.0.	440.9
The City currently does not have any dedicated resources with expertise in relation to corporate security initiatives. 1.0 FTE and \$100.0 would ensure that safety and security concerns that affect employees, elected officials and the public are adequately addressed and resolved.	100.0

ENVIRONMENTAL HEALTH

Waste Handling

The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not been adjusted for growth over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$175.8 is required in order to ensure citizens have access to garbage containers and meet the growing demand for this service.	175.8
An Environmental Protection Officer and vehicle for a total estimated cost of \$103.4 has not been included in the budget. This position is required due to the increased number of waste containers in the city due to Recycling Programs (66,000 to 136,000). This provision would assist in addressing resident and councilor complaints and to provide education and enforcement of the bylaw.	103.4

FIRE SERVICES

The Fire Dispatch Management System has several modules which would greatly improve efficiencies within Saskatoon Fire (training, asset management, mobile CAD), requiring 1.0 FTE and \$100.0 for dedicated IT staff to install, test and implement.	100.0
Saskatoon Fire apparatus and various equipment are replaced on an established schedule based on a normal lifespan. Due to decreases in the value of the Canadian Dollar in relation to the US Dollar, apparatus and equipment are scheduled to be used beyond their lifespan. An additional \$300.0 contribution to the reserve would offset this change in exchange rate and enable apparatus and equipment to be replaced within a normal lifespan.	300.0

TRANSPORTATION

Parking

Current funding for parking enforcement is not meeting expected parking enforcement service levels as increases in this budget have not kept up with City growth. Increased dissatisfaction in the community and reductions in parking ticket revenue are some of the risks associated with not including this item. \$245.0 would allow parking enforcement to meet expected service levels. Other options include reducing existing residential parking permit areas or redefining service levels and parking bylaw standards.	245.0
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Transportation Services

The Active Transportation Reserve currently provides up to \$500.0 annually in capital funding, and an additional \$750.0 per year for the next several years is identified as unfunded. This results in many active transportation projects not being built. The unfunded portion will increase over time as less expensive items such as design guidelines and standards are completed, and infrastructure remains unbuilt. A very preliminary estimate of Active Transportation Implementation is estimated at \$250.0 in capital over the next 30 to 40 years. This does not include staff, operations and maintenance, or programming costs.	250.0
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Snow & Ice Management

On August 15, 2017, The Standing Policy Committee on Transportation recommended that an additional \$265.0 be allocated to provide further resources for snow management during snow events.	265.0
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Schedule XI (cont.)
Summary of Pressure Points Not Included

	Not Included
UTILITIES	
Waste Services	
The Compost Depot Utility is currently not full cost recovery as actuals have been trending behind budget for a number of years, impacting reductions in reserve contributions and capital replacements as these dollars are used to offset the compost utility deficit.	230.0
The Green Cart Program subscription rates are not sufficient to cover the costs of running the program; as a result the Landfill mill rate program covers any deficit in this program and the Landfill program redirecting funds from reserve contributions and expansion of capital programming in order to support the Green Cart Program.	140.2
TOTAL ⁽¹⁾	2,469.3

(1) For further details on the risk and how the Not Included items summarized above are being addressed in the 2018 budget, please see the operating budget summary in each service line.



Schedule XII Capital Reserve Sufficiency

	Forecast	2018		Balance	2019		Balance	2020-2022		Balance	Unfunded	Total
(\$000's)	Jan 1/18	Source	Appl	Dec/18	Source	Appl	Dec/19	Source	Appl	Dec/22	Projects	Dec/22
Civic Departments:												
Access Transit Reserve ⁽²⁾	6	386	(280)	112	274	(280)	106	822	(840)	88	—	88
Active Transportation Reserve	14	500	(500)	14	500	(500)	14	1,500	(1,500)	14	—	14
Animal Services Reserve	98	30	(110)	18	30	—	48	90	(90)	48	—	48
Arbor Creek Parks Equip Maint Res	1	—	—	1	—	—	1	—	—	1	—	1
Auto Garbage Container Repl	182	346	(371)	157	358	(384)	131	1,153	(1,240)	44	—	44
Bridge Major Repairs	10,514	4,619	(2,813)	12,320	3,184	(15,504)	—	9,552	(9,547)	5	—	5
Building Permit/Inspection Stab Res	7,098	—	(599)	6,499	—	(628)	5,871	—	(2,065)	3,806	—	3,806
Campsite ^(1, 6)	152	77	—	229	68	—	297	438	—	735	—	735
Civic Bldgs Comp Mtnc	808	8,055	(8,425)	438	8,391	(8,470)	359	25,678	(24,467)	1,570	—	1,570
Civic Radio Replace & Expansion	10	360	(350)	20	360	(350)	30	1,130	(1,150)	10	—	10
Civic Veh & Equip Disp/Acq'n	3,510	—	(2,670)	840	—	—	840	—	—	840	—	840
Civic Vehicles & Equip Repl	475	6,700	(7,100)	75	6,800	(6,700)	175	21,020	(20,500)	695	—	695
Computer Equipment Repl	25	426	(450)	1	657	(500)	158	1,970	(1,675)	453	—	453
Corporate Capital Reserves	1,107	2,458	(2,550)	1,016	2,457	(1,735)	1,738	7,374	(5,077)	4,035	—	4,035
Dedicated Lands	1,905	46	(1,015)	936	36	—	972	113	—	1,085	—	1,085
Dedicated Roadways	600	20	—	620	20	—	640	60	—	700	—	700
Facilities Site Repl	—	350	(350)	—	500	(500)	—	1,950	(1,950)	—	—	—
Fire Apparatus	982	1,219	(855)	1,346	919	(855)	1,410	2,759	(4,040)	129	—	129
Fire - Small Equipment Repl	451	259	(353)	357	259	(312)	304	777	(903)	178	—	178
Fire Uniforms Reserve	201	221	(325)	97	221	(250)	68	662	(720)	10	—	10
Forestry Farm Auditorium	24	7	—	31	7	—	38	23	—	61	—	61
Forestry Farm Development ⁽¹⁾	67	55	(78)	44	55	(28)	71	164	(83)	152	—	152
Forestry Farm Park & Zoo Capital	26	162	(150)	38	162	(100)	100	486	(260)	326	—	326
Golf Course Capital Reserve ⁽¹⁾	671	462	(575)	558	570	(250)	878	1,399	(1,600)	677	—	677
Grounds Maintenance Equip Repl	118	387	(410)	95	387	(265)	217	1,161	(1,180)	198	—	198
Heritage Fund Reserve	157	48	(14)	191	48	(22)	217	144	(23)	338	—	338
Infra Expansion - Transp	236	2,040	(2,250)	26	2,040	(2,015)	51	6,120	(6,050)	121	—	121
Infra Repl - Parks	33	974	(950)	57	987	—	1,044	3,034	—	4,078	—	4,078
Infra Repl - Storm	2,026	2,728	(2,989)	1,765	2,665	(2,985)	1,445	7,670	(8,452)	663	—	663
Infra Repl - W & S ⁽⁵⁾	7,031	26,330	(25,934)	7,427	26,230	(28,009)	5,648	85,992	(89,112)	2,528	—	2,528
IT Digital Data Res	17	50	(55)	12	50	(55)	7	150	(150)	7	—	7
IT Systems Development	40	355	(395)	—	124	—	124	373	—	497	—	497
Landfill Replacement ⁽⁴⁾	(325)	2,450	(700)	1,425	2,454	(500)	3,379	7,130	(8,050)	2,459	—	2,459
Leisure Serv Equip Repl ⁽²⁾	971	407	(212)	1,166	407	(230)	1,343	1,220	(485)	2,078	—	2,078
Park Enhancement Reserve ^(1, 3)	435	300	(475)	260	300	(365)	195	899	(253)	841	—	841
Parking Capital Reserve	297	135	(60)	372	135	(125)	382	405	(310)	477	—	477
Parks Deferred Tree Replacement	320	38	(250)	108	38	—	146	114	—	260	—	260
Parks (Grounds Maint) Equip Acq Res	26	243	(267)	2	243	(245)	—	725	(450)	275	—	275
Paved Roadways Infra Reserve	1,099	30,982	(31,800)	281	30,982	(31,082)	181	92,946	(92,946)	181	—	181
Printing and Mail Equipment Repl	206	20	—	226	20	—	246	60	(136)	170	—	170
Public Works Bldgs Civic Facilities	132	15	—	147	15	—	162	45	—	207	—	207
River Landing Capital Reserve	373	73	(10)	436	73	(10)	499	220	(30)	689	—	689
Saskatoon Light & Power Extension	(665)	6,545	(7,388)	(1,508)	8,151	(6,205)	438	30,503	(17,659)	13,282	—	13,282



Schedule XII (cont.) Capital Reserve Sufficiency

	Forecast	2018		Balance	2019		Balance	2020-2022		Balance	Unfunded	Total
(\$000's)	Jan 1/18	Source	Appl	Dec/18	Source	Appl	Dec/19	Source	Appl	Dec/22	Projects	Dec/22
Saskatoon Light & Power Repl	8,445	9,826	(10,985)	7,286	10,306	(9,380)	8,212	32,621	(28,765)	12,068	—	12,068
Snow & Ice Mgmt Equip Reserve	17	265	—	282	265	(400)	147	795	(730)	212	—	212
Street Clean/Sweep Equip Acqu'n Res	185	27	—	212	27	—	239	81	—	320	—	320
Streetscape - BID ⁽¹⁾	1,579	2,586	(2,180)	1,985	2,461	(2,137)	2,309	7,383	(7,587)	2,105	—	2,105
Streetscape - City Wide ⁽¹⁾	599	—	(118)	481	—	—	481	—	—	481	—	481
Traffic Noise Attenuation	—	307	(271)	36	307	(321)	21	920	(863)	78	—	78
Traffic Safety Reserve	75	960	(1,010)	25	860	(870)	15	2,580	(2,595)	—	—	—
Trans Infra Reserve	320	3,564	(3,880)	4	3,564	(3,500)	68	10,692	(10,555)	205	—	205
Transit Additional Veh Repl	335	105	—	440	105	—	545	315	(590)	270	—	270
Transit Capital Projects	169	1,009	(380)	798	1,004	(1,750)	52	3,013	(2,175)	890	—	890
Transit Vehicles Repl	334	940	(970)	304	940	(970)	274	2,822	(2,910)	186	—	186
Transportation Equip Acquisition Res	205	79	(150)	134	79	(100)	113	237	(265)	85	—	85
Trunked Radio System Infrass Repl	241	401	(539)	103	401	(500)	4	1,300	(1,260)	44	—	44
Unified Communications Reserve	250	50	(300)	—	50	—	50	150	—	200	—	200
Wastewater Coll & Treat Repl	1,828	1,791	(2,410)	1,209	1,990	(2,829)	370	6,764	(5,868)	1,266	—	1,266
Wastewater Treatment Capital	3,961	12,828	(16,080)	709	11,530	(3,663)	8,576	32,609	(40,516)	669	—	669
Water Supply Repl	1,842	1,475	(1,350)	1,967	1,475	(640)	2,802	6,245	(8,302)	745	—	745
Waterworks Capital Projects Res	7,858	7,687	(15,150)	395	17,900	(16,628)	1,667	79,210	(71,853)	9,024	—	9,024
Subtotal	69,698	144,777	(159,851)	54,624	154,441	(153,147)	55,918	505,768	(487,827)	73,858	0	73,858

Boards and Commissions:

Albert Comm Centre Repair	25	25	—	50	25	(60)	15	78	(50)	43	—	43
SaskTel Centre Equip Repl	480	435	(435)	480	435	(450)	465	1,305	(1,260)	510	—	510
SaskTel Centre Fac. Enhancement	3,982	1,005	(1,000)	3,987	1,005	(1,000)	3,992	4,115	(3,000)	5,107	—	5,107
Remai Modern Art Gallery Cap Equip Repl	5,250	65,000	(65,000)	5,250	100,000	(100,000)	5,250	300,000	(300,000)	5,250	—	5,250
Police Radio	607	273	(318)	562	273	(585)	251	819	(975)	95	—	95
Police Facility Renovations	328	150	(435)	43	150	(50)	143	450	(150)	443	—	443
Police Oper Equip & Tech Adv.	(12)	1,276	(1,375)	(111)	1,276	(1,539)	(374)	3,828	(5,043)	(1,589)	—	(1,589)
Public Library Capital Expan	13,590	350	—	13,940	361	(2,500)	11,800	1,114	(8,800)	4,114	—	4,114
Public Library Equip Repl	2,594	146	(200)	2,540	150	(200)	2,490	464	(200)	2,754	—	2,754
Public Library Francis Morrison Mtnc	2,027	319	—	2,346	329	—	2,675	986	—	3,660	—	3,660
Public Library JS Wood Mtnc	444	55	—	499	55	—	554	165	—	719	—	719
Public Library Mayfair Mtnc	69	14	—	83	14	—	97	42	—	139	—	139
Public Library Alice Turner Mtnc	777	94	—	871	94	—	965	282	—	1,247	—	1,247
Public Library New Central Library	10,184	2,880	(8,000)	5,064	3,405	(2,500)	5,969	7,955	(13,924)	—	—	—
Public Library Information Technology	1,015	20	(287)	748	25	(23)	750	105	(136)	719	—	719
TCU Place Capital Exp	4,026	297	—	4,323	297	—	4,620	891	—	5,511	—	5,511



Schedule XII (cont.) Capital Reserve Sufficiency

(\$000's)	Forecast	2018		Balance	2019		Balance	2020-2022		Balance	Unfunded Projects	Total Dec/22
	Jan 1/18	Source	Appl	Dec/18	Source	Appl	Dec/19	Source	Appl	Dec/22		
TCU Place Equipment Repl	3,942	540	(119)	4,363	548	(1,269)	3,642	1,619	(1,073)	4,188	—	4,188
Subtotal	49,329	72,879	(77,169)	45,039	108,441	(110,176)	43,304	324,218	(334,611)	32,910	0	32,910
TOTAL RESERVE SUFFICIENCY	119,026	217,656	(237,020)	99,663	262,882	(263,323)	99,221	829,985	(822,438)	106,769	0	106,769

- (1) Applications include contributions to operations
- (2) Subject to operating budget approval
- (3) Applications include commitment to community cost-shared projects
- (4) Source includes a portion of tipping fees
- (5) Includes the Flood Protection Program
- (6) Applications include contributions to capital projects



Schedule XIII Prepaid Land Development Reserve Sufficiency Forecast

(\$000's)	Arterial Road Levy	Trunk Sewer Levy	Primary WtrMn Levy	WWtr Lift STN	Inter- Change	Direct Services ¹	Planning Levy	Parks & Rec. Levy	Industrial Parks	Comm. Center Levy	Total
Opening 2018 Balance	26,844	(46,757)	(2,253)	(8,898)	(13,232)	49,173	53	8,689	1,629	9,143	24,391
Inflows:											
Lot Sales & Other Transfers	9,613	12,330	2,669	1,039	2,405	32,608	273	6,237	28	2,754	69,956
Redevelopment Levy	—	—	—	—	—	3,900	—	—	—	—	3,900
Outflows:											
Transfers to Operating	—	—	—	—	—	—	(163)	—	—	—	(163)
Capital Expenses	(16,686)	(325)	(5,020)	(370)	—	(11,112)	—	(2,827)	(50)	—	(36,390)
ENDING 2018 BALANCE⁽¹⁾	19,771	(34,752)	(4,604)	(8,229)	(10,827)	74,569	163	12,099	1,607	11,897	61,694

(1) The Prepaid Land Development Reserve Sufficiency Forecast encompasses the proposed 2018 Development Plan.

(2) Direct Services balance is temporarily funding \$22,433,000 of redevelopment services with reimbursement established per year from a utility charge. The net balance in 2018 is expected to be \$5,746,000. The net balance consists of the 2017 opening balance of \$9,646,000 with no additions and repayment of \$3,900,000 expected.



Schedule XIV Funded Capital Investments

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
Arts, Culture and Events Venues						
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	119	1,269	80	544	448	2,460
1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	73	183	123	108	163	650
1834 REMAI MODERN-EQUIPMENT PURCHASES	41	86	—	—	—	127
Arts, Culture and Events Venues	233	1,538	203	652	611	3,237
Community Support						
1650 CY-NEW MUNICIPAL CEMETERIES	—	80	—	—	—	80
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	190	—	—	—	—	190
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	125	75	—	—	—	200
Community Support	315	155	0	0	0	470
Corporate Asset Management						
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	410	265	360	400	420	1,855
0877 AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	539	500	420	420	420	2,299
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,350	8,345	8,556	8,243	7,618	41,112
1356 AF-V&E ADD'L VEHICLES & EQUIPT	1,717	645	500	430	250	3,542
1357 AF-V&E REPL'T VEHICLES & EQUIPT	7,100	6,700	6,700	6,800	7,000	34,300
1361 AF-V&E FUEL STATIONS	1,220	—	—	—	—	1,220
1523 AF-TRUNKING RADIO REPLACEMENT	350	350	375	375	400	1,850
1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	200	50	50	50	50	400
1584 CIVIC OPERATIONS CENTRE	8,000	—	—	—	—	8,000
1929 AF-CSR BUILDING RENOS	50	—	—	—	—	50
1948 AF-FLEET GLOBAL POSITIONING SYSTEM	350	—	—	—	—	350
1949 AF-SERVICE SASKATOON-STAFFING ACCOMMODATION	450	5,500	5,500	2,500	1,500	15,450
2180 AF-CIVIC FACILITY SITE MAINTENANCE	350	500	650	650	650	2,800
Corporate Asset Management	29,086	22,855	23,111	19,868	18,308	113,228
Corporate Governance & Finance						
1083 CP-CORPORATE NETWORK EQUIPMENT REPL	450	500	550	550	575	2,625
1364 CP-SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING	200	200	200	200	200	1,000
1829 AF-SERVICE SASKATOON-SYSTEMS	15,000	—	—	—	—	15,000
1883 CK-ELECTRONIC RECORDS MANAGEMENT	—	250	200	150	72	672
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	—	90	—	—	—	90
1942 AF-CORPORATE SECURITY PLAN	150	—	—	—	—	150
2079 AF-PROPERTY REASSESSMENT	—	100	250	100	—	450
2367 CP-VOICE OVER INTERNET PROTOCOL	300	—	—	—	—	300
2368 AF-PRINTING AND MAIL SERVICES-EQUIPMENT	—	—	136	—	170	306
2516 CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	395	—	—	—	—	395
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	350	—	—	—	—	350



**Schedule XIV (cont.)
Funded Capital Investments**

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	—	—	—	—	300	300
2540 CIVIC CONSERVATORY REPAIR/REPLACEMENT	135	—	—	—	—	135
2609 CP-COUNCIL STRATEGIC PRIORITY AREAS	50	—	—	—	—	50
2622 SO-COMPREHENSIVE GOVERNANCE REVIEW	50	—	—	—	—	50
Corporate Governance & Finance	17,080	1,140	1,336	1,000	1,317	21,873
Environmental Health						
1475 US-AUTO'D GARBAGE CONTAINER REPL	371	384	398	413	429	1,995
1666 CY-URBAN FORESTRY MANAGEMENT PLAN	150	—	—	—	—	150
1669 CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING	757	—	—	—	—	757
1975 CP-CORPORATE WIDE ENVIRONMENTAL MANAGEMENT SYSTEM	80	—	—	—	—	80
2051 US-LANDFILL OPTIMIZATION	700	500	1,800	6,200	50	9,250
2538 CP-NATURAL CAPITAL ASSET VALUATION	80	—	—	—	—	80
2539 CP-CLIMATE CHANGE MITIGATION BUSINESS PLAN	100	—	—	—	—	100
2568 CIVIC FAC ENERGY & WTR MONITORING	15,000	—	—	—	—	15,000
Environmental Health	17,238	884	2,198	6,613	479	27,412
Fire Services						
0582 FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	353	312	389	222	292	1,568
1914 FIRE-FIRE STATION NO. 10-NORTHWEST SASKATOON	—	—	800	5,605	—	6,405
2379 FIRE-MAJOR APPARATUS REPLACEMENT	855	855	2,330	855	855	5,750
2380 FIRE-FIRE STATION NO. 11-HOLMWOOD	—	871	—	—	—	871
2508 FIRE-FIRE STATION NO. 5 REPLACEMENT	8,789	—	—	—	—	8,789
2509 FIRE-UNIFORMS	325	250	250	220	250	1,295
Fire Services	10,322	2,288	3,769	6,902	1,397	24,678
Land Development						
0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	2,800	4,160	3,490	—	—	10,450
0619 LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	3,936	—	—	—	—	3,936
0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	370	—	6,783	—	7,527	14,680
0626 LAND DEV'T-SUBDIVIS'N WARRANTY	522	489	—	—	—	1,011
0627 LAND DEV'T-SUBDIVIS'N FENCING	147	52	266	—	—	465
0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	175	6,689	3,611	22,603	7,906	40,984
0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	—	—	50	—	5,235	5,285
0639 LAND DEV'T-SUBDIVIS'N BUFFERS	279	163	165	—	—	607
0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	4,500	—	3,794	2,481	5,718	16,493
0668 PARK DEV-BOULEVARD DEVELOPMENT	120	120	120	120	120	600
0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	—	3,519	—	3,207	—	6,726
0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	2,873	—	—	—	—	2,873
0748 LAND DEV'T-GEN ADMIN-OLD AREAS	134	134	—	—	—	268



**Schedule XIV (cont.)
Funded Capital Investments**

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
0778 LAND DEV'T-TR SWR-STONEBRIDGE	670	—	—	—	—	670
1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	50	50	50	50	50	250
1391 LAND DEV'T-PARKRIDGE SUB	40	—	—	—	—	40
1402 LAND DEV'T-WILLOWS	—	10	—	—	—	10
1403 LAND DEV'T-ROSEWOOD	327	820	—	—	—	1,147
1405 LAND DEV'T-EVERGREEN	135	—	—	—	—	135
1407 LAND DEV'T-KENSINGTON	2,038	1,886	—	—	—	3,924
1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	112	1,204	—	—	—	1,316
1410 LAND DEV'T-ELK POINT	15	—	—	—	—	15
1411 LAND DEV'T-ASPEN RIDGE	4,971	23,200	—	—	—	28,171
1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	400	24,499	728	—	—	25,627
1417 LAND DEV'T-TR SWR-BLAIRMORE	—	—	7,382	—	—	7,382
1418 LAND DEV'T-TR SWR-HOLMWOOD	50	23,210	—	50	17,489	40,799
1419 LAND DEV'T-BRIGHTON	3,792	7,868	—	—	—	11,660
1435 LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	—	3,608	—	4,690	4,535	12,833
1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,347	9,947	10,285	—	2,988	25,567
1437 LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	—	4,628	—	—	3,209	7,837
1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	—	—	13,330	—	—	13,330
1460 LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	—	4,504	8,737	—	4,104	17,345
1464 LAND DEV'T-ART RD-FEDORUK DRIVE	—	—	4,579	—	—	4,579
1466 LAND DEV'T-ART RD-WANUSKEWIN RD	3,298	—	3,005	—	—	6,303
1467 LAND DEV'T-ART RD-33RD ST (HUGHES-NEAULT RD)	4,952	—	—	—	—	4,952
1468 LAND DEV'T-ART RD-8TH STREET EAST	—	—	4,586	3,332	—	7,918
1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	—	—	58,101	51,832	43,600	153,533
1568 PARK DEV-ROSEWOOD	74	1,351	2,921	—	—	4,346
1570 PARK DEV-KENSINGTON	—	3,032	1,325	—	—	4,357
1574 PARK DEV-ASPEN RIDGE	1,755	145	1,799	4,525	500	8,724
1575 PARK DEV-ELK POINT	—	—	3,485	4,628	3,218	11,331
1576 PARK DEV-BRIGHTON	858	2,920	5,371	5,034	—	14,183
1663 PARK DEV-N.E. SWALE	500	1,870	—	—	—	2,370
1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	6,937	3,324	—	—	—	10,261
2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	500	—	—	—	—	500
Land Development	49,677	133,402	143,963	102,552	106,199	535,793
Policing						
2119 POLICE-RADIO REPLACEMENT	318	325	325	325	325	1,618
2389 POLICE-FLEET ADDITIONS	180	170	170	170	170	860
2489 POLICE-FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	303	272	334	—	303	1,212



**Schedule XIV (cont.)
Funded Capital Investments**

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
2498 POLICE-EQUIPMENT EXPANSION	150	—	—	—	84	234
2499 POLICE-TECHNOLOGY REPLACEMENT	641	905	1,332	1,356	1,091	5,325
2610 POLICE-TECHNOLOGY EXPANSION	531	262	193	150	150	1,286
2615 POLICE-PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM	—	100	50	—	—	150
2618 POLICE-FACILITY RENOVATION	385	—	—	—	—	385
Policing	2,558	2,084	2,454	2,051	2,173	11,320

Recreation & Culture

0677 AF-ALBERT COMM CENTRE RENOS	—	60	—	50	—	110
0706 CY-LEIS SERV-FACILITY EQUIP REPL	212	230	125	235	125	927
0901 CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,050	—	—	—	—	1,050
1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	600	—	—	—	—	600
1658 CY-PARKS NEW SATELLITE MTNC BLDG	20	270	250	—	—	540
1660 CY-PARK DEV-FORESTRY FARM PARK	500	—	—	—	—	500
1664 CY-GORDON HOWE COMPLEX UPGRADES	22,850	—	—	—	—	22,850
1876 AF-TENNIS COURT-ACRYLIC SURFACE	—	50	—	50	—	100
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	475	100	60	200	—	835
2101 CY-GOLF COURSE IMPROVEMENTS & EQUIP REPL.	575	250	675	675	250	2,425
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	395	315	105	—	—	815
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	1,000	—	—	—	—	1,000
2474 CY-HUDSON BAY AREA DISTRICT PARKS	415	—	—	—	—	415
2528 CY-DOG PARK DEVELOPMENT	110	—	—	90	—	200
Recreation & Culture	28,202	1,275	1,215	1,300	375	32,367

Saskatoon Public Library

0838 LIBR-EQUIPMENT REPLACEMENT	200	200	200	200	100	900
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	—	6,000	500	2,000	1,000	9,500
Saskatoon Public Library	200	6,200	700	2,200	1,100	10,400

Transportation

0583 TR-REPLACE/REFURB BUSES	970	970	970	970	970	4,850
0584 TR-ADDITIONAL BUSES	—	—	590	—	—	590
0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS	125	100	100	100	100	525
0671 TR-AUXILIARY VEH/EQUIP	—	100	100	100	100	400
0837 TU-LANE REHAB & DRAINAGE IMPROV	1,785	1,785	1,785	1,785	1,785	8,925
0959 TU-UPGRADE BOUNDARY ROADS	260	260	260	260	260	1,300
1036 TU-TRAFFIC CONTROL UPGRADES	150	400	400	400	400	1,750
1041 TU-BENCHMARK REHABILITATION	50	—	—	50	—	100
1194 TR-ENGINE OVERHAUL	200	300	300	300	300	1,400
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	150	200	200	200	100	850



**Schedule XIV (cont.)
Funded Capital Investments**

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
1504 TU-NEIGH. TRAFFIC REVIEW PERMANENT INSTALLATIONS	265	140	225	280	320	1,230
1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375	375	375	375	300	1,800
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	300	300	300	300	300	1,500
1507 TU-GUARDRAILS	150	50	50	50	50	350
1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	250	220	100	100	100	770
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	310	310	310	310	310	1,550
1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	60	60	60	60	60	300
1522 TU-TRAFFIC NOISE ATTENUATION	—	50	—	—	50	100
1526 TU-CIRCLE DR BRIDGE REPAIR	—	—	200	2,240	—	2,440
1528 TU-SPADINA CRES BRIDGE	100	—	—	—	—	100
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	500	7,750	—	—	—	8,250
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	50	50	50	50	50	250
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	—	100	1,500	—	1,600
1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	—	—	—	160	2,160	2,320
1564 TU-TRAFFIC COUNTERS EQUIPMENT REPLACEMENT	—	65	—	—	—	65
1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	—	—	—	2,700	—	2,700
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	—	—	150	—	300	450
2020 TU-17TH STREET CORRIDOR EXTENSION	—	—	—	844	7,832	8,676
2043 TU-CURB REPLACEMENT/REHABILITATION	200	200	200	200	200	1,000
2095 ACCESS TRANSIT-BUS REPLACEMENTS	280	280	280	280	280	1,400
2097 TR-BUS SEAT REPLACEMENT	—	50	—	75	—	125
2233 TU-ADVANCED TRAFFIC MGT SYSTEM	150	150	150	150	150	750
2234 TU-WALKWAY MANAGEMENT	50	90	90	90	90	410
2235 TU-INTERSECTION IMPROVEMENTS	950	600	700	700	500	3,450
2241 TU-TRUCK ENFORCEMENT/EDUCATION	50	50	—	—	—	100
2257 TU-CIRCLE DR OVER 33RD ST NB/SB	1,924	—	—	—	—	1,924
2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	150	100	140	50	75	515
2268 TU-IDYLWYLD DR FWY / 1ST AVE-NB RAMP	—	3,000	—	—	—	3,000
2269 TU-ACCOMMODATION CONSTRUCTION	100	100	100	100	100	500
2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION	31,800	31,082	30,982	30,982	30,982	155,828
2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	500	220	230	240	320	1,510
2276 TU-CITY YARDS SAFETY IMPROVEMENTS	50	—	—	—	—	50
2317 TR-SHELTERS/BENCHES	—	200	200	200	200	800
2323 TR-RIDERSHIP GROWTH INITIATIVES	90	1,100	100	100	100	1,490
2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	—	—	—	—	315	315
2393 TU-TAYLOR/CIRCLE DRIVE	—	—	80	755	—	835
2395 TU-CIRCLE DRIVE/14TH ST-NB	—	—	—	150	1,020	1,170
2396 TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	—	4,465	—	—	—	4,465
2406 TU-MINOR BRIDGE REPAIRS	289	289	289	289	289	1,445
2428 TU-FUNCTIONAL PLANNING STUDIES	200	200	—	50	200	650
2429 CY-LICENSE PLATE RECOGNITION SYSTEM	—	65	65	65	—	195



**Schedule XIV (cont.)
Funded Capital Investments**

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
2433 TU-8TH STREET & CPR GRADE SEPARATION	—	400	—	38,500	—	38,900
2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	70	70	100	100	100	440
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	500	—	—	—	—	500
2448 TU-INTELLIGENT TRANSPORTATION SYSTEM	200	200	200	200	200	1,000
2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	600	900	950	1,000	850	4,300
2589 TR-TECHNOLOGY PLAN	190	100	100	100	100	590
Transportation	44,393	57,396	41,581	87,510	51,918	282,798
Urban Planning and Development						
1573 CY-CSO-COMPREHENSIVE REVIEW STUDY	50	—	—	—	—	50
2162 CY-URBAN DESIGN-BIDS	1,000	1,000	1,000	1,100	2,035	6,135
2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	175	175	75	75	—	500
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	1,230	17,840	17,840	17,620	17,778	72,308
2604 CY-DRAINAGE REGULATION	125	—	—	—	—	125
2605 CY-REGIONAL PLAN IMPLEMENTATION	785	266	383	284	386	2,104
Urban Planning and Development	3,365	19,281	19,298	19,079	20,199	81,222
Utilities						
0687 WWT-ASSET REPLACEMENT	2,410	2,828	1,423	2,832	1,613	11,106
0720 SL&P-CAPACITOR INSTALLATIONS	150	—	—	—	—	150
0724 SL&P-REVENUE METER-NEW & REPLACEMENT	350	350	350	350	350	1,750
0736 SL&P-CUSTOMER UPGRADES AND EXTENSIONS	1,200	2,250	2,500	2,760	2,760	11,470
0825 SL&P-STREET LIGHT UPGRADES	160	265	265	315	315	1,320
1016 SL&P-NEIGHBOURHOOD STREET LIGHT UPGRDS	300	—	—	300	—	600
1018 SL&P-MONITORING SYSTEM UPGRADE (SCADA)	150	150	—	—	—	300
1054 WTP-ASSET REPLACEMENT	1,350	640	3,261	3,234	1,807	10,292
1055 WTP-AUTOMATIC METER READING CONV	1,000	2,288	—	—	—	3,288
1174 SL&P-STREET LIGHTS-LAND DEVELOPMENT	750	1,845	1,500	1,500	1,500	7,095
1210 WTP-FILTER PLANT UPGRADE/EXPANSION	8,000	—	—	—	—	8,000
1243 WWT-LIFT STATION UPGRADES	1,110	1,063	1,622	1,687	1,738	7,220
1255 SL&P-DISTRIBUTION-EQUIPMENT UPGRADE	500	400	250	250	250	1,650
1256 SL&P-SUBSTATION UPGRADES	4,950	4,700	6,250	4,400	2,800	23,100
1257 SL&P-SUBSTATION SECURITY IMPROVEMENTS	120	120	120	120	120	600
1272 SL&P-BUILDINGS & GROUNDS	375	900	250	400	250	2,175
1281 SL&P-SUSTAIN POWER GENERATION OPTIONS	200	200	200	200	200	1,000
1282 SL&P-STREET LIGHTS-MITIGATION	870	870	880	880	880	4,380
1283 SL&P-15KV FDR UPGRADE-RIVER CROSSING	50	—	—	—	—	50
1286 SL&P-ELEC SYS PLANNING STUDIES	205	—	—	205	—	410
1295 SL&P-NETWORK-MAJOR ASSETS	350	300	—	300	400	1,350
1296 SL&P-NETWORK-CIVIL INFRASTRUCTURE	—	300	300	300	300	1,200
1297 SL&P-NETWORK-PRIMARY LINES	1,100	—	—	200	200	1,500



**Schedule XIV (cont.)
Funded Capital Investments**

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
1298 SL&P-NETWORK-SECONDARY LINES	180	—	—	—	60	240
1299 SL&P- NETWORK-PROTECTION & CONTROL	520	—	—	520	260	1,300
1301 SL&P-SUBSTATION COMMUNICATION UPGRADE	500	500	500	135	135	1,770
1303 SL&P-AVE C FEEDER #2-TRAFFIC BRIDGE	220	—	—	—	—	220
1305 SL&P-FEEDER UPGRADES/REPLACEMENT	2,075	2,075	2,175	2,275	2,375	10,975
1308 SL&P-15 KV CONV-INTERMED SUBSTATIONS	2,000	1,200	1,200	1,200	1,200	6,800
1310 SL&P-UTILITY-RESEARCH & DEVELOPMENT	155	145	145	145	145	735
1316 SL&P-TRANSMIS POLE/STRUCTURE UPGRADES	240	—	—	—	100	340
1326 SL&P-SUBSTATION MONITORING SYS UPGRADE	150	150	100	150	100	650
1329 SL&P-SUBSTATION RELAY UPGRADES	750	750	750	750	750	3,750
1332 SL&P-SUBSTATION SERVICE LIFE EXTENSION	500	300	300	300	300	1,700
1353 SL&P-EQUIPMENT UPGRADE & REPLACEMENT	685	410	835	260	835	3,025
1493 TU-EAST RIVERBANK STABILIZATION	1,060	1,081	1,103	1,125	280	4,649
1615 TU-WATER DISTRIBUTION	16,760	15,695	16,334	17,008	17,711	83,508
1616 TU-WASTE WATER COLLECTION	5,134	5,260	5,391	5,523	5,659	26,967
1617 TU-PRIMARY WATER MAINS	1,997	5,000	4,998	4,998	4,997	21,990
1618 TU-SANITARY SEWER TRUNKS	1,908	1,954	2,003	2,052	2,103	10,020
1619 TU-STORM SEWER TRUNK AND COLLECTION	1,437	1,465	1,495	1,525	1,555	7,477
1621 TU-STORM SEWER POND PRESERVATION	350	357	364	371	379	1,821
1677 TU-STORM WATER MGMT UTILITY BILLING	80	82	83	85	87	417
2197 WTP-WATER CONSERVATION INITIATIVE	450	520	—	—	—	970
2214 WTP-WATER SYSTEM ASSESSMENT	—	—	180	—	—	180
2219 WTP-N.E. SECTOR RESERVOIR	—	—	4,467	20,810	21,573	46,850
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	1,000	1,040	—	—	—	2,040
2230 WWT-EXPECTED UPGRADES	500	520	2,704	2,812	2,897	9,433
2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100	100	100	100	100	500
2263 US-WATERSHED MGMT AND ASSESSMENT PROGRAM	200	—	—	—	—	200
2313 SL&P-UTILITY GENERATION	—	2,100	2,075	7,125	5,050	16,350
2558 WTP-CLARIFIER TUBE SETTLERS	—	9,360	—	—	—	9,360
2559 WTP-SAND SEPARATORS	—	—	3,840	—	—	3,840
2561 WTP-EXPECTED UPGRADES	—	—	5,408	1,125	5,793	12,326
2562 WTP-CLARIFIER CONSTRUCTION	—	—	—	1,241	12,901	14,142
2563 WTP-LOW LIFT UPGRADE	—	—	1,082	4,499	—	5,581
2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	10,000	—	—	—	—	10,000
2567 WWTP-RELINING CELL	3,500	—	—	—	—	3,500
2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	—	2,860	2,974	—	—	5,834
2578 WWTP-DOWNSTREAM USER STUDY	300	—	—	—	—	300
2579 WWTP-DIGESTER TANK 4	15,000	—	—	—	—	15,000
2580 WWTP-DIGESTER CLEANING FACILITY	—	2,080	—	—	—	2,080
2581 WWTP-FACILITY UPGRADE N40/WWTP	—	—	—	8,999	—	8,999



**Schedule XIV (cont.)
Funded Capital Investments**

(\$000's)	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	Total
2582 WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	—	—	—	—	2,317	2,317
2583 WWTP-NEW HEADWORKS	—	—	—	—	1,338	1,338
2584 WWTP-PRIMARY CHANNELS	—	—	—	—	983	983
2585 WWTP-BIOREACTOR EXPANSION	—	—	2,704	12,421	12,795	27,920
2590 WTP-SECURITY RESILIENCE ASSESSMENT PROGRAM	100	—	—	—	—	100
Utilities	93,501	74,473	82,481	117,787	120,261	488,503
TOTAL FUNDED CAPITAL PROJECTS	296,170	322,971	322,309	367,514	324,337	1,633,301



Schedule XV Reserve for Capital Expenditures

RCE FUNDED (\$000's)	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022	Operating Impact		
	Cost	Budget	Cost	UnFunded	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	2019	2020	2021
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION*	475	225	100	—	60	—	200	—	—	—	0	0	0
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE*	1,000	250	—	—	—	—	—	—	—	—	28	0	0
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE*	190	190	—	—	—	—	—	—	—	—	0	0	0
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT*	350	350	—	—	—	—	—	—	—	—	0	0	0
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION*	1,230	1,230	45,780	27,940	45,900	28,060	45,770	28,150	45,655	27,877	0	0	0
2605 CY-REGIONAL PLAN IMPLEMENTATION*	785	455	400	134	650	267	503	219	656	270	122	0	97
2609 CP - COUNCIL STRATEGIC PRIORITY AREAS*	50	50	—	—	—	—	—	—	—	—	0	0	0
2622 SO-COMPREHENSIVE GOVERNANCE REVIEW*	50	50	—	—	—	—	—	—	—	—	0	0	0
TOTAL RCE FUNDED REQUESTS (\$2.392 million)	4,130	2,800	46,280	28,074	46,610	28,327	46,473	28,369	46,311	28,147	150	0	97

* Identified as projects supporting the City's Strategic Plans 4 Year Priorities

** Identified as projects supporting the City's Strategic Plans 10 Year Strategies

