

2019

Budget

2019 APPROVED OPERATING & CAPITAL BUDGET

APPROVED BY CITY COUNCIL
November 28, 2018



City of Saskatoon

2019 APPROVED CORPORATE BUSINESS PLAN

AND OPERATING AND CAPITAL BUDGETS

APPROVED BY CITY COUNCIL

NOVEMBER 28, 2018

This document contains the details for the 2019 Approved Corporate Business Plan and Operating and Capital Budgets.

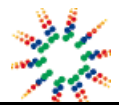
This document is accompanied by the following companion document(s):

- 2019 Corporate Business Plan and Budget
- 2019 Approved Capital Project Details

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THE 2019 BUSINESS PLAN

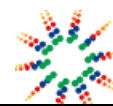
The 2019 Business Plan and Budget includes initiatives and projects that are aligned with the 2018-2021 Strategic Plan and City Council's ten priority areas. It will guide investments, projects, and service levels that the City will implement and achieve over the course of 2019.



The 2019 Business Plan and Budget outlines City Council's priority areas, service outcomes, performance measures, strategic outcomes, and actions planned 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 identified in the 2018-2021 Strategic Plan. 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 2019 OPERATING AND CAPITAL BUDGETS

The City of Saskatoon (City) provides the infrastructure and delivers several programs and services necessary to improve the city's high quality of life. Roads, bridges, pathways, and public transit that move people; police, bylaws, and fire services to keep people safe; parks, waste management, and drainage to keep neighbourhoods clean and healthy; 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 produces two distinct types of budgets each year; operating and capital.

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 2019 Operating Budget includes total operating expenditures of \$510.4 million, an increase of \$19.7 million, or 4.02%, over the 2018 Operating Budget.

This increase in operating expenditures is the result of two key considerations, which are:

1. **The cost to maintain existing services:** Every year the City is faced with increases in expenditures as a result of inflationary requirements such as cost of living increases to wages, contractual obligated increases to contractors and vendors, and utility rate increases. In addition, as Saskatoon grows, there is the need to provide the existing service level over an expanded service area. For example, new neighbourhoods require transit service, street sweeping, roadway and park maintenance, and garbage collection, among other requirements. Without increases to the civic budget to account for inflation and growth pressures, the City would be unable to provide the existing level of service. The total expenditure increase within the 2019 Business Plan and Budget to address inflation and growth pressures is \$12.6 million (excluding Police).
2. **Service level improvements:** Based on City Council's approved Strategic Plan, there are several areas that City Council has directed the Administration to prioritize over the next several years. While some of these Strategic Priorities can be achieved without financial impact, there are several initiatives that require financial investment in order to achieve the priority. Examples include enhanced maintenance and repairs to parks, sidewalk and bridge infrastructure, increased funding for recreation and culture community partnerships through the Facilities Game Plan, and quicker implementation of the City's Active Transportation Master Plan, among other initiatives.



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 as shown below.

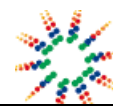


To help pay for the City's operations and to ensure the budget is balanced, the 2019 Operating Budget's municipal property tax increase is 4.40%.

In 2019, 1.0% of the property tax is equivalent to \$2.3 million. Thus, the proposed property tax increase for 2019 will generate an additional \$10.2 million for the City's Operating Budget, dedicated as follows:

- 3.14% of the property tax increase, or \$7.3 million, was dedicated toward maintaining existing service levels and offsetting the additional costs due to inflation and growth.
- 1.06% of the property tax increase, or \$2.5 million, was used for enhancement of service levels or new initiatives aimed at achieving City Council's Strategic Priorities.
- 0.20% of the property tax increase, or \$451,200 was used to offset unforeseen financial pressures which consisted of:
 - \$182,200 shortfall from changes to electricity utility assumptions
 - \$122,000 adjustment to City Council remuneration
 - \$147,000 for the shortfall in assessment growth assumption

More details on the 2019 Operating Budget, including the property tax increase, are provided later in this document.



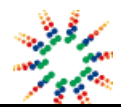
In contrast to the City's Operating Budget, the City's Capital Budget provides the investments in hard infrastructure. This includes the construction of buildings (e.g. recreation centres and libraries), transportation assets (e.g. new roads and bridges), and neighbourhood infrastructure (e.g. sidewalks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

For the 2019 Capital Budget, the City is investing \$260.4 million in various capital projects.

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.

To pay for some of the capital projects, the City transfers funds 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. These obligations, therefore, have an impact on the Operating Budget. The operating impacts of capital projects are addressed in more detail later in this document.



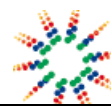
THE 2019 OPERATING BUDGET

The overall vision for the 2019 Business Plan and Budget was to have a more integrated process whereby City Council's Strategic Plan drives the business planning process and is the basis for budget preparation. This concept is illustrated below:



Utilizing this vision, the 2019 Business Plan and Budget implemented a four-step process:





Step 1 Determine Cost to Maintain Service Levels

As part of developing the cost to maintain services, City Departments were given a 0% expenditure increase as a starting point. Any requests for increases were thoroughly reviewed on an individual basis by the Budget Committee which is comprised of the City Manager, General Managers and select Finance Division staff. Through this review, considerations were given to:

- reviews of historical results;
- opportunities for absorption and continuous improvement within existing budgets;
- contractually obligated inflationary increases; and
- growth in service areas (roadways, park space, population, etc.).

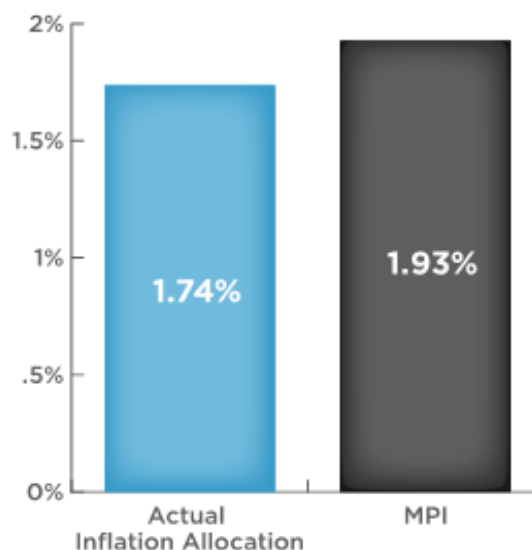
This process resulted in an originally projected 3.16% property tax increase that was presented to the Governance and Priorities Committee (Committee) on May 22, 2018. The cost to maintain services was then revised to 3.14% and the estimated property tax increase to maintain current service levels now includes the following:

- \$10.7 million in expenditures due to inflation;
- \$6.7 million in expenditures due to growth requirements; and
- \$10.2 million in operating revenues.

In order to properly benchmark the City's inflationary impacts, the City has developed a Municipal Price Index (MPI) using the City's "basket of goods" such as fuel, asphalt, electricity, facility/equipment repairs, and maintenance costs. MPI is a better estimate for the City than the Consumer Price Index (CPI), because the CPI is a measure of inflation for average households and measures items such as food, household expenses, and education costs which the City does not purchase.

Other cities in Canada have also begun calculating MPI to help understand the rising cost of municipal purchases and to assist in forecasting future expenditures. The City's MPI—or inflationary increase—for 2019 is estimated at 1.93%.

**2019 CIVIC SERVICES
INFLATIONARY ALLOCATION**





A total of \$10.7 million in new base dollars has been added to the 2019 Approved Budget in order to address inflationary pressures. Of the total inflationary increases, \$3.9 million is attributable to Saskatoon Police Service (SPS), while \$6.8 million is attributable to all other civic services. The civic services increase equates to a 1.74% increase over the 2018 Operating Expenditure Budget.

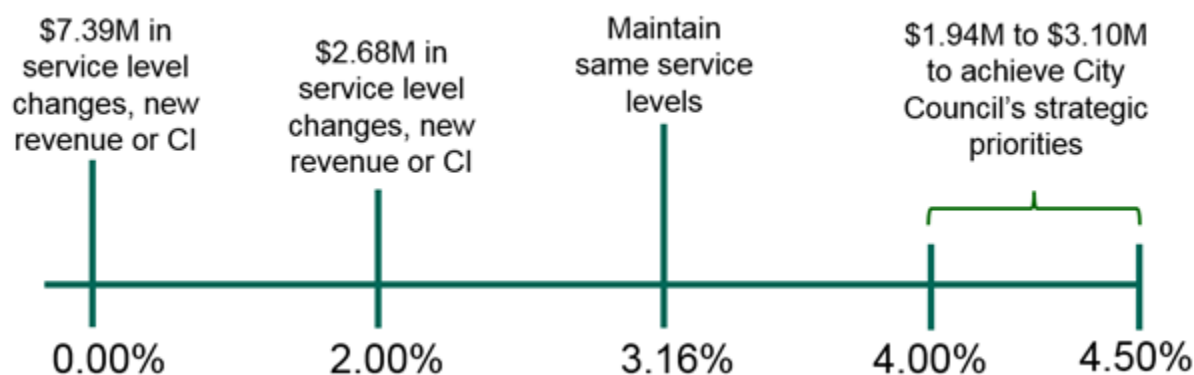
In addition to inflation, the 2019 Operating Budget includes increased growth expenditure estimates of \$6.7 million. Some of the key growth requirements, include:

- \$2.8 million allocated to the Transportation business line largely related to a growing network including roadways, bridges, interchanges and street lights, and associated services such as maintenance, street sweeping, snow clearing and transit services. Some of the key components within the Transportation business line include:
 - \$825,800 allocated toward the City's Road Maintenance service line primarily to maintain the City's 1-in 20-year treatment cycle for civic roadways over a larger roadway network.
 - \$893,500 allocated toward the Bridges, Subways and Overpasses service line in order to provide the necessary contributions to maintain the City's two new overpasses and complete the phase-in required for the payments on the new Chief Mistawasis and Traffic Bridges.
- \$924,200 increase for SPS as a result of restrained growth in 2018 which left SPS in a position where more resources were required to maintain service and enhance patrol availability factor. As such, the 2019 Budget submission includes an increase in resources that is the minimum required to effect positive change to support City Council's priority area of Community Safety and Wellness.
- \$1.1 million for the Corporate Governance and Finance business line due to the required property tax phase-ins for the Civic Facilities and Major Transportation Funding Plans, as well as \$370,000 for the phase-in of Recovery Park debt repayments.
- \$646,300 increase within the Corporate Asset Management business line related to growth as new amenities and facilities were added in 2018; such as additional playgrounds, spray pads, the Gordie Howe Sports Complex Clubhouse, Children's Discovery Museum (Nutrien Wonderhub) shared space, and the newly acquired former Saskatchewan Transportation Company building at 88 King Street.

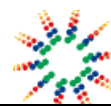
**Step 2** Determine Property Tax Target

Step 2 of the City's 2019 Business Plan and Budget process consisted of utilizing the cost to maintain existing services to set a property tax target or indicative rate. Setting an indicative rate is an important step in the development of a singular or multi-year business plan and budget. A key risk to any business plan and budget is the continuous reworking of assumptions and plans due to moving targets and lack of parameters set at the beginning of the planning cycle.

The Committee's indicative rate decision provided Administration with an indication of their tolerance level for a property tax target early in the process. It also provided Administration with clear parameters to work within to achieve City Council's priorities. A variety of options were presented to Committee at its meeting on May 22, 2018, as shown below:



After consideration of these options, Committee directed Administration to target a 4.00% to 4.50% property tax increase for 2019. This target would not only allow for the current service levels to be maintained but also allow for the inclusion of \$1.94 to \$3.10 million in additional budget allocations in order to achieve City Council's priorities.

**Step 3** Develop Corporate Business Plans to Achieve City Council's Priorities

Step 3 of the 2019 Business Plan and Budget process consisted of the Administration forming working committees to develop strategies and initiatives in order to achieve City Council's priorities. These cross-divisional working committees utilized City Council's renewed Strategic Plan to develop options and initiatives that would directly contribute to achieving these priorities. Included in the 2019 Approved Business Plan and Budget are \$2.4 million of Business Plan Options and Service Level Increases. Some of the most significant options implemented but not limited to include:

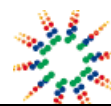
1. \$350,000 into Building Better Parks Asset Management Phase-In
2. \$300,000 into Building Better Bridges Asset Management Phase-In
3. \$200,000 into Building Better Transit Asset Management Phase-In
4. \$200,000 for Snow and Ice Service Level Enhancements
5. \$200,000 for the Recreation and Parks Facility Game Plan Phase In

Expenditures

The City's 2019 Operating Budget includes total expenditures of \$510.4 million. Schedule II of the 2019 Approved Detailed Operating and Capital Budget provides more details on the breakdown of these expenditures.

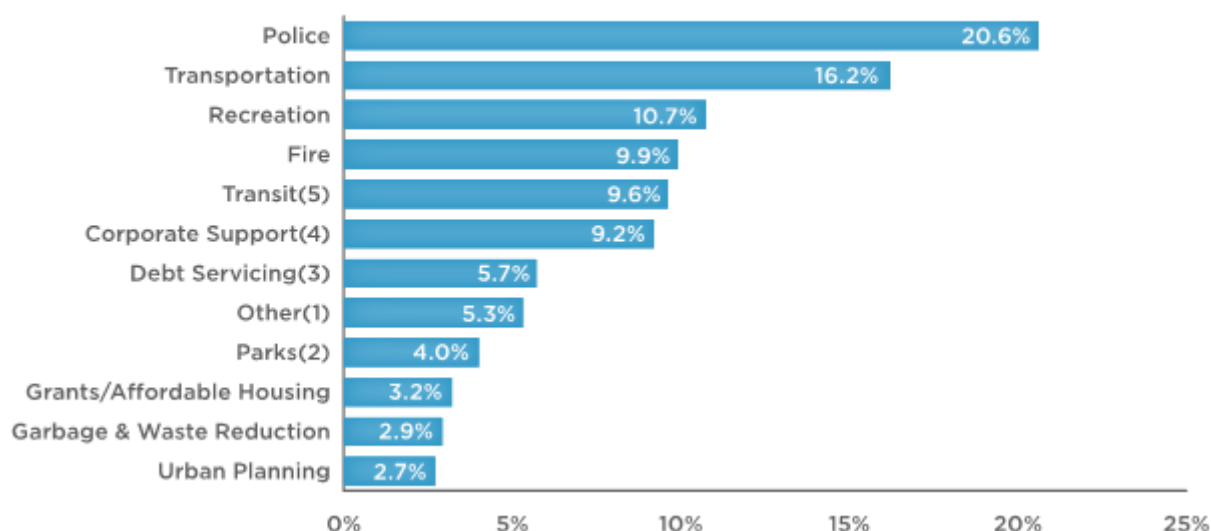
For the 2019 Operating Budget, expenditures are increasing 4.02% over 2018. It is important to note that the increase in expenditures is comprised of the following:

Item	2018 Budget	2019 Budget	Transfer from Civic Budget to Police	(\$) Increase	(%) Increase
Saskatoon Police	\$ 99.3	\$ 105.0	\$ 1.0	\$ 4.6	4.69%
All Other Civic Operations	\$ 391.3	\$ 405.3	\$ (1.0)	\$ 15.1	3.85%
Total	\$ 490.6	\$ 510.3	\$ -	\$ 19.7	4.02%



The following chart shows the distribution of the tax-supported expenditures by service. Policing represents the largest portion of the City's operating expenditures at nearly 21%, or \$105.0 million.

2019 TOTAL OPERATING EXPENDITURES BY SERVICE



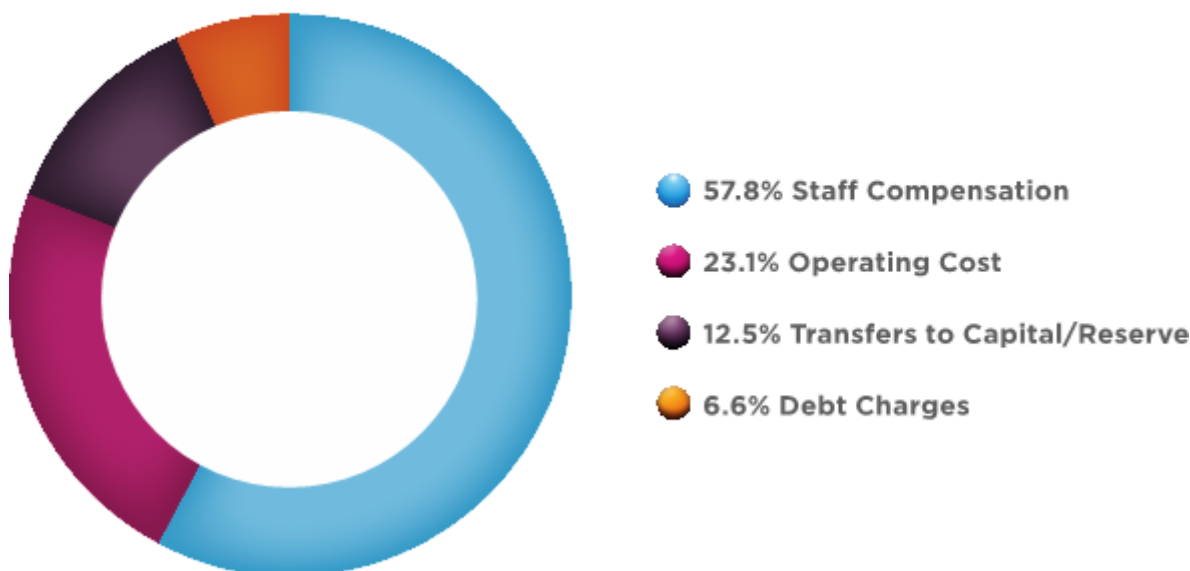
- (1) Other includes street lighting, animal services, cemeteries and facilities, court costs for traffic violations, Saskatoon Land, Impound Lot, and property annexation costs
- (2) Parks includes urban forestry and pest management
- (3) Debt Servicing includes provisions for current and future debt 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 chart below shows the percentage share of major expense categories within the 2019 Operating Budget.

- The majority of expenditures for the Operating Budget, \$295.0 million, are for staff salaries and payroll costs. This is represented by 57.8% in the graph below.
- Transfers to Capital and Operating Reserve account for \$63.7 million of the Operating Budget (includes capital down payments for funding plans). This is represented by 12.5% in the graph below.
- Debt servicing costs (principal and interest) are \$33.6 million of the Operating Budget. These are funded by \$10.5 million of Federal Gas Tax and \$23.1 million from property taxation. This is represented by 6.6% in the graph below.

2019 TOTAL OPERATING EXPENDITURES BY CATEGORY



Staffing

The following table shows the total staffing requirements in 2019 and the change over 2018. The 2019 Budget includes an additional 61.1 FTEs over 2018 (a 1.7% increase). The 61.1 FTE figure is net of all transfers, redeployments and continuous improvement reductions that have been identified in the 2019 Budget. The 2019 FTE distribution is also shown in the following table:



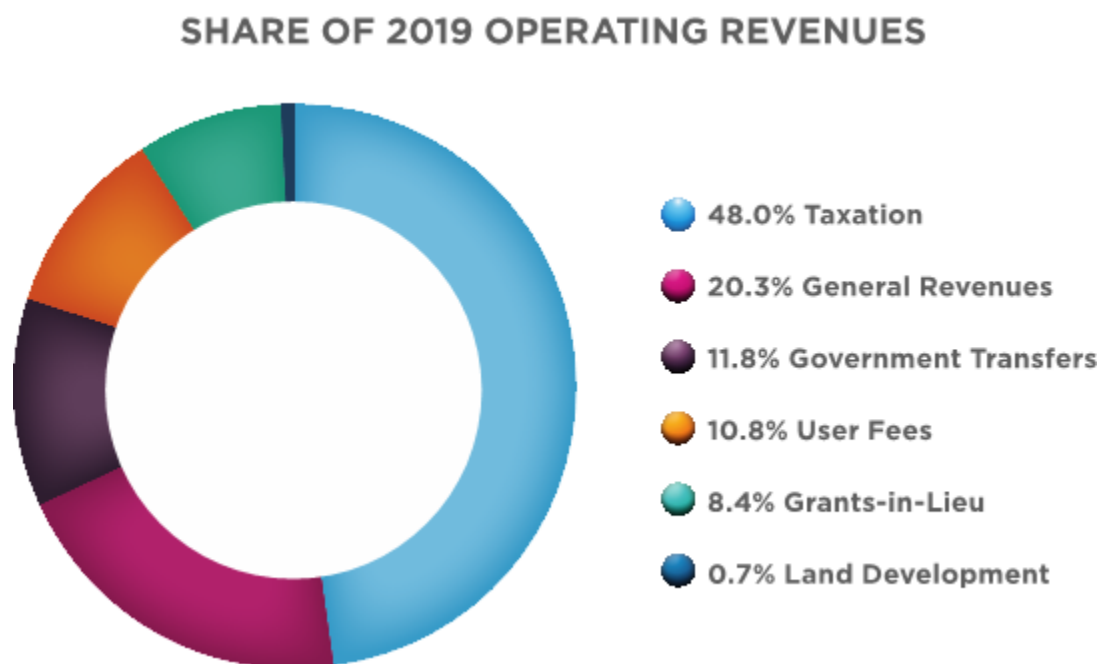
Full-Time Equivalents (FTEs)	2018 Budget	2019 New	2019 Redeploy	2019 Budget	FTE Net Change
Tax Supported Services					
Civic Operations					
Community Support	30.6	-	-	30.6	-
Corporate Asset Management	241.9	4.5	(0.5)	245.9	4.0
Corporate Governance & Finance	411.0	9.0	0.5	420.5	9.5
Environmental Health	108.9	1.7	0.3	110.9	2.0
Fire	336.0	1.0	-	337.0	1.0
Recreation & Culture	298.5	4.4	-	302.9	4.4
Transportation	618.6	12.2	0.3	631.1	12.5
Urban Planning & Development	48.7	0.6	-	49.3	0.6
Total Civic Operations	2,094.2	33.3	0.6	2,128.2	34.0
Police					
Police	656.5	10.0	-	666.5	10.0
Total Police	656.5	10.0	-	666.5	10.0
Controlled Corporations					
Remai Modern	45.1	2.5	-	47.6	2.5
SaskTel Centre	47.7	-	-	47.7	-
TCU Place	62.6	-	-	62.6	-
Total Controlled Corporations	155.3	2.5	-	157.8	2.5
Total Tax-Supported Services	2,906.1	45.8	0.6	2,952.5	46.5
Non-Tax Supported Services					
Building and Plumbing Permits & Standards	57.0	1.0	-	58.0	1.0
Business Licenses	10.6	-	-	10.6	-
Golf Courses	24.8	-	-	24.8	-
Impound Lot	0.8	-	-	0.8	-
Nutrien Playland	4.3	(0.4)	-	3.8	(0.4)
Gordon Howe Campsite	2.7	-	-	2.7	-
Land Development	18.4	-	-	18.4	-
Total Non Tax-Supported Services	118.5	0.6	-	119.1	0.6
Utilities					
Utilities	361.4			361.4	-
New FTEs	-	5.8		5.8	5.8
Transferred to Operating	-		-	-	-
Transferred from Capital (Utilities)	-		0.7	0.7	0.7
Total Utilities	361.4	5.8	0.7	367.9	6.5
Subtotal	3,386.0	52.2	1.3	3,439.5	53.6
CAPITAL	299.9			299.9	-
New FTEs	-	8.9		8.9	8.9
Transferred to Operating	-		(0.6)	(0.6)	(0.6)
Transferred to Operating (Utilities)	-		(0.7)	(0.7)	(0.7)
Capital	299.9	8.9	(1.3)	307.5	7.6
Total Full-Time Equivalents	3,685.9	61.1	-	3,747.0	61.1



Revenues: Where the Money Comes From

The City of Saskatoon generates operating revenues from five sources to pay for the delivery of its programs and services: taxation, general revenues, user fees, government transfers, and grants-in-lieu of taxes.

The percentage of revenue sources that pay for all civic programs and services in the City's 2019 Operating Budget is shown in the pie chart below.

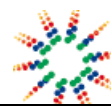


As the chart illustrates, almost half (48.0%) of the City's 2019 operating revenues come from taxation, and almost entirely from the municipal property tax. This is relatively low when compared to other Canadian municipalities.

However, taxation has been steadily rising as a share of operating revenues for two reasons:

- tax supported expenditures have been consistently increasing; and
- most non-tax revenues have not been keeping pace with rising costs, such as inflation, growth, and service level changes.

The remaining pages in this section of the document addresses each of the City's five primary revenue sources in more detail.



General Revenues

For 2019, general revenues make up 20.3% of the City's total general operating revenue, and 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 Saskatoon Light & Power (SL&P), Saskatoon 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, Stormwater, SL&P and Waste Services, and currently include 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 grant-in-lieu of property taxes.

The table below summarizes the utility contributions to City revenues for the 2017 to 2019 budget years. The increased revenue included in the 2019 Operating Budget is approximately \$1.7 million.

UTILITY CONTRIBUTIONS

Contributions from City-Owned Utilities (\$000's)	2017 Budget	2018 Budget	2019 Budget	2019 Change
Recycling	\$ 53.5	\$ 53.5	\$ 53.5	\$ -
Admin. Fee	\$ 53.5	\$ 53.5	\$ 53.5	\$ -
SL&P	\$ 47,785.8	\$ 48,860.3	\$ 47,737.8	\$ (1,122.5)
Admin. Fee	\$ 431.1	\$ 431.1	\$ 431.1	\$ -
Grant-in-Lieu	\$ 22,695.0	\$ 23,769.5	\$ 22,647.0	\$ (1,122.5)
Return on Investment	\$ 24,659.7	\$ 24,659.7	\$ 24,659.7	\$ -
Storm	\$ 51.8	\$ 51.8	\$ 51.8	\$ -
Admin. Fee	\$ 51.8	\$ 51.8	\$ 51.8	\$ -
Wastewater	\$ 11,032.8	\$ 12,393.7	\$ 13,108.4	\$ 714.7
Admin. Fee	\$ 4,369.7	\$ 4,369.7	\$ 4,369.7	\$ -
Grant-in-Lieu	\$ 3,995.9	\$ 4,727.0	\$ 4,769.7	\$ 42.7
Return on Investment	\$ 2,667.2	\$ 3,297.0	\$ 3,969.0	\$ 672.0
Water	\$ 13,097.4	\$ 14,411.9	\$ 16,563.6	\$ 2,151.7
Admin. Fee	\$ 3,923.9	\$ 3,923.9	\$ 3,923.9	\$ -
Grant-in-Lieu	\$ 5,490.7	\$ 5,935.0	\$ 7,158.7	\$ 1,223.7
Return on Investment	\$ 3,682.8	\$ 4,553.0	\$ 5,481.0	\$ 928.0
Grand Total	\$ 72,021.3	\$ 75,771.2	\$ 77,515.1	\$ 1,743.9



Grants-in-Lieu of Taxes and Franchise Fees

Grants-in-lieu of taxes and franchise fees are typically grant payments to municipalities from the federal and provincial 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.

This revenue source totals \$42.9 million in 2019 and comprises 8.4% of the City's projected revenues for 2019. As a result of the 2018-19 Provincial Budget, the grants-in-lieu (historically referred to as franchise fees) received from SaskEnergy were re-instated. These were originally discontinued as part of the 2017-2018 Provincial Budget. It is anticipated that the reinstated grant-in-lieu from SaskEnergy will result in an additional \$4.3 million in general revenue in 2019.

A grant-in-lieu is also paid by Saskatoon Land and the City's utilities, as indicated in the Utility Contributions Table.

User Fees

User fee revenue from services comprises 10.8% of the total 2019 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 cost from users. For instance, for those services that directly benefit a particular user, in most cases user fees are charged. However, for those services that have social or community benefits, and where the cost to the user would be prohibitive, then the City will subsidize a portion of the cost of the service, such as public transit and memberships to civic leisure centres.

The following table provides a 2018-2019 comparative summary for some of the City's significant user fee changes. This information includes the proposed fee changes effective January 1, 2019, unless otherwise noted.

Other significant user fees that have remained unchanged from the 2018 Budget include some of the following (but not limited to):

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



MUNICIPAL USER FEE-RATES

	2018 Rate	2019 Rate	Change (\$)	Change (%)
Indoor Rink Admission:				
Adult	\$ 5.75	\$ 5.75	\$ 0.00	0.0%
Youth	\$ 3.75	\$ 3.75	\$ 0.00	0.0%
Forestry Farm Park & Zoo:				
Adult	\$ 12.50	\$ 12.50	\$ 0.00	0.0%
Youth	\$ 7.50	\$ 7.50	\$ 0.00	0.0%
Family ⁽¹⁾	\$ 25.00	\$ 25.00	\$ 0.00	0.0%
Adult Season Pass	n/a	\$ 40.00	n/a	n/a
Youth Season Pass	n/a	\$ 24.00	n/a	n/a
Family Season Pass	n/a	\$ 80.00	n/a	n/a
Leisure Cards:				
Adult 1 Month	\$ 45.00	\$ 50.00	\$ 5.00	11.1%
Youth 1 Month	\$ 27.00	\$ 30.00	\$ 3.00	11.1%
Family 1 Month	\$ 90.00	\$ 100.00	\$ 10.00	11.1%
Gordon Howe Campground:				
Campground Electric (15 Amp)	\$ 36.67	\$ 36.67	\$ 0.00	0.0%
Campground Electric (30 Amp)	\$ 40.48	\$ 40.48	\$ 0.00	0.0%
Campground Electric (50 Amp)	\$ 43.81	\$ 43.81	\$ 0.00	0.0%
Weekly Electric (15 Amp)	\$ 223.81	\$ 223.81	\$ 0.00	0.0%
Weekly Electric (30 Amp)	\$ 247.62	\$ 247.62	\$ 0.00	0.0%
Weekly Electric (50 Amp)	\$ 271.43	\$ 271.43	\$ 0.00	0.0%
Monthly Electric (15 Amp)	\$ 661.90	\$ 661.90	\$ 0.00	0.0%
Monthly Electric (30 Amp)	\$ 728.57	\$ 728.57	\$ 0.00	0.0%
Monthly Electric (50 Amp)	\$ 790.48	\$ 790.48	\$ 0.00	0.0%
Tent	\$ 21.90	\$ 21.90	\$ 0.00	0.0%
Sewage	\$ 7.62	\$ 7.62	\$ 0.00	0.0%
Overflow	\$ 19.05	\$ 19.05	\$ 0.00	0.0%
Laundry	\$ 0.00	\$ 0.00	\$ 0.00	0.0%
Residential Recycling: (per month)	\$ 5.52	\$ 5.65	\$ 0.13	2.4%
Multi-unit Recycling: (per month)	\$ 2.96	\$ 3.11	\$ 0.15	5.1%
<u>Leaves & Grass subscription fee: (per season)</u>				
Early Rate (January - April)	\$ 55.00	\$ 55.00	\$ 0.00	0.0%
Standard Rate (May - December)	\$ 75.00	\$ 75.00	\$ 0.00	0.0%
Saskatoon Light & Power (Electrical): (yearly increase)⁽²⁾	5.0%	4.0%	-	-
Water/Wastewater: (yearly increase)⁽³⁾	9.25%	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. 4.0% for 2019 is estimated based on historical trend from SaskPower.

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

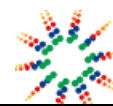


Government Transfers

In order to provide necessary and essential public services and programs to its residents, the City receives funding from other orders of government. For 2019, government transfers account for 11.8% of the City's total operating revenues.

The bulk of the City's operating transfers comes from the Government of Saskatchewan's flagship program, Municipal Revenue Sharing (MRS). The MRS is an unconditional transfer payment made to Saskatchewan municipalities to help them deliver services that reflect the provincial interest. For the last decade, the program has been linked to the performance of Provincial Sales Tax (PST) revenues, wherein the government has shared the equivalent of one percentage point of PST revenues to municipalities.

However, due to provincial tax policy changes, the Province and the municipal sector are in the process of renewing the MRS program. Given this process, the 2019 approved budget estimates that the City of Saskatoon will receive approximately \$43.4 million in MRS, the same amount as in 2018.



Taxation

As required by provincial legislation, the City must balance its operating revenues with its operating expenditures. The City has a limited number of revenue sources, and any revenue shortfalls must be balanced through a property tax increase.

The 2019 Operating Budget includes a municipal property tax increase of 4.40%, generating an additional \$10.2 million for the City.

The table below also illustrates the details of the 2019 property tax increase for public safety operations such as Police and Fire, in addition to the remaining civic services.

The approved 2019 property tax increase is made up of:

- 0.61% for the Saskatoon Police Service
- 0.35% for Fire Protection
- 3.44% for all other civic operations

BREAKDOWN OF PROPERTY TAX INCREASE

(\$000's)	Expenditures	Revenues	Budget Increase	Percent Increase
Total City Operations (excluding Fire & Police)	13,317.8	(5,358.2)	7,959.6	3.44%
Total Fire Services Operating Increase	1,760.7	(949.9)	810.8	0.35%
Total Police Operating Increase	4,655.4	(3,248.9)	1,406.5	0.61%
Total Municipal Increase	19,733.9	(9,557.0)	10,176.9	4.40%



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 summary section as filling the revenue gap). In addition, City Council approves a tax ratio that describes how taxes will be distributed between residential and non-residential property classes.

2019 Property Taxes for the Typical Homeowner

On November 28, 2018, City Council approved the 2019 Budget with a \$10.2 million increase for property taxes (or a 4.40% property tax increase). The 2019 property tax increase of 4.40% means that a homeowner who owns a single-family detached home with an average assessed value of \$371,000 will see their municipal property taxes increase by the approximate amounts categorized in the table below.

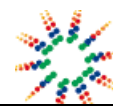
IMPACT OF PROPERTY TAX INCREASE

Municipal Tax Increase Per Average Household \$371,000 Assessment	Total Civic Services 3.79%	Total Police Services 0.61%	Total 4.40%
Approximate Total 2019 Increase (\$)	\$ 68.50	\$ 11.02	\$ 79.52
Approximate \$ Increase Per Month	\$ 5.71	\$ 0.92	\$ 6.63

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 2019 resulted in a 0.47% shift from residential to commercial properties. The ration of 1.59:1 for the 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 on an equivalent assessment. As a result, the final 2019 municipal (residential) increase was 4.45% as shown in the table below.

Municipal (Residential) Property Tax Increase	
Property Tax Increase	4.40%
Tax Ratio Change	0.05%
Final 2019 Tax Increase	4.45%



Average Residential Taxes

As a result of the above noted decisions, an average residential property will see an annual increase of \$92.5 (2.88%) to its total 2019 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 board.

The following table illustrates the changes in taxes from 2018 to 2019 for a residential property with an assessed value of \$371,000.

Tax Changes for Residential Property (valued at \$371,000)	2018 Taxes	2019 Budget (Nov.28, 2018)	2017 Shift to 1.59:1	2019 Taxes
City	\$1,808.1	\$79.6	\$0.85	\$1,888
Library	\$180.6	\$11.9	\$0.09	\$193
Education	\$1,222.8	\$0.0	\$0.00	\$1,223
Total Taxes	\$3,211.5	\$91.5	\$1	\$3,304
% Increase (2019 taxes compared to 2018 taxes)				2.88%

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

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



(1) Includes street lighting, animal services, cemeteries and facilities

(2) Includes urban forestry and pest management

(3) Includes provisions for current and future servicing

(4) Includes the offices of the City Manager, City Clerk, City Solicitor, Finance, Revenue, Assessment & Taxation, Information Technology, Human Resources, General Administration, Legislative, and Service Saskatoon

(5) Includes Access Transit



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 sales 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 valuation 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 2019, commercial properties have a POV of 100% and residential properties have a POV of 80%.

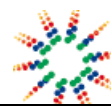
For more information on how properties are assessed, visit saskatoon.ca/assessment.

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 2019 uniform mill rates below reflect the approved budgetary requirements of the City and the Saskatoon Public Library over the past five years:

Uniform Mill Rates					
Taxing Authority	2015	2016	2017*	2018	2019
City	7.6300	7.9203	6.2942	6.5426	6.8161
Library	0.7657	0.8032	0.6526	0.6535	0.6951
Total	8.3957	8.7235	6.9468	7.1961	7.5112

**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 condominiums and multi-residential properties) and non-residential (commercial/industrial properties).

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 2019 mill rate factors. First, the 2019 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	2015	2016	2017	2018	2019
Residential/Condominium	0.9447	0.9443	0.9321	0.9311	0.9335
Multi-Unit Residential	0.9447	0.9443	0.9397	0.9311	0.9335
Commercial	1.1676	1.1661	1.1945	1.2007	1.1957
Private Light Aircraft Hangar	0.6613	0.6610	0.7106	0.7449	0.7468

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 2019 Education Property Tax mill rates.

2019 Education Mill Rates	
Residential, Condominium, Multi-Residential	4.12
Agricultural	1.43
Commercial/Industrial	6.27
Resource	9.68



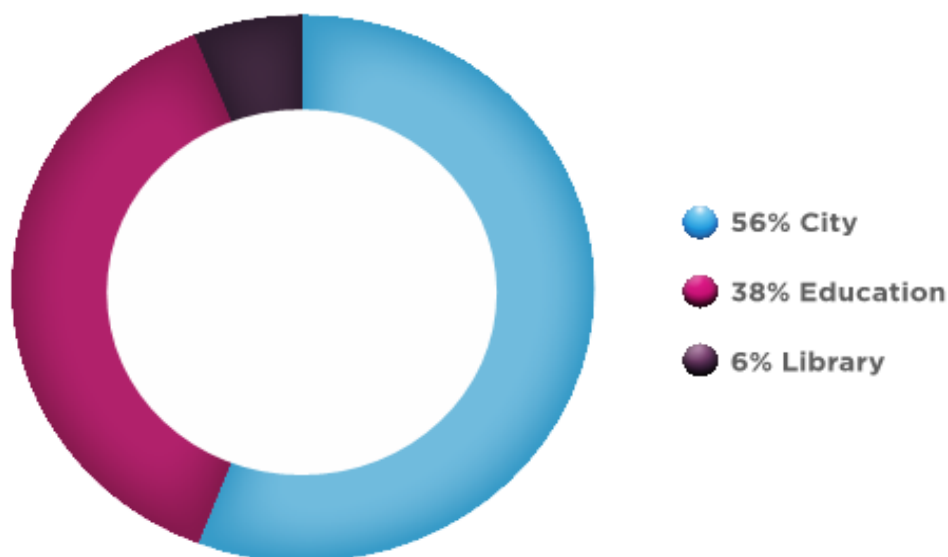
As shown in the following table, a residential property valued at \$371,000 in 2019 will pay \$1,222.82 for Education Taxes, which results in a zero increase in Education Property Tax rate over 2018. All monies levied for Education Property Taxes are paid directly to the respective school division.

Education Taxes for Residential Property (valued at \$371,000)	2018 Taxes	2019 Taxes	2019 Tax Increase (%)
Education	\$ 1,222.82	\$ 1,222.82	0.00%

Total Property Tax Distribution

The total property tax dollar distribution for 2019 is shown below. A little more than half of all property taxes collected went 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, 38% is remitted to the Province of Saskatchewan to pay for education.

DISTRIBUTION OF PROPERTY TAX (2019)



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 2019 CAPITAL BUDGET

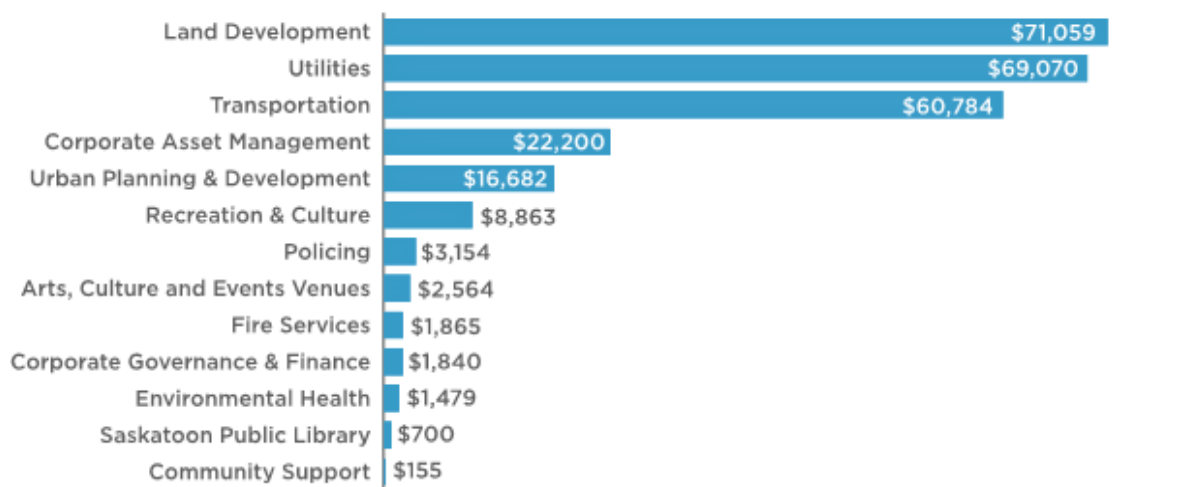
The City's Capital Budget directs funding for the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines. The 2019 Capital Budget not only addresses Saskatoon's growth, but also its basic infrastructure needs with continued emphasis on roads, transit, water, and wastewater distribution systems.

The City continues to develop funding plans for major infrastructure assets not only resulting from growth, but also for the maintenance and replacement of the assets due to aging. 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-up to meet the long-term needs and to achieve the service levels desired by the citizens of Saskatoon.

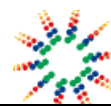
The City's 2019 Capital Budget provides a total capital investment of \$260.4 million as seen in the following graph. Together, the various projects that make up this total investment aim to meet the objectives of the Strategic Plan and specifically:

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

2019 CAPITAL INVESTMENT BY BUSINESS LINE (\$000'S)



Land Development represents 27.3% of the total capital investment for 2019 required for various infrastructure requirements in Holmwood, Brighton, Aspen Ridge, Kensington, and Rosewood, among other developments.



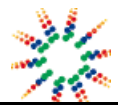
Utility-related projects make up 26.5% of the total capital investment in 2019, including:

- Over a \$27.4 million investment in upgrades and maintenance at the Water Treatment Plant for rehabilitation and replacement of the water distribution system, reservoir structural repairs, chlorine room capacity and filter plant underdrain upgrades;
- Over an \$11.0 million investment in upgrades and maintenance at the Wastewater Treatment Plant for rehabilitation and replacement of the wastewater collection system, lift station upgrades, major replacements of bioreactor pumps and components; and
- Saskatoon Light & Power is investing over \$23.0 million in upgrades to electrical distribution, substations, transmission lines and street lights.

Transportation projects represent 23.3% of the total capital investments in the 2019 Capital Budget. Some of the notable investments include:

- \$31.3 million for paved roadway and sidewalk preservation; and
- \$13.5 million for Sid Buckwold Bridge repairs.

The remaining 22.9% of the 2019 Capital Budget is allocated among various smaller projects.

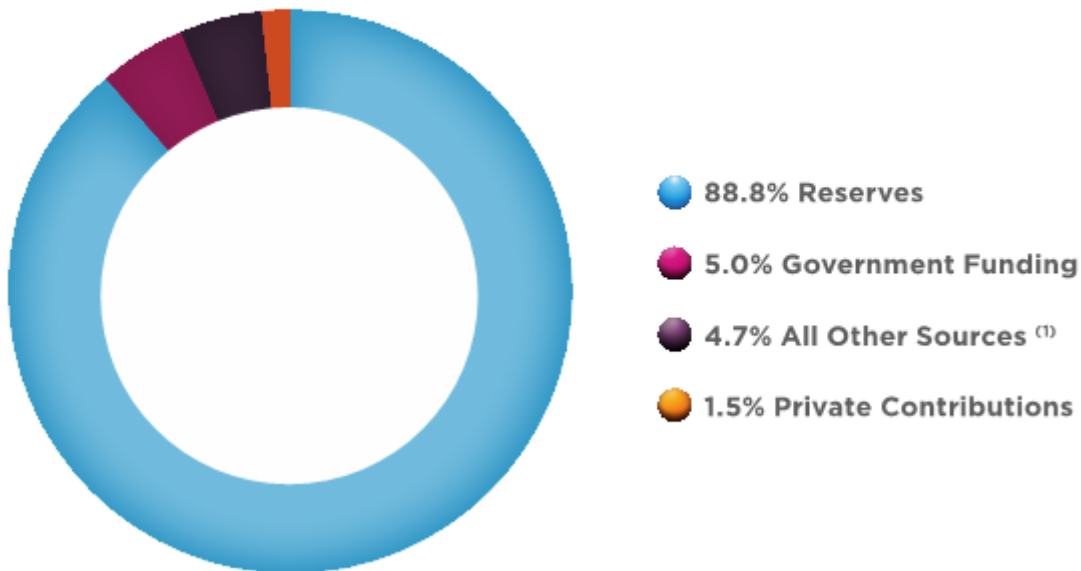


PAYING FOR THE 2019 CAPITAL BUDGET

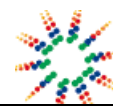
The largest source of funding for the 2019 Capital Budget are reserves.

Approximately \$231.3 million (88.8%) of the entire Capital Budget is funded through reserves that the City has set aside for capital replacement, enhancement, and new capital work. The remaining \$29.1 million (11.2%) of the Capital Budget is split among various sources.

2019 CAPITAL BUDGET FUNDING SOURCES



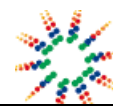
(1) Other sources include a total of \$12.3 million funded from the City's reallocation pool which utilizes previously allocated funds to utility projects that have since received funding from the provincial or federal governments, or allocations from the City's funding plans that utilize a variety of funding sources such as land dividends, property tax phase-ins and Federal Gas Tax allocations.



CAPITAL BUDGET FUNDING SUMMARY

GENERAL CAPITAL: (\$000's)	2019 Budget
Reserves	158,639
Borrowing	-
Provincial Government	-
Federal Government	13,084
Private/External Contributions	2,739
Operating Contributions	-
Other	10,874
Saskatoon Public Library Reserve	700
TOTAL GENERAL CAPITAL	186,036
UTILITY CAPITAL: (\$000's)	
Reserves	66,640
Borrowing	-
Provincial Government	-
Federal Government	-
Private/External Contributions	1,050
Operating Contributions	-
Other	1,380
TOTAL UTILITY CAPITAL	69,070
TOTAL GENERAL & UTILITY CAPITAL	255,106
LAND DEVELOPMENT: (\$000's)	
Reserves/Developers	5,309
TOTAL CAPITAL FUNDING	260,415

General Capital refers to capital projects that are non-utilities, such as transportation capital projects. The following pages provide more detail 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 Bylaw No. 6774, The Capital Reserve Bylaw, and Council Policy No. C03-003, Reserves for Future Expenditures.

Schedule XII (Capital Reserve Sufficiency) of the 2019 Detailed Operating and Capital Budget reflects the sufficiency of these reserves.

The balances of the City's capital and stabilization reserves heading into 2019 remain healthy, with a total estimated balance of \$227.0 million.

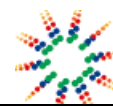
CAPITAL AND STABILIZATION RESERVE SUFFICIENCY

Estimated Reserve Balances		(\$ millions)
Capital Reserves:	Jan/18	Jan/19
General	55.6	53.5
Prepaid Services (Land Development)	36.9	58.9
Property Realized	30.9	30.9
Boards/Commissions (Including Saskatoon Public Library)	60.1	50.7
Capital Reserves Total	183.5	194.0
Stabilization Reserves:		
Fiscal Stabilization	5.0	5.0
Land Operations Stabilization	3.6	3.6
Fuel Stabilization	1.3	0.3
Utilities Stabilization	14.7	11.4
Building Permits/Inspections Stabilization	7.6	7.0
Other	6.0	5.7
Stabilization Reserves Total	38.2	33.0
Total Reserves Balance	221.7	227.0

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. In total, approximately \$2.6 million has been made available to fund the discretionary capital projects as seen in the table below. RCE is mostly funded by an annual mill rate contribution.

Reserve for Capital Expenditures

Reserve for Capital Expenditures (RCE) Reserve Forecast	2019
Projected January 1 Opening Balance	1,168
Contribution from Operating Budget	2,868
River Landing Operating Funding	(715)
Minimum Balance Retained	(750)
Allocated RCE Funding for 2019 Capital Projects	2,571

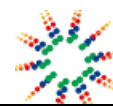


External Borrowing

The 2019 Capital Budget does not contain any new external borrowing. The total outstanding debt as of December 31, 2017 was \$349.2 million. The increase in debt of \$30.3 million over 2016 is mainly due to third-party debt related to the Public Private Partnerships (P3) agreement for the North Commuter Parkway and Traffic Bridge. With the P3 project borrowings and the planned debt repayments, the outstanding debt balance as at December 31, 2018 was approximately \$359.0 million.

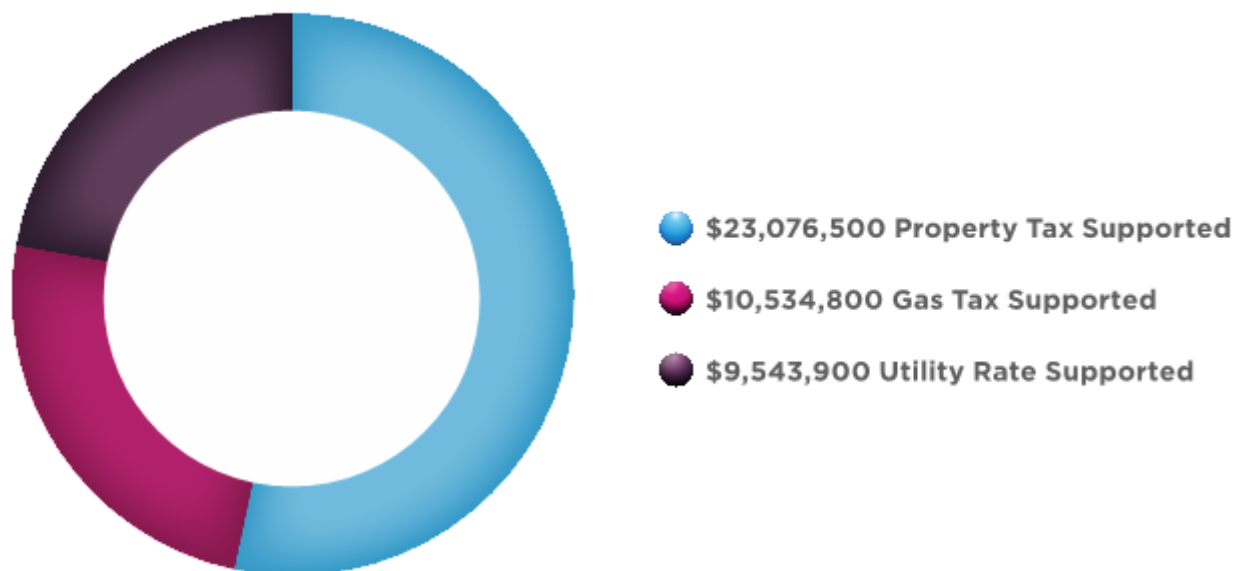
The forecasted borrowing for the next five years is expected to increase to a peak near \$422.0 million in 2023 as the P3 contract for the North Commuter Parkway and Traffic Bridge concludes, and as the construction on the City's Bus Rapid Transit program begins. In 2014, City Council approved the application 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 agreements, such as the Civic Operations Centre, and the North Commuter Parkway and Traffic Bridge Replacement projects. 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 2019, total debt servicing costs are budgeted at \$43.2 million, which are made up of \$28.7 million and \$14.5 million in principal and interest payments respectively.



The property tax supported funding source is \$23.1 million, and \$10.5 million is federal Gas Tax funding, with the remaining \$9.5 million being utility rate supported. The total funding sources for all City debt servicing costs in 2019 are shown below.

2019 BUDGETED DEBT SERVICING COST BY FUNDING SOURCE



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. Key external funding sources include 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 repayments on borrowing for these projects.



Operating Budget Impact of Capital Investments

Capital projects contained in the 2019 Capital Budget will impact future City operating programs. The additional operating costs of 2019 projects for the years 2020 to 2022 are summarized below.

OPERATING IMPACTS OF FUNDED CAPITAL PROJECTS

Business Line (\$000's)	2020	2021	2022
Corporate Governance & Finance	365.0	-	-
Environmental Health	307.0	-	-
Fire Services	37.2	-	-
Land Development	-	107.9	467.4
Policing	38.7	55.5	21.5
Recreation and Cultural Services	23.1	-	-
Transportation	5.0	-	-
Urban Planning & Development	142.3	148.8	53.0
Utilities	84.0	-	-
Total	\$1,002.3	\$312.2	\$541.9

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 2019 operating impacts of capital projects that are included within the 2019 Operating Budget.

OPERATING IMPACTS INCLUDED

Business Line	Project	(\$000's)
Fire Services:		
	P2508-FIRE-FIRE STATION NO. 5 REPLACEMENT	40.7
Land Development:		
	P1569-PARK DEV-EVERGREEN	27.5
Recreation and Cultural Services:		
	P1595-CY-NEIGHBOURHOOD PARKS ENHANCEMENTSQUIP REPL	33.0
	P1664-CY-GORDON HOWE COMPLEX UPGRADES	76.0
	2349-CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	28.0
Transportation:		
	P2017-TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	93.5
Urban Planning and Development:		
	P2605-CY-REGIONAL PLAN IMPLEMENTATION	60.0
Utilities:		
	P1174-SL&P-STREET LIGHTS-LAND DEVELOPMENT	141.6
Total		\$500.3



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
\$8.2 million

Capital Budget
\$2.6 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Remai Modern Art
Gallery

SaskTel Centre

TCU Place

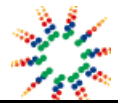
Service Outcomes

Remai Modern Art Gallery

- To curate, interpret, engage with and exhibit dynamic modern and contemporary world art from a Saskatchewan point-of-view.
- To provide leading edge exhibitions and programs in a well-managed, beautiful, modern, well-constructed setting, which celebrates the region's contributions to visual arts, and serves as a hub for arts and culture.
- To manage, maintain and develop a major collection of modern and contemporary art as a resource for our programs, informed by our vision and the diversity of artists and our audiences.

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 major touring shows, sport team tenants and local, national and international events.
- To provide exemplary customer service, high quality events, strong fiscal management, and excellence in safety, engaged workforce, positive community partnerships, 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 tradeshow.

At A Glance

Remai Modern Art Gallery

- Opened October 21, 2017, with over 360,000 visits and over 9,000 members.
- 130,000 square feet of space, including 11 exhibition galleries, a community atrium, restaurant, retail store, 2 learning studios, a 150-seat theatre, rental spaces including the Riverview Room, rooftop patio, 2 board rooms, and gallery lounge.
- 8,000 works of art in the collection, including 406 Picasso linocuts, valued at over \$40 Million.

SaskTel Centre

- 500,000 visits annually
- 15,195 seats
- 600 contracted staff
- 30 years of operation in 2018.

TCU Place

- 900,000 visits per year.
- 120,000 sq. ft. of multi-purpose space.
- 22,400 sq. ft. ballroom.
- 2,074 seats in the Sid Buckwold Theatre.
- 500 events organized by Convention Services.
- 65 booking dates in the Theatre.

City Council Strategic Priority Areas Supported by this Business Line

Downtown Development

- Remai Modern is a vital piece of River Landing, and is contributing significantly to both the economic and cultural development of downtown, and the city as a whole.
- SaskTel Centre is committed to contributing to the economic diversity and prosperity of Saskatoon, and will continue to ensure that the venue meets the needs of the community.



Reconciliation, Inclusion, and Diversity

- Remai Modern is committed to developing programming and initiatives that welcome and engage local Indigenous communities and foster their active participation in all our programs, as well as supporting diversity amongst our staff, volunteers, artists, stakeholders and audiences.
- SaskTel Centre supports Truth and Reconciliation Commission Calls to Action, is committed to cultivating diversity and inclusion in our organization for all staff, contractors and patrons.
- TCU Place is committed to offering an inclusive workplace that embraces diverse ethnic backgrounds and assists in demonstrating that the Facility is an organization of choice to patrons, staff and contractors.

Recreation, Culture, and Leisure

- Remai Modern's mandate is to provide transformative experiences by connecting art with local and global communities, and as Canada's modern art museum, we are a cultural and artistic hub for the city.
- SaskTel Centre strives to provide world-class culture, sport, and live entertainment experiences for the social and cultural enrichment for Saskatoon.
- TCU Place looks to enhance the quality of life for our stakeholders through a balance of performing arts, conventions and cultural experiences.

Strategic Risks

Remai Modern Art Gallery:

- The operating budget requires 50% of revenues be self-generated, including significant sponsorship and fundraising targets, which will continue to be a challenge.
- A new building with unresolved deficiencies, coupled with a lack of historical data, may lead to unanticipated ongoing operating costs.
- A lack of resources to maintain a high level of service and high quality programs may lead to a reduction in visitation and memberships, and therefore a reduction in earned revenue.

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 led 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	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track



Strategic Outcomes and 2019 Actions

Our workforce is representative of the local population.

Remai Modern Art Gallery

- Develop and implement a comprehensive workforce diversity strategy, appoint a full-time Indigenous Relations Manager, and establish an Indigenous Advisory Council of Elders and other key influencers from Indigenous communities.

SaskTel Centre

- SaskTel Centre commits to implementing diversity and inclusion into future strategic planning, implementing a dedicated budget during the next budget cycle and ensuring accountability of goals set by senior staff. The initiatives include; diversity and inclusion recruitment plan for hiring employees and Board of Directors, training opportunities, and community focus groups.

TCU Place

- Develop initiatives for a representative increasing diversity across our workforce to include strengthening diversity competencies, attracting and recruiting a diverse employee base whilst streamlining the processes to improve accessibility and understanding.

Maintain strong visitation, membership, and fundraising revenue growth after a successful first year of operations, and ensure our staff, visitors, and artists are representative of Saskatoon's cultural diversity.

- Implement a program of exhibitions and live projects that provide a Canadian and Saskatchewan perspective on modern and contemporary global art movements through a mix of regional, national and international programs.
- Provide a dynamic range of learning and engagement programs, from introductory to advanced, that foster visitor understanding of, interaction with and enjoyment of our exhibitions, collections and art programs.
- Build understanding of and support for the brand experience with local community stakeholders, and to attract a diverse audience of local visitors to Remai Modern, including Indigenous and newcomer communities.
- Develop and implement marketing and communication plans to support the achievement of financial targets across all revenue generating budget lines including development, sales and membership.

Upgrade the SaskTel Centre and ensure financial sustainability.

- With the addition of tenants; the Saskatchewan Rush, the Saskatchewan Rattlers Basketball Club (in spring 2019) and the successful expansion of the self-promoted event category, SaskTel Centre is now less reliant on major touring shows for financial sustainability.
- SaskTel Centre is committed to diverse programming for the enrichment of the region and continues to attract a variety of touring shows and national/international events.
- Ongoing implementation of building and system upgrades and replacements as required, including: luxury suite upgrades, concession stand renovations, lighting system improvements, power enhancements, and increased security measures.

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 and the City of Saskatoon 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

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Remai Modern	5,079.7	5,079.7	5,474.7	0.0	5,930.5	5,930.5	455.8	8.3%
SaskTel Centre	444.2	594.2	547.7	0.0	560.0	560.0	12.3	2.2%
TCU Place	1,659.9	1,660.4	1,704.7	0.0	1,758.8	1,758.8	54.1	3.2%
Total	7,183.8	7,334.3	7,727.1	0.0	8,249.3	8,249.3	522.2	6.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	155.31	157.81	2.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Remai Modern	0.0	0.0	0.0	5,474.7	0.0	455.8	0.0	5,930.5	5,930.5
SaskTel Centre	0.0	0.0	0.0	547.7	47.3	(35.0)	0.0	560.0	560.0
TCU Place	0.0	0.0	0.0	1,704.7	54.1	0.0	0.0	1,758.8	1,758.8
Total	0.0	0.0	0.0	7,727.1	101.4	420.8	0.0	8,249.3	8,249.3

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Remai Modern	86.0	86.0	0.0	0.0	0.0
SaskTel Centre	1,209.0	123.0	108.0	163.0	373.0
TCU Place	1,269.0	80.0	544.0	448.0	256.0
Total	2,564.0	289.0	652.0	611.0	629.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
REMAI MODERN EQUIPMENT REPLACEMENT	86.0	86.0	0.0	0.0	0.0
SASKTEL CENTRE EQUIPMENT REPL	204.0	123.0	108.0	163.0	373.0
SASKTEL FACILITY ENHANCEMENT RESERVE	1,005.0	0.0	0.0	0.0	0.0
TCU PLACE EQUIPMENT RESERVE	1,269.0	80.0	544.0	448.0	256.0
Total	2,564.0	289.0	652.0	611.0	629.0
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.

2017 Budget to Actual Variance Explanation:

In 2017 Remai Modern had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Facilities Cost	1,278.4	1,278.4	1,503.4	1,830.5	327.1	21.8%
Subsidies	3,801.3	3,801.3	3,971.9	4,100.0	128.7	3.2%
Capital Contribution	0.0	0.0	0.0	0.0	0.0	0.0%
Total	5,079.7	5,079.7	5,474.7	5,930.5	455.8	8.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	45.05	47.55	2.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Remai Modern	0.0	0.0	0.0	5,474.7	0.0	455.8	0.0	5,930.5	5,930.5

The Remai Modern has a \$455.8 increase to its 2019 budget over 2018 which includes:

Capital Contribution:

- A \$300.0 increase towards the phased-in approach for the required Civic Buildings Comprehensive Maintenance (CBCM) reserve contribution as per the Remai Modern's approved business plan.

Other Significant Item(s):

- A \$15.6 increase in Operating Maintenance and Overhead is required in order to provide appropriate custodial and trades services as well as an increase of \$11.5 in anticipated utility costs.
- A \$128.7 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 that are not offset by self-generated revenue.
- The FTE increase of 2.5 for 2019 is comprised of the following; 0.5 FTE Human Resources Manager, 1.0 FTE IT & Systems Manager and 1.0 FTE Indigenous Relations Manager.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1834 REMAI MODERN- EQUIPMENT PURCHASES	86.0	86.0	0.0	0.0	0.0
Total	86.0	86.0	0.0	0.0	0.0



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

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



SaskTel Centre

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017, SaskTel Centre provided an increased contribution towards the city's fund (CBCM fund) to maintain its buildings. The increase resulted in additional \$150.0 (total contribution \$450.0) for CBCM support.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Operating Cost	894.2	894.2	897.7	945.0	47.3	5.3%
Cost Recovery	(450.0)	(300.0)	(350.0)	(385.0)	(35.0)	10.0%
Total	444.2	594.2	547.7	560.0	12.3	2.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	47.67	47.67	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
SaskTel Centre	0.0	0.0	0.0	547.7	47.3	(35.0)	0.0	560.0	560.0

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 base contribution is 1/3 of the total cost to the CBCM Reserve (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 is an estimated increase of \$35.0 for 2019. The total contribution to the CBCM reserve is \$945.0 representing a \$47.3 inflation increase from the prior year.

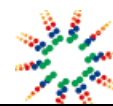
Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	1,209.0	123.0	108.0	163.0	373.0
Total	1,209.0	123.0	108.0	163.0	373.0

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 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 TCU Place had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Facilities Cost	980.0	980.0	1,024.3	1,078.4	54.1	5.3%
Subsidies	500.0	500.0	500.0	500.0	0.0	0.0%
Interest	37.3	43.7	43.7	24.1	(19.6)	-44.9%
Principal	142.6	136.7	136.7	156.3	19.6	44.9%
Total	1,659.9	1,660.4	1,704.7	1,758.8	54.1	3.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	62.59	62.59	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
TCU Place	0.0	0.0	0.0	1,704.7	54.1	0.0	0.0	1,758.8	1,758.8

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 2019, the total contribution is \$1,078.4, an increase of \$54.1 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 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 \$1,915.0 and will be fully repaid in 2022 (15 year term).

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0740 TCU PLACE-EQUIPMENT REPAIR/ REPLACEMENTS	1,269.0	80.0	544.0	448.0	256.0
Total	1,269.0	80.0	544.0	448.0	256.0



2019 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 2019 capital projects.



Operating Budget
\$16.1 million

Capital Budget
\$0.2 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:

- 653,200 visits to cultural facilities.
- 87,000 community association program participant visits.
- 60,800 sport, culture, and recreation program hours.

Supports and community investments provided to:

- 50 social agencies.
- 53 community outdoor rinks, including Meewasin outdoor rink.
- 52 sports organizations.



- 47 community associations.
- 26 community gardens.
- 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:

- 118,113 Leisure Access visits to leisure facilities subsidized per year.
- 40 subsidized interments annually at Woodlawn Cemetery.
- 185 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

- Supports to community based groups.
- Social development and grant supports to Social Serving Agencies.
- Supply of attainable housing.
- Cemeteries – and burial of the impoverished.
- Animal Services (Subsidized spay & neuter Program, SPCA and Saskatoon Animal Control Agency).
- Stewardship of the river valley through supports to Meewasin.

Reconciliation, Inclusion, and Diversity

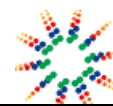
- Truth and Reconciliation Calls to Action initiatives.
- Aboriginal leadership initiatives.
- Anti-racism education and awareness.
- Immigration action plan.
- Age-Friendly initiatives.

Recreation, Culture, and Leisure

- Culture Plan renewal, Public Art and grant supports to cultural and heritage organizations.
- Recreation and Parks Facilities Game Plan implementation.
- Supports to community associations for delivery of neighbourhood based sport, culture and recreation programs.
- Off Leash Dog Parks.
- Leisure Access program.
- Grant and in-kind supports for Special Events.

Economic Diversity and Prosperity

- Supports to SREDA and Tourism Saskatoon.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	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	250	Decline	On - Track
Participation at City Recreation Facilities	≥6,600 visits/1,000 population	6,216	6,634	6,959	6,667*	6,800	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.

- For the past 3 years, 2015, 2016 and 2017, the target of 6,600/1,000 residents was achieved. For 2017, participation rates while still achieving target were down from 2017 due to a temporary facility closure. 2018 participation rates are tracking well while still achieving the target. For 2019, working to achieve the target will mean an estimated 27,000 overall more visits to civic recreation and culture facilities.

Strategic Outcomes and 2019 Actions

The well-being of citizens is a shared responsibility and our community is safe.

- Support community collaboration, through social development and social planning, on healthy lifestyles, income disparities, crime reduction, access to education, employment and housing.
- Support the Age-Friendly Saskatoon initiative.
- Table a Social development strategy that identifies municipal priorities.

Citizens are engaged in a welcoming place and enjoy a range of opportunities.

- Continue to support Truth and Reconciliation initiatives.
- Implement the renewal of the City's Culture Plan.
- Coordinate anti-racism education and awareness initiatives.
- Support the immigration action plan.
- Renew support programs to community and cultural groups.

Recreation and cultural facilities are accessible physically and financially, and meet community needs.

- Implement the Recreation and Parks Facilities Game Plan.
- Support the Winter City Strategy.
- Renew and implement Outdoor Special Events Policy framework for supports to outdoor special events.
- Continue to refine and implement park and recreation facilities asset management plans.
- Design recreation and cultural facilities and programs to meet diverse community needs.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Services	683.5	672.1	705.3	(692.6)	1,407.0	714.4	9.1	1.3%
Community Development	3,332.6	3,302.4	3,348.3	(330.0)	3,915.7	3,585.7	237.4	7.1%
Community Investments & Supports	11,577.0	10,083.2	11,207.7	0.0	11,773.3	11,773.3	565.6	5.0%
Cemeteries	27.1	47.7	21.6	(1,574.6)	1,584.9	10.3	(11.3)	-52.3%
Total	15,620.2	14,105.4	15,282.9	(2,597.2)	18,680.9	16,083.7	800.8	5.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	30.61	29.61	(1.00)

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2019			Growth &	Service	2019	2019
Service Line	2018 Base	Change	Budget	2018 Base	Base Adj	Cont Impr	Level	Budget	Budget
Animal Services	(642.7)	(49.9)	(692.6)	1,348.0	59.0	0.0	0.0	1,407.0	714.4
Community Development	(350.0)	20.0	(330.0)	3,698.3	104.0	113.4	0.0	3,915.7	3,585.7
Community Investments & Supports	0.0	0.0	0.0	11,207.7	343.2	72.4	150.0	11,773.3	11,773.3
Cemeteries	(1,522.2)	(52.4)	(1,574.6)	1,543.8	41.1	0.0	0.0	1,584.9	10.3
Total	(2,514.9)	(82.3)	(2,597.2)	17,797.8	547.3	185.8	150.0	18,680.9	16,083.7

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Animal Services	0.0	0.0	0.0	0.0	0.0
Community Development	75.0	0.0	0.0	0.0	0.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	80.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
CIVIC BLDGS COMPR MTNCE	75.0	0.0	0.0	0.0	0.0
CY CAPITAL RESERVE	80.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0
Unfunded	0.0	0.0	0.0	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.

2017 Budget to Actual Variance Explanation:

In 2017 Animal Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(639.9)	(629.2)	(642.7)	(692.6)	(49.9)	7.8%
Staff Compensation	76.8	86.4	87.1	89.3	2.2	2.5%
Operating Cost	1,192.8	1,193.5	1,239.5	1,296.8	57.3	4.6%
Cost Recovery	(4.5)	(8.6)	(8.6)	(9.1)	(0.5)	5.8%
Transfer to/from Reserves	58.3	30.0	30.0	30.0	0.0	0.0%
Total	683.5	672.1	705.3	714.4	9.1	1.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Budget Changes

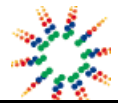
Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Animal Services	(642.7)	(49.9)	(692.6)	1,348.0	59.0	0.0	0.0	1,407.0	714.4

Revenue Change:

- Animal license revenue is budgeted to increase by \$49.9. \$30.2 of the increase is due to planned rate increases for dog and cat licenses, and \$19.7 is due to an expected increase in the number of pet licenses issued.

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 \$36.2 (SPCA – 2%; SACA – 5.3%) in 2019 based on previously negotiated agreements.
- The Advisory Committee on Animal Control (ACAC) budget totaling \$21.3 has been transferred from the City Clerk's Office Service Line to the Animal Services Service Line. The ACAC has been disbanded as a formal committee; the continued programming, marketing and consultation previously coordinated through ACAC will now be performed under the Animal Services program.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Community Development had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(193.8)	(178.0)	(350.0)	(330.0)	20.0	-5.7%
Province of Saskatchewan	(12.5)	(24.8)	0.0	0.0	0.0	0.0%
Staff Compensation	1,811.3	1,806.2	1,822.2	1,895.0	72.8	4.0%
Operating Cost	1,690.9	1,662.3	1,839.4	1,984.0	144.6	7.9%
Transfer to/from Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
Total	3,332.6	3,302.4	3,348.3	3,585.7	237.4	7.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	20.35	19.35	(1.00)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Community Development	(350.0)	20.0	(330.0)	3,698.3	104.0	113.4	0.0	3,915.7	3,585.7



Growth:

- The City has negotiated a new Master Joint Use Agreement with both School Divisions, containing foundational principles and key terms of access to each party's facilities. Annual operating grants paid to the Community Associations have increased by \$113.4 to help address the new subsidized cost assessed for community association programs hosted in elementary schools as part of this new agreement.

Other Significant Item(s):

- The Master Joint Use Agreement provides for discounted use of the Leisure Centres by the School Divisions; the associated admission and rental costs are captured within this Service Line. Increases in admission volumes and facility rental rates at leisure facilities have resulted in an additional \$48.0 being charged to this Service Line.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	75.0	0.0	0.0	0.0	0.0
Total		75.0	0.0	0.0	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 \$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 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Community Investments and Supports had a \$1,493.8 unfavorable variance from budget. This was a result of a number of programs: Economic incentives were overspent due to a large number of incentive programs coming into effect that were not adequately budgeted for, 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. 2019 budgets were adjusted to reflect the new participation figures and to mitigate this variance.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Operating Cost	10,459.8	9,137.0	10,222.6	11,745.1	1,522.5	14.9%
Transfer to/from Reserves	1,117.2	946.2	985.1	28.2	(956.9)	-97.1%
Total	11,577.0	10,083.2	11,207.7	11,773.3	565.6	5.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Community Investments & Supports	0.0	0.0	0.0	11,207.7	343.2	72.4	150.0	11,773.3	11,773.3



Growth:

- Saskatoon City Council has established a targeted 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. Also included is an increase of \$35.0 for the Children's Discovery Museum (CDM), the first phase of a two year phase-in of the City's commitment to the CDM, related to a program services agreement for the new facility.
- 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 \$9.9 is required.
- The Green Gardening fund contribution has increased by \$2.5. This fund supports community gardens; in the last 5 years there has been an increase of about 12 gardens.
- The Recreation & Parks Master Plan Facilities Game Plan has identified partnerships capital contributions to the CDM and Merlis Belsher Place (MBP). The total commitment to the CDM is \$2.0 million, with \$500.0 paid in 2018 and \$500.0 per year for the next three years. The total commitment to MBP is \$4.0 million, with \$500.0 paid in 2017, \$500.0 due in 2018 through capital project 1665, and the remaining \$3.0 million to be paid over six years at \$500.0 per year. These amounts are incorporated into the Recreation and Parks Funding Plan.

Service Level Changes:

- Safe Community Action Alliance funding has been established at \$25.0, which will provide for the City's contribution to co-funded social planning initiatives.
- Winter City Grant Program funding has been established at \$25.0 to provide funding to community groups and businesses to support community-led initiatives that generate learnings and projects that align with the Winter City Strategy.
- Meewasin Valley Authority base funding has been increased by \$100.0 in order to provide additional support required to meet the programs and services needs and funding challenges.

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 \$30.1 and an increase to the Social Grant of \$30.0.
- 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 \$87.9 in 2019 due to increased usage and rates.
- 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 \$50.0 in 2019.
- 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 \$135.9 largely as a result of previously approved incentive agreements that will be effective in 2019.
- The City provides an annual grant to the Saskatchewan Regional Economic Development Authority (SREDA) which is set to increase by \$45.7 in 2019. This is the third 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 2018 changes, the 2019 grant is increasing by \$3.7.
- The City provides an annual grant to the Meewasin Valley Authority (MVA) which increases by CPI on a yearly basis. The CPI increase is \$17.0. This is offset by the removal of one time funding of \$143.0 that was approved in 2018 through a transfer to the Special Events Reserve.



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 \$190.1 less than historical actual expenditures of approximately \$270.1. A service level review is underway for the overall staff and in-kind supports to special events including an investigation of user-pay fees for some activities previously covered by the Provision of Civic Services budget.



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

	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Changes
Cultural and Heritage					
Tax Abatements	140.5	149.0	146.0	115.9	(30.1)
Provision of Civic Services	270.1	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	184.0	0.0
Transfer to Heritage Reserve Fund	47.6	47.6	47.6	47.6	0.0
Transfer to Façade Grant Reserve	10.0	10.0	10.0	10.0	0.0
Cultural Participation Grants	462.5	466.5	491.5	551.5	60.0
Cultural Grant Capital Reserve	120.0	120.0	120.0	120.0	0.0
	1,234.7	1,058.1	1,080.1	1,110.0	29.9
Social					
Tax Abatements	364.5	423.9	379.1	409.1	30.0
Leisure Centre Accessibility Subsidy Program	775.2	636.8	682.5	770.4	87.9
Downtown Youth Centre	120.0	120.0	120.0	120.0	0.0
Saskatoon Crisis Intervention Service	125.2	125.2	125.2	125.2	0.0
Green Gardening Fund	5.0	5.0	5.0	7.5	2.5
Cash Grants	525.8	525.8	532.1	542.0	9.9
Restorative Action Program	75.0	75.0	-	-	0.0
Safe Community Action Alliance	-	-	-	25.0	25.0
Kinsmen Telemiracle	-	2.5	2.5	2.5	0.0
White Buffalo Youth Lodge	160.5	160.5	170.5	170.5	0.0
Detoxification Centre	100.0	100.0	100.0	100.0	0.0
Burial of the Impoverished	59.3	35.0	50.0	50.0	0.0
	2,310.5	2,209.7	2,166.9	2,322.2	155.3
Sport					
Youth Sport Subsidies	1,826.6	1,826.6	1,809.1	1,859.1	50.0
Sport Participation Grants	64.5	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	9.8	0.0
	1,900.9	1,900.9	1,883.4	1,933.4	50.0
Economic Development					
Economic Incentives	3,066.3	1,853.6	2,801.7	2,937.6	135.9
SREDA	748.3	748.3	794.0	839.7	45.7
	3,814.6	2,601.9	3,595.7	3,777.3	181.6
Tourism					
Saskatoon Tourism	525.0	525.0	532.9	536.6	3.7
Saskatoon Sport Tourism	5.0	5.0	5.0	5.0	0.0
	530.0	530.0	537.9	541.6	3.7
Recreation & Parks Master Plan Facilities Game Plan					
Children's Discovery Museum	-	-	-	500.0	500.0
Merlis Belsher Place (U of S Rink)	-	-	-	500.0	500.0
Transfer from Rec & Parks Funding Plan	-	-	-	(1,000.0)	(1,000.0)
	-	-	-	-	0.0
General					
Community Initiative - Contingency	4.8	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	500.0	500.0	357.0	500.0	143.0
Meewasin Valley Authority	1,043.4	1,043.4	1,344.4	1,318.4	(26.0)
Saskatoon Prairieland Park	64.8	71.1	71.1	71.1	0.0
Cash Grants- Environmental	20.0	10.0	10.0	10.0	0.0
Winter City Grant Program	-	-	-	25.0	25.0
SPCA- Cruelty Investigations	153.3	153.3	156.4	159.5	3.1
	1,786.3	1,782.6	1,943.7	2,088.8	145.1
	11,577.0	10,083.2	11,207.7	11,773.3	565.6



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.

2017 Budget to Actual Variance Explanation:

In 2017 Cemeteries had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(1,559.8)	(1,450.3)	(1,522.2)	(1,574.6)	(52.4)	3.4%
Staff Compensation	701.1	630.8	647.9	664.5	16.6	2.6%
Operating Cost	621.3	620.9	639.6	659.1	19.5	3.0%
Transfer to/from Reserves	264.5	246.3	256.3	261.3	5.0	2.0%
Total	27.1	47.7	21.6	10.3	(11.3)	-52.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	9.26	9.26	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Cemeteries	(1,522.2)	(52.4)	(1,574.6)	1,543.8	41.1	0.0	0.0	1,584.9	10.3

Revenue Change:

- Saskatoon's Cemeteries revenue is increasing by \$52.4. This increase is the result of a 3.5% rate increase which is expected to generate an additional \$45.9, as well as an increase of \$6.5 in earnings from the Perpetual Care Fund.

Capital Contribution:

- In accordance with Cemetery Management and Control Bylaw No. 6453, the transfer to the Perpetual Care Reserve has increased by \$5.0 to reflect the budgeted increase in Perpetual Care fees collected.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1650	CY-MUNICIPAL CEMETERIES MASTER PLAN	80.0	0.0	0.0	0.0	0.0
Total		80.0	0.0	0.0	0.0	0.0

The Municipal Cemeteries Master Plan will be developed, outlining future needs and management strategies. This project is funded from the Community Services Capital Reserve.

Future Operating Impact of Current Year's Capital Projects

There is no future operating impact from the 2019 Capital Projects.





Operating Budget
\$11.1 million

Capital Budget
\$22.2 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
- 410,820 square meters of building area managed
- 149,868 square meters of vehicle parking areas maintained and operated
- 17,406 Facility Work Requests issued (average 70/working day)
- 9,300 assets maintained via the Comprehensive Maintenance Program
- 8,530 Fleet Services Work Orders opened/completed
- 5,727 park furnishings in 252 parks



- 1,465 radios and related infrastructure valued at \$15.0 million
- 1,050 active vehicles and equipment with a book value of \$97.3 million
- 365 buildings valued at \$1.7 billion with contents valued at \$123.9 million
- 230 play structures valued at \$9.0 million
- 64 in-car camera's and recorders for Saskatoon Police Service; maintain radar units in all patrol vehicles
- 55 user groups supported by Fleet Services within the Corporation
- 31 paddling pools, 22 spray parks, and 8 pools
- 4 automated licence plate readers currently maintained

City Council Strategic Priority Areas Supported by this Business Line

Community Safety and Wellbeing

- Provide security in civic facilities.
- Ensure that park amenities are in good repair and safe.

Recreation, Culture, and Leisure

- Ensure that park amenities are in good repair.
- Ensure that Leisure facilities are clean and in good repair.

Core Services

- Maintenance and operations of City owned facilities.

Environmental Sustainability

- To explore opportunities with Energy Performance Contracting to identify and improve the efficient use of energy in civic facilities.
- Partner with Environmental and Corporate Initiatives on metering and measure the consumption of utilities in civic facilities.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Key Civic Infrastructure Status	B Service Level	C	B	B	B	B	Neutral	On-Track
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	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	N/A	Neutral	Needs Improvement



Strategic Outcomes and 2019 Actions

Key civic infrastructure assets are maintained and funded to minimize total life cycle costs.

- Adopt and maintain Asset Management Plans for key civic infrastructure.
- Establish funding plans to meet the approved Asset Management Plans.

Recreation and cultural facilities are accessible, physically and financially, and meet community needs.

- Implement the Recreation and Parks Facilities Game Plan.
- Continue to refine and implement parks and recreation facilities asset management plan.

The well-being of citizens is a shared responsibility and our community is safe.

- Continue to develop a coordinated approach to neighborhood safety, property maintenance, and bylaw compliance.
- Develop a proactive graffiti management program.

Effects of climate change on the civic services are proactively addressed.

- Adopt a high performance civic building policy.
- Establish an environmental sustainability strategy for civic fleet including asset utilization and fleet efficiency.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Facilities Management	9,333.9	8,461.6	8,887.8	(72.5)	11,047.2	10,974.7	2,086.9	23.5%
Fleet Services	25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	821.0	875.0	1,007.6	(500.5)	586.5	86.0	(921.6)	-91.5%
Total	10,180.0	9,336.6	9,895.4	(573.0)	11,633.7	11,060.7	1,165.3	11.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	241.91	245.89	3.98

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Facilities Management	(72.5)	0.0	(72.5)	8,960.3	1,440.6	646.3	0.0	11,047.2	10,974.7
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City-Owned Property - Land	(493.2)	(7.3)	(500.5)	1,500.8	(914.3)	0.0	0.0	586.5	86.0
Total	(565.7)	(7.3)	(573.0)	10,461.1	526.3	646.3	0.0	11,633.7	11,060.7

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Facilities Management	14,730.0	15,686.0	13,205.0	12,485.0	12,595.0
Fleet Services	7,470.0	7,830.0	8,175.0	9,060.0	9,240.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
Total	22,200.0	23,516.0	21,380.0	21,545.0	21,835.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
CIVIC BLDGS COMPR MTNCE	8,411.0	9,000.0	9,420.0	9,700.0	9,700.0
CIVIC RADIO REPL & EXPN RESERVE	360.0	360.0	360.0	360.0	360.0
CORPORATE CAPITAL RESERVE	0.0	250.0	250.0	250.0	250.0
FACILITY SITE REPL RES	350.0	500.0	600.0	600.0	600.0
FUNDING PLAN CONTRIBUTION	5,000.0	5,000.0	2,000.0	1,000.0	1,000.0
GROUND MAINTENANCE EQUIPMENT RES	400.0	375.0	375.0	375.0	375.0
PARKS GROUNDS MTCE EQUIP ACQ RES	230.0	255.0	255.0	255.0	255.0
SNOW & ICE MGT EQUIP ACQUISITION	0.0	400.0	330.0	0.0	400.0
TRUNKED RADIO SYS INFRAS REPL RES	484.0	476.0	475.0	475.0	585.0
TU - CAPITAL RESERVE	125.0	100.0	100.0	100.0	100.0
VEHICLE EQUIPMENT REPLACE RESERVE	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
Total	22,200.0	23,516.0	21,380.0	21,545.0	21,835.0
Unfunded	0.0	2,967.0	540.0	36,014.0	934.0



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.

2017 Budget to Actual Variance Explanation:

In 2017 Facilities Management had an \$872.4 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:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(63.3)	(72.3)	(72.5)	(72.5)	0.0	0.0%
Staff Compensation	13,624.5	13,275.7	13,763.1	14,622.7	859.6	6.2%
Operating Cost	18,348.1	20,882.7	20,286.1	21,839.7	1,553.6	7.7%
Debt Charges	71.2	71.2	71.2	71.2	0.0	0.0%
Cost Recovery	(31,449.1)	(34,747.1)	(34,326.4)	(35,519.7)	(1,193.3)	3.5%
Capital Contribution	8,802.6	9,051.4	9,166.3	10,033.3	867.0	9.5%
Total	9,334.0	8,461.6	8,887.8	10,974.7	2,086.9	23.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	183.71	187.69	3.98

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Facilities Management	(72.5)	0.0	(72.5)	8,960.3	1,440.6	646.3	0.0	11,047.2	10,974.7

Growth:

- Various growth increases have been allocated for maintenance requirements due to capital impacts for additional playgrounds, spray parks and clubhouse for \$181.5, increase in Fire Hall #5 requirement of \$40.7, Children's Development Museum shared space for \$75.0 and newly acquired former Saskatchewan Transportation Company (STC) building for \$349.1 which is partially offset with a reduction in external lease costs in Transportation business line. Included in these growth dollar allocations are 3.98 FTEs increase for various pooled custodial and trades staff in order to maintain the increase in assets that Facilities Management maintains.



Capital Contribution:

- An increased contribution to the Civic Building Comprehensive Maintenance Reserve of \$867.0. This increase is made up of inflationary increases as required by the Capital Reserve Bylaw as well as continued phase-in increases. These contributions include newly acquired buildings such as the Remai Modern, the former STC building on King Street and Rotary Park gazebo, in order to maintain assets at an acceptable level.

Other Significant Item(s):

- Base budget allocations of \$558.0 for internally owned buildings (Civic Square East) have been transferred from the City-Owned Property – Land service line to Facilities Management to manage and maintain the assets.

Not Included:

- Capital renewal needs have been identified at \$11.1 million for the Facility Site Replacement Reserve with an annual funding of \$790.9 is required. The current funding level of \$350.0 for 2019 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.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P0877	AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	484.0	476.0	475.0	475.0	585.0
P1135	AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,411.0	9,000.0	9,420.0	9,700.0	9,700.0
P1523	AF-TRUNKING RADIO REPLACEMENT	360.0	360.0	360.0	360.0	360.0
P1557	TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	125.0	100.0	100.0	100.0	100.0
P1949	AF-SERVICE SASKATOON - STAFFING ACCOMMODATION	5,000.0	5,250.0	2,250.0	1,250.0	1,250.0
P2180	AF-CIVIC FACILITY SITE MAINTENANCE	350.0	500.0	600.0	600.0	600.0
Total		14,730.0	15,686.0	13,205.0	12,485.0	12,595.0

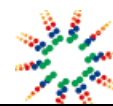
Unfunded Capital Projects		2019	2020	2021	2022	2023
P1135	AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	0.0	367.0	540.0	1,014.0	934.0
P1584	CIVIC OPERATIONS CENTRE	0.0	0.0	0.0	35,000.0	0.0
P2180	AF-CIVIC FACILITY SITE MAINTENANCE	0.0	1,500.0	0.0	0.0	0.0
P2296	AF-LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	0.0	1,100.0	0.0	0.0	0.0
Total		0.0	2,967.0	540.0	36,014.0	934.0

The 2019 Facilities Management Capital Investments include six funded projects totaling \$14.7 million.

Three of these projects totaling \$8.9 million 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.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Fleet Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	5,020.1	4,933.6	5,001.8	5,127.7	125.9	2.5%
Operating Cost	13,865.0	11,055.6	11,056.3	11,503.1	446.8	4.0%
Cost Recovery	(25,688.4)	(21,706.9)	(23,195.1)	(23,972.4)	(777.3)	3.4%
Capital Contribution	6,828.4	5,717.7	7,137.0	7,341.6	204.6	2.9%
Total	25.1	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	58.20	58.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

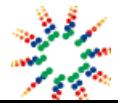
Other Significant Item(s):

- Basic inflationary increases to maintain the existing fleet are required within Fleet Services with an increase to the Vehicles and Equipment Replacement Reserve to support the City's fleet operations. These are offset by an increase in cost recoveries, as these increased costs are charged to operating divisions who utilize Fleet Services.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	400.0	375.0	375.0	375.0	375.0
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	230.0	655.0	585.0	255.0	655.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
Total	7,470.0	7,830.0	8,175.0	9,060.0	9,240.0

The 2019 Fleet Services Capital Investments include the purchase of additional and replacement fleet vehicles and equipment totaling \$7.5 million. 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.



Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



City-Owned Property - Land

Overview

This service line manages the leasing of accommodation space required by various civic departments from external sources. Also included is revenue generated from Civic Square East external tenants who are currently leasing space from the City.

2017 Budget to Actual Variance Explanation:

In 2017 City-Owned Property had a \$53.9 favorable variance from budget. This was a result of lower than anticipated Civic Square East maintenance costs which was partially offset by lower lease revenue due to a tenant exiting their lease space earlier than anticipated.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(534.2)	(590.3)	(493.2)	(500.5)	(7.3)	1.5%
Operating Cost	862.9	972.9	1,008.4	586.5	(421.9)	-41.8%
Capital Contribution	492.4	492.4	492.4	0.0	(492.4)	-100.0%
Total	821.1	875.0	1,007.6	86.0	(921.6)	-91.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City-Owned Property - Land	(493.2)	(7.3)	(500.5)	1,500.8	(914.3)	0.0	0.0	586.5	86.0

Revenue Change:

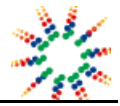
- Revenue under City-Owned Property is increasing by \$7.3. This increase is due to market adjustments to leases from external tenants in Civic Square East.

Capital Contribution:

- Capital contributions of \$186.6 (which in prior years was used to self-balance the Corporate Projects service line) has been removed, and offset by an equal amount in an operating transfer to capital (a zero impact on property taxes). The remaining \$305.8 in capital contributions has been transferred to the Financial Services service line. These adjustments allow for greater transparency on the programs actual expenditures.

Other Significant Item(s):

- Prior year figures for the City-Owned Property – Land service line have been restated in order to reflect the fact that City-Owned Property and associated revenues and expenses have been transferred to the Saskatoon Land service line. This restatement will provide more useful and comparable information when reviewing year over year budgets and is consistent with Internal Auditors suggestion to move toward segregated financial reporting for Saskatoon Land.
- A budget allocation of \$558.0 for internally owned buildings (Civic Square East) has been transferred from the City-Owned Property – Land service line to the Facilities Management service line, to manage and maintain these civic assets.



Summary of Capital Investments

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



Operating Budget
\$60.6 million

Capital Budget
\$1.8 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

- \$52.7 billion of assessed property in Saskatoon
- \$35.1 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
- 73,000 parcels of land are managed in our GIS system, 5,000 devices, and 60 locations supported by Information Technology (IT)
- 14,209 submissions through online web forms for information and service requests
- 3,970 permanent full-time, part-time, and job-share employees throughout the City
- 3,659 full-time equivalent positions throughout the City
- 19% of utility accounts are currently on eBill
- 41 boards, commissions, and committees including four major tribunals and six pension boards
- 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

- Conducting Civic Service Reviews and Internal Process Reviews to ensure services are optimized and service levels defined.
- Leading and aligning the corporation in creating a culture of exceptional customer service in all departments and divisions.

Information Technology

- Leading and supporting business transformation to improve service to citizens and optimize internal operations.
- Utilizing modern technology to empower a new model of citizen service; changing how we deliver services and expand focus on four key pillars – Citizen Input, Staffing, Systems, and Standards.
- Contributing to the City's vision to be the best-managed city by providing IT leadership and reliable services necessary for a high performing organization.
- Leveraging technology to support innovation, with processes focused on continuous improvements in our core business functions ensuring optimal use of resources.

Reconciliation, Inclusion, and Diversity

- Establishing a Memorandum of Understanding with the Saskatchewan Indian Institute of Technologies (SIIT) and Gabriel Dumont Institute to assist with the recruitment efforts and training opportunities for the students to create a better quality of life for them and their families while living in Saskatoon.
- Building relationships with other Tribal Councils and Metis communities across Saskatchewan to include individuals and families as they relocate from rural First Nations and Metis settlements to the urban centre for educational, training and employment opportunities.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track
Representative Workforce	Aboriginal 9.3%	Aboriginal 8.4%	Aboriginal 8.4%	Aboriginal 8.5%	Aboriginal 8.4%	Aboriginal 8.7%	Neutral	Neutral
	Visible Minority 11.0 %	Visible Minority 10.5%	Visible Minority 10.5%	Visible Minority 10.6%	Visible Minority 10.5%	Visible Minority 10.3%	Neutral	
	People with Disabilities 5.0%	People with Disabilities 3.7%	People with Disabilities 3.7%	People with Disabilities 3.8%	People with Disabilities 3.7%	People with Disabilities 3.5%	Neutral	
	Women 39.5%	Women 37.4%	Women 37.4%	Women 38.0%"	Women 37.5%	Women 34.7%	Decline	
Lost time injury frequency	Zero	4.5	3.6	2.43	2.28	2.93	Improvement	On-Track
Annual Municipal Property Tax Increase	≤ MPI	3.14%	3.19%	1.81%	2.89%	3.79%	Decline	Needs Improvement
Long-Term Tax-Supported Debt/Capita	≤\$1,750	\$648	\$767	\$966	\$1,111	\$1,150	Decline	Needs Improvement

Strategic Outcomes and 2019 Actions

Our workforce is representative of the local population.

- Development of Aboriginal Pre-Employment Initiatives to enhance the employment opportunities for Aboriginal applicants by assisting in their development of their qualifications.
- Formalize career development and exploration for long-term employment opportunities for potential Aboriginal applicants.

Civic services are aligned with citizen needs and citizens are connected to answers and information they need quickly, simply and seamlessly.

- Support service lines in completion of remaining service level reports by 2020. Collaborate with operational divisions to establish unit costs for activities identified in service level reports.
- Improve and expand the number of online services for transacting business with the City and accessing information.
- Improve the City's business and customer relationships through the implementation of an Enterprise Customer Relationship Management (CRM) System.
- Improve public participation on civic programs and services with the implementation of a Community Engagement Strategy.
- Continue the Modern Workplace initiative, which will deliver enhanced collaboration functionality to city employees that connect directly with citizens.
- In support of Service Saskatoon and the Enterprise Resource Planning system, complete end-to-end process mapping of civic services, and develop the knowledge base for the Customer Relationship Management System.
- Develop and begin implementation of a corporate-wide Quality Management System Framework.

The City's workforce is engaged, healthy and safe.

- Develop a vision and shared values for working together. The values will be actively promoted and sustained with learning opportunities provided for building 'working together' skills.



Reliance on property taxes is reduced.

- Continue to investigate ways to capture additional streams of revenue including grants in order to reduce the need to increase property taxes.

Public funds are utilized in the most efficient and effective manner practicable and aligned with citizen expectations.

- Identify efficiencies within civic programs and services, and build capacity for continuous improvement and innovation across the organization.

Procurement practices are transparent and focused on achieving best value.

- Adopt a new procurement policy and associated templates which will provide greater flexibility in achieving best value.
- Streamline the procurement process for contracting professional services such as Project Managers, Business Analysts, and specific consulting expertise through implementation of a Master Services Agreement process through IT with over 70 vendors.

Globally recognized as a Smart City.

- Participate in the Federal Governments Smarter Cities Infrastructure initiative.
- Build collaborative partnerships with external business partners to foster innovation.
- Complete one civic challenge in partnership with Innovation Saskatchewan and the City of Regina.
- Align key performance indicators (KPI's) with the Municipal Benchmark Network (MBN).



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,381.3	1,575.0	1,585.9	0.0	1,721.0	1,721.0	135.1	8.5%
City Manager's Office	649.6	681.7	679.0	0.0	696.4	696.4	17.4	2.6%
City Clerk's Office	2,469.2	2,647.2	2,694.0	(4.5)	3,009.3	3,004.8	310.8	11.5%
City Solicitor's Office	1,685.7	1,964.8	2,004.5	(325.0)	2,408.8	2,083.8	79.3	4.0%
Corporate Support	18,670.9	18,941.1	19,822.5	(80.8)	20,774.2	20,693.4	870.9	4.4%
General Services	(3,816.6)	(1,502.9)	(1,310.5)	(9,454.6)	7,609.0	(1,845.6)	(535.1)	40.8%
Assessment & Taxation	3,039.6	3,683.5	3,538.1	(4.5)	3,544.7	3,540.2	2.1	0.1%
Revenue Services	1,670.5	1,807.4	1,803.8	(42.0)	1,954.5	1,912.5	108.7	6.0%
Financial Services	3,679.1	3,476.1	3,585.6	0.0	4,019.5	4,019.5	433.9	12.1%
Debt Servicing	22,273.6	22,160.1	22,160.1	(5,234.8)	28,974.9	23,740.1	1,580.0	7.1%
Service Saskatoon	698.6	715.4	736.7	0.0	847.9	847.9	111.2	15.1%
Corporate Projects	0.0	0.0	0.0	0.0	188.9	188.9	188.9	0.0%
Total	52,401.5	56,149.4	57,299.7	(15,146.2)	75,749.1	60,602.9	3,303.2	5.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	410.99	421.49	10.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Legislative	0.0	0.0	0.0	1,585.9	13.1	0.0	122.0	1,721.0	1,721.0
City Manager's Office	0.0	0.0	0.0	679.0	17.4	0.0	0.0	696.4	696.4
City Clerk's Office	5.0	(9.5)	(4.5)	2,689.0	80.4	130.9	109.0	3,009.3	3,004.8
City Solicitor's Office	(325.0)	0.0	(325.0)	2,329.5	79.3	0.0	0.0	2,408.8	2,083.8
Corporate Support	(70.8)	(10.0)	(80.8)	19,893.3	225.9	290.0	365.0	20,774.2	20,693.4
General Services	(9,454.6)	0.0	(9,454.6)	8,144.1	(535.1)	0.0	0.0	7,609.0	(1,845.6)
Assessment & Taxation	(4.5)	0.0	(4.5)	3,542.6	2.1	0.0	0.0	3,544.7	3,540.2
Revenue Services	(42.0)	0.0	(42.0)	1,845.8	108.7	0.0	0.0	1,954.5	1,912.5
Financial Services	0.0	0.0	0.0	3,585.6	413.9	20.0	0.0	4,019.5	4,019.5
Debt Servicing	(6,821.5)	1,586.7	(5,234.8)	28,981.6	(656.7)	650.0	0.0	28,974.9	23,740.1
Service Saskatoon	0.0	0.0	0.0	736.7	111.2	0.0	0.0	847.9	847.9
Corporate Projects	0.0	0.0	0.0	0.0	188.9	0.0	0.0	188.9	188.9
Total	(16,713.4)	1,567.2	(15,146.2)	74,013.1	49.1	1,090.9	596.0	75,749.1	60,602.9

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Legislative	0.0	0.0	0.0	0.0	0.0
City Manager's Office	0.0	0.0	0.0	0.0	0.0
City Clerk's Office	250.0	450.0	150.0	72.0	345.0
City Solicitor's Office	0.0	0.0	0.0	0.0	0.0
Corporate Support	1,090.0	686.0	550.0	745.0	575.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	0.0	250.0	100.0	0.0	0.0
Revenue Services	0.0	0.0	0.0	0.0	0.0
Financial Services	0.0	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	2019	2020	2021	2022	2023
Service Saskatoon	200.0	200.0	200.0	200.0	200.0
Corporate Projects	300.0	0.0	0.0	0.0	0.0
Total	1,840.0	1,586.0	1,000.0	1,017.0	1,120.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
AFM - CAPITAL RESERVE	85.0	250.0	100.0	0.0	0.0
C.I.S. DEVELOPMENT RESERVE	630.0	0.0	0.0	0.0	0.0
CK - CAPITAL RESERVE	250.0	200.0	150.0	72.0	345.0
COMPUTER EQUIPMENT REPL RES	150.0	550.0	550.0	575.0	575.0
CORPORATE CAPITAL RESERVE	425.0	200.0	200.0	200.0	200.0
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	136.0	0.0	170.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	300.0	0.0	0.0	0.0	0.0
VOTING RESERVE	0.0	250.0	0.0	0.0	0.0
Total	1,840.0	1,586.0	1,000.0	1,017.0	1,120.0
Unfunded	0.0	3,468.0	100.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P1942 AF-CORPORATE SECURITY PLAN	0.0	225.0	0.0	0.0	0.0
P2624 CP-QUALITY MANAGEMENT SYSTEM	0.0	140.0	0.0	0.0	0.0
Total	0.0	365.0	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.

2017 Budget to Actual Variance Explanation:

In 2017 Legislative had a \$193.7 favorable variance from budget. This favourable variance was due to less expenditures by the Mayor and City Councilors than originally budgeted for.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	1,080.9	1,069.4	1,081.3	1,236.1	154.8	14.3%
Operating Cost	299.1	495.6	494.6	474.9	(19.7)	-4.0%
Transfer to/from Reserves	1.3	10.0	10.0	10.0	0.0	0.0%
Total	1,381.3	1,575.0	1,585.9	1,721.0	135.1	8.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Legislative	0.0	0.0	0.0	1,585.9	13.1	0.0	122.0	1,721.0	1,721.0

Service Level Change(s):

- During budget deliberation City Council added \$122.0 additional resources to increase Councillor remuneration.

Summary of Capital Investments

There are no capital investments for Legislative.



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.

2017 Budget to Actual Variance Explanation:

In 2017 the City Manager's Office had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	661.2	666.3	671.7	689.1	17.4	2.6%
Operating Cost	37.9	64.9	56.8	56.8	0.0	0.0%
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	649.6	681.7	679.0	696.4	17.4	2.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City Manager's Office	0.0	0.0	0.0	679.0	17.4	0.0	0.0	696.4	696.4

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.

2017 Budget to Actual Variance Explanation:

In 2017 the City Clerk's Office had a \$178.0 favorable variance from budget. The majority of the savings are due to staff vacancy savings and leave coverage of newer staff being at a lower level than budgeted, as well as reduced expenditures in Legislative Committees & Boards.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(34.1)	(20.0)	5.0	(4.5)	(9.5)	-190.0%
Staff Compensation	1,810.2	1,949.7	1,997.0	2,267.3	270.3	13.5%
Operating Cost	400.2	448.3	445.2	495.2	50.0	11.2%
Cost Recovery	(33.4)	(31.9)	(35.7)	(35.7)	0.0	0.0%
Capital Contribution	166.1	166.1	147.5	147.5	0.0	0.0%
Transfer to/from Reserves	160.2	135.0	135.0	135.0	0.0	0.0%
Total	2,469.2	2,647.2	2,694.0	3,004.8	310.8	11.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	22.24	24.24	2.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City Clerk's Office	5.0	(9.5)	(4.5)	2,689.0	80.4	130.9	109.0	3,009.3	3,004.8

Revenue Change:

- Revenues are anticipated to increase by \$9.5 in 2019 due to more appeal fees being collected than refunded.

Growth:

- An increase of \$161.3 for staff compensation is expected as 1.0 FTE increase due to the need for a Business and Elections Officer to prepare for the 2020 election.
- Increase in operating costs of \$50.0 are mainly due to an upgrade to the electronics record management system and other operating costs. There is also a \$4.0 increase to the Public Art Advisory Committee to increase public awareness and celebrate the present and future of art in Saskatoon.

Service Level Change(s):

- During budget deliberation City Council added \$109.0 additional resources for 1.0 FTE to be used for a Councillor Assistant.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1883	CK-ELECTRONIC RECORDS MANAGEMENT	250.0	200.0	150.0	72.0	95.0
P1884	CK-ELECTRONIC AGENDA & MEETING MGT SYSTEM	0.0	0.0	0.0	0.0	250.0
P1973	CK-LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT	0.0	250.0	0.0	0.0	0.0
Total		250.0	450.0	150.0	72.0	345.0

Documentum Records Manager, the corporate standard electronic records management system (ERMS) for the City of Saskatoon has been in place since 2000. The system is fully utilized in the City Clerk's Office and has been implemented strategically across the corporation. Minor and major upgrades to the ERMS have been undertaken as necessary. During 2018 and 2019, the City Clerk's Office is assessing current and future corporate business requirements relating to electronic records and information management. This includes a review of the City's records retention and classification system, streamlining processes for record capture, and addressing increased volume of electronic records as the City moves to digital records management. A major upgrade will be occurring in 2019. Management of the corporate records is a legislative requirement under The Cities Act.



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.

2017 Budget to Actual Variance Explanation:

In 2017 the City Solicitor's Office had a \$279.1 favourable variance from budget. Insurance premiums came in lower than budget, providing a savings of \$119.0. The remaining favourable variance was mainly due to the hiring and spending freeze implemented corporate-wide.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(339.5)	(325.0)	(325.0)	(325.0)	0.0	0.0%
Staff Compensation	2,487.5	2,646.6	2,618.5	2,718.2	99.7	3.8%
Operating Cost	1,790.3	1,937.3	1,871.6	2,036.6	165.0	8.8%
Cost Recovery	(2,652.6)	(2,694.1)	(2,160.6)	(2,746.0)	(585.4)	27.1%
Transfer to/from Reserves	400.0	400.0	0.0	400.0	400.0	0.0%
Total	1,685.7	1,964.8	2,004.5	2,083.8	79.3	4.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	22.00	22.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City Solicitor's Office	(325.0)	0.0	(325.0)	2,329.5	79.3	0.0	0.0	2,408.8	2,083.8

Other Significant Item(s):

- The Insurance Management Program has seen an increase of \$585.4 in cost recovery in 2019. The annual contribution of \$400.0 to the Self Insured Retention Reserve was brought to zero in 2018 and is added back in 2019. The cost for insurance premiums is expected to increase by \$139.5 including \$90.0 in additional costs for PST charges.

Summary of Capital Investments

There are no capital investments for City Solicitor's Office.



Corporate Support

Overview

Corporate Support includes Aboriginal Relations, Business Administration, Communications, Human Resources, Information Technology, Materials Management, Media Relations, and Strategic and Business and Planning 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 Human Resources 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. These services encourage and support employees to reach their full potential to achieve the Corporation's goals and objectives in addition to ensuring the provision of a qualified, competent, stable, and productive workforce for the organization.

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 as well as providing mail, and printing services to the Corporation.

The Materials Management division is responsible for providing procurement and inventory management as well as asset disposals.

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 and Business Planning division strives to ensure that organizational initiatives are aligned with the Strategic Plan. Initiatives such as the Continuous Improvement Strategy and development of a Performance Measurement Program allows this division to support the Corporation to become more adaptive and responsive to the changing needs of the community.

2017 Budget to Actual Variance Explanation:

In 2017 Corporate Support had \$270.3 favourable variance from budget. This was a result of a variety of various staff vacancies in many of the divisions within this service line.



Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(98.0)	(70.8)	(70.8)	(80.8)	(10.0)	14.1%
Staff Compensation	21,278.9	21,189.0	22,280.3	23,655.7	1,375.4	6.2%
Operating Cost	6,530.5	6,939.7	7,592.6	7,700.0	107.4	1.4%
Cost Recovery	(10,627.6)	(10,703.8)	(11,566.6)	(12,173.7)	(607.1)	5.2%
Capital Contribution	1,581.1	1,581.1	1,581.1	1,586.3	5.2	0.3%
Transfer to/from Reserves	5.9	5.9	5.9	5.9	0.0	0.0%
Total	18,670.8	18,941.1	19,822.5	20,693.4	870.9	4.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	222.65	229.65	7.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Corporate Support	(70.8)	(10.0)	(80.8)	19,893.3	225.9	290.0	365.0	20,774.2	20,693.4

Growth:

- An increase of \$195.0 (2.0 FTEs) is included for two System Analyst positions required to accelerate the automation of the building and plumbing permit systems, in order to meet customer expectations. This expenditure nets with a corresponding increase in the cost recovery charged to the Building and Plumbing Permits & Standards service line, with no impact to the mill rate as the Building Standards program is fully funded through the generation of fees.
- An increase of \$95.0 (1.0 FTE) for a Performance Improvement Coordinator position is required by the Parks Division to assist in the design, implementation and monitoring of process and scheduling of staff to ensure expected service levels are achieved in an efficient and effective manner. As inventory and programs continue to grow, there is a need to focus on pro-active planning and innovation in the approach to greenspace maintenance.

Service Level Change(s):

- During budget deliberations, City Council added the following items into this service line under Business Plan Options: 1) \$120.0 (2.0 FTEs) for two Performance Improvement Coordinator positions to expand further on the reviews and recommendations to streamline business operations; 2) \$125.0 (1.0 FTE) for a Business Analyst position for project management within the IT Division in order to operationalize and implement the recommendations from the Performance Improvement Coordinators; 3) \$110.0 (1.0 FTE) for an Organizational Change Manager position to assist in managing the significant changes the City of Saskatoon is undergoing in regards to continuous improvement, enterprise resource planning and multi-year budgeting; and 4) \$10.0 for work continuing on the employee engagement initiatives to enhance the culture of the workforce.

Other Significant Item(s):

- Corporate Support includes a transfer of 1.0 FTE to the Service Saskatoon service line to align customer support functions.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1083	CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	550.0	550.0	575.0	575.0
P1942	AF-CORPORATE SECURITY PLAN	85.0	0.0	0.0	0.0	0.0
P1977	CP-LOCAL AREA NETWORK & DATA SECURITY	150.0	0.0	0.0	0.0	0.0
P2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	0.0	136.0	0.0	170.0	0.0
P2516	CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	630.0	0.0	0.0	0.0	0.0
P2624	CP-QUALITY MANAGEMENT SYSTEM	225.0	0.0	0.0	0.0	0.0
Total		1,090.0	686.0	550.0	745.0	575.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P1974	CP-TRUTH AND RECONCILIATION INITIATIVES	0.0	100.0	100.0	0.0	0.0
Total		0.0	100.0	100.0	0.0	0.0

Project 1942 for \$85.0 is supporting internal initiatives of continuing implementation of the corporate security plan.

Project 1974 for \$100.0 is to address a foundational framework that is required for the growing list of initiatives related to the Truth and Reconciliation Commission of Canada. The 2019 funding source for this project is the Reserve for Capital Expenditures (RCE), which is currently unfunded and has been deferred to future years.

Project 1977 for \$150.0 is to maintain the City's current network environments.

Project 2516 for \$630.0 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.

Project 2624 for \$225.0 is to implement a Quality Management System (QMS) which will provide a standardized framework to manage organization policies, procedures and processes, and promotes continuous improvement.

Future Operating Impacts of Current Year's Capital Projects

As the corporate security plan develops a robust program for the Corporation, it is estimated on-going operational costs required will be \$225.0 for resources required.

With the implementation of a QMS, on-going operational costs required will be \$140.0 for resources required.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P1942 AF-CORPORATE SECURITY PLAN	0.0	225.0	0.0	0.0	0.0
P2624 CP-QUALITY MANAGEMENT SYSTEM	0.0	140.0	0.0	0.0	0.0
Total	0.0	365.0	0.0	0.0	0.0



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.

2017 Budget to Actual Variance Explanation:

In 2017 General Services had a \$2.3 million favorable variance from budget. This was a result of two items: 1) Due to certain tax enforcement property value increases, the adjustment required to bring the allowance for doubtful accounts to the appropriate level resulting in a surplus of \$587.0; and 2) General Payroll Expenses had a surplus of \$2.0 million. This surplus was due to several factors including lower employment insurance costs, workers compensation costs including a \$200.0 rebate from WCB and lower maternity leave costs than originally anticipated. In addition cost recoveries were higher than originally budgeted (\$51.6 million as opposed to \$49.5 million).

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 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	329.8	2,311.1	4,207.9	3,586.3	(621.6)	-1.2%
Operating Cost	1,531.6	1,864.0	939.0	665.4	(273.6)	-29.1%
Debt Charges	138.2	138.2	128.8	488.9	360.1	279.6%
Capital Contribution	3,638.4	3,638.4	2,868.4	2,868.4	0.0	0.0%
Total	(3,816.6)	(1,502.9)	(1,310.5)	(1,845.6)	(535.1)	40.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
General Services	(9,454.6)	0.0	(9,454.6)	8,144.1	(535.1)	0.0	0.0	7,609.0	(1,845.6)

Other Significant Item(s):

- Net Working Capital Interest (WCI) is collected within the General Services service line as compensation for outstanding earnings on cash balances held by non-mill rate programs (such as utilities). The WCI calculation utilizes the Bank of Canada's overnight rate which increased twice in 2018 and is anticipated to increase again in 2019. As such WCI is anticipated to increase by \$360.1 in 2019.
- General Payroll Expenses increased by \$383.3 in 2019 and is attributed to increases in pension liabilities, group insurance and dental plan provisions, and workers compensation premiums.
- Insurance charges across the Corporation were increased \$30.9 to reflect the 2019 insurance premiums.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Assessment and Taxation had a \$644.0 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:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(19.8)	(4.5)	(4.5)	(4.5)	0.0	0.0%
Staff Compensation	2,720.6	3,197.0	3,052.8	3,054.9	2.1	0.1%
Operating Cost	332.8	485.1	483.1	483.1	0.0	0.0%
Transfer to/from Reserves	5.9	5.9	6.7	6.7	0.0	0.0%
Total	3,039.5	3,683.5	3,538.1	3,540.2	2.1	0.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	34.00	33.00	(1.00)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Assessment & Taxation	(4.5)	0.0	(4.5)	3,542.6	2.1	0.0	0.0	3,544.7	3,540.2

Other Significant Item(s):

- Due to a reorganization within the Corporate Revenue Division, 1.00 FTE has been transferred to the Revenue Services service line to align work programs.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2079 AF-PROPERTY REASSESSMENT	0.0	250.0	100.0	0.0	0.0
Total	0.0	250.0	100.0	0.0	0.0

There are no 2019 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 the collection and customer inquiries of property taxes, parking tickets, other accounts receivable; and the control and disbursement of all corporate funds. Further responsibilities include the administration of the General Licensing Bylaw regulation.

2017 Budget to Actual Variance Explanation:

In 2017 Revenue Services had a \$136.9 favourable variance from budget. This was a result of staff vacancies and supporting expenditure reductions from the alignment of the Corporate Revenue Division with Assessment. 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:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(42.3)	(42.0)	(42.0)	(42.0)	0.0	0.0%
Staff Compensation	4,927.3	5,035.0	5,010.6	5,212.9	202.3	4.0%
Operating Cost	3,208.3	3,313.2	3,448.0	3,497.7	49.7	1.4%
Cost Recovery	(6,422.8)	(6,498.8)	(6,612.8)	(6,756.1)	(143.3)	2.2%
Total	1,670.5	1,807.4	1,803.8	1,912.5	108.7	6.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	67.50	68.50	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Revenue Services	(42.0)	0.0	(42.0)	1,845.8	108.7	0.0	0.0	1,954.5	1,912.5

Other Significant Item(s):

- Due to the reorganization within the Corporate Revenue Division, 1.0 FTE has been transferred from the Assessment & Taxation service line to better align work functions.
- Prior year figures for the Revenue Services service line have been restated in order to reflect the fact that Taxi Services and associated revenues and expenses have been transferred to the Business Licenses service line. The civic investment function has also moved from this service line to the Financial Services service line. This restatement will provide more useful and comparable information when reviewing year over year budgets.

Summary of Capital Investments

There are no 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 including the civic investment function.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Financial Services had a \$202.9 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.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	3,127.4	2,967.7	3,050.4	3,182.7	132.3	4.3%
Operating Cost	400.8	390.4	417.2	429.2	12.0	2.9%
Cost Recovery	(119.2)	(152.0)	(152.0)	(168.2)	(16.2)	10.7%
Capital Contribution	270.0	270.0	270.0	575.8	305.8	113.3%
Total	3,679.0	3,476.1	3,585.6	4,019.5	433.9	12.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	29.60	30.10	0.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Financial Services	0.0	0.0	0.0	3,585.6	413.9	20.0	0.0	4,019.5	4,019.5

Growth:

- Internal growth for software licensing fees and maintenance obligations have resulted in \$20.0 of additional costs. This is required in order to provide access and continue support of the City's core financial and budgetary systems.

Capital Contribution:

- The contribution to the Corporate Departmental Reserve of \$305.8 has been transferred from the City-Owned Property – Land service line to better align with services provided by Financial Services service line.

Other Significant Item(s):

- 0.50 FTE has been transferred from Facilities Management service line in order to create a permanent full-time Secretary III position to support the growing demand of the Corporation.
- Prior year figures for the Financial Services service line have been restated in order to reflect the fact that the civic investment function has moved from the Revenue Services service line. This restatement will provide more useful and comparable information when reviewing year over year budgets.



Summary of Capital Investments

There are no capital investments for Financial Services.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Debt Servicing had a \$113.5 unfavorable variance which was mainly due to the variation in interest and principal swap rates compared to budget estimates.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue - Gas Tax	(7,187.5)	(7,194.6)	(6,821.5)	(5,234.8)	1,586.7	-23.3%
Capital Down Payments	6,345.2	6,485.3	6,835.0	9,717.9	2,882.9	42.2%
Transfer to/from Reserves	0.0	0.0	(9,508.3)	(14,354.3)	(4,846.0)	51.0%
Interest	5,739.4	5,596.8	11,002.3	13,801.4	2,799.1	25.4%
Principal	17,376.5	17,272.6	20,652.6	19,809.9	(842.7)	-4.1%
Total	22,273.6	22,160.1	22,160.1	23,740.1	1,580.0	7.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Debt Servicing	(6,821.5)	1,586.7	(5,234.8)	28,981.6	(656.7)	650.0	0.0	28,974.9	23,740.1

Revenue Change:

- A portion of the loan that is covered through Gas Tax Allocation expired in 2019 with the remainder to expire in 2020. This decreased the revenue of \$1.6 million (to \$5.2 million in 2019) from the Gas Tax Allocation that covers this portion of the expired loan.

Growth:

- An increase is required in the Civic Facilities Funding plan for \$270.0, and the Recovery Park Funding Plan for \$380.0 to ensure sufficient funding of the projects within each of the plans.

Other Significant Item(s):

Debt servicing costs are \$23.7 million which consist of the following:

- \$13.8 million in interest payments and \$19.8 million in principal payments.
- \$9.7 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.



- The long term debt associated with the P3 projects (the Chief Mistawasis Bridge and Traffic Bridge project as well as the Civic Operations Centre project) have been transferred from the Bridges, Subways, Overpasses service line and the Transit Operations service line respectively into this service line to better categorize the payments. These contract debt payments are represented and netted within the transfer to/from reserve account.
- Prior year figures for Debt Servicing have been restated in order to better reflect the interest and principal payments for the Civic Operations Centre, and the Chief Mistawasis Bridge and Traffic Bridge P3 projects. This restatement will provide more useful and comparable information when reviewing year over year budgets.

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.

The 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.

2017 Budget to Actual Variance Explanation:

In 2017 Service Saskatoon had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	480.9	413.3	534.6	645.8	111.2	20.8%
Operating Cost	17.7	102.1	2.1	2.1	0.0	0.0%
Capital Contribution	200.0	200.0	200.0	200.0	0.0	0.0%
Total	698.6	715.4	736.7	847.9	111.2	15.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	5.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Service Saskatoon	0.0	0.0	0.0	736.7	111.2	0.0	0.0	847.9	847.9

Other Significant Item(s):

- Service Saskatoon includes a transfer of \$91.3 (1.0 FTE) from Corporate Support service line for a Customer Support Coordinator position to assist the City towards enhancing customer experience initiatives.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
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 services to the Service Saskatoon initiative.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Corporate Projects had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	104.5	145.3	146.8	150.3	3.5	2.4%
Operating Cost	37.7	39.8	39.8	38.6	(1.2)	-3.0%
Transfer to/from Reserves	(142.2)	(185.1)	(186.6)	0.0	186.6	-100.0%
Total	0.0	0.0	0.0	188.9	188.9	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Corporate Projects	0.0	0.0	0.0	0.0	188.9	0.0	0.0	188.9	188.9

Other Significant Item(s):

- A reduction in reserve contributions in City-Owned Property – Land (\$186.6) has eliminated the required transfer from reserve to support Corporate Projects resulting in a zero impact on property taxes and provides more transparency of the services being delivered.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	250.0	0.0	0.0	0.0	0.0
P2625 CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP	50.0	0.0	0.0	0.0	0.0
Total	300.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
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 \$250.0 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. The funding source for this project is the Reserve for Capital Expenditures.

The City of Saskatoon and University of Saskatchewan have signed a memorandum of understanding to increase intentional collaboration across a number of areas. **Project 2625** for \$50.0 will provide resources for this pilot program to achieve success in research collaboration. The funding source for this project is the Reserve for Capital Expenditures.

While having been built in 1964, the Civic Conservatory **project 2540** construction requirements for \$3.4 million would 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. This portion of the project is currently unfunded and has been deferred to 2020.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 capital projects.



Operating Budget
\$14.8 million

Capital Budget
\$1.5 million



STRATEGIC GOAL:



Environmental Leadership

Service Lines



Service Outcomes

- To provide Urban Forestry and Urban Biological services, including tree maintenance and planting, 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

Parks:

- 110,000 trees with approximately 60% of the inventory lining city streets and 40% located within civic parks
- 94,500 hectares of land in and around Saskatoon is monitored seasonally to identify and treat for mosquito larval habitat
- 10,000 trees pro-actively pruned each year to maintain a seven-year cycle of maintenance for street trees and a thirteen year cycle for park trees



- 2,000 citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals, and clarification of tree ownership
- 800 trees planted as part of park and urban forestry asset management efforts
- Trees within the City's Urban Forest are inspected annually to identify diseases such as Dutch elm disease

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; approximately 60% is garbage collected by City crews from residents and from a few businesses (based on commercial contracts)
- 69,700 single-family homes and 23,000 multi-unit residential dwellings receive garbage collection services by a fleet of 29 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.
- 3,599 kilotons of carbon dioxide equivalents (CO₂e) are released into the atmosphere every year in Saskatoon. Emissions from City operations comprise 3% of total community emissions and rose by 3% between 2014 and 2017.

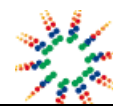
City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Tree maintenance and planting
- Prevention of spread of insect and plant pests
- Tree inquiry service
- Collection and management of solid waste

Environmental Sustainability

- Waste diversion planning and education
- Climate change planning, reporting and program development
- Environmental compliance
- Biodiversity and natural area planning
- Protection of the South Saskatchewan River by controlling leachate
- Reduction of 52,000 tonnes of carbon dioxide equivalent through the Landfill Gas Program
- Reduction of 48,000 tonnes of carbon dioxide equivalent through Compost Programs



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	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%	N/A	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	N/A	Neutral	Needs Improvement

Strategic Outcomes and 2019 Actions

Effects of climate change on the civic services are proactively addressed.

- Implement the recommended strategies contained in the Climate Change Mitigation Business Plan.

Solid waste diversion is maximized and landfill operations management and financial sustainability optimized.

- Complete the Waste Diversion Plan.
- Engage businesses and institutions in waste diversion through planning and program development.
- Implement the new tarp deployment system for alternative daily cover at the landfill, extending landfill life and meeting more stringent environmental regulations.

Green infrastructure is identified and managed for the benefit of current and future generations.

- Complete the Natural Capital Asset Valuation framework.
- Develop and adopt Natural Area Standards.
- Identify and map targets for the management and enhancement of natural areas, biodiversity, and other green infrastructure components.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	490.8	490.4	493.2	0.0	650.4	650.4	157.2	31.9%
Urban Forestry	3,432.8	3,552.7	3,631.7	0.0	3,878.7	3,878.7	247.0	6.8%
Waste Reduction & Resource Recovery	1,077.2	1,007.8	1,053.4	0.0	1,068.5	1,068.5	15.1	1.4%
Waste Handling Service	8,079.7	7,383.4	8,177.1	(5,180.0)	13,298.6	8,118.6	(58.5)	-0.7%
Urban Biological Services	901.2	909.3	989.1	(2.0)	1,040.6	1,038.6	49.5	5.0%
Total	13,981.7	13,343.6	14,344.5	(5,182.0)	19,936.8	14,754.8	410.3	2.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	108.94	110.97	2.03

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Environmental Program	0.0	0.0	0.0	493.2	7.2	0.0	150.0	650.4	650.4
Urban Forestry	0.0	0.0	0.0	3,631.7	54.3	42.7	150.0	3,878.7	3,878.7
Waste Reduction & Resource Recovery	(4.0)	4.0	0.0	1,057.4	11.1	0.0	0.0	1,068.5	1,068.5
Waste Handling Service	(5,180.0)	0.0	(5,180.0)	13,357.1	7.5	(66.0)	0.0	13,298.6	8,118.6
Urban Biological Services	(2.0)	0.0	(2.0)	991.1	42.9	6.6	0.0	1,040.6	1,038.6
Total	(5,186.0)	4.0	(5,182.0)	19,530.5	123.0	(16.7)	300.0	19,936.8	14,754.8

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Environmental Program	50.0	0.0	0.0	0.0	0.0
Urban Forestry	573.0	0.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	160.0	0.0	0.0	0.0	0.0
Waste Handling Service	696.0	2,346.0	6,046.0	396.0	1,346.0
Urban Biological Services	0.0	0.0	0.0	0.0	0.0
Total	1,479.0	2,346.0	6,046.0	396.0	1,346.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
AUTO GARBAGE CONTAINER REPL RES	346.0	346.0	346.0	346.0	346.0
CP - CAPITAL RESERVE	50.0	0.0	0.0	0.0	0.0
LANDFILL REPLACEMENT RESERVE	350.0	2,000.0	5,700.0	50.0	1,000.0
RESERVE FOR CAPITAL EXPENDITURES	423.0	0.0	0.0	0.0	0.0
URBAN FOREST & PEST MGMT CAP RES	150.0	0.0	0.0	0.0	0.0
WASTE MINIMIZATION RESERVE	160.0	0.0	0.0	0.0	0.0
Total	1,479.0	2,346.0	6,046.0	396.0	1,346.0
Unfunded	0.0	196.0	0.0	0.0	0.0



Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2538 CP-NATURAL CAPITAL ASSET VALUATION	0.0	75.0	0.0	0.0	0.0
P2598 CP-CORPORATE ADAPTATION STRATEGY	0.0	232.0	0.0	0.0	0.0
Total	0.0	307.0	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.

2017 Budget to Actual Variance Explanation:

In 2017 the Environmental Program had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	337.9	299.6	413.4	514.5	101.1	24.5%
Operating Cost	152.9	190.8	193.8	199.7	5.9	3.0%
Cost Recovery	0.0	0.0	(114.0)	(63.8)	50.2	-44.0%
Total	490.8	490.4	493.2	650.4	157.2	31.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.90	4.90	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Environmental Program	0.0	0.0	0.0	493.2	7.2	0.0	150.0	650.4	650.4

Service Level Change:

- During budget deliberations, City Council added the following Business Plan Option: \$150.0 (1.0 FTE) for a Climate Change Coordinator to support the Low Emissions Community Implementation Plan supporting the climate change mitigation business plan.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2598 CP-CORPORATE ADAPTATION STRATEGY	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
P2538 CP-NATURAL CAPITAL ASSET VALUATION	0.0	196.0	0.0	0.0	0.0
Total	0.0	196.0	0.0	0.0	0.0



Project 2184 for \$160.0 was allocated from the Multi-Material Stewardship Western (MMSW) funding by City Council during budget deliberations. \$150.0 will be invested towards a waste diversion strategy for the Industrial, Commercial and Institutional (ICI) sectors and \$10.0 will go towards a waste diversion and reduction environmental grant.

Project 2538 for \$196.0 is to continue the process of creating a Natural Capital Asset inventory and work towards operationalizing a program for environmental planning to advise the City's ongoing development and operations. The 2019 potential funding source for this project is the Reserve for Capital Expenditures (RCE), which is currently unfunded.

Project 2598 for \$50.0 is to continue the work on the Corporate Adaptation Strategy by developing a plan to address responses to climate change events on the City's infrastructure.

Future Operating Impact of Current Year's Capital Project

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

Corporate Adaptation Strategy (**P2598**) is estimated to be \$232.0 for software and staffing requirements to operationalize the program.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2538 CP-NATURAL CAPITAL ASSET VALUATION	0.0	75.0	0.0	0.0	0.0
P2598 CP-CORPORATE ADAPTATION STRATEGY	0.0	232.0	0.0	0.0	0.0
Total	0.0	307.0	0.0	0.0	0.0



Urban Forestry

Overview

Urban Forestry is responsible for tree maintenance including a pruning cycle (once every seven years for boulevard trees and once every thirteen years for park trees), 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.

2017 Budget to Actual Variance Explanation:

In 2017 Urban Forestry had a \$120.0 favorable variance from budget, primarily due to a shorter watering season and a favorable water and mulching contract.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	1,860.1	1,813.0	1,836.6	1,947.3	110.7	6.0%
Operating Cost	1,722.5	1,843.4	1,764.6	1,900.9	136.3	7.7%
Cost Recovery	(176.2)	(130.0)	(149.5)	(149.5)	0.0	0.0%
Capital Contribution	26.3	26.3	180.0	180.0	0.0	0.0%
Total	3,432.7	3,552.7	3,631.7	3,878.7	247.0	6.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	25.52	26.15	0.63

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Urban Forestry	0.0	0.0	0.0	3,631.7	54.3	42.7	150.0	3,878.7	3,878.7

Growth:

- As the City expands and more parks and open space areas are added, additional funding is required to maintain service levels. In 2019, 69 hectares of new green space will be added and the budget has been increased by \$42.7 (0.63 FTE) to the Arborist pooled positions to maintain the growing urban forest.

Service Level Change:

- Invasive insects and diseases threaten the City's Urban Forest. The potential costs to respond to an attack is significant and the risk and cost increases if the response is delayed. Creation of an Urban Forest and Pest Management Capital Reserve and an initial contribution of \$150.0 has been included in order to pro-actively address insect and disease threats to the City's Urban Forest. This is the first year of a five year phase-in, working towards an annual contribution of \$1.0 million.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1669	CY-PSYLLID IMPACTED TREE REMOVAL/ REPLANTING	573.0	0.0	0.0	0.0	0.0
Total		573.0	0.0	0.0	0.0	0.0

Approximately 1,000 ash trees were impacted by the psyllid insect and were removed with some being replanted in 2018. \$423.0 in RCE funding and \$150.0 in funding from the Urban Forestry and Pest Control Reserve are included in 2019 to continue the removal and replanting of infected trees.

Future Operating Impact of Current Year's Capital Project

There are no future operating impacts from the 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Waste Reduction & Resource Recovery had a \$69.4 unfavorable variance from budget. This was primarily 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:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6.2)	(12.4)	(4.0)	0.0	4.0	-100.0%
Staff Compensation	768.7	502.0	627.8	645.5	17.7	2.8%
Operating Cost	420.0	648.5	579.3	579.5	0.2	0.0%
Cost Recovery	(105.3)	(130.3)	(149.7)	(156.5)	(6.8)	4.5%
Total	1,077.2	1,007.8	1,053.4	1,068.5	15.1	1.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.45	6.45	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Waste Reduction & Resource Recovery	(4.0)	4.0	0.0	1,057.4	11.1	0.0	0.0	1,068.5	1,068.5

There are no significant operating changes for the Waste Reduction & Resource Recovery Service Line.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2184 US-WASTE CHARACTERIZATION STUDY	160.0	0.0	0.0	0.0	0.0
Total	160.0	0.0	0.0	0.0	0.0

Waste Reduction & Resource Recovery capital budget includes P2184 which involves waste audits and other measurement activities to determine the effectiveness of recycling and organics diversion initiatives as well as the development of strategies to increase diversion.



Waste Handling Service

Overview

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.

2017 Budget to Actual Variance Explanation:

In 2017 Waste Services had a \$696.3 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. A one-time reduction/deferral to the Landfill Replacement Reserve was made in 2017 for \$1.25 million in order to offset the negative impact of declining revenues.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(4,576.6)	(5,920.0)	(5,180.0)	(5,180.0)	0.0	0.0%
Staff Compensation	4,913.5	4,820.5	4,748.9	5,034.3	285.4	6.0%
Operating Cost	6,273.7	5,611.4	5,715.2	5,534.7	(180.5)	-3.2%
Debt Charges	478.4	625.2	625.3	507.8	(117.5)	-18.8%
Cost Recovery	(347.9)	(409.2)	(387.8)	(404.7)	(16.9)	4.4%
Capital Contribution	1,337.3	2,654.2	2,654.2	2,625.2	(29.0)	-1.1%
Transfer to/from Reserves	1.3	1.3	1.3	1.3	0.0	0.0%
Total	8,079.7	7,383.4	8,177.1	8,118.6	(58.5)	-0.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	61.37	61.67	0.30

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Waste Handling Service	(5,180.0)	0.0	(5,180.0)	13,357.1	7.5	(66.0)	0.0	13,298.6	8,118.6

Other Significant Item(s):

- Garbage collection and the landfill program have 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 2019 budget includes an increase of \$322.8 to support the maintenance and eventual replacement of this equipment.
- The compost management contract fee of \$428.3 has been eliminated due to additional Multi Materials Stewardship Western funds received for 2019.
- The increase in staffing is due to a transfer of 0.30 FTE for an Operations Superintendent (Safety) position from Transportation business line to align with safety support provided to this service line.



Not Included:

- The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not received adequate growth funding over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$152.8 is required in order to meet the growing demand for this service. This issue as well as the ongoing financial sustainability of Waste Handling service is included in the Waste as a Utility report.
- 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 Councillor complaints and to provide education and enforcement of the bylaw.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1475 US-AUTO'D GARBAGE CONTAINER REPL	346.0	346.0	346.0	346.0	346.0
P2051 US-LANDFILL OPTIMIZATION	350.0	2,000.0	5,700.0	50.0	1,000.0
Total	696.0	2,346.0	6,046.0	396.0	1,346.0

2019 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 2019 Capital Projects.



Urban Biological Services

Overview

Urban Biological Services 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.

2017 Budget to Actual Variance Explanation:

In 2017 Urban Biological Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(2.0)	(2.0)	(2.0)	(2.0)	0.0	0.0%
Staff Compensation	678.3	654.5	713.4	758.6	45.2	6.3%
Operating Cost	224.9	256.8	277.7	268.5	(9.2)	-3.3%
Capital Contribution	0.0	0.0	0.0	13.5	13.5	0.0%
Total	901.2	909.3	989.1	1,038.6	49.5	5.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	11.70	11.80	0.10

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Urban Biological Services	(2.0)	0.0	2.0	991.1	42.9	6.6	0.0	1,040.6	1,038.6

Growth:

- As the city expands and more parks and open space areas are added, additional funding is required to maintain service levels. In 2019, 69 hectares of new green space will be added and the budget has been increased by \$6.6 (0.1 FTE) to the Pest Management Technician pooled positions to provide urban biological services in the grow areas.

Summary of Capital Investments

There are no capital investments for Urban Biological Services.





Operating Budget
\$49.9 million

Capital Budget
\$1.9 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, Staff Development and Safety, Emergency Planning, and Support divisions
- 12 front-line engines, 2 rescue trucks, 2 aerials, 3 brush trucks, 2 water tankers, hazmat response unit, decontamination unit, and water rescue fleet are operated out of 9 fire stations
- 14,087 emergency and non-emergency calls required crews to respond, not including inspection activity or community engagement events
- 2,706 complaints received
- 5,373 inspections and re-inspections by the Fire Prevention division



- 230 fire investigations
- 884 total enforcements were followed through by Fire Prevention division
- 24 students in Grades 9, 10 and 11 from 5 high schools participated in the F.I.R.E. Cadet Program, an eight-week fire training program
- 924 events attended, 25,000 people seen, by Community Relations division
- 3 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 Wellbeing

- Remembering When Program
- Lift Assists

Reconciliation, Inclusion, and Diversity

- F.I.R.E Cadet Program
- Adjust recruitment qualifications to be more attainable to represent the community we serve
- Set target hiring performance measures

Core Services

- Fire Station Placement
- Emergency Response Time and Mapping

Regional Planning

- Training Facility
- Fire Service Agreements

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Fire Response Time	≥90% (6.2 mins)	83%	80%	81%	80%	80%	Neutral	Neutral
Representative Workforce	Aboriginal 7%	Aboriginal 3.4%	Aboriginal 3.9%	Aboriginal 4.0%	Aboriginal 4.2%	Aboriginal 4.4%	Neutral	Neutral
	Visible Minority 4.0%	Visible Minority 1.5%	Visible Minority 1.8%	Visible Minority 1.8%	Visible Minority 2.1%	Visible Minority 2.1%	Neutral	
	People with Disabilities 1.5%	Disabilities 1.2%	Disabilities 1.2%	Disabilities 0.9%	Disabilities 0.6%	Disabilities 0.9%	Neutral	
	Women 15.0%	Women 8.6%	Women 8.8%	Women 8.1%	Women 9.9%	Women 10.0%	Neutral	
*Note: The Representative Workforce numbers highlighted above include all Saskatoon Fire Department Employees.								



Strategic Outcomes and 2019 Actions

Our workforce is representative of the local population.

- The Saskatoon Fire Department (SFD) is working with internal and external stakeholders to have a workforce that is reflective of our community.

The well-being of citizens is a shared responsibility and our community is safe.

- SFD Community Relations staff and firefighting divisions provide community based programs focused on well-being and safety. These programs are expanding to target youth, seniors, and those with intellectual disabilities.
- A Corporate Committee working on a Strategic Facilities Plan is reviewing the current emergent and non-emergent service to the citizens of Saskatoon. This review encompasses current fire station locations with future growth of fire stations.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Fire Services	46,373.8	46,588.0	47,724.2	(973.4)	50,430.9	49,457.5	1,733.3	3.6%
Emergency Measures	345.2	421.0	424.4	(22.5)	441.8	419.3	(5.1)	-1.2%
Total	46,719.0	47,009.0	48,148.6	(995.9)	50,872.7	49,876.8	1,728.2	3.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	336.00	337.00	1.00

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2019			Growth &	Service	2019	
Service Line	2018 Base	Change	Budget	2018 Base	Base Adj	Cont Impr	Level	Budget	Budget
Fire Services	(963.4)	(10.0)	(973.4)	48,687.6	1,597.3	146.0	0.0	50,430.9	49,457.5
Emergency Measures	0.0	(22.5)	(22.5)	424.4	17.4	0.0	0.0	441.8	419.3
Total	(963.4)	(32.5)	(995.9)	49,112.0	1,614.7	146.0	0.0	50,872.7	49,876.8

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Fire Services	1,865.0	2,970.0	1,310.0	1,315.0	1,110.0
Emergency Measures	0.0	0.0	0.0	0.0	0.0
Total	1,865.0	2,970.0	1,310.0	1,315.0	1,110.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
FIRE - CAPITAL RESERVE	525.0	0.0	0.0	0.0	0.0
FIRE APPARATUS	855.0	2,330.0	855.0	855.0	670.0
FIRE SMALL EQUIPMENT REPL RESERVE	230.0	365.0	210.0	185.0	215.0
FIRE UNIFORMS RESERVE	255.0	275.0	245.0	275.0	225.0
Total	1,865.0	2,970.0	1,310.0	1,315.0	1,110.0
Unfunded	0.0	1,400.0	3,600.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2504 FIRE-NEW EQUIPMENT	0.0	14.6	0.0	0.0	0.0
P2423 FIRE - FIRE STATION 9 PARKING LOT	0.0	2.6	0.0	0.0	0.0
P2597 FIRE- HARDWARE AND TECHNOLOGY UPGRADES	0.0	20.0	0.0	0.0	0.0
Total	0.0	37.2	0.0	0.0	0.0



Fire Services

Overview

The Saskatoon Fire Department (SFD) provides response to all emergencies involving fire, pre-hospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public. Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities.

Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups, provides community-based, customer-focused service protecting the public, supporting economic development, and providing a safe and comfortable environment for the citizens of Saskatoon and surrounding areas.

2017 Budget to Actual Variance Explanation:

In 2017 Fire Services had a \$214.2 favorable variance from budget. This was primarily due to the revision of the hiring process which extended the start date of the 2017 fire recruitment class.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
	0.0	0.0	0.0	(417.6)	(417.6)	0.0%
Revenue	(758.0)	(963.4)	(963.4)	(555.8)	407.6	-42.3%
Province of Saskatchewan	0.0	(95.7)	0.0	0.0	0.0	0.0%
Staff Compensation	41,967.1	42,384.5	42,956.4	44,464.5	1,508.1	3.5%
Operating Cost	3,815.5	3,911.1	4,072.7	4,197.9	125.2	3.1%
Cost Recovery	(12.3)	(10.0)	(10.0)	0.0	10.0	-100.0%
Capital Contribution	1,353.5	1,353.5	1,659.4	1,759.4	100.0	6.0%
Transfer to/from Reserves	8.0	8.0	9.1	9.1	0.0	0.0%
Total	46,373.8	46,588.0	47,724.2	49,457.5	1,733.3	3.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	333.00	334.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Fire Services	(963.4)	(10.0)	(973.4)	48,687.6	1,597.3	146.0	0.0	50,430.9	49,457.5

Growth:

- An increase of \$81.0 (1.0 FTE) is included for a Fire Inspector. This position conducts building inspections and is required to meet the mandated inspection schedule, endorsed with approval of recommendations contained in the 2017 Fire Services Service Level Report.
- Fire Station No. 3 was replaced in 2018. \$40.0 in increased contributions is required to the Civic Buildings Building Comprehensive Maintenance Reserve to ensure appropriate levels of maintenance over the life of the building.
- The contribution to the Fire Uniforms Reserve has increased \$25.0, the final year of a two year phase-in, needed to satisfy the National Fire Protection Association recommendation for a second set of turnout gear.



Capital Contribution:

- Due to increasing costs, 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. This is the second year of a five year phase-in.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P0582	FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	230.0	365.0	210.0	185.0	215.0
P1914	FIRE - NEW FIRE STATIONS & REPLACEMENTS	250.0	0.0	0.0	0.0	0.0
P2379	FIRE-MAJOR APPARATUS REPLACEMENT	855.0	2,330.0	855.0	855.0	670.0
P2423	FIRE - FIRE STATION 9 PARKING LOT	75.0	0.0	0.0	0.0	0.0
P2504	FIRE-NEW EQUIPMENT	100.0	0.0	0.0	0.0	0.0
P2509	FIRE-UNIFORMS	255.0	275.0	245.0	275.0	225.0
P2597	FIRE- HARDWARE AND TECHNOLOGY UPGRADES	100.0	0.0	0.0	0.0	0.0
Total		1,865.0	2,970.0	1,310.0	1,315.0	1,110.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2525	FIRE-REGIONAL TRAINING FACILITY	0.0	1,400.0	3,600.0	0.0	0.0
Total		0.0	1,400.0	3,600.0	0.0	0.0

The 2019 Fire Services Capital Investments includes six funded projects.

Three projects totaling \$1,340.0 are funded from existing Reserves and are for the replacement of fire apparatus, support vehicles, equipment and uniforms.

New equipment totaling \$100.0, funded from the Fire Capital Reserves, includes full-face underwater breathing apparatus, surface water suits for all front line pumpers, smoke curtains and pelican lights.

Construction of a parking lot at Fire Station #9 totaling \$75.0, funded from the Fire Capital Reserve, is required to provide a 12 stall parking lot for the Emergency Operations Centre.

Strategic Facility Planning totaling \$250.0, funded from the Fire Capital Reserve, will produce a comprehensive plan prioritizing fire station replacements, relocations and recommend locations for new Fire Stations, aligned with the growth plan to 500,000.

Hardware and Technology Upgrades of \$100.0 will allow for the upgrading of computers and software.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts of \$34.6 is required to provide for the methodical upgrading of computer equipment and software and future replacement of new equipment when it reaches the end of its life-cycle and \$2.6 is required for the comprehensive maintenance contribution for the new parking lot.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2504 FIRE-NEW EQUIPMENT	0.0	14.6	0.0	0.0	0.0
P2423 FIRE - FIRE STATION 9 PARKING LOT	0.0	2.6	0.0	0.0	0.0
P2597 FIRE- HARDWARE AND TECHNOLOGY UPGRADES	0.0	20.0	0.0	0.0	0.0
Total	0.0	37.2	0.0	0.0	0.0



Emergency Measures

Overview

The purpose of the Emergency Measures service line is to coordinate preparedness, planning, response, and recovery with the goal of making Saskatoon a safer and more resilient community. The Saskatoon Emergency Measures Organization works with our City of Saskatoon colleagues, community partners, government agencies, businesses, non-profit groups, first responders, and citizens to promote and strengthen emergency management and business continuity. The City of Saskatoon's Mobile Command Vehicle and the Emergency Operations Centre allow for a coordinated response to complex or escalating emergencies bringing all civic departments and partnering agencies together.

2017 Budget to Actual Variance Explanation:

In 2017 Emergency Measures had a \$75.8 favorable variance from budget. This was primarily due to a temporary vacancy in the Director position.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	0.0	0.0	0.0	(22.5)	(22.5)	0.0%
Staff Compensation	314.6	349.9	353.3	348.2	(5.1)	-1.4%
Operating Cost	68.9	93.6	93.6	93.6	0.0	0.0%
Cost Recovery	(38.3)	(22.5)	(22.5)	0.0	22.5	-100.0%
Total	345.2	421.0	424.4	419.3	(5.1)	-1.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Emergency Measures	0.0	(22.5)	(22.5)	424.4	17.4	0.0	0.0	441.8	419.3

There are no significant operating changes in Emergency Measures.

Summary of Capital Investments

There are no capital investments for Emergency Measures.





Operating Budget
\$6.1 million

Capital Budget
\$71.1 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.

\$40.7 million in total sales revenues for 2017:

- 188 residential lots were sold for a total of \$27.6 million.
- 9 industrial parcels totaling 14.92 acres were sold for a total of \$7.1 million.
- Two commercial/mixed use parcels totaling 5.29 acres were sold for a total of \$5.9 million.

80 leases of land and buildings are managed totaling approximately \$3.0 million in annual revenue.

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

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

8 internal projects connected to Land Development were initiated in 2017. There were also 8 ongoing internal projects initiated previous to 2017 connected to Land Development; five of which were completed 2017 and three of which were required to be carried over into 2018. In addition, technical services for private development were provided.

New land development in 2017:

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

City Council Strategic Priorities Supported by this Business Line

Core Services

- Provide real estate services and expertise on behalf of the corporation.
- Maintenance and leasing of City-owned land development parcels.
- Provision of expertise, advice and guidance on municipal infrastructure.
- Regulatory oversight of infrastructure installations.

Downtown Development

- Sale and disposition surplus City-owned properties.

Economic Development

- Provide an adequate supply of serviced residential, institutional and industrial land.
- Assist with business attraction opportunities.
- Project management of land development and asset preservation infrastructure work.



Transportation

- Design and construction management services.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 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%	2014-2018 17.1%	Decline	Needs Improvement
Supply of Residential Land (Units)	1-2 Year Supply	4,958	5,384	5,150	4,766	3,850	Neutral	On-Track
Supply of Industrial Land (Acres)	2 Year Supply	179	180	197	223	185	Neutral	On-Track

Strategic Outcomes and 2019 Actions

Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices, and efficient servicing.

- Initiate new concept plan for employment lands in the Riel Sector.
- Continue conceptual planning of new master planned community (UH3) in the University Heights Sector.
- Market and sell surplus City-owned land parcels on 25th Street to facilitate new development opportunities in the downtown.
- Market, sell or repurpose former Saskatoon Transit parcels to realize area revitalization goals identified in the original concept plan.
- New trunk sewer construction in 2019 includes 3300 metres.
- New primary watermain construction in 2019 includes 2900 metres.
- New park development in 2019 includes 50.19 acres.

Reliance on property taxes is reduced.

- Examine lease revenues and other potential interim revenue that could be generated on future development lands.

Our economy is strong.

- Complete 386 residential Single Family lots Aspen Ridge.
- Complete 7.56 acres of multifamily land Aspen Ridge.
- Complete 58.12 acres of industrial servicing in Marquis Industrial.
- Complete 2 acres commercial/mixed use development.

Traffic flow throughout the city is safe and optimal.

- New and/or upgraded Arterial road connections to expressways and bridges.

Economic growth and development is supported by streamlined business practices and development approvals.

- Implement new trial multi lot allocation process for single family home builders.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Land	0.0	0.0	0.0	(6,066.2)	6,066.2	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	(6,066.2)	6,066.2	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	18.40	18.40	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Land	(6,456.9)	390.7	(6,066.2)	6,456.9	(390.7)	0.0	0.0	6,066.2	0.0
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	(6,456.9)	390.7	(6,066.2)	6,456.9	(390.7)	0.0	0.0	6,066.2	0.0

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Saskatoon Land	0.0	0.0	0.0	0.0	0.0
Land Development - Capital	71,059.0	77,459.0	141,154.0	83,273.0	99,577.0
Total	71,059.0	77,459.0	141,154.0	83,273.0	99,577.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
ARTERIAL ROAD RESERVE	0.0	12,877.0	28,067.0	13,309.0	15,480.0
BUFFER RESERVE	142.0	186.0	360.0	0.0	0.0
FENCING RESERVE	0.0	0.0	290.0	0.0	0.0
GEN PPD SERVICES-GENERAL	113.0	0.0	0.0	0.0	0.0
GENERAL PPD SERV-ELEC-CITY	1,311.0	1,797.0	130.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	17,369.0	33,479.0	50,479.0	35,744.0	29,853.0
GENERAL PREPAID SVCES-ELEC-SPC	328.0	1,402.0	225.0	0.0	0.0
INDUSTRIAL PARK DEVELOPMENT RES	50.0	50.0	50.0	50.0	50.0
NEIGHBOURHOOD LAND DEVELOPMENT FUND	500.0	0.0	0.0	0.0	0.0
PARKS AND RECREATION LEVY (DISTRICT)	651.0	1,616.0	4,063.0	116.0	1,047.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	469.0	120.0	120.0	120.0	120.0
PARKS AND RECREATION LEVY (NBHD)	2,995.0	14,443.0	5,131.0	9,188.0	2,567.0
PRIMARY WATERMAIN RES	7,585.0	3,808.0	2,173.0	3,999.0	7,984.0
PRIVATE CONTRIBUTIONS	2,140.0	0.0	0.0	0.0	0.0
PROPERTY REALIZED RES	2,167.0	60.0	0.0	0.0	0.0
PRR-LAND DEVELOPMENT	6,645.0	2,178.0	0.0	0.0	0.0
TRUNK SEWER RESERVE	24,663.0	5,246.0	45,827.0	20,747.0	19,096.0
WARRANTY RESERVE	312.0	197.0	0.0	0.0	0.0
WASTEWATER LIFT STATION RES	0.0	0.0	4,239.0	0.0	2,735.0
WATERWORKS CAPITAL PROJECTS RESERVE	3,619.0	0.0	0.0	0.0	20,645.0
Total	71,059.0	77,459.0	141,154.0	83,273.0	99,577.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.9	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	27.3	88.5	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	30.1	58.0	14.6
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	1.0	41.5	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	49.5	266.7	14.6
Total	0.0	0.0	107.9	467.4	29.2



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.

This service line also 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.

2017 Budget to Actual Variance Explanation:

In 2017 Saskatoon Land Property for sale with interim Parking Lot use and Parking Lots on City-owned Land generated additional \$320.0 in revenue in excess of budget as parcels were not sold and utilized at higher than expected levels. Savings from maintenance and land holding costs resulted in \$50.0 less expenditures based on previous year's expenditures.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(4,904.9)	(6,455.1)	(6,456.9)	(6,066.2)	390.7	-6.1%
Staff Compensation	1,447.6	1,789.4	1,814.9	1,854.3	39.4	2.2%
Operating Cost	1,684.1	2,366.6	2,632.9	1,024.4	(1,608.5)	-61.1%
Cost Recovery	(543.7)	(939.7)	(1,197.5)	(127.9)	1,069.6	-89.3%
Capital Contribution	(1,242.2)	50.0	39.3	49.4	10.1	25.7%
Transfer to/from Other Operating	1,517.8	1,147.5	1,435.7	1,947.2	511.5	35.6%
Transfer to/from Reserves	1.2	1.2	1.4	1.4	0.0	0.0%
Transfer to/from Stabilization	2,040.1	2,040.1	1,730.2	1,317.4	(412.8)	-23.9%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	18.40	18.40	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Saskatoon Land	(6,456.9)	390.7	(6,066.2)	6,456.9	(390.7)	0.0	0.0	6,066.2	0.0

Revenue Change:

- Land revenue estimates are based on sales projections for the 2019 calendar year and reflect the administration fees expected from sales of single family, multi-family, commercial and industrial properties. Land revenues also include lease revenue collected from future development land and leases under the Industrial Land Incentive Program. Revenues are forecasted to decline by \$390.7 in 2019 due to adjustments in expected residential land sale revenues.



Capital Contribution:

- Surplus from land operations budget are allocated to the Land Operations Reserve which is forecasted to decline by \$412.8 as a result of a decrease in sales and the admin fee collected.

Other Significant Item(s):

- Prior year figures for the Saskatoon Land Service Line have been restated by \$1,435.7 in order to reflect an operating contribution transfer to the General Revenue Service Line. In addition, City-Owned Property and any associated revenues and expenses have been transferred from the Corporate Asset Management Business Line, to the Saskatoon Land Business Line. This restatement will provide more useful and comparable information when reviewing year over year budgets, and is consistent with the suggestion of the Internal Auditor to move to segregated financial reporting for Saskatoon Land.

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. 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.

2017 Budget to Actual Variance Explanation:

In 2017 Land Development - Capital had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
N/A	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 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	2019	2020	2021	2022	2023
P0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	3,619.0	2,408.0	0.0	0.0	5,793.0
P0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	100.0	140.0	13,106.0	1,905.0	0.0
P0626 LAND DEV'T-SUBDIVIS'N WARRANTY	412.0	247.0	0.0	0.0	0.0
P0627 LAND DEV'T-SUBDIVIS'N FENCING	0.0	0.0	290.0	0.0	0.0
P0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	100.0	3,611.0	0.0	13,564.0	9,357.0
P0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	0.0	0.0	0.0	50.0	5,235.0
P0639 LAND DEV'T-SUBDIVIS'N BUFFERS	142.0	186.0	360.0	0.0	0.0
P0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	0.0	3,794.0	2,481.0	5,718.0	0.0
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	0.0	3,519.0	0.0	3,207.0



Funded Capital Projects	2019	2020	2021	2022	2023
P0748 LAND DEV'T-GEN ADMIN-OLD AREAS	113.0	0.0	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	95.0	105.0	0.0	0.0	0.0
P1403 LAND DEV'T-ROSEWOOD	208.0	482.0	0.0	0.0	0.0
P1407 LAND DEV'T-KENSINGTON	2,368.0	3,431.0	0.0	0.0	0.0
P1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	0.0	0.0	1,204.0	0.0	0.0
P1410 LAND DEV'T-ELK POINT	437.0	60.0	383.0	0.0	0.0
P1411 LAND DEV'T- ASPEN RIDGE	7,522.0	16,279.0	0.0	0.0	0.0
P1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	0.0	0.0	25,766.0	728.0	0.0
P1417 LAND DEV'T-TR SWR-BLAIRMORE	0.0	1,495.0	0.0	4,500.0	1,902.0
P1418 LAND DEV'T-TR SWR-HOLMWOOD	24,463.0	0.0	11,194.0	0.0	5,337.0
P1419 LAND DEV'T-BRIGHTON	12,593.0	13,582.0	0.0	0.0	0.0
P1435 LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	457.0	1,400.0	0.0	3,999.0	4,870.0
P1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,500.0	0.0	2,173.0	0.0	14,852.0
P1437 LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	4,628.0	0.0	0.0	0.0	3,114.0
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	8,941.0
P1464 LAND DEV'T-ART RD-FEDORUK DRIVE	0.0	4,579.0	0.0	0.0	0.0
P1466 LAND DEV'T-ART RD-WANUSKEWIN RD	0.0	0.0	0.0	3,005.0	0.0
P1468 LAND DEV'T-ART RD-8TH STREET EAST	0.0	0.0	0.0	4,586.0	3,332.0
P1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	0.0	0.0	49,247.0	35,744.0	29,853.0
P1568 PARK DEV-ROSEWOOD	1,140.0	3,246.0	0.0	0.0	0.0
P1570 PARK DEV-KENSINGTON	1,060.0	3,637.0	360.0	40.0	361.0
P1574 PARK DEV-ASPEN RIDGE	224.0	1,312.0	1,139.0	3,874.0	651.0
P1575 PARK DEV-ELK POINT	0.0	0.0	3,568.0	5,390.0	2,602.0
P1576 PARK DEV-BRIGHTON	1,671.0	7,864.0	4,127.0	0.0	0.0
P1663 PARK DEV - N.E. SWALE	1,870.0	0.0	0.0	0.0	0.0
P1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	2,497.0	4,927.0	0.0	0.0	0.0
P2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	2,000.0	0.0	0.0	0.0	0.0
Total	71,059.0	77,459.0	141,154.0	83,273.0	99,577.0

2019 capital investments for Land Development include the following:

- \$28.4 million for direct servicing costs attributable to Saskatoon Land development areas;
- \$36.6 million for offsite servicing costs of arterial roads, primary water mains, and trunk sewers and lift stations;
- \$6.1 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 2019 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 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.9	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	27.3	88.5	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	30.1	58.0	14.6
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	1.0	41.5	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	49.5	266.7	14.6
Total	0.0	0.0	107.9	467.4	29.2

Operating Budget

\$94.6 million

Capital Budget

\$3.2 million



STRATEGIC GOAL:



Quality of Life

The Saskatoon Police Service (SPS) is committed to provide service based on excellence to ensure a safe and secure environment. We police in partnership with the community, recognizing that public safety is key to a healthy, growing city. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Policing business line.

The 2018 Insigtrix Community Satisfaction Survey indicates that 93% of the respondents are satisfied with the SPS.

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 address social issues and root causes of crime with prevention as a priority.
- To consider long term expectations and a sustainable policing response.

At A Glance

656.53 staff members at SPS:

- 461 police officers,
- 58.5 special constables, and
- 137.03 civilians.

249,513 calls received by the communication centre, including 84,848 911 calls. This resulted in cars being dispatched to 81,885 calls for service.

10,935 arrests processed through the detention area.

34,332 traffic tickets issued.



City Council Strategic Priority Areas Supported by this Business Line

Community Safety and Wellness

- The SPS tends to the safety and wellness of the community not only in a reactive way, supporting members of the community when they urgently need us, but also in a proactive way in an effort to effect positive change in the community.

Reconciliation, Inclusion, and Diversity

- From the efforts of the SPS Cultural Unit, to the utilization of interpreters collectively fluent in at least 15 languages, to engagement with the Chief's Elders Advisory Committee and numerous other activities including the intention to have a workforce reflective of the community in which we live, work and play, the SPS plays a key role in this City Council Strategic Priority area.

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	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Annual Decrease in Crime Rates	≥-5.0%	-5.60%	5.80%	-2.78%	Not Available	Improvement	Neutral
Annual Decrease in Traffic Collisions	≥-5.0%	3.10%	-7.30%	-3.11%	-12.0% YTD decrease when comparing June 2018 to June 2017	Improvement	On-Track
Representative Workforce	Aboriginal = 14.0%	11.00%	11.10%	9.80%	10.00%	Neutral	Needs Improvement
	Visible Minority = 11.0%	4.30%	4.70%	5.60%	5.60%	Neutral	
	People with Disabilities = 12.4%	4.10%	4.80%	5.10%	5.10%	Neutral	
	Women = 46.0%	33.90%	33.20%	43.10%	43.10%	Neutral	

*Note: the Representative Workforce numbers above include uniform and exempt staff at Saskatoon Police Service.



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 2017 versus 2016:

- Crimes against the Person + 0.35%
- Crimes against Property + 0.52%
- Drug Related Offences excluding Possession + 2.75%
- Drug Related Offences – Possession + 6.02%
- Possession Offences of methamphetamine are up 29.18% (included in 6.02% increase noted above) comparing 2017 to 2016. 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 2017 versus 2016:

- Total Collisions: -3.11%
- Total Traffic Tickets: +10.62%

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 2019 Actions

- Continued focus on the reduction of crime with emphasis on the drug trade including fentanyl and methamphetamine and the escalation of both violent and property crime fueled by addiction including stolen autos, break and enters and firearm offences.
- The Operational Review of the SPS, commissioned by the Board of Police Commissioners, was completed in 2017 with the report released in 2018. Recommendations made as a result of the Operational Review will be considered for implementation.

Reduce street crime.

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

Continuous improvement.

- The SPS continued its partnership with the City of Saskatoon in the development of a new payroll and scheduling system. The City has announced its intention to implement a new Enterprise Resource Planning program, which, in part, would include an upgraded payroll and scheduling system and the SPS is working closely with the City in this regard.
- In an effort to find cost savings, the SPS began preparations to purchase a plane. Since 2005 the Air Support Unit has proven to be an effective tool in the response to and prevention of crime. A shift from leasing was expected to save almost a million dollars over ten years.
- In an effort to find efficiencies telephone reporting was implemented. The pilot project is aimed at reducing the number of dispatched calls for service where a patrol officer is not required to respond.



Training.

- An emphasis was placed on increased training in regard to response to sexual assaults in partnership with the Saskatoon Sexual Assault and Education Centre.
- The SPS continued in its commitment to train all members in the Road to Mental Readiness. R2MR is a program developed by the Department of National Defence, designed to raise awareness about mental health issues. The SPS strives to provide a work environment where training and supports are in place to assist employees in maintaining positive mental health and assist those who may be experiencing mental health issues.

Reduce overtime related to Special Events.

- Partnership with the Saskatoon Exhibition at Prairieland Park - A four-year agreement with the Saskatoon Exhibition at Prairieland Park 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 Program (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. The first facilitated modules began 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.
- The SPS administers the program with funding from the Federal Government of Canada. Key contributing partners include the City of Saskatoon, Child and Family Programs-Ministry of Social Services, Saskatoon Health Region, Saskatoon Public Schools and Greater Saskatoon Catholic Schools.
- The Police and Crisis Team Unit (PACT) is made up of two police officers and two mental health workers who provide response to non-criminal mental health calls for service. The Unit reduces the number of front line police responses that deal with mental health issues, and is also reducing the amount of time officers must wait at hospitals.
- Preparations were made to launch a pilot project jointly with the Saskatchewan Health Authority to increase response efficiencies to mental health calls with a software application called HealthIM. The software helps to more effectively evaluate a person's mental state.
- The SPS is part of the Safe Community Action Alliance created to bring renewed focus to the following: integration of the important work already being done with the most vulnerable members of our community, improved information sharing among agencies involved, and strategic action to move forward in bringing change.
- Operation Runaway was created in 2017 by members of the Saskatoon Police Service, social services, elders and Egadz to provide help and support to young people who repeatedly run away. The pilot program is aimed at finding the root causes for the behaviour in hopes of decreasing the number of repeat runaways.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2018 Base Budget Adj	2018 Adj Budget	2019 Budget				
						000's			Dollar	
						Revenue	Exp/Rec	Net	Change	% Change
Saskatoon Police Service	86,329.7	86,649.0	89,463.5	1,004.9	90,468.4	(10,410.3)	105,014.0	94,603.7	5,140.2	4.6%
Total	86,329.7	86,649.0	89,463.5	1,004.9	90,468.4	(10,410.3)	105,014.0	94,603.7	4,135.3	4.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	656.53	666.52	10.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Adj Base	Base Adj	Growth & Cont Impr	Service Level		
Saskatoon Police Service	(9,890.2)	(520.1)	(10,410.3)	100,358.6	3,851.1	924.2	(119.9)	105,014.0	94,603.7
Total	(9,890.2)	(520.1)	(10,410.3)	100,358.6	3,851.1	924.2	(119.9)	105,014.0	94,603.7

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Saskatoon Police Service	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0
Total	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
POLICE CAPITAL RESERVE	372.0	170.0	170.0	170.0	170.0
POLICE FAC RENOVATION RES	50.0	50.0	50.0	50.0	50.0
POLICE OPER EQUIP & TECH RES	1,732.0	2,419.0	2,449.0	1,352.0	1,488.0
POLICE RADIO RESERVE	949.0	0.0	0.0	133.0	43.0
PRIVATE CONTRIBUTIONS	51.0	0.0	0.0	0.0	63.0
Total	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2389 POLICE-FLEET ADDITIONS	132.7	7.0	7.0	7.0	7.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	26.4	0.0	43.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	19.4	31.7	5.5	14.5	14.5
Total	178.5	38.7	55.5	21.5	21.5



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.

2017 Budget to Actual Variance Explanation:

In 2017 the Saskatoon Police Service had a \$319.3 favorable variance from budget. This was for the most part a result of reduced energy charges due to the energy efficiency incorporated into the new SPS headquarters.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2018 Adj Budget	2019 Budget	Dollar Change	% Change
Revenue	(3,052.7)	(1,956.8)	(2,629.0)	(2,629.0)	(3,009.7)	(380.7)	14.5%
Province of Saskatchewan	(7,545.4)	(7,172.4)	(7,261.2)	(7,261.2)	(7,400.6)	(139.4)	1.9%
Staff Compensation	79,006.9	77,250.2	80,209.3	81,214.2	84,210.3	2,996.1	3.7%
Operating Cost	16,513.1	16,844.7	17,436.2	17,436.2	18,730.5	1,294.3	7.4%
Cost Recovery	(469.4)	(193.9)	(258.1)	(258.1)	(398.7)	(140.6)	54.5%
Capital Contribution	1,869.2	1,869.2	1,957.2	1,957.2	2,462.8	505.6	25.8%
Transfer to/from Reserves	8.0	8.0	9.1	9.1	9.1	0.0	0.0%
Total	86,329.7	86,649.0	89,463.5	90,468.4	94,603.7	5,140.2	4.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	656.53	666.52	10.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Adj Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Police Service	(9,890.2)	(520.1)	(10,410.3)	100,358.6	3,851.1	924.2	(119.9)	105,014.0	94,603.7

Continuous Improvement:

- In 2018, the decision was made to purchase an airplane, rather than lease. The savings from the purchase helped mitigate the overall cost increase in the 2019 budget.
- Telephone reporting has been implemented as a pilot project. The intent is to save police officers being dispatched to a site where sufficient information can be taken over the telephone.

Service Level Change and Growth:

- Restrained growth in 2018 has left the SPS in a position where more resources are required to maintain service and enhance Patrol Availability Factor. SPS needs to continue exploring alternatives to more efficiently and effectively serve the public, such as telephone reporting, as noted above. Resources are required to keep up with the growth of the City and to enhance policing of root cause issues, such as drugs. As such, in 2019, the budget submission includes an increase in resources that is the minimum required to create positive change that will support the Saskatoon City Council priority of Community Safety and Wellness.



Capital Contribution:

- The annual provision to the overall Capital Reserve has increased \$505.6. Increased funding is required as replacement of existing assets and anticipated expansion of required assets are needed. Examples include the airplane being owned versus leased and other items that had been expensed through operating that are now more properly being purchased through capital.

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 and to account for negotiated salary increases.
- With 2017 having been the final year of phased in capital reserve contributions related to the new Police Headquarters, a further \$82.1 has been added to the budget this year related to inflation. Similarly, cross charges for operations and energy consumption are increasing \$57.5.
- Revenue increases from Criminal Record Checks totaling \$194.2 are anticipated to help offset some expense increases.
- An additional increase in revenue of \$66.6 associated with Special Duty activities has been budgeted. This will be mostly offset by an increased expense in salaries and payroll costs.
- Of the Operating Cost change noted and not already discussed, highlights of the remainder include an increase in cross charges from the City totaling \$120.0 related to commissionaire services and insurance premiums increasing \$53.5. Fuel costs are anticipated to increase \$215.1 and IT license costs are expected to rise a net \$100.4. Additionally, the SPS has taken over the administration of the Restorative Action Program (RAP) from the City and has committed to increasing the funding for the program by \$30.0. The remainder are net changes more minor in nature.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2119 POLICE-RADIO REPLACEMENT	949.0	0.0	0.0	133.0	106.0
P2389 POLICE-FLEET ADDITIONS	372.0	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	711.0	701.0	335.0	411.0	333.0
P2498 POLICE-EQUIPMENT EXPANSION	157.0	0.0	0.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	581.0	1,551.0	1,973.0	825.0	1,045.0
P2610 POLICE-TECHNOLOGY EXPANSION	334.0	167.0	141.0	116.0	110.0
Total	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0

2019 Saskatoon Police Services Capital Investments include eight projects totaling \$3.154 million of which \$2.291 million is targeted to address a number of asset replacement projects including \$581.0 related to technology, \$949.0 for radio replacements and \$761.0 for equipment/furniture replacements.

Planned capital expansion projects for 2019 total \$812.0 including \$106.0 for equipment, \$334.0 for technology and \$372.0 for vehicle needs. The entire value of the projects is funded from Police Capital Reserves.

In addition to projects funded from Police Capital Reserves, we hope to have a trace scanner funded by an outside agency at an approximate cost of \$51.0. If the funds become available from an outside agency, the item will be purchased using these funds.

Future Operating Impact of Current Year's Capital Projects

2019 projects are expected to increase the 2019 Operating Budget by \$178.5. In 2020, capital changes are expected to increase operating costs by \$38.7.



Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2389 POLICE-FLEET ADDITIONS	132.7	7.0	7.0	7.0	7.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	26.4	0.0	43.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	19.4	31.7	5.5	14.5	14.5
Total	178.5	38.7	55.5	21.5	21.5



Operating Budget
\$31.1 million

Capital Budget
\$8.9 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

- \$3.5 million dollars of public art maintained
- 1.53 million visits to City-operated leisure centres
- 300,000 visits to the riverfront trail at River Landing
- 227,990 visits to the Forestry Farm Park & Zoo
- 203,261 ride tickets used at Nutrien Playland at Kinsmen Park
- 153,300 participants in the summer playground programs
- 99,467 rounds of golf played
- 44,200 rental hours booked to community groups at leisure facilities
- 17,695 visitor nights at the Gordon Howe Campground
- 17,286 people registered in swimming lessons
- 14,500 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
- 30 paddling pools, 17 spray pads, 11 youth centres, and four travelling program vans
- 18 major arts, cultural, and heritage organizations supported attracting 653,200 visits
- 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

- Parks Maintenance and Design.

Recreation, Culture and Leisure

- Leisure Centres, Outdoor pools, Sport fields, Playgrounds and recreation areas, Youth Programming, Skateboard program, Arenas, Golf Courses, Nutrien Playland, Forestry Farm Park and Zoo, Gordie Howe Campground, Aboriginal Leadership Initiatives, Program Research and Design, Marketing Services, Albert Community Centre, Marr Residence, and River Landing.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	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*	6,800	Decline *Holiday Park Exec. 9 closed for half of season for capital improvement project.	On-Track



Strategic Outcomes and 2019 Actions

The well-being of citizens is a shared responsibility and our community is safe.

- Support community collaboration on healthy lifestyles and provision of low cost/no cost programs and amenities.
- Support the Age-Friendly Saskatoon initiative through access for older adults to recreation and culture programs services.
- Provide a wide variety of recreation and culture programs and services supporting healthy lifestyles and overall well being.

Citizens are engaged in a welcoming place and enjoy a range of opportunities.

- Support Truth and Reconciliation initiatives through sport, culture, recreation programs and services.
- Support the immigration action plan in ensuring recreation and culture programs and services are meeting the needs of newcomers.
- Support community partnerships in the design and delivery of recreation and culture programs, services and facilities.

Recreation and cultural facilities are accessible, physically and financially, and meet community needs.

- Implement the Recreation and Parks Master Plan and the Facilities Game Plan.
- Support the Winter City Strategy.
- Renew and implement Outdoor Special Events Policy framework for supports to outdoor special events.
- Continue to refine and implement park and recreation facilities asset management plans.
- Design recreation and cultural facilities and programs to meet diverse community needs.
- Support the Accessibility Action Plan ensuring programs, facilities and services are accessible for people with disabilities.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	157.2	157.0	163.4	0.0	170.2	170.2	6.8	4.2%
Marketing Services	609.7	622.8	635.5	0.0	666.4	666.4	30.9	4.9%
Community Partnerships	433.3	417.9	421.4	(18.1)	705.1	687.0	265.6	63.0%
Forestry Farm Park & Zoo	1,629.3	1,600.4	1,650.3	(1,218.6)	2,803.2	1,584.6	(65.7)	-4.0%
Golf Courses	0.0	0.0	0.0	(4,025.6)	4,025.6	0.0	0.0	0.0%
Gordon Howe Campground	0.0	0.0	0.0	(624.3)	624.3	0.0	0.0	0.0%
Indoor Rinks	258.7	326.3	224.7	(2,342.2)	2,652.6	310.4	85.7	38.1%
Nutrien Playland	0.0	0.0	0.0	(540.1)	540.1	0.0	0.0	0.0%
Outdoor Pools	744.7	882.4	891.0	(464.0)	1,407.4	943.4	52.4	5.9%
Outdoor Sport Fields	338.2	445.7	514.5	(700.0)	1,250.9	550.9	36.4	7.1%
Parks Maintenance & Design	14,140.6	13,417.7	14,036.2	(149.7)	15,344.0	15,194.3	1,158.1	8.3%
Playground & Recreation Areas	873.9	887.4	857.4	0.0	927.1	927.1	69.7	8.1%
Program Research & Design	225.9	238.9	238.9	0.0	241.3	241.3	2.4	1.0%
Leisure Centres - Program	4,810.5	4,135.4	4,558.7	(6,605.1)	11,670.4	5,065.3	506.6	11.1%
Leisure Centres - Rentals	4,032.6	4,210.9	4,300.9	(6,915.4)	10,985.3	4,069.9	(231.0)	-5.4%
Targeted Programming	546.8	578.4	587.3	(10.4)	609.9	599.5	12.2	2.1%
Albert Community Centre	9.7	78.6	81.6	(190.8)	264.2	73.4	(8.2)	-10.0%
Marr Residence	35.3	22.0	22.2	(0.5)	22.7	22.2	0.0	0.0%
River Landing	0.0	0.0	0.0	(1,290.3)	1,290.3	0.0	0.0	0.0%
Total	28,846.4	28,021.8	29,184.0	(25,095.1)	56,201.0	31,105.9	1,921.9	6.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	330.27	334.25	3.98

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019	2018 Base	Base Adj	Growth &	Service Level	2019	2019
			Budget			Cont Impr		Budget	
Spectator Ballfields	0.0	0.0	0.0	163.4	6.8	0.0	0.0	170.2	170.2
Marketing Services	0.0	0.0	0.0	635.5	30.9	0.0	0.0	666.4	666.4
Community Partnerships	(16.8)	(1.3)	(18.1)	438.2	66.9	0.0	200.0	705.1	687.0
Forestry Farm Park & Zoo	(1,025.7)	(192.9)	(1,218.6)	2,676.0	127.2	0.0	0.0	2,803.2	1,584.6
Golf Courses	(4,045.6)	20.0	(4,025.6)	4,045.6	(20.0)	0.0	0.0	4,025.6	0.0
Gordon Howe Campground	(637.1)	12.8	(624.3)	637.1	(12.8)	0.0	0.0	624.3	0.0
Indoor Rinks	(2,273.4)	(68.8)	(2,342.2)	2,498.1	154.5	0.0	0.0	2,652.6	310.4
Nutrien Playland	(586.4)	46.3	(540.1)	586.4	(46.3)	0.0	0.0	540.1	0.0
Outdoor Pools	(482.3)	18.3	(464.0)	1,373.3	34.1	0.0	0.0	1,407.4	943.4
Outdoor Sport Fields	(645.3)	(54.7)	(700.0)	1,159.8	(11.9)	103.0	0.0	1,250.9	550.9
Parks Maintenance & Design	(146.1)	(3.6)	(149.7)	14,182.3	584.7	227.0	350.0	15,344.0	15,194.3
Playground & Recreation Areas	0.0	0.0	0.0	857.4	29.8	39.9	0.0	927.1	927.1
Program Research & Design	0.0	0.0	0.0	238.9	2.4	0.0	0.0	241.3	241.3
Leisure Centres - Program	(6,644.8)	39.7	(6,605.1)	11,203.5	466.9	0.0	0.0	11,670.4	5,065.3
Leisure Centres - Rentals	(6,537.3)	(378.1)	(6,915.4)	10,838.2	147.1	0.0	0.0	10,985.3	4,069.9
Targeted Programming	(10.4)	0.0	(10.4)	597.7	12.2	0.0	0.0	609.9	599.5
Albert Community Centre	(157.3)	(33.5)	(190.8)	238.9	25.3	0.0	0.0	264.2	73.4
Marr Residence	(0.5)	0.0	(0.5)	22.7	0.0	0.0	0.0	22.7	22.2
River Landing	(1,265.3)	(25.0)	(1,290.3)	1,265.3	25.0	0.0	0.0	1,290.3	0.0
Total	(24,474.3)	(620.8)	(25,095.1)	53,658.3	1,622.8	369.9	550.0	56,201.0	31,105.9



Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
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	183.0	1,705.0	450.0	330.0	50.0
Forestry Farm Park & Zoo	600.0	810.0	800.0	0.0	250.0
Golf Courses	475.0	275.0	275.0	300.0	300.0
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
Nutrien Playland	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	324.0	0.0
Outdoor Sport Fields	5,530.0	350.0	1,880.0	110.0	0.0
Parks Maintenance & Design	1,400.0	1,000.0	1,070.0	1,250.0	1,050.0
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	120.0	0.0	0.0	1,000.0	0.0
Leisure Centres - Rentals	230.0	125.0	235.0	125.0	125.0
Targeted Programming	0.0	0.0	0.0	0.0	0.0
Albert Community Centre	100.0	75.0	75.0	75.0	75.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
River Landing	225.0	0.0	0.0	0.0	0.0
Total	8,863.0	4,340.0	4,785.0	3,514.0	1,850.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
ALBERT MAJOR REPAIR RES	100.0	75.0	75.0	75.0	75.0
ANIMAL SERVICES RESERVE	50.0	30.0	50.0	0.0	50.0
CIVIC BLDGS COMPR MTNCE	50.0	0.0	50.0	0.0	50.0
DEDICATED LANDS RESERVE	166.0	450.0	284.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	100.0	60.0	200.0	0.0	250.0
FUNDING PLAN CONTRIBUTION	5,334.0	1,500.0	2,231.0	1,519.0	0.0
GOLF COURSE CAPITAL RESERVE	475.0	275.0	275.0	300.0	300.0
INDUSTRIAL PARK DEVELOPMENT RES	340.0	0.0	0.0	0.0	0.0
INFRASTRUCTURE RESERVE - PARKS	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
LEISURE SERVICES EQUIPMENT REPL RES	230.0	125.0	235.0	125.0	125.0
PARK ENHANCE RES	95.0	350.0	365.0	245.0	0.0
PARKS & REC PARTNERSHIP RESERVE	200.0	0.0	0.0	0.0	0.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	350.0	0.0	20.0	250.0	0.0
PRIVATE CONTRIBUTIONS	148.0	475.0	0.0	0.0	0.0
RIVER LANDING CAPITAL RESERVE	225.0	0.0	0.0	0.0	0.0
Total	8,863.0	4,340.0	4,785.0	3,514.0	1,850.0
Unfunded	20.0	4,880.0	2,365.0	2,856.0	4,650.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	15.2	0.0	0.0	0.0
P2606 CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	0.0	7.9	0.0	0.0	0.0
Total	0.0	23.1	0.0	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.

2017 Budget to Actual Variance Explanation:

In 2017 Spectator Ballfields had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Operating Cost	157.2	157.0	163.4	170.2	6.8	4.2%
Total	157.2	157.0	163.4	170.2	6.8	4.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Spectator Ballfields	0.0	0.0	0.0	163.4	6.8	0.0	0.0	170.2	170.2

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.

2017 Budget to Actual Variance Explanation:

In 2017 Marketing Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	512.8	501.3	517.7	559.8	42.1	8.1%
Operating Cost	273.3	276.2	276.2	275.9	(0.3)	-0.1%
Cost Recovery	(176.5)	(154.7)	(158.4)	(169.3)	(10.9)	6.9%
Total	609.6	622.8	635.5	666.4	30.9	4.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	5.75	5.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Marketing Services	0.0	0.0	0.0	635.5	30.9	0.0	0.0	666.4	666.4

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 response plans for the City.

2017 Budget to Actual Variance Explanation:

In 2017 Community Partnerships had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(14.7)	(16.8)	(16.8)	(18.1)	(1.3)	7.7%
Staff Compensation	404.5	384.5	391.2	460.9	69.7	17.8%
Operating Cost	30.8	37.5	34.3	31.5	(2.8)	-8.2%
Capital Contribution	0.0	0.0	0.0	200.0	200.0	0.0%
Transfer to/from Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
Total	433.3	417.9	421.4	687.0	265.6	63.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.80	4.55	0.75

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Community Partnerships	(16.8)	(1.3)	(18.1)	438.2	66.9	0.0	200.0	705.1	687.0

Service Level Change:

- A \$200.0 increase in the transfer to the Recreation, Sports, Culture and Parks Partnership Reserve represents the first year of a proposed phase-in to reach an annual contribution of \$1.25 million, to be allocated to partially fund the Recreation and Parks Facilities Game Plan.

Other Significant Items:

- Staff increases of \$33.7 (0.5 FTE) and \$18.4 (0.25 FTE) is the result of the transfer of a Clerk 10 position and a Recreation Technician 13 position from Outdoor Sport Fields, to reflect the area where services are provided.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2114	CY-VICTORIA PARK - UPGRADES	0.0	450.0	400.0	330.0	0.0
P2353	CY-CHIEF WHITECAP PARK DEVELOPMENT	50.0	505.0	0.0	0.0	0.0
P2469	CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	0.0	750.0	0.0	0.0	0.0
P2471	CY-KINSMEN PARK & AREA - MASTER PLAN	133.0	0.0	0.0	0.0	0.0
P2528	CY-DOG PARK DEVELOPMENT	0.0	0.0	50.0	0.0	50.0
Total		183.0	1,705.0	450.0	330.0	50.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2114	CY-VICTORIA PARK - UPGRADES	0.0	75.0	0.0	0.0	0.0
P2352	CY-PERMANENT BOAT LAUNCH SITE	0.0	500.0	0.0	0.0	0.0
P2353	CY-CHIEF WHITECAP PARK DEVELOPMENT	0.0	410.0	340.0	255.0	0.0
P2471	CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	0.0	0.0	0.0	2,885.0
P2474	CY-HUDSON BAY AREA DISTRICT PARKS	0.0	2,270.0	0.0	50.0	90.0
P2600	CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	0.0	0.0	1,000.0	1,000.0
Total		0.0	3,255.0	340.0	1,305.0	3,975.0

Project 2353 Chief Whitecap Park Development, funded by the Animal Services Reserves, involves continued development of the naturalized area in the uplands.

Project 2471 Kinsmen Park & Area Master Plan involves implementation of some of the priorities and recommendations identified from the parking/transportation study completed in 2018.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2019 capital projects.



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.

2017 Budget to Actual Variance Explanation:

In 2017 the Forestry Farm Park and Zoo had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(1,088.0)	(960.7)	(1,025.7)	(1,218.6)	(192.9)	18.8%
Staff Compensation	1,207.0	1,150.1	1,213.3	1,244.6	31.3	2.6%
Operating Cost	1,317.1	1,204.0	1,249.3	1,341.9	92.6	7.4%
Capital Contribution	162.0	162.0	162.0	162.0	0.0	0.0%
Transfer to/from Reserves	52.8	45.0	51.4	54.7	3.3	6.4%
Total	1,629.3	1,600.4	1,650.3	1,584.6	(65.7)	-4.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	15.44	15.44	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Forestry Farm Park & Zoo	(1,025.7)	(192.9)	(1,218.6)	2,676.0	127.2	0.0	0.0	2,803.2	1,584.6

Revenue Change:

- Forestry Farm Park & Zoo revenue is anticipated to increase by \$192.9 largely due to sales of the new Zoo Season Pass and increased admission volumes.

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 \$3.3. 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 \$19.6 in additional operating costs, and increases in contractual obligations for services provided by the Saskatoon Zoo Society and increased Night Watchman services to comply with CAZA standards, have increased by a total of \$62.0.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	600.0	810.0	800.0	0.0	250.0
Total		600.0	810.0	800.0	0.0	250.0

Project 2048 – Forestry Farm Park & Zoo Master Plan Implementation involves the upgrading and rebuilding of various Zoo Amenities and Exhibits, funded as part of the Recreation and Parks Funding Plan, and improvements to the Aviaries and Pathways, funded by the Forestry Farm Park & Zoo Capital Reserve.

Future Operating Impact of Current Year's Capital Projects

Any operating impacts resulting from the upgrading and rebuilding of Zoo Amenities and Exhibits will be identified at the design stage.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Golf Courses had no variance from total budget as this program is fully cost recovered. In 2017 there was a \$75.7 draw from the stabilization reserve and a \$243.7 reduction in the contribution to capital reserves, required to offset lower revenues due to a wet spring and a delay in reopening the Executive 9 at the Holiday Park Course.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(3,298.3)	(3,922.1)	(4,045.6)	(4,025.6)	20.0	-0.5%
Staff Compensation	1,458.1	1,586.0	1,617.3	1,663.0	45.7	2.8%
Operating Cost	1,595.7	1,772.2	1,855.6	1,904.0	48.4	2.6%
Capital Contribution	320.2	563.9	572.7	358.6	(214.1)	-37.4%
Transfer to/from Stabilization	(75.7)	0.0	0.0	100.0	100.0	0.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	24.80	24.80	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Golf Courses	(4,045.6)	20.0	(4,025.6)	4,045.6	(20.0)	0.0	0.0	4,025.6	0.0

Revenue Change:

- Golf Course revenue is anticipated to decrease by \$20.0 in 2019. The green fee rate increase is expected to result in an additional \$1,038.6, which is offset by a decrease in volumes of \$1,105.1, an adjustment based on historical actuals. Other smaller adjustments include increases in golf cart rentals, tracking fees and driving range revenue of \$89.9; Pro Shop sales decrease of \$47.5; and, concession and lease increases of \$3.6.

Capital Contributions:

- Due to the full cost recovery nature of this program, the contribution to the Golf Course Capital Reserve has decreased by \$207.7 in order to offset revenue and expenditure changes along with the increased contribution to the stabilization reserve, bringing the total contribution to \$254.6.
- The contribution to the Holiday Park Golf Course Redevelopment Reserve has decreased by \$6.4 due to a decrease in the budgeted number of rounds played, bringing the total contribution to \$104.0.
- The contribution to the Golf Course Stabilization Reserve has increased by \$100.0, to begin replenishing the reserve.



Other Significant Item(s):

- Increases in water rates and electrical rates account for \$16.2 in additional operating costs, contractual obligations for Pro services contracts agreements increased by \$44.0, and inventory purchases have decreased by \$40.0. The Pro services contract increase is associated with the increase in driving range revenues that is no longer provided by contracted services. The decrease in inventory is tied to the decrease in Pro Shop sales as that service delivery is now provided by the contacted services, not the City.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2101	CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	475.0	275.0	275.0	300.0	300.0
Total		475.0	275.0	275.0	300.0	300.0

Project 2101 – Golf Course Improvements and Equipment Replacement \$300.0 is required for the planned replacement of major golf course equipment; this allows the civic golf courses to be maintained at the standard of play expected by our patrons. \$175.0 is required for the replacement of the main irrigation pumps and renovation of the pump house building at Holiday Park Golf Course. All projects are fully funded from the Golf Course Capital Reserve.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 capital projects.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Gordon Howe Campground had no variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(596.4)	(637.9)	(637.1)	(624.3)	12.8	-2.0%
Staff Compensation	182.3	179.1	182.3	187.3	5.0	2.7%
Operating Cost	239.9	271.0	279.9	287.6	7.7	2.8%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Transfer to/from Stabilization	76.0	89.6	76.7	51.2	(25.5)	-33.2%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.70	2.70	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Gordon Howe Campground	(637.1)	12.8	(624.3)	637.1	(12.8)	0.0	0.0	624.3

Other Significant Item(s):

- Due to the full cost recovery nature of this program, the contribution to the Campsite Reserve has decreased by \$25.5, in order to offset revenue and expenditure changes, bringing the total contribution to \$51.2.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Indoor Rinks had a \$67.7 favorable variance from budget. This was a result of higher than anticipated external rentals.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(2,269.6)	(2,121.1)	(2,273.4)	(2,342.2)	(68.8)	3.0%
Staff Compensation	1,003.3	975.4	982.3	1,010.1	27.8	2.8%
Operating Cost	1,462.4	1,409.5	1,453.3	1,580.0	126.7	8.7%
Capital Contribution	62.5	62.5	62.5	62.5	0.0	0.0%
Total	258.6	326.3	224.7	310.4	85.7	38.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	14.20	14.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Indoor Rinks	(2,273.4)	(68.8)	(2,342.2)	2,498.1	154.5	0.0	0.0	2,652.6	310.4

Revenue Change:

- Indoor Rinks revenue is anticipated to increase by \$68.8 in 2019. Increases in concession, rental and admission rates are expected to increase revenues by \$18.9 and increases in volume of hours booked, including increases in prime-time, non-prime time, summer ice and dry rentals, will increase revenues by \$49.9.

Other Significant Item(s):

- Increases in utility rates regarding water, wastewater and electricity account for \$21.1 in additional operating costs and increased volumes due to increased rentals account for \$24.6 in additional operating costs.
- The removal of ice shaving from the grounds at the indoor rinks has increased operating costs by \$39.0 along with \$8.5 in additional costs for the grading and drainage of parking lots.

Summary of Capital Investments

There are no capital investments for Indoor Rinks.



Nutrien Playland

Overview

The 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 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.

2017 Budget to Actual Variance Explanation:

In 2017 Nutrien Playland had no variance from budget as this program is fully cost recovered. In 2017 there was a \$46.6 reduction in the budgeted contribution to the stabilization reserve, required to offset lower than budgeted revenues due in part to a later opening date.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(469.0)	(586.4)	(586.4)	(540.1)	46.3	-7.9%
Staff Compensation	194.7	267.4	274.4	254.4	(20.0)	-7.3%
Operating Cost	170.9	169.0	173.5	172.7	(0.8)	-0.5%
Capital Contribution	100.0	100.0	110.0	110.0	0.0	0.0%
Transfer to/from Stabilization	3.4	50.0	28.5	3.0	(25.5)	-89.5%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.25	3.83	(0.42)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Nutrien Playland	(586.4)	46.3	(540.1)	586.4	(46.3)	0.0	0.0	540.1
								0.0

Revenue Change:

- Revenues have been reduced by \$46.3 to reflect actual trends in volumes of rides and rental hours. A Ride Operator position (0.42 FTE) has been eliminated, resulting in saving of \$23.0, due to efficiencies in scheduling.

Capital Contribution:

- The contribution to the capital reserve remains at \$110.0. The reserve will be used to finance the cost of future major repairs and replacement of equipment at PotashCorp Playland.
- The transfer to the PotashCorp 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 \$25.5, bringing the annual contribution to \$3.0.



Summary of Capital Investments

There are no capital investments in 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.

2017 Budget to Actual Variance Explanation:

In 2017 Outdoor Pools had a \$137.7 favorable variance from budget primarily due to lower utility consumption and additional cost recovery amounts charged out for guards.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(460.6)	(471.4)	(482.3)	(464.0)	18.3	-3.8%
Staff Compensation	473.2	510.7	510.1	526.0	15.9	3.1%
Operating Cost	732.1	843.1	863.2	881.4	18.2	2.1%
Total	744.7	882.4	891.0	943.4	52.4	5.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	8.52	8.52	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Outdoor Pools	(482.3)	18.3	(464.0)	1,373.3	34.1	0.0	0.0	1,407.4	943.4

There are no significant operating changes in Outdoor Pools.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2607	CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	0.0	0.0	0.0	324.0	0.0
Total		0.0	0.0	0.0	324.0	0.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2607	CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	0.0	0.0	0.0	76.0	0.0
Total		0.0	0.0	0.0	76.0	0.0

There are no 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Outdoor Sport Fields had a \$107.5 favorable variance from budget due to higher hourly rental revenue resulting from more school bookings, fewer rain-outs and increased volumes for league and tournament play.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(719.4)	(631.2)	(645.3)	(700.0)	(54.7)	8.5%
Staff Compensation	132.9	141.1	144.2	100.8	(43.4)	-30.1%
Operating Cost	711.8	722.9	802.7	866.5	63.8	7.9%
Cost Recovery	0.0	0.0	0.0	(17.3)	(17.3)	0.0%
Capital Contribution	212.9	212.9	212.9	300.9	88.0	41.3%
Total	338.2	445.7	514.5	550.9	36.4	7.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.10	1.35	(0.75)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Outdoor Sport Fields	(645.3)	(54.7)	(700.0)	1,159.8	(11.9)	103.0	0.0	1,250.9	550.9

Revenue Change:

- Sport Fields revenues are anticipated to increase by \$54.7, largely as a result of increased hourly rentals of \$25.3, increased school bookings of \$16.3 and a new lease agreement with Saskatoon Baseball Council Inc. amounting to \$12.6 related to taking over the day-to-day operation of the Nutana Kiwanis fields.

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 Gordon Howe Complex have been completed. The new facilities now require an additional \$88.0 as a transfer to the civic buildings comprehensive maintenance reserve in order to preserve the upgrades to the track, bleachers, and Speed Skating Oval, along with an additional \$15.0 in operating costs for ongoing maintenance and utilities.



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 \$30.4 due to inflation are reflected in the 2019 budget.
- Staff decreases of \$34.1 (0.5 FTE) and \$11.6 (0.25 FTE) is the result of the transfer of a Clerk 10 position and a Recreation Technician 8 position to Community Partnerships, to reflect the area where services are provided.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1578	CY-SILVERWOOD INDUSTRIAL AREA PARK	340.0	0.0	1,880.0	0.0	0.0
P1664	CY-GORDON HOWE COMPLEX UPGRADES	5,000.0	0.0	0.0	0.0	0.0
P2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	190.0	350.0	0.0	110.0	0.0
Total		5,530.0	350.0	1,880.0	110.0	0.0
Unfunded Capital Projects		2019	2020	2021	2022	2023
P2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	20.0	0.0	0.0	0.0	0.0
Total		20.0	0.0	0.0	0.0	0.0

Project 1578 – Silverwood Industrial Area Park project includes \$340.0 for the redesign and relocation of the allotment gardens to support the development and use of softball fields beginning in 2021. Park infrastructure will be shared and as such, savings associated with the future design and construction costs. This project is funded from the Industrial Parks and Rec Levy, which is contingent on the approval of an exception to City Council Policy No. C03 011, Parks and Recreation Levy, which identifies levies collected from industrial properties may be used for multi-district parks, boulevard trees, and recreation facilities.

Project 1664 - Gordon Howe Complex Upgrades project includes the major redevelopment of amenities located at the Gordon Howe Complex. Construction is anticipated to total \$42.0 million. Friends of the Bowl Foundation will fund \$36.0 million with the City requested to fund \$6.0 million. Approvals for \$37.0 million were obtained in 2018; the 2019 budget request is for the remaining \$5.0 million City contribution. This contribution will be paid out \$1.25 million in 2019 through 2022 as part of the Recreation and Parks Funding Plan.

Project 2102 - Sport Field Development & Improvements includes beginning to convert fields from torpedo sand to shale and the conversion of the Father Basil Markle Tennis court facility to a Pickleball only complex. The Pickleball complex has \$80.0 in funding from the Recreation, Sport, Culture & Parks Partnership Reserve and options involving the unfunded portion of \$20.0 will be addressed in a report to Council in early 2019.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2019 projects.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Parks Maintenance and Design had a \$722.9 unfavorable variance from budget. This was mostly a result of additional irrigation water required due to lower than normal rainfall.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(3.5)	(3.6)	0.0	(3.6)	(3.6)	0.0%
Province of Saskatchewan	(146.1)	(146.1)	(146.1)	(146.1)	0.0	0.0%
Staff Compensation	8,027.0	7,407.0	7,716.2	8,330.9	614.7	8.0%
Operating Cost	6,396.8	6,277.7	6,569.0	6,929.2	360.2	5.5%
Debt Charges	181.0	181.0	34.0	0.0	(34.0)	-100.0%
Cost Recovery	(1,406.2)	(1,389.9)	(1,395.9)	(1,476.2)	(80.3)	5.8%
Capital Contribution	1,099.8	1,099.8	1,267.2	1,568.3	301.1	23.8%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	0.0	0.0%
Total	14,140.6	13,417.7	14,036.2	15,194.3	1,158.1	8.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	124.34	127.75	3.41

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Parks Maintenance & Design	(146.1)	(3.6)	(149.7)	14,182.3	584.7	227.0	350.0	15,344.0	15,194.3

Growth:

- As the City expands and more parks and open green space areas are added, additional funding is required to maintain service levels. In 2019, 69 hectares of new green space will be added and the budget has been increased by \$232.7 which includes the addition of 3.06 FTEs for maintenance staff and water costs. This is required to maintain the growing park areas.



Service Level Change:

- An increase of \$350.0 to the Parks Infrastructure Reserve is the first year of a phased-in funding increase to the Building Better Parks Asset Management initiative, required to ensure funding levels are adequate to maintain Parks' assets in a good condition

Capital Contribution:

- An increase of \$19.1 to the Parks Infrastructure Reserve, based on the Consumer Price Index, is in compliance with the Capital Reserve Bylaw.
- The \$80.0 capital contribution to the Psyllid Impacted Tree Removal/Replanting project (P1669) in 2018 was one-time funding achieved through a reallocation of operating costs that were not needed in 2018, due to the temporary closure of the Conservatory. In 2019 the operating costs have been reinstated and the capital contribution removed.
- An increase of \$12.0 to the Parks Equipment Acquisition Reserve is required for equipment to haul away the piles of ice shavings from the grounds of the indoor rinks, and it cross charged to that program, recovered through fees.

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 \$226.2.
- \$27.0 is included for additional costs to remove the accumulation of ice shavings from the grounds at the indoor rinks, and is cross charged to that program, recovered through fees. \$27.5 (0.35 FTE) for a Park Technician 14 position has been added through an equal reduction in contract work, allowing for improved scheduling and standardization of work performed.
- The final repayment of the productivity improvement loan taken out in 2013 for completion of the Automated Irrigation System project (P1630) has resulted in a \$34.0 reduction in debt repayment.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P0901	CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
P1658	CY-PARKS NEW SATELLITE MTNC BLDG	250.0	0.0	20.0	250.0	0.0
P1670	CY-PARK DEVELOPMENT STANDARDS UPDATE	100.0	0.0	0.0	0.0	0.0
P1876	AF-TENNIS COURT-ACRYLIC SURFACE	50.0	0.0	50.0	0.0	50.0
Total		1,400.0	1,000.0	1,070.0	1,250.0	1,050.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P1938	AF-PLAY STRUCTURE UPGRDE AND REPL	0.0	675.0	675.0	675.0	675.0
P1939	AF-PADDLING/SPRAY POOL REPLACEMENTS	0.0	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	1,625.0	2,025.0	1,475.0	675.0

2019 Parks Maintenance and Design Capital Investments include four funded projects totaling \$1.4 million.

Project 0901 - Park Upgrades, Enhancements & Repairs is funded from the Infrastructure – Parks Reserve. The projects planned for 2019 include pathway, drainage and irrigation upgrades and repairs.

Project 1658 New Satellite Maintenance Building - in the Brighton neighbourhood is funded from the Parks and Recreation Levy and is a continuation of the initiative to locate maintenance facilities and equipment closer to parks in new neighbourhoods, resulting in reduced travel time and more effective use of staff resources.



Project 1670 Park Development Standards Update - is funded from the Parks and Recreation Levy and will revise the standards, aligning the community with need and best practices.

Project 1876 Tennis Court-Acrylic Surface - is funded from the Civic Building Comprehensive Maintenance Reserve and allows for the reapplication of the acrylic protective coating on courts to prevent deterioration of the asphalt base and reapplication of court lines.

Future Operating Impact of Current Year's Capital Projects

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

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	15.2	0.0	0.0	0.0
Total	0.0	15.2	0.0	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.

2017 Budget to Actual Variance Explanation:

In 2017 Playgrounds & Recreation areas had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	799.5	811.0	784.1	847.8	63.7	8.1%
Operating Cost	74.4	76.4	73.3	79.3	6.0	8.2%
Total	873.9	887.4	857.4	927.1	69.7	8.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	17.52	18.51	0.99

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Playground & Recreation Areas	0.0	0.0	0.0	857.4	29.8	39.9	0.0	927.1	927.1

Growth:

- Staff increases \$38.1 (0.99 FTEs) for summer Recreation Program Leaders, along with an increase to program supplies of \$1.8, are required to run the playground program operating in the Hampton, Evergreen and Rosewood neighbourhoods.

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 research, surveys and collecting data to identify future program needs and trends, and by gathering 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.

2017 Budget to Actual Variance Explanation:

In 2017 Program Research and Design had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	175.2	175.1	175.1	179.4	4.3	2.5%
Operating Cost	50.7	63.8	63.8	61.9	(1.9)	-3.0%
Total	225.9	238.9	238.9	241.3	2.4	1.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.00	2.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Program Research & Design	0.0	0.0	0.0	238.9	2.4	0.0	0.0	241.3	241.3

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.

2017 Budget to Actual Variance Explanation:

In 2017 Leisure Centres - Program had a \$675.1 unfavorable variance from budget. This was primarily the result of actual revenues from paid admissions not achieving budgeted revenues in the Leisure Centres and is consistent with historical trends.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,053.6)	(6,618.4)	(6,644.8)	(6,605.1)	39.7	-0.6%
Staff Compensation	5,595.0	5,208.0	5,371.8	5,521.1	149.3	2.8%
Operating Cost	5,260.8	5,537.5	5,823.4	6,141.0	317.6	5.5%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
Total	4,810.5	4,135.4	4,558.7	5,065.3	506.6	11.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	79.69	79.69	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Leisure Centres - Program	(6,644.8)	39.7	(6,605.1)	11,203.5	466.9	0.0	0.0	11,670.4	5,065.3

Revenue Change:

- Program revenue is anticipated to decrease by \$39.7. This is comprised of an increase in paid admission revenue of \$257.1 due to a planned increase in the Leisure Card rate, offset by a \$413.1 decrease in volumes required to bring the paid admission budget in line with actual program trends. Also included an increase in registration revenue of \$18.0, primarily due to increased rates, increased usage of the Leisure Access program amounting to \$86.0 and school admissions of \$12.3. The offsetting cost of the Leisure Access program appears under the Community Investments & Supports service line.

Other Significant Item(s):

- The internal costs for facility space to run programs is set to increase by \$318.4 due to an increase in rental rates and number of program hours. This cost is offset by revenues in Leisure Centres – Rentals and is an allocation of operating costs related to running revenue-generating programs.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2606	CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	120.0	0.0	0.0	1,000.0	0.0
Total		120.0	0.0	0.0	1,000.0	0.0

Project 2606 provides for an Indoor Children's Playground, the need for which was identified as a priority in the Recreation & Parks Master Plan.

Future Operating Impacts of Current Year's Capital Projects

\$7.9 will be required in 2020 for cleaning and maintenance of the Playground.

Future Operating Budget Impacts of 2019 Capital Projects

Project		2019	2020	2021	2022	2023
P2606	CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	0.0	7.9	0.0	0.0	0.0
Total		0.0	7.9	0.0	0.0	0.0



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.

2017 Budget to Actual Variance Explanation:

In 2017 Leisure Centres - Rentals had a \$178.4 favorable variance from budget. This was primarily due to lower electrical and gas consumption at Lakewood Civic Centre and Shaw Centre Leisure Centres due to the installation of combined heat and power units.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,209.3)	(6,356.6)	(6,537.3)	(6,915.4)	(378.1)	5.8%
Staff Compensation	1,471.4	1,441.6	1,430.7	1,468.7	38.0	2.7%
Operating Cost	8,631.9	8,981.3	9,245.1	9,358.4	113.3	1.2%
Debt Charges	108.6	108.5	108.5	108.5	0.0	0.0%
Cost Recovery	(184.3)	(178.1)	(180.3)	(184.5)	(4.2)	2.3%
Capital Contribution	214.2	214.2	234.2	234.2	0.0	0.0%
Total	4,032.5	4,210.9	4,300.9	4,069.9	(231.0)	-5.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	18.14	18.14	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Leisure Centres - Rentals	(6,537.3)	(378.1)	(6,915.4)	10,838.2	147.1	0.0	0.0	10,985.3	4,069.9

Revenue Change:

- Internal rental revenue is anticipated to increase by \$321.9. \$162.8 of this is due to increased rental rates and the remaining \$159.1 is due to an increase in the number of program hours. 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 \$46.6 partially offset by a decrease in volume of \$6.6. Lease revenue from external renters increased \$13.1 and concession leases \$9.5, due to the changes to existing contracts.
- Other smaller adjustments include a decrease in lockers rental of \$4.7 and Terry Fox Track admission decreased by \$1.7.



Other Significant Item(s):

- Utility rates relating to water, wastewater and electricity have resulted in an increase in operating costs of \$87.9, partially offset by a reduction in budgeted consumption of \$154.1 based on identified sustainable efficiencies. Preventative maintenance and custodial service charges related to rising material and salary costs are increasing by \$164.0 to continue to meet current service levels. The allocation of corporate insurance has increased by \$19.9.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0706 CY-LEIS SERV-FACILITY EQUIP REPL	230.0	125.0	235.0	125.0	125.0
Total	230.0	125.0	235.0	125.0	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 2019 capital project also includes the replacement of the ice resurfacing machine at Gordie Howe Kinsmen Arena.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Targeted Programming had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(16.6)	(10.4)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	392.7	390.3	391.7	402.5	10.8	2.8%
Operating Cost	170.7	198.5	206.0	207.4	1.4	0.7%
Total	546.8	578.4	587.3	599.5	12.2	2.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.52	6.52	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Targeted Programming	(10.4)	0.0	(10.4)	597.7	12.2	0.0	0.0	609.9	599.5

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.

2017 Budget to Actual Variance Explanation:

In 2017 Albert Community Centre had a \$68.9 favorable variance from budget. This was a result of increased community usage resulting in higher than anticipated rental revenues as well as reduced operating costs to maintain the building.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(190.8)	(157.3)	(157.3)	(190.8)	(33.5)	21.3%
Operating Cost	176.0	211.4	213.9	214.2	0.3	0.1%
Capital Contribution	24.5	24.5	25.0	50.0	25.0	100.0%
Total	9.7	78.6	81.6	73.4	(8.2)	-10.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Albert Community Centre	(157.3)	(33.5)	(190.8)	238.9	25.3	0.0	0.0	264.2	73.4

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

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0677 AF-ALBERT COMM CENTRE RENOS	100.0	75.0	75.0	75.0	75.0
Total	100.0	75.0	75.0	75.0	75.0

Project 0677 Albert Community Centre Renos has a \$100.0 contribution in order to improve roofing access improvements as well as building envelope renewal.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Marr Residence

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the Marr Residence had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	35.3	22.5	22.7	22.7	0.0	0.0%
Total	35.3	22.0	22.2	22.2	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Marr Residence	(0.5)	0.0	(0.5)	22.7	0.0	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 not projected 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.

2017 Budget to Actual Variance Explanation:

In 2017 River Landing had no variance from budget as this program is fully cost recovered. In 2017 there was a \$388.3 reduced draw from the Reserve for Capital Expenditures (used to balance River Landing) due to reduced operating expenditure requirements as River Landing continues to develop.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(688.2)	(1,210.3)	(1,265.3)	(1,290.3)	(25.0)	2.0%
Staff Compensation	120.6	65.9	66.6	68.2	1.6	2.4%
Operating Cost	1,223.5	2,287.1	2,141.5	1,810.6	(330.9)	-15.5%
Debt Charges	188.7	0.0	0.0	327.8	327.8	0.0%
Cost Recovery	(53.6)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	126.9	73.3	73.3	73.3	0.0	0.0%
Transfer to/from Other Operating	(276.0)	(185.8)	(301.2)	(299.1)	2.1	-0.7%
Transfer to/from Reserves	(641.9)	(1,030.2)	(714.9)	(690.5)	24.4	-3.4%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

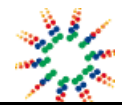
Staff Complement	2018	2019	Difference
Full Time Equivalents	0.50	0.50	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
River Landing	(1,265.3)	(25.0)	(1,290.3)	1,265.3	25.0	0.0	0.0	1,290.3	0.0

Revenue Change:

- The River Landing service line has a \$25.0 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 2019.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2623	CP-RIVER LANDING SMALL ASSET REPLACEMENTS	225.0	0.0	0.0	0.0	0.0
Total		225.0	0.0	0.0	0.0	0.0

Project 2623 for \$225.0 is scheduled to replace small assets contained within the River Landing area that have exceeded their useful life.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.

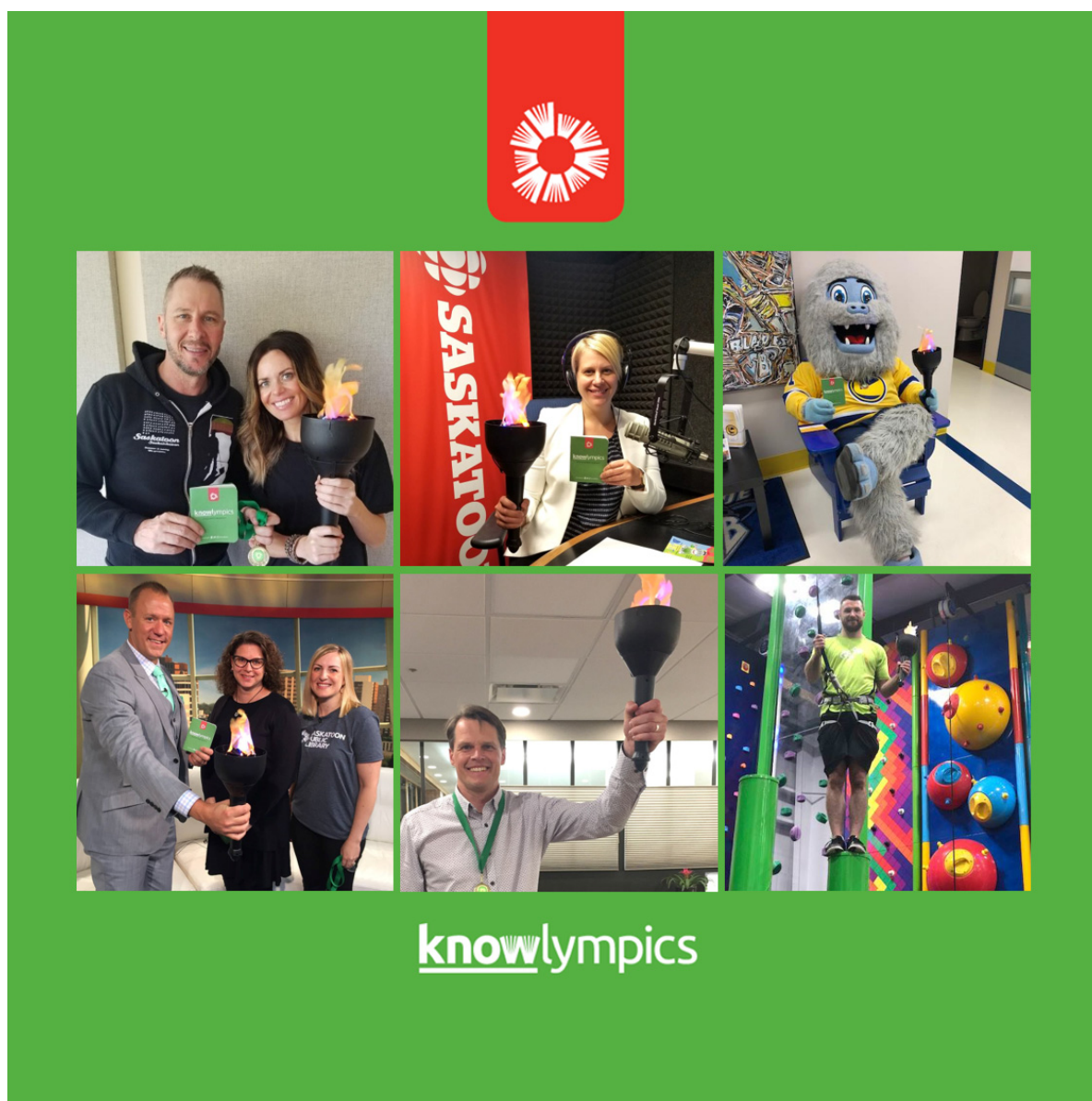


Operating Budget
\$25.8 million

Capital Budget
\$0.7 million



SASKATOON PUBLIC LIBRARY



The Saskatoon community helped us launch KNOWlympics, our all ages summer learning challenge.



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

- A central library and eight branch locations.
- Dr. Freda Ahenakew & Mayfair branches began operating with extended hours.
- 3.3 million books, DVDs, CDs, magazines, and video games borrowed.
- 1.5 million patron visits.
- 273,177 computer station sessions.
- 510,106 connections to the free WiFi.
- 126,859 members.
- 90,452 program attendees.
- 541 field trips brought 17,176 kids to SPL.
- 13,042 new library cards issued.
- 173,572 eBooks downloaded.
- 21,222 Local History photograph searches.
- Saskatoon accepted our challenge to Read for Reconciliation.
- 657 deliveries to personal care homes and residents through Home Reader Service.
- 60,941 items loaned to drop-in centres, senior residences, youth homes and correctional centres.

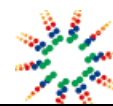
City Council Strategic Priority Areas Supported by this Business Line

Reconciliation, Inclusion, and Diversity

- SPL is committed to being an active participant in Reconciliation Saskatoon, removing barriers to access for library services, facilitating inclusion through our programs and services, and working towards making our workforce diverse and representative of the community.

Recreation, Culture, and Leisure

- SPL's programs and services enhance the quality of life for residents of Saskatoon, support life-long learning, civic engagement and facilitate community connections.



Strategic Risks

- Renovations at 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.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track

Strategic Outcomes and 2019 Actions

Align library services with community needs.

- Develop and implement SPL's Community-Led service model. SPL began operating in the new structure in July 2018.
- Ensure budget and resource allocation align with the SPL's service delivery objectives.

Facilities support operational realities.

- Increase security budget to address issues including poverty, homelessness and increased drug and alcohol abuse that are resulting in increased patron incidents at the library.
- Increase maintenance budget to address the increasing costs associated with managing ageing infrastructure.
- Increase the new central library reserve as per the funding plan between the City of Saskatoon and SPL.

Investment into employees to improve service outcomes.

- Increase in compensation to in-scope employees resulting from the 2018 organizational redesign, which aligned roles with community needs.
- Addition of a .8 FTE to create the Director, Reconciliation position.

Diversity & Inclusion.

- All SPL employees will continue to participate in Aboriginal Awareness training, and we will be participating in anti-racism training as it becomes available.
- Actively working with CUPE 2669 to designate some positions in our new structure for persons of indigenous heritage.
- Participate in a practicum student program with Saskatchewan Indian Institute of Technologies (SIIT) and a practicum program with Gabriel Dumont Institute.
- Advocate to libraries across Saskatchewan and nationally to take an active role in Reconciliation.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Library Property Levy	(22,768.9)	(22,786.9)	(23,128.7)	(24,905.7)	0.0	(24,905.7)	(1,777.0)	7.7%
Saskatoon Public Library	22,768.9	22,786.9	23,128.7	(938.0)	25,843.7	24,905.7	1,777.0	7.7%
Total	0.0	0.0	0.0	(25,843.7)	25,843.7	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	148.80	149.60	0.80

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Library Property Levy	(23,128.7)	(1,777.0)	(24,905.7)	0.0	0.0	0.0	0.0	0.0	(24,905.7)
Saskatoon Public Library	(940.7)	2.7	(938.0)	24,069.4	627.4	527.1	619.8	25,843.7	24,905.7
Total	(24,069.4)	(1,774.3)	(25,843.7)	24,069.4	627.4	527.1	619.8	25,843.7	0.0

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	700.0	1,200.0	4,200.0	4,100.0	5,100.0
Total	700.0	1,200.0	4,200.0	4,100.0	5,100.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
LAND SALES	0.0	0.0	0.0	300.0	300.0
PUBLIC LIB CAP EXP'N FUND	0.0	0.0	0.0	0.0	3,725.0
PUBLIC LIBRARY EQUIP REPL RES	200.0	200.0	200.0	100.0	100.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	500.0	1,000.0	4,000.0	3,700.0	975.0
Total	700.0	1,200.0	4,200.0	4,100.0	5,100.0
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.

2017 Budget to Actual Variance Explanation:

In 2017 the Library Property Levy had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Property Levy	(22,528.8)	(22,526.9)	(22,858.7)	(24,635.7)	(1,777.0)	7.8%
Supplementary Prop Levy	(240.0)	(260.0)	(270.0)	(270.0)	0.0	0.0%
Total	(22,768.8)	(22,786.9)	(23,128.7)	(24,905.7)	(1,777.0)	7.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Library Property Levy	(23,128.7)	(1,777.0)	(24,905.7)	0.0	0.0	0.0	0.0	0.0	(24,905.7)

Revenue Change:

- Net property tax revenue increased by \$1,492.0 and is required to balance the 2019 budget. This represents a 6.45% property tax increase.
- In addition, revenue resulting from assessment growth of \$285.0 was estimated for 2019 and is calculated based on actual assessment values being received. The property tax levy plus assessment growth equals the \$1,777.0 total revenue change.

Summary of Capital Investments

There are no capital investments for Library Property Levy.



Saskatoon Public Library

Overview

Saskatoon Public Library (SPL) consists of the central library and eight branches located throughout the City of Saskatoon. SPL's vision is to change lives through community connections, engagement and inclusivity. The library provides access to nearly 600,000 items including books, magazines, newspapers, DVDs, music, and video games, as well as a ever-growing collection of digital resources including eBooks, music, and databases. SPL offers programs and services to meet the educational, informational, recreational, and cultural needs of residents of Saskatoon.

2017 Budget to Actual Variance Explanation:

In 2017 the Saskatoon Public Library had no variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(298.8)	(309.5)	(289.5)	(286.8)	2.7	-0.9%
Province of Saskatchewan	(671.1)	(651.2)	(651.2)	(651.2)	0.0	0.0%
Staff Compensation	11,854.6	13,116.4	12,436.3	13,175.0	738.7	5.9%
Operating Cost	8,606.7	7,249.1	7,836.2	8,341.2	505.0	6.4%
Cost Recovery	0.0	(5.6)	(5.6)	0.0	5.6	-100.0%
Capital Contribution	3,277.5	3,387.7	3,802.5	4,327.5	525.0	13.8%
Total	22,768.9	22,786.9	23,128.7	24,905.7	1,777.0	7.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	148.80	149.60	0.80

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Public Library	(940.7)	2.7	(938.0)	24,069.4	627.4	527.1	619.8	25,843.7	24,905.7

Continuous Improvements:

SPL began operating within a new organizational structure in July 2018. The structure was designed to provide the following improvements:

- Expand our focus beyond access to information to enable SPL to meet the needs of the community in areas such as technology.
- Make it easier for people who serve the public to do their jobs (removing barriers).
- Use our resources more efficiently, creating more value for taxpayers.

Capital Contribution:

- Increase in capital contributions to the New Central Library reserve of \$525.0 as per the funding plan developed with the City of Saskatoon.



Other Significant Item(s):

- The 0.8 FTE increase is required to support SPL's reconciliation initiatives. The 0.8 FTE will be used to create a full-time position for a Director, Reconciliation. This position will lead SPL's indigenous inclusion initiatives.
- The 2019 budget is aligned with both SPL's operations and strategic plan. The organizational structure and service model are designed for flexibility and efficiency in order to increase SPL's ability to make strategic and deliberate community impacts.
- Additional funds are required for security to support SPL's commitment to a safe environment for patrons and employees.
- Employee compensation increased due to change in organizational structure and associated creation of new roles. Compensation also increased for a three-year contingency as the collective agreement is expired December 2016.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0838 LIBR-EQUIPMENT REPLACEMENT	200.0	200.0	200.0	100.0	100.0
P1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	500.0	1,000.0	4,000.0	4,000.0	5,000.0
Total	700.0	1,200.0	4,200.0	4,100.0	5,100.0

P0838 - Equipment Replacement includes pooled assets totaling \$200.0 for equipment replacement.

P1761 - New Central Library Construction includes \$500.0 for continued public consultation and planning, and to build a base for a potential new central library.

Future Operating Impact of Current Year's Capital Projects

There is no operating impact for 2018 for Library capital projects.





Operating Budget

\$(407.8) 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 2019 budget included expenditure increases of \$20.6 million (4.2%) and an operating revenue increase of \$10.2 million (2.1%), creating a funding gap of \$10.4 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 4.5% was included in the Preliminary budget. The 2019 budget process was as follows:

As presented to the Governance and Priorities Committee (Committee) from July through October, the estimated property tax increase required to maintain current service levels was calculated at 3.16%. Administration originally presented Committee with \$7.78 million in Business Plan options for consideration within the 2019 Business Plan and Budget process that would provide additional resources to expedite the current progress being made on City Council's strategic priorities. Committee members then reviewed and prioritized the business plan options.



As part of the City's Business Planning process Committee approved that a targeted property tax between 4.0% and 4.5% be set which took into account up to \$2.6 million in business plan priority options. This took into account pressures such as improving services to citizens and achieving priorities that are important to the community (as reflected by City Council's strategic priority areas). From this, Administration has included \$2.6 million within the 2019 Business Plan and Budget to account for these prioritized items. As a result of the 2019 Business Plan and Budget Review on Nov. 26th and 27th of 2018 City Council approved a final property tax increase of 4.40%.

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

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 2018:

Total Assessment for Saskatoon: \$ 52,758,954,800

Total Number of Properties: 95,346

Total Taxable Residential Condos: 22,801

Total Taxable Residential (less than four units): 64,441

Total Taxable Assessment: \$46,005,866,500

Taxable portion: \$35,069,767,115 (76.2% of total)

Exempt portion: \$10,936,099,385 (23.8% of total)

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track
Annual Municipal Property Tax Increase	≤ MPI	3.14%	3.19%	1.81%	2.89%	3.79%	Decline	Needs Improvement

Strategic Outcomes and 2019 Actions

Reliance on property tax is reduced.

- Continued work on the Growth Plan to Half a Million.
- Ongoing response to the Hemson Report and Growth paying for Growth.
- Continued work on Continuous Improvement Strategy and development of a Quality Management System Framework.

Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget
Approved 2019

Taxation and General

Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Property Levy	(218,970.8)	(219,239.5)	(230,575.5)	(244,270.9)	665.0	(243,605.9)	(13,030.4)	5.7%
Grants in Lieu of Taxes	(38,743.9)	(38,311.6)	(41,531.5)	(42,945.4)	0.0	(42,945.4)	(1,413.9)	3.4%
Municipal Revenue Sharing Grant	(46,427.8)	(46,430.0)	(43,430.0)	(43,430.0)	0.0	(43,430.0)	0.0	0.0%
General Revenue	(57,963.9)	(58,916.6)	(60,234.3)	(64,649.3)	(2,264.4)	(66,913.7)	(6,679.4)	11.1%
Fines and Penalties	(6,884.6)	(9,338.2)	(9,038.2)	(14,271.7)	5,733.5	(8,538.2)	500.0	-5.5%
Other Levies	(1,396.2)	(1,404.6)	(1,264.3)	(2,646.3)	302.7	(2,343.6)	(1,079.3)	85.4%
Total	(370,387.2)	(373,640.5)	(386,073.8)	(412,213.6)	4,436.8	(407,776.8)	(21,703.0)	5.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2019			Growth &	Service	2019	
Service Line	2018 Base	Change	Budget	2018 Base	Base Adj	Cont Impr	Level	Budget	2019 Budget
Property Levy	(231,240.5)	(13,030.4)	(244,270.9)	665.0	0.0	0.0	0.0	665.0	(243,605.9)
Grants in Lieu of Taxes	(41,531.5)	(1,413.9)	(42,945.4)	0.0	0.0	0.0	0.0	0.0	(42,945.4)
Municipal Revenue Sharing Grant	(43,430.0)	0.0	(43,430.0)	0.0	0.0	0.0	0.0	0.0	(43,430.0)
General Revenue	(58,475.4)	(6,173.9)	(64,649.3)	(1,758.9)	(505.5)	0.0	0.0	(2,264.4)	(66,913.7)
Fines and Penalties	(14,971.7)	700.0	(14,271.7)	5,933.5	(200.0)	0.0	0.0	5,733.5	(8,538.2)
Other Levies	(2,499.1)	(147.2)	(2,646.3)	1,234.8	(932.1)	0.0	0.0	302.7	(2,343.6)
Total	(392,148.2)	(20,065.4)	(412,213.6)	6,074.4	(1,637.6)	0.0	0.0	4,436.8	(407,776.8)

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
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	2019	2020	2021	2022	2023
N/A	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.

2017 Budget to Actual Variance Explanation:

In 2017 the Property Tax Levy resulted in a \$268.7 unfavorable variance from budget. This was a result of actual supplement taxes collected being less than the estimated growth values. 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:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Property Levy	(217,286.6)	(217,285.5)	(228,540.5)	(241,570.9)	(13,030.4)	5.7%
Supplementary Prop Levy	(2,330.3)	(2,600.0)	(2,700.0)	(2,700.0)	0.0	0.0%
Operating Cost	646.0	646.0	665.0	665.0	0.0	0.0%
Total	(218,970.9)	(219,239.5)	(230,575.5)	(243,605.9)	(13,030.4)	5.7%

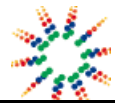
Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Property Levy	(231,240.5)	(13,030.4)	(244,270.9)	665.0	0.0	0.0	0.0	665.0	(243,605.9)

Revenue Growth:

- Assessment growth of \$2.8 million is calculated for 2019. This is a \$46.5 decrease from 2018 and is calculated based on actual assessment values being received.
- Supplementary Assessment remains unchanged for 2019 which is a reflection of prior year results for the properties that came 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 2019, expenditures increased by \$19.7 million while operating revenues increased by \$9.6 million (including assessment growth) creating an overall funding gap of nearly \$10.2 million. An increase of \$10.2 million (a 4.40% property tax increase over 2018) is required to balance the budget. This increase is made up of the following:
 - Inflation & Growth (Indicative Budget) Increases: A net increase associated to the indicative budget (representing inflation and growth increases) of \$3.0 million or 1.30% has been added to the 2019 budget.
 - Business Plan Options (Service level) Increases: An increase of \$3.0 million or 1.31% was been included in the 2019 budget for business plan options approved by City Council during budget deliberations.
 - Police: A net increase of \$4.1 million or 1.79% is required as a result of staff compensation for general economic increases, capital contribution increases and the addition of 10.0 FTEs.

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.

2017 Budget to Actual Variance Explanation:

In 2017 GIL of taxation had a \$432.3 favorable variance from budget. This was primarily a result of higher GIL received from the Saskatoon Land program associated to postponing the scheduled Aspen Ridge Phase-3 lot draw. This resulted in an increased inventory in single family lots. In addition, the GIL received from SL&P was unfavorable by \$660.2 due to lower sales volumes in 2017 presumably due to net weather days being 4.28% below the historical average. This was offset by \$665.2 favorable GIL received from other federal government agencies.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(6,195.2)	(5,530.0)	(6,200.0)	(7,350.0)	(1,150.0)	18.5%
Grant-in-Lieu Taxes Civic Utilities/Land	(32,548.8)	(32,781.6)	(35,331.5)	(35,595.4)	(263.9)	0.7%
Total	(38,744.0)	(38,311.6)	(41,531.5)	(42,945.4)	(1,413.9)	3.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Grants in Lieu of Taxes	(41,531.5)	(1,413.9)	(42,945.4)	0.0	0.0	0.0	0.0	0.0	(42,945.4)

Revenue Change:

- The Federal and Provincial GIL of taxation has increased \$1.2 million based on the 2019 calculated mill-rate increase and increase in real property GIL.
- The Civic Utilities and Land GIL has increased by \$1.2 million for the Water Utility, \$42.7 for the Wastewater Utility, a decrease of \$618.6 for Saskatoon Light & Power, and an increase of \$120.0 for Land due to slightly higher land inventory in new areas of the City. These represent a total Civic and Land GIL increase of \$767.8.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Municipal Revenue Sharing Grant had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(46,427.8)	(46,430.0)	(43,430.0)	(43,430.0)	0.0	0.0%
Total	(46,427.8)	(46,430.0)	(43,430.0)	(43,430.0)	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Municipal Revenue Sharing Grant	(43,430.0)	0.0	(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 2019 at \$43.4 million which equates to no change from the 2018 budget.

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.

2017 Budget to Actual Variance Explanation:

In 2017 General Revenue had a \$565.1 favorable variance from budget; a result of the following: **(1)** The SaskEnergy (Gas) municipal payments (Franchise Fees) resulted in a \$568.3 favorable variance due to higher than estimated gas consumption throughout the year; **(2)** Interest Earnings resulted in a \$699.0 unfavorable variance as interest earned on internal loans was less than interest paid on cash held; **(3)** Return on Investment (ROI) resulted in a \$325.0 favorable variance as a one-time ROI from the Water/WasteWater Utility was made to the Civic operating budget (per March 5th, 2018 Standing Policy Committee on Finance). This was completed to assist in mitigating part of the 2017 Operating Budget deficit; and **(4)** A favorable operating contribution transfer from Saskatoon Land of \$370.3 due to a prior year restatement of Service Lines.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(31,887.0)	(31,561.9)	(33,061.9)	(34,661.9)	(1,600.0)	4.8%
Prov Utility Franchise Fees	(15,775.5)	(15,214.0)	(14,121.1)	(18,453.9)	(4,332.8)	30.7%
Interest Earnings	(10,156.4)	(10,855.0)	(11,292.4)	(11,533.5)	(241.1)	2.1%
Debt Charges	0.0	0.0	187.5	187.5	0.0	0.0%
Grant-in-Lieu of Taxes - Prov Utility	(42.5)	(35.7)	0.0	0.0	0.0	0.0%
Transfer to/from Other Operating	(1,517.8)	(1,147.5)	(1,435.7)	(1,947.2)	(511.5)	35.6%
Transfer to/from Reserves	(102.5)	(102.5)	(510.7)	(504.7)	6.0	-1.2%
Total	(59,481.7)	(58,916.6)	(60,234.3)	(66,913.7)	(6,679.4)	11.1%

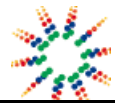
Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	
General Revenue	(58,475.4)	(6,173.9)	(64,649.3)	(1,758.9)	(505.5)	0.0	0.0	(2,264.4)
								(66,913.7)

Revenue Change:

- Return on Investment (ROI) has increased by \$1.6 million for the 2019 budget year (\$928.0 from the Water Utility, and \$672.0 from the Wastewater Utility), as approved in a report to City Council during the December 1st, 2015 Budget Deliberations.
- An overall increase of \$4.3 million in Provincial Utility Franchise Fees is attributed to the re-instated municipal grant from SaskEnergy (a result of the 2018/2019 Provincial budget).
- Net Interest Earnings is anticipating an increase of \$235.1. This is a result of anticipated higher bond yields extending through 2020.



Other Significant Item(s):

- Prior year figures for the General Revenue Service Line have been restated by \$1,435.7 in order to reflect an operating contribution transfer from the City Owned Property – Saskatoon Land Service Line. This restatement will provide more useful and comparable information when reviewing year over year budgets, and is consistent with the suggestion of the Internal Auditor to move to segregated financial reporting for Saskatoon Land.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Fines and Penalties had a \$2.5 million unfavorable variance from budget. Provincial and City traffic violations received \$870.0 less in revenue. This was a result of increased compliance and a downward trend in Saskatoon Police Service (SPS) traffic violations being issued. Parking Ticket Violations had a \$1.7 million unfavorable variance in 2017. The implementation of the new parking pay stations coupled with the convenience of the new parking app that was released early in 2017 have contributed to increased compliance, resulting in fewer tickets being issued.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(4,286.6)	(5,158.0)	(4,858.0)	(4,858.0)	0.0	0.0%
Parking Bylaw Violations	(3,989.4)	(5,650.0)	(5,650.0)	(5,150.0)	500.0	-8.8%
Other Bylaw Violations	(259.4)	(263.7)	(263.7)	(263.7)	0.0	0.0%
Operating Cost	4,267.0	3,233.5	4,684.5	4,534.5	(150.0)	-3.2%
Capital Contribution	1,456.0	1,000.0	1,249.0	1,199.0	(50.0)	-4.0%
Automated Speed Enforcement	(1,927.1)	0.0	(1,700.0)	(1,800.0)	(100.0)	5.9%
Traffic Automated Enforcement (RLC)	(2,145.1)	(2,500.0)	(2,500.0)	(2,200.0)	300.0	-12.0%
Total	(6,884.6)	(9,338.2)	(9,038.2)	(8,538.2)	500.0	-5.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Fines and Penalties	(14,971.7)	700.0	(14,271.7)	5,933.5	(200.0)	0.0	0.0	5,733.5	(8,538.2)

Revenue Change:

- Parking Ticket Violation revenue was decreased by \$500.0. This is a result of implementing the new parking pay stations coupled with the new parking app (that was released early in 2017) which contributed to increased compliance.
- Provincial and City traffic violation revenue is expected to decrease \$200.0 based on statistical trends brought upon from the Automated Speed Enforcement and Red Light Camera programs. Associated operating costs and transfer to the Traffic Safety Reserve are reduced by the same amount with zero impact on property taxes.

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.

2017 Budget to Actual Variance Explanation:

In 2017 there was no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(2,736.6)	(2,499.1)	(2,499.1)	(2,646.3)	(147.2)	5.9%
Operating Cost	3.4	3.6	3.6	3.6	0.0	0.0%
Capital Contribution	1,060.9	930.0	930.0	0.0	(930.0)	-100.0%
Transfer to/from Other Operating	276.0	160.9	301.2	299.1	(2.1)	-0.7%
Total	(1,396.3)	(1,404.6)	(1,264.3)	(2,343.6)	(1,079.3)	85.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Other Levies	(2,499.1)	(147.2)	(2,646.3)	1,234.8	(932.1)	0.0	0.0	302.7	(2,343.6)

Revenue Change:

- Changes in revenue are a result of service agreements from the Muskeg Lake Band, and growth in property tax penalties.

Other Significant Item(s):

- A decrease of \$979.3 was a result of a transfer of \$930.0 in retiring base funding for the Clarence Avenue and Circle Drive Interchange now allocated towards the Civic Facilities Funding Plan within the Debt Servicing service line.

Summary of Capital Investments

There are no capital investments in Other Levies.





Operating Budget
\$115.1 million

Capital Budget
\$60.8 million

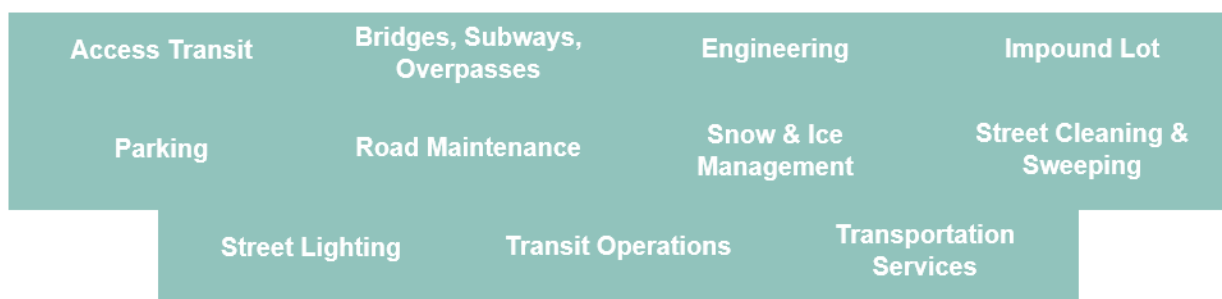


STRATEGIC GOAL:



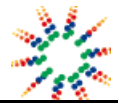
Moving Around

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 including supply demand management and parking compliance, 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
- Seven river crossings

Roads and sidewalks:

- 4,137 lane km of paved roadways
- 1,560 km of sidewalks
- 461 km of back lanes
- 116 lane km of gravel roadways including boundary roads
- 99,100 potholes repaired
- 106,800 total calls/emails for the 24-hour Customer Service Centre
- 30,000 total work requests issued from the 24-hour Customer Service Centre
- 32,769 street lights
- 2,300 km of walkways each maintained monthly between May and October

Transportation:

- 2,900 paid parking stalls
- 1,201 km of cycling facilities
- 192.1 km of cycling-specific infrastructure
- 586 traffic count stations
- 506 seasonal decorations on street lights
- 385 traffic signals

Public transit:

- 8.7 million riders used Conventional Transit in 2017 and 3,500 Demand Response registrants used Access Transit 140,000 times
- 172 public transit buses:
 - 127 conventional 40-foot diesel buses, 6 of which are high-floor variant
 - 10 articulating 60-foot low-floor diesel buses
 - 8 30-foot low-floor diesel buses
 - 27 lift equipped buses
- 38 bus routes operate on 276 km of streets providing service to 1,472 bus stops



Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, Saskatoon Census Subdivision (2016):

- Walking 4.5%
- Bicycle 2.2%
- Public transit 5.1%
- Car, truck or van (driver and passenger) 86.6%
- Other 1.5%

City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Winter snow removal and street sweeping.
- Road, bridges and over pass maintenance and rehabilitation.
- Transit and parking services.

Regional Planning

- Support the Regional Growth Plan by providing subject matter experts.
- Review development applications in joint use planning area.
- Work with province on regional transportation plans.

Transportation

- Transportation planning.
- Construction and design services.
- Traffic engineering.

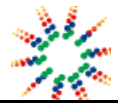
Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Transit Rides Per Capita	≥62	31.9	32.6	32.1	32	32.7	Neutral	On-Track
Km of Cycling-Specific Infrastructure	10% increase, for a total of 188 km by 2023	171 km	173 km	175 km	179 km	192 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)	11.9% (2016 actual)	Neutral	Neutral
Annual Decrease in Traffic Collisions	≥-5.0%	-3.80%	3.10%	-7.30%	-6.30%	N/A	Improvement	On-Track

Strategic Outcomes and 2019 Actions

Plan for Growth is sustainable, through a balanced approach to land use, transportation choices, and efficient servicing.

- Complete the technical study and report on findings of a Transportation Master Plan using outputs from the Growth Plan and Active Transportation Plan.



Transportation network includes an accessible and efficient transit system and a comprehensive network of active transportation to provide more choice to move around the city.

- Develop city-wide transit strategy to support the Bus Rapid Transit system.
- Develop a Transportation Network Company Regulatory Framework.

Traffic flow throughout the city is safe and optimal.

- Pursue Vision Zero framework to reduce vehicle collisions.

Parking availability is optimized.

- Implement approved service level recommendations identified in the Parking Service Program Review.
- Undertake a review of the Residential Parking Program Bylaw and related administrative policies and update to identify necessary policy and implementation updates to address current issues and provide a more effective program for parking management in residential areas with high parking demand.
- Undertake a review of the Temporary Reserved Parking Program to identify changes to the program, including updated fees, rate classes, and delivery model to provide a more efficient model for delivery and enhanced customer service.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	27,342.3	25,533.5	26,105.2	(14,757.6)	43,314.6	28,557.0	2,451.8	9.4%
Access Transit	4,042.7	3,724.1	4,269.9	(1,170.3)	5,787.2	4,616.9	347.0	8.1%
Transportation Services	6,772.5	7,123.3	7,060.5	(240.7)	7,700.7	7,460.0	399.5	5.7%
Road Maintenance	42,541.8	43,058.0	43,230.9	(278.6)	44,774.0	44,495.4	1,264.5	2.9%
Snow & Ice Management	12,498.6	12,586.4	12,678.9	(554.7)	13,665.2	13,110.5	431.6	3.4%
Street Cleaning & Sweeping	4,521.2	3,759.2	4,238.6	0.0	4,356.9	4,356.9	118.3	2.8%
Bridges, Subways, Overpasses	6,069.6	6,090.0	6,141.7	0.0	7,410.0	7,410.0	1,268.3	20.7%
Street Lighting	6,446.4	6,572.0	7,054.1	(30.8)	7,232.0	7,201.2	147.1	2.1%
Parking	(2,655.0)	(3,137.4)	(2,842.4)	(6,734.8)	3,946.8	(2,788.0)	54.4	-1.9%
Impound Lot	54.7	0.0	0.0	(376.2)	376.2	0.0	0.0	0.0%
Engineering	658.1	730.3	762.4	0.0	724.7	724.7	(37.7)	-4.9%
Total	108,292.9	106,039.4	108,699.8	(24,143.7)	139,288.3	115,144.6	6,444.8	5.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	619.34	631.80	12.46

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Transit Operations	(15,092.1)	334.5	(14,757.6)	41,197.3	1,421.8	495.5	200.0	43,314.6	28,557.0
Access Transit	(1,170.3)	0.0	(1,170.3)	5,440.2	287.4	59.6	0.0	5,787.2	4,616.9
Transportation Services	(240.7)	0.0	(240.7)	7,301.2	180.4	94.1	125.0	7,700.7	7,460.0
Road Maintenance	(278.6)	0.0	(278.6)	43,509.5	338.7	825.8	100.0	44,774.0	44,495.4
Snow & Ice Management	(554.7)	0.0	(554.7)	13,233.6	118.2	113.4	200.0	13,665.2	13,110.5
Street Cleaning & Sweeping	0.0	0.0	0.0	4,238.6	55.7	62.6	0.0	4,356.9	4,356.9
Bridges, Subways, Overpasses	0.0	0.0	0.0	6,141.7	74.8	893.5	300.0	7,410.0	7,410.0
Street Lighting	(30.8)	0.0	(30.8)	7,084.9	5.5	141.6	0.0	7,232.0	7,201.2
Parking	(6,209.6)	(525.2)	(6,734.8)	3,367.2	423.0	156.6	0.0	3,946.8	(2,788.0)
Impound Lot	(367.4)	(8.8)	(376.2)	367.4	8.8	0.0	0.0	376.2	0.0
Engineering	0.0	0.0	0.0	762.4	(43.9)	6.2	0.0	724.7	724.7
Total	(23,944.2)	(199.5)	(24,143.7)	132,644.0	2,870.4	2,848.9	925.0	139,288.3	115,144.6

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Transit Operations	2,915.0	2,000.0	2,181.0	2,114.0	1,712.0
Access Transit	0.0	560.0	580.0	300.0	465.0
Transportation Services	4,530.0	4,415.0	5,371.0	13,518.0	4,445.0
Road Maintenance	34,350.0	36,135.0	35,945.0	35,945.0	36,331.0
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	18,839.0	3,369.0	6,339.0	41,796.0	7,291.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	150.0	125.0	125.0	125.0	60.0
Impound Lot	0.0	0.0	0.0	0.0	0.0
Engineering	0.0	0.0	50.0	0.0	0.0
Total	60,784.0	46,604.0	50,591.0	93,798.0	50,304.0



Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
ACCESS TRANSIT CAPITAL RESERVE	0.0	560.0	580.0	300.0	465.0
ACTIVE TRANSPORTATION RESERVE	575.0	575.0	575.0	575.0	575.0
BRIDGE MAJOR REPAIR RESERVE	18,289.0	3,169.0	3,439.0	3,196.0	2,399.0
GENERAL PPD SERV-ENGINEERING	0.0	0.0	15.0	0.0	0.0
INFRA RES-TRANSPORTATION	3,450.0	3,660.0	3,670.0	3,695.0	3,695.0
INFRA RES-WTR & SAN SWR	0.0	0.0	35.0	0.0	0.0
INTERCHANGE LEVY	0.0	0.0	2,700.0	0.0	4,792.0
PARKING RESERVE	150.0	125.0	125.0	125.0	60.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	31,300.0	32,800.0	32,800.0	32,800.0	33,000.0
PRIVATE CONTRIBUTIONS	400.0	0.0	0.0	38,500.0	0.0
PUB WORKS BLDG CIVIC FACILITY RES	125.0	0.0	0.0	0.0	0.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	50.0	0.0	0.0	50.0	0.0
TRAFFIC SAFETY RESERVE	1,095.0	1,175.0	1,210.0	1,200.0	1,156.0
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	0.0	682.0	0.0
TRANSIT CAPITAL PROJECTS RESERVE	1,815.0	900.0	725.0	650.0	880.0
TRANSIT VEHICLE REPLACEMENT RESERVE	1,000.0	1,000.0	1,356.0	682.0	732.0
TRANSP EQUIP ACQ RESERVE	100.0	140.0	50.0	75.0	50.0
TRANSP INFRAS EXPANSION	2,065.0	2,100.0	2,100.0	2,150.0	2,100.0
TU - CAPITAL RESERVE	270.0	300.0	300.0	300.0	300.0
US - CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	811.0	8,718.0	0.0
Total	60,784.0	46,604.0	50,591.0	93,798.0	50,304.0
Unfunded	0.0	32,384.0	36,469.0	44,371.0	129,443.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
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. 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 1,472 bus stops across 38 bus routes and approximately 276 km of streets. The current fleet of 145 buses is comprised of six high-floor conventional buses, eight 30-foot low floor, 121 40-foot low-floor, and ten articulating.

2017 Budget to Actual Variance Explanation:

In 2017 Transit Operations had a \$1.8 million unfavourable variance from budget. This was primarily a result of revenues (monthly pass, senior pass, cash, ticket and eco pass) being below the approved budget. Actual revenues were \$1.0 million less than budgeted targets. There was a shortfall in the budget of \$1.0 million due to higher than expected salaries, computer maintenance agreements, maintenance equipment, solicitor services and health management contract. These deficiencies were partially offset by savings in fuel and various operational expenditure savings.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(13,266.4)	(14,273.5)	(14,273.5)	(13,939.0)	334.5	-2.3%
Province of Saskatchewan	(815.2)	(818.6)	(818.6)	(818.6)	0.0	0.0%
Staff Compensation	28,899.0	27,845.0	28,479.0	29,700.6	1,221.6	4.3%
Operating Cost	16,923.3	11,032.9	12,222.4	12,759.3	536.9	4.4%
Debt Charges	117.8	119.9	115.8	85.7	(30.1)	-26.0%
Cost Recovery	(286.2)	(426.4)	(413.0)	(355.9)	57.1	-13.8%
Capital Contribution	2,052.9	2,052.9	2,154.9	2,529.5	374.6	17.4%
Transfer to/from Reserves	(6,282.9)	1.3	(1,361.8)	(1,404.6)	(42.8)	3.1%
Total	27,342.3	25,533.5	26,105.2	28,557.0	2,451.8	9.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	354.40	359.40	5.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Transit Operations	(15,092.1)	334.5	(14,757.6)	41,197.3	1,421.8	495.5	200.0	43,314.6
								28,557.0

Revenue Change:

- The 2019 operating budget includes a \$500.0 decrease in the budget base to better reflect actual sales of several fare types. This decrease is offset by an increase of \$111.6 due to contractual increases in the U-Pass pricing and an increase of \$53.9 due to increased sales of DCR passes which is funded by the Ministry of Social Services.



Growth:

- The 2019 operating budget includes a \$372.5 growth increase for additional positions. One utility position is required due to increased bus cleaning, tire changes, changeovers and general maintenance. One service supervisor position is needed to staff the control center and monitor the Integrated Transportation System (ITS). Three operator positions are required to maintain the level of service for high frequency routes on 8th Street, 22nd Street and the Attridge Drive/Preston Drive corridor, and increased drive time to the Civic Operations Centre location. The intent for the additional operators will be to assist in reducing overtime.

Service Level Change:

- An additional \$200.0 was added by City Council during budget deliberation to reduce the funding gap identified in the Building Better Transit report to achieve an average fleet age of seven years. The report was presented to the Standing Policy Committee on Transportation on July 19, 2016.

Capital Contribution:

- The 2019 Transit Operations capital contribution of \$2.3 million is required for replacement and refurbishment of buses, engine overhauls, ridership initiatives and technology improvements. Included in this submission is an increase of \$174.6 for capital contribution mainly to build up funding for the future purchase of additional and replacement buses. These capital contribution increases have been allocated to Transit Additional Vehicle Reserve (\$125.7), Transit Vehicle Replacement Reserve (\$23.6) and Transit Capital Project Reserve (\$25.3).
- The Transit Additional Vehicle Reserve shows an increase of \$123.0 for growth to accommodate future fleet requirements for the new neighborhoods of Kensington, Brighton and Aspen Ridge.

Other Significant Item(s):

- The increase in operational expenditures for Transit Operations includes \$854.2 for salaries due to regular staffing increments and negotiated increases including the Professional Driver Certification Program, \$279.9 for fuel, \$103.3 for maintenance equipment, \$89.5 for tire rental and \$43.3 for various inflationary increases.
- The long term debt associated with the Civic Operations Centre P3 project has been transferred from this service line into the Debt Servicing service line to better categorize the payments.
- Prior year figures for Transit Operations have been restated in order to better reflect the interest and principal payments for the Civic Operations Centre in accordance with the P3 agreement. This restatement will provide more useful and comparable information when reviewing year over year budgets.

Not Included:

- Operational expenditures required to provide service to the new neighborhoods of Brighton and Aspen Ridge are not included in the 2019 budget therefore service will not be provided. Operational expenditures for expansion of service to Rosewood, Evergreen and Kensington are also not included in the 2019 budget. Total amount that has not been budgeted for is \$228.1.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0583 TR-REPLACE/REFURB BUSES	1,000.0	1,000.0	1,356.0	682.0	732.0
P0584 TR-ADDITIONAL BUSES	0.0	0.0	0.0	682.0	0.0
P0671 TR-AUXILIARY VEH/EQUIP	100.0	100.0	100.0	100.0	250.0
P1194 TR- ENGINE OVERHAUL	350.0	300.0	300.0	300.0	300.0
P2097 TR- BUS SEAT REPLACEMENT	75.0	0.0	75.0	0.0	80.0
P2317 TR-SHELTERS/BENCHES	100.0	150.0	150.0	150.0	150.0
P2323 TR-RIDERSHIP GROWTH INITIATIVES	1,100.0	100.0	100.0	100.0	100.0
P2589 TR-TECHNOLOGY PLAN	190.0	350.0	100.0	100.0	100.0
Total	2,915.0	2,000.0	2,181.0	2,114.0	1,712.0



Unfunded Capital Projects	2019	2020	2021	2022	2023
P0583 TR-REPLACE/REFURB BUSES	0.0	6,100.0	5,724.0	6,138.0	6,588.0
P2323 TR-RIDERSHIP GROWTH INITIATIVES	0.0	2,000.0	0.0	0.0	0.0
Total	0.0	8,100.0	5,724.0	6,138.0	6,588.0

Transit Operations Capital Investments total \$2.9 million in 2019, which represents \$1.0 million for bus refurbishments, \$100.0 for auxiliary equipment, \$350.0 for engine overhauls, \$75.0 for bus seat replacement, \$100.0 for shelters/benches, \$1.1 million for ridership initiatives and \$190.0 for technology replacements and initiatives.

The 2019 Transit Operations capital budget includes an unfunded \$2.0 million for Ridership growth initiatives to update fare related technology. This has been deferred to 2020.

Future Operating Impact of Current Year's Capital Projects

There will be an increased operating cost in 2020 in the amount of \$5.0 due to additional software maintenance agreements.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
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 27 buses serve customers within the city limits of Saskatoon.

2017 Budget to Actual Variance Explanation:

In 2017 Access Transit had a \$318.6 unfavourable variance from budget. There was a shortfall of \$377.1 in the budget for staff compensation, retro pay and contracted increases. These deficiencies were offset by savings in fuel and various expenditure savings in response to the spending freeze.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(235.2)	(230.3)	(230.3)	(233.3)	(3.0)	1.3%
Province of Saskatchewan	(939.3)	(975.6)	(940.0)	(937.0)	3.0	-0.3%
Staff Compensation	3,948.7	3,576.7	3,972.9	4,308.8	335.9	8.5%
Operating Cost	1,005.6	1,090.3	1,193.3	1,204.4	11.1	0.9%
Capital Contribution	263.0	263.0	274.0	274.0	0.0	0.0%
Total	4,042.8	3,724.1	4,269.9	4,616.9	347.0	8.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	50.90	51.90	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Access Transit	(1,170.3)	0.0	(1,170.3)	5,440.2	287.4	59.6	0.0	5,787.2	4,616.9

Growth:

- An increase of \$59.6 for an operator position in the 2019 budget will enable Access Transit to continue making progress in proactively reducing denial rates by right sizing operations staff for the number of buses and service hours.

Other Significant Item(s):

- An increase of \$271.3 is related to a phased-in increase in Access Transit Operator's salaries to parity with the regular Transit Operators and the Professional Driver Certification Program.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2095	ACCESS TRANSIT-BUS REPLACEMENTS	0.0	560.0	580.0	300.0	465.0
Total		0.0	560.0	580.0	300.0	465.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2095	ACCESS TRANSIT-BUS REPLACEMENTS	0.0	0.0	0.0	300.0	155.0
P2100	ACCESS TRANSIT - ADDITIONAL BUSES	0.0	0.0	145.0	150.0	155.0
Total		0.0	0.0	145.0	450.0	310.0

There are no capital investments for Access Transit.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Transportation Services had a \$350.8 favorable variance from budget. This favourable variance was the result of staffing vacancies and an increase in cost recovery realized from detour coordination activities. Savings were also realized in railway crossing maintenance, consulting fees and staff training.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(109.9)	(196.9)	(142.9)	(142.9)	0.0	0.0%
Province of Saskatchewan	(97.8)	(97.8)	(97.8)	(97.8)	0.0	0.0%
Staff Compensation	4,670.0	3,945.2	4,015.5	4,549.3	533.8	13.3%
Operating Cost	3,912.9	3,253.9	3,571.7	3,683.3	111.6	3.1%
Cost Recovery	(4,797.9)	(2,976.3)	(3,261.5)	(3,624.6)	(363.1)	11.1%
Capital Contribution	3,195.2	3,195.2	2,975.5	3,092.7	117.2	3.9%
Total	6,772.5	7,123.3	7,060.5	7,460.0	399.5	5.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	46.01	47.91	1.90

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Transportation Services	(240.7)	0.0	(240.7)	7,301.2	180.4	94.1	125.0	7,700.7	7,460.0

Growth:

- A \$94.1 increase in operational costs required for materials and supplies and consulting costs due to the support required from growth in the traffic network.
- Additional staffing required to reduce overtime resulting from network growth include 0.60 FTE Supervisor VI position and 0.80 FTE Traffic Signing and Painting Labourer position. These costs are expected to be offset by increased cost recovery within the Roadway Signing and Marking program.



Service Level Change:

- An additional \$50.0 was added by City Council during budget deliberation to fund 0.5 FTE transferred from capital to operating for an Active Transportation Project Manager position. This service level adjustment allows more physical construction and implementation of initiatives to be completed within the Active Transportation project.

Capital Contribution:

- During budget deliberation, City Council also approved an additional \$75.0 added to the Active Transportation Reserve to address the back log of projects under the Active Transportation Plan. Along with this approval, a capital Transportation Engineer position is added and will be fully charged to capital projects.
- An inflationary increase of \$42.2 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.

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. As part of the 2019 Business Plan options process, City Council was presented with options for consideration in order to provide the Active Transportation Reserve with additional funding to accelerate this implementation.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS	250.0	200.0	200.0	200.0	200.0
P1036 TU-TRAFFIC CONTROL UPGRADES	350.0	400.0	400.0	400.0	400.0
P1504 TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	275.0	225.0	560.0	600.0	320.0
P1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375.0	375.0	375.0	400.0	400.0
P1506 TU-TRAFFIC SIGNING REPLACE-INFRA	300.0	300.0	350.0	350.0	400.0
P1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	300.0	100.0	100.0	100.0	100.0
P1522 TU-TRAFFIC NOISE ATTENUATION	120.0	0.0	0.0	50.0	0.0
P1556 TU-SYSTEM UPGRADES/REPLACEMENTS	50.0	100.0	100.0	100.0	100.0
P1564 TU-TRAFFIC COUNTERS EQUIPMENT REPLACEMENT	65.0	0.0	0.0	0.0	0.0
P2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	0.0	150.0	0.0	300.0	0.0
P2020 TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	811.0	8,718.0	0.0
P2233 TU-ADVANCED TRAFFIC MGT SYSTEM	150.0	150.0	150.0	150.0	0.0
P2234 TU-WALKWAY MANAGEMENT	0.0	50.0	50.0	50.0	50.0
P2235 TU-INTERSECTION IMPROVEMENTS	500.0	100.0	700.0	500.0	900.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	100.0	140.0	50.0	75.0	50.0
P2428 TU-FUNCTIONAL PLANNING STUDIES	200.0	200.0	50.0	200.0	0.0
P2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	120.0	200.0	100.0	100.0	150.0
P2448 TU-INTELLIGENT TRANSPORTATION SYSTEM	200.0	200.0	200.0	200.0	0.0
P2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	1,175.0	1,525.0	1,175.0	1,025.0	1,375.0
Total	4,530.0	4,415.0	5,371.0	13,518.0	4,445.0



Unfunded Capital Projects		2019	2020	2021	2022	2023
P1504	TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	0.0	475.0	280.0	240.0	0.0
P1506	TU-TRAFFIC SIGNING REPLACE-INFRA	0.0	100.0	100.0	100.0	100.0
P2020	TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	0.0	582.0	0.0
P2408	TU-VISION ZERO	0.0	100.0	170.0	0.0	0.0
P2425	TU-UNDERGROUND ENCROACHMENTS	0.0	100.0	100.0	0.0	0.0
P2437	TU-11TH STREET REALIGNMENT	0.0	0.0	0.0	0.0	5,600.0
P2442	TU-DALMENY ROAD/HWY 684 REPLACEMENT	0.0	500.0	0.0	0.0	0.0
P2446	TU-PEDESTRIAN CROSSING IMPROVEMENTS	0.0	50.0	50.0	50.0	0.0
P2449	TU-RAIL YARD RELOCATIONS	0.0	0.0	0.0	0.0	1,000.0
P2468	TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	0.0	1,350.0	675.0	675.0	475.0
P2550	TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	400.0	400.0	400.0	400.0
Total		0.0	3,075.0	1,775.0	2,047.0	7,575.0

2019 Transportation Services Capital Investments include 16 funded projects totaling \$4.5 million.

Eleven of these projects totaling \$1.8 million involve the capital rehabilitation or replacement of existing assets.

In 2019 there are six projects totaling \$1.9 million that are geared towards improving traffic safety and traffic management.

In 2019 there are eight 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

The operating impact identified in project 2550 would be for snow clearing if funded.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Road Maintenance had a \$516.3 favorable variance from budget. This was a result of savings in the Earth Streets and Paved Streets Maintenance programs as crews were diverted to capital work. A \$50.0 dust palliation study was also completed under capital. Cost recovery due to an increased number of utility cuts was also higher than anticipated.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(278.6)	(278.6)	(278.6)	(278.6)	0.0	0.0%
Staff Compensation	4,390.4	4,689.9	4,725.5	4,919.2	193.7	4.1%
Operating Cost	4,541.3	4,681.6	4,819.3	4,893.7	74.4	1.5%
Cost Recovery	(606.9)	(530.4)	(530.8)	(534.4)	(3.6)	0.7%
Capital Contribution	34,495.5	34,495.5	34,495.5	35,495.5	1,000.0	2.9%
Total	42,541.7	43,058.0	43,230.9	44,495.4	1,264.5	2.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	60.71	60.63	(0.08)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Road Maintenance	(278.6)	0.0	(278.6)	43,509.5	338.7	825.8	100.0	44,774.0	44,495.4

Growth:

- An increase in the roadway and sidewalk inventory adds an additional \$50.8 in maintenance costs.

Service Level Change:

- An additional \$100.0 was added by City Council during budget deliberation for additional resources towards sidewalk panel and safety hazard replacements.



Capital Contribution:

- In 2019, contributions to the Transportation Infrastructure Reserve were increased by \$80.0 and to the Paved Roadways Infrastructure Reserve by \$920.0, representing \$225.0 for inflation and \$775.0 for growth of the city's roadway (78 km or 1.9%) and sidewalk (61 km or 4.0%) network.

Other Significant Item(s):

- Inflation is recognized in the amount of \$147.6 which includes the effect of rising oil and fuel prices which in turn affect the cost of fuel, the price of asphalt and the cost of the delivery of aggregates.
- A transfer of \$43.9 for external rental of the former Saskatchewan Transportation Company (STC) building has been made from this service line to Facilities Management service line under Corporate Asset Management business line.
- A transfer of 0.08 FTE for an Operations Superintendent (Safety) position to Street Cleaning & Sweeping (0.06 FTE) and Waste Handling Service (0.02 FTE) service lines to align with safety support provided to this service line.

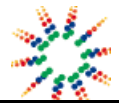
Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
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	0.0	0.0	50.0	50.0	50.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	310.0	310.0	350.0	350.0	300.0
P1892 TU-ACCESS SECURITY-CITY YARDS	75.0	0.0	0.0	0.0	0.0
P2043 TU-CURB REPLACEMENT/REHABILITATION	200.0	200.0	200.0	200.0	200.0
P2269 TU-ACCOMMODATION CONSTRUCTION	0.0	200.0	200.0	200.0	200.0
P2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION	31,300.0	32,800.0	32,800.0	32,800.0	33,000.0
P2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	220.0	580.0	300.0	300.0	536.0
P2276 TU-CITY YARDS SAFETY IMPROVEMENTS	50.0	0.0	0.0	0.0	0.0
P2596 TU - WWS/RO PLANNING & SCHEDULING	150.0	0.0	0.0	0.0	0.0
Total	34,350.0	36,135.0	35,945.0	35,945.0	36,331.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
P0832 TU-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
P2259 TU-PW SATELLITE YARDS	0.0	6,082.0	50.0	100.0	2,401.0
P2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	0.0	970.0	960.0	880.0	656.0
Total	0.0	7,467.0	1,425.0	1,395.0	3,472.0

2019 Road Maintenance Capital Investments include nine funded projects totaling \$34.4 million to address the condition of the roadways. This investment is mainly funded from the Paved Roadways Infrastructure Reserve in the amount of \$31.3 million and from the Transportation Infrastructure Reserve in the amount of \$2.8 million.

This entire investment is geared towards the capital rehabilitation or replacement of existing assets.



In the Road Maintenance service line there are four 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 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Snow and Ice Management had a \$87.7 favorable variance from budget. This was the result of not relying on contracted services as heavily as anticipated due to actual snowfall experienced. In response to the anticipated deficit forecast for 2017, the contribution to the Snow & Ice Management Reserve was not made for 2017 for a cost savings of \$488.5.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(554.7)	(554.7)	(554.7)	(554.7)	0.0	0.0%
Staff Compensation	5,287.2	4,610.1	4,634.6	4,951.6	317.0	6.8%
Operating Cost	7,504.1	7,779.1	7,847.1	7,961.7	114.6	1.5%
Cost Recovery	(2.9)	(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	0.0	488.5	488.5	488.5	0.0	0.0%
Total	12,498.7	12,586.4	12,678.9	13,110.5	431.6	3.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	63.15	62.87	(0.28)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Snow & Ice Management	(554.7)	0.0	(554.7)	13,233.6	118.2	113.4	200.0	13,665.2	13,110.5

Growth:

- An increase in the roadway inventory as well as addition of bridges and overpasses adds an additional \$113.4.

Service Level Change:

- An additional \$200.0 was added by City Council during budget deliberation to increase Snow and Ice service level. This service level adjustment allows for the activation of a mobile response team to improve mobility and accessibility for all residents when required, the improvement of parking availability and the utilization of technology when making treatment decisions.

Other Significant Item(s):

- Inflation is recognized in the amount of \$118.2 which includes negotiated salary increases as well as the effect of rising oil and fuel prices which in turn affect the cost of fuel.
- A transfer of 0.28 FTE for an Operations Superintendent (Safety) position out of this service line to Waste Handling Service service line of the Environmental Health business line to align with safety support provided.



Summary of Capital Investments

Unfunded Capital Projects	2019	2020	2021	2022	2023
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	7,729.0	50.0	150.0	18,650.0
Total	0.0	7,729.0	50.0	150.0	18,650.0

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.

2017 Budget to Actual Variance Explanation:

In 2017 Street Cleaning and Sweeping had a \$762.0 unfavorable variance from budget. This variance was comprised of \$397.0 for fleet services costs and contractor assistance added an additional \$428.8 to deliver the program. 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. In 2018, the budget was adjusted to add an additional \$450.0 in order to maintain the service level.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	1,455.2	1,310.9	1,313.6	1,620.7	307.1	23.4%
Operating Cost	3,099.7	2,428.4	2,905.1	2,716.3	(188.8)	-6.5%
Cost Recovery	(60.6)	(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	4,521.2	3,759.2	4,238.6	4,356.9	118.3	2.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	17.24	20.05	2.81

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Street Cleaning & Sweeping	0.0	0.0	0.0	4,238.6	55.7	62.6	0.0	4,356.9	4,356.9

Growth:

- An increase in the roadway inventory (78 km or 1.9%) adds an additional \$62.6 in operating costs.

Other Significant Item(s):

- To ensure the optimum mix of resources to deliver the program, transfers from contracted services to salaries in the amount of \$199.4 offsets the costs of 2.75 FTE for Labourer positions.
- A transfer of 0.06 FTE for an Operations Superintendent (Safety) position from Road Maintenance service line to align with safety support provided to this service line.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Bridges, Subways and Overpasses had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	303.9	339.0	340.9	355.2	14.3	4.2%
Operating Cost	381.7	367.0	2,140.0	6,281.5	4,141.5	193.5%
Capital Contribution	5,384.0	5,384.0	4,619.0	3,573.3	(1,045.7)	-22.6%
Transfer to/from Reserves	0.0	0.0	(958.2)	(2,800.0)	(1,841.8)	192.2%
Total	6,069.6	6,090.0	6,141.7	7,410.0	1,268.3	20.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.56	4.56	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Bridges, Subways, Overpasses	0.0	0.0	0.0	6,141.7	74.8	893.5	300.0	7,410.0	7,410.0

Growth:

- As a result of the McOrmond/Highway 5 and Boychuk/Highway 16 interchanges becoming operational in 2019, an increase of \$89.3 in the transfer to the Bridge Major Repair Reserve has been made to allow for future rehabilitation of these interchanges. As well an allocation of \$4.2 has been made for operational maintenance of these structures as well as provide for annual inspection and testing.

Service Level Change:

- An additional \$300.0 was added by City Council during budget deliberation to reduce the funding gap identified in the Building Better Bridges report presented to the Standing Policy Committee on Transportation on November 14, 2016.

Capital Contribution:

- In 2019, \$1.4 million which was temporarily held in the contributions to the Bridge Major Repair Reserve, will be redeployed to base operating budgets required for the Chief Mistawasis Bridge and Traffic Bridge. This reduction in transfers to the Bridge Major Repair Reserve are offset by the increase of \$89.3 transferred to the reserve due to growth. Annual contributions to the Bridge Major Repair Reserve total \$3.3 million.



Other Significant Change(s):

- The Chief Mistawasis Bridge and Traffic Bridge officially opened on October 2nd, 2018. The long term debt associated with the Chief Mistawasis Bridge and Traffic Bridge project has been transferred from this service line into the Debt Servicing service line to better categorize the payments.
- Prior year figures for Bridges, Subways, Overpasses have been restated in order to better reflect the interest and principal payments for the Chief Mistawasis and Traffic Bridge project in accordance with the P3 agreement. This restatement will provide more useful and comparable information when reviewing year over year budgets.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	150.0	200.0	200.0	100.0	100.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	200.0	2,240.0	0.0	0.0
P1551 TU-BROADWAY BRIDGE REPAIRS	0.0	0.0	0.0	0.0	610.0
P1553 TU-SID BUCKWOLD BRIDGE REPAIRS	13,500.0	0.0	0.0	0.0	0.0
P1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	100.0	1,500.0
P1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	0.0	80.0	1,397.0	0.0
P1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	2,700.0	0.0	0.0
P2003 TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	0.0	0.0	4,792.0
P2268 TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	1,500.0	1,100.0	0.0	0.0	0.0
P2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	0.0	0.0	315.0	0.0
P2393 TU-TAYLOR/CIRCLE DRIVE	0.0	80.0	755.0	0.0	0.0
P2395 TU-CIRCLE DRIVE/14TH ST-NB	0.0	0.0	75.0	1,095.0	0.0
P2396 TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	3,000.0	1,500.0	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	400.0	0.0	0.0	38,500.0	0.0
Total	18,839.0	3,369.0	6,339.0	41,796.0	7,291.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	2,710.0	0.0	0.0
P1527 TU-UNIVERSITY BRIDGE REHAB	0.0	0.0	0.0	0.0	16,000.0
P1551 TU-BROADWAY BRIDGE REPAIRS	0.0	0.0	0.0	0.0	390.0
P1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	1,383.0	0.0
P1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	22,300.0	30,000.0	0.0
P2003 TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	0.0	0.0	50,208.0
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	0.0	0.0	0.0	8,250.0
P2397 TU-CIRCLE DRIVE/8TH ST - NB/SB	0.0	0.0	1,800.0	0.0	0.0
P2401 TU-PEDESTRIAN CROSSING STRUCTURES	0.0	249.0	0.0	108.0	0.0



Unfunded Capital Projects	2019	2020	2021	2022	2023
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	540.0	2,700.0	0.0
P2405 TU-IDYLWYLD & CIRCLE DR N INTERCHANGE	0.0	0.0	0.0	0.0	18,000.0
P2434 TU-HWY 11 & HWY 16 CLOVERLEAF	0.0	5,200.0	0.0	0.0	0.0
Total	0.0	6,013.0	27,350.0	34,191.0	92,848.0

2019 Bridges, Subways, Overpasses Capital Investments include six funded projects totaling \$18.8 million.

These projects are geared towards the capital rehabilitation or replacement of existing assets. Funding identified in 2019 is mainly geared towards repair and rehabilitation of the Sid Buckwold Bridge, the 1st Avenue northbound ramp and the north and south bound Idylwyld ramps for \$18.0 million.

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 \$6.0 million which has been deferred to future years as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs or the 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 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Street Lighting had a \$125.7 favorable variance from budget largely the result of having less street lights installed than expected.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(30.8)	(30.8)	(30.8)	(30.8)	0.0	0.0%
Staff Compensation	184.0	148.3	157.0	186.8	29.8	19.0%
Operating Cost	6,354.3	6,492.5	6,970.3	7,105.2	134.9	1.9%
Cost Recovery	(61.2)	(38.0)	(42.4)	(60.0)	(17.6)	41.5%
Total	6,446.3	6,572.0	7,054.1	7,201.2	147.1	2.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	1.20	1.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Street Lighting	(30.8)	0.0	(30.8)	7,084.9	5.5	141.6	0.0	7,232.0	7,201.2

Growth:

- An increase of \$141.6 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 1,045 in 2019 for a total inventory of 33,814 street lights.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Parking had a \$482.3 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 \$689.0 above budget primarily due to higher revenues collected at Pay Stations.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,613.1)	(5,938.2)	(6,209.6)	(6,734.8)	(525.2)	8.5%
Staff Compensation	526.9	501.9	606.0	752.3	146.3	24.1%
Operating Cost	2,460.1	2,207.8	2,333.7	2,716.3	382.6	16.4%
Cost Recovery	(430.0)	(395.1)	(455.1)	(362.2)	92.9	-20.4%
Capital Contribution	1,371.0	456.2	852.6	810.4	(42.2)	-4.9%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Total	(2,655.1)	(3,137.4)	(2,842.4)	(2,788.0)	54.4	-1.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.75	8.75	2.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Parking	(6,209.6)	(525.2)	(6,734.8)	3,367.2	423.0	156.6	0.0	3,946.8
								(2,788.0)

Revenue Change:

- Revenue from Parking Pay Stations, permits, and billboards, are anticipated to increase by \$518.5, based on historical trends. The increased use of the parking app has a positive impact on parking revenues along with the public's acceptance of the Pay Stations due to improved system maintenance and performance. Residential Parking Permit (RPP) revenue is expected to increase by \$4.7 due to an expansion of the permit areas and parking ticket late fee revenue by \$2.0.



Growth:

- An increase of \$75.6 (1.0 FTE) is included for a Customer Support Coordinator. This position will allow a customer service program to be formalized, in order to ensure more timely responses to customers, and establish and track information in a more comprehensive manner to allow for ongoing refinement of program operations and customer service initiatives.
- An increase of \$50.6 (1.0 FTE) is required for a Parking Meter Technician. The Parking program manages and maintains the pay parking system and administers the Temporary Reserve Parking program. This position is required to ensure staff coverage for the program operations and terminal maintenance needs are met. A rigorous maintenance program is required to minimize equipment failure.
- An additional License Plate Recognition system is required to provide expected enforcement service levels in the RPP areas, which have expanded. Operating costs have increased by \$30.4 to provide for costs due to the expansion of the RPP areas in Varsity View, Riversdale and Caswell Hill.

Capital Contribution:

- The parking meter replacement project is vendor financed, to be repaid through incremental parking revenues. The 2019 payment has decreased by \$42.2 based on the repayment formula; the contract will be fully paid in 2019.

Other Significant Item(s):

- Operating costs have increased to align the budget with actual expenditure levels needed to run the parking program; Examples include: \$133.3 increase for commissionaires to ensure adequate enforcement levels are maintained; \$140.0 increase for banking and parking app fees to reflect increasing usage; \$32.6 increase in terminal maintenance to provide for repairs and parts replacements not covered by the extended warranty, and \$20.0 increase for marketing campaigns to provide improved communication and awareness to the public.
- Commissionaires are used to deliver summons and subpoenas on behalf of Saskatoon Police Service. The charge for this service has increased by \$60.0 to reflect the increased costs and move closer to full cost recovery.
- Cost Recovery has been reduced by \$145.6 due to the removal of cross charges related to employee parking; the accounting change is aligned with the goal to streamline processes. This amount is offset by reductions in expenditures in other service lines.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1518	CY-PAY STATION PURCHASES & IMPLEMENTATION	60.0	60.0	60.0	60.0	60.0
P1671	CY-COMMUNITY ENGAGEMENT PROCESS - UPDATE OF RESIDENTIAL PARKING PERMIT PROGRAM BYLAW	90.0	0.0	0.0	0.0	0.0
P2429	CY-LICENSE PLATE RECOGNITION SYSTEM	0.0	65.0	65.0	65.0	0.0
Total		150.0	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 maintenance and systems equipment. This project is funded from the Parking Capital Reserve.

Project 1671 provides for the comprehensive review of the Residential Parking Permit Program in order to better address the current needs and pressures. This project includes involving a consultant to complete the public engagement and provide recommendations. 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 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 Impound Lot had a \$54.7 unfavorable variance from budget. This was a result of lower net revenues than budget due to fewer cars being impounded. The reason for the reduction is that short term suspensions and SGI related vehicle seizures are now towed to a private facility.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(322.9)	(536.8)	(367.4)	(376.2)	(8.8)	2.4%
Staff Compensation	59.5	64.9	67.7	69.4	1.7	2.5%
Operating Cost	571.8	723.3	624.7	631.8	7.1	1.1%
Debt Charges	52.4	52.4	0.0	0.0	0.0	0.0%
Cost Recovery	(306.1)	(303.8)	(325.0)	(325.0)	0.0	0.0%
Total	54.7	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.75	0.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Impound Lot	(367.4)	(8.8)	(376.2)	367.4	8.8	0.0	0.0	376.2	0.0

There are no significant operating changes in Impound Lot.

Summary of Capital Investments

There are no capital investments for the Impound Lot.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Engineering had a \$72.2 favorable variance from budget. This was a result of the Construction & Design Division focusing more on capital rehabilitation projects than operations for the 2017 year.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	4,342.6	1,082.4	1,158.8	1,199.3	40.5	3.5%
Operating Cost	9,867.4	650.6	650.3	588.6	(61.7)	-9.5%
Cost Recovery	(13,552.0)	(1,002.7)	(1,046.7)	(1,063.2)	(16.5)	1.6%
Total	658.0	730.3	762.4	724.7	(37.7)	-4.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	13.67	13.78	0.11

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Engineering	0.0	0.0	0.0	762.4	(43.9)	6.2	0.0	724.7	724.7

Other Significant Change(s):

- A transfer of \$72.4 for external rental of the former Saskatchewan Transportation Company (STC) building has been made from this service line to Facilities Management service line under Corporate Asset Management business line.
- A transfer of 0.11 FTE for various positions from capital to operating budget in order to align with the service being provided.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1041	TU-BENCHMARK REHABILITATION	0.0	0.0	50.0	0.0	0.0
Total		0.0	0.0	50.0	0.0	0.0

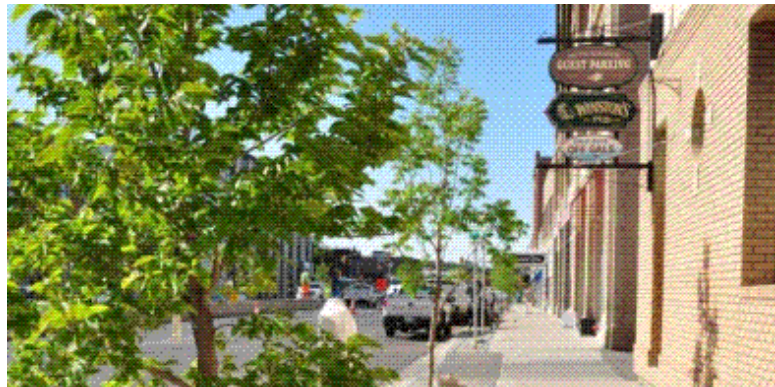
There are no capital investments for Engineering.





Operating Budget
\$6.3 million

Capital Budget
\$16.7 million



STRATEGIC GOALS:



Economic Diversity & Prosperity



Sustainable Growth



Quality of Life

Service Lines





Service Outcomes

- To provide an increasingly sustainable community and enhanced quality of life consistent with the vision and policies in the Official Community 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 Plan for Growth 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

- 42% increase in number of licensed businesses operating in the City since 2008
- 14 neighbourhoods have approved Local Area Plans
- \$1.66 million in streetscape maintenance completed in 2017
- 11,289 licensed businesses were operating in Saskatoon by the end of 2017
- 3,998 building permits were issued in 2017, at a construction value of over \$762.0 million
- 3500 building permits estimated for 2018, with an estimated construction value of \$722.0 million
- 1,400 Development Permits were issued in 2017
- 377 Attainable Housing units were created through various programs in the City's Housing Business Plan in 2017
- 641 property-use complaints required attention in 2017
- 50 Subdivision Applications processed reflecting demand for fully-serviced residential, commercial and industrial building sites in all parts of the City
- 2 Official Community Plan and amendments and 19 Rezoning Requests received
- 26 CPTED reviews conducted on various parks, neighbourhoods, and major capital projects to ensure safe design of buildings and sites
- 16 Discretionary Use Applications processed including garden and garage suite applications
- 8 Condominium Applications received
- 10 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

- Developing plans and studies to address the needs of our core commercial areas, including the Downtown, Broadway and Riversdale Business Improvement Districts (BIDs).
- Collaborating with the Business Improvement Districts to identify funding and maintenance priorities for the Urban Design Program.
- Undertaking Streetscape Master Plans and construction to create special public spaces throughout the BIDs and support these areas with programs like banners and flower pots to enhance the areas.

Economic Development

- Collaborating with local and regional business organizations, assisting the start-up of new businesses, providing advice and timely review of development and building applications.
- Providing Sector Planning services and the review of Neighbourhood Concept Plans to ensure the new development in the City is adequately planned for, and meets broader city-building objectives.
- Engaging with local businesses to address new trends and changing regulations; and ensure regulations create a balanced environment for new businesses.

Environmental Sustainability

- Collaborating in the creation of the Green Infrastructure Strategy, including the development of necessary policies, and management standards for the City's open spaces.
- Engaging in discussions with stakeholder groups regarding development adjacent to the North East Swale.
- Working with the Saskatoon North Partnership for Growth (P4G) to ensure the green network in the Region is addressed as part of the Regional Plan.

Reconciliation, Inclusion, and Diversity

- Supporting relationship building and processes in support of the creation of Urban Reserves in Saskatoon and Region
- Enhancing knowledge, economic development and build relationships through the development of resources such as the ayisinowak: A Communications Guide, a resource to enhance our understanding of Aboriginal culture and practices, and the development of First Nations Community Profiles for First Nations that have land holdings and reserves in the Saskatoon region.

Regional Planning

- Working with the P4G partners to establish a Regional Plan.
- Working with the P4G to establish Concept Plans for future growth areas in the region, to guide interim development in advance of urban growth.
- Working to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in the Saskatoon region.
- Working with the Rural Municipality of Corman Park to administer the joint Corman Park - Saskatoon Planning District.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 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%	2014-2018 17.1%	Decline	Needs Improvement
Number of New Attainable Housing Units	≥500 new units annually across attainable housing continuum	542	560	525	377	250	Decline	On-Track
Vacancy Rates for Rental Housing	Average of 3% Vacancy Rate Over Last 10 Years	2005-2014 2.60%	2006-2015 2.80%	2007-2016 3.51%	2008-2017 4.4%	2009-2018 8.6%	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 was 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 which began in 2015 and continued in 2016, saw a slight decrease to 9.6% in 2017. The increase is largely 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 2019 Actions

Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices and efficient servicing.

- 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.
- Undertake a comprehensive renewal of the Zoning Bylaw No. 8770 to ensure appropriate regulations are in place to address industry trends and community expectations.
- Continue to pursue the development of Corridor Plans and Transit Village concept plans aligned with the Plan for Growth.
- Work to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in Saskatoon and region.
- Work with civic departments and external stakeholders to create the Exhibition Local Area Plan.
- Partner with the University of Saskatchewan to establish a Sector Plan to support the University's development plans.



Regional partnerships provide the best opportunities for sustainable prosperity and quality of life.

- 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 with the Saskatoon North Partnership for Growth (P4G) to prepare the North Concept Plan and to advance the South East Concept Plan.
- 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.

Economic growth and development is supported by streamlined business practices and development approvals.

- Continue implementing work plans to address commercial permit turnaround times and improved customer education.
- Improved technical coordination across divisions to minimize conflicting requirements and improve communication within the building and development approval process.
- Continue to implement key findings from the Building and Development Permit Civic Service and Operational Reviews.
- Complete the review of the building permit order process and implement changes to supportive of process improvement.
- Continue work to implement commercial building and development online applications for 2020.

Our economy is strong.

- Review the Vacant Lot and Adaptive Reuse Incentive Program to ensure incentives are targeting priority goals.
- Review the City Centre “one stop shop” service for potential area expansion.

Downtown is active and attractive to all residents and visitors.

- Update the City Centre Plan to address implementation to date, as well as current trends and issues.
- Work with the Downtown YXE Business Improvement District to implement ideas from the Downtown Where You Belong workshops.
- Ensure the River Landing streetscaping design is completed in a timely fashion to support continued development of Parcel YY.

Green infrastructure is identified and managed for the benefit of current and future generations.

- Assist in the creation of Natural Areas Standards as part of the Green Infrastructure Study.
- Complete the refinement of the Green Network Study Area in the P4G Region.

The well-being of citizens is a shared responsibility and our community is safe.

- 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.
- Continue to develop a coordinated approach to neighbourhood safety, property maintenance and bylaw compliance.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Attainable Housing	286.9	425.1	422.8	0.0	426.3	426.3	3.5	0.8%
Building and Plumbing Permits & Standards	0.0	0.0	0.0	(5,919.8)	5,919.8	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	(1,267.2)	1,267.2	0.0	0.0	0.0%
Development Review	559.3	437.5	526.1	(652.8)	1,282.8	630.0	103.9	19.7%
Regional Planning	341.9	367.7	445.3	0.0	511.4	511.4	66.1	14.8%
Bylaw Compliance	595.2	637.7	635.1	(79.9)	763.9	684.0	48.9	7.7%
Long Range Planning	180.8	194.7	216.5	(0.9)	226.7	225.8	9.3	4.3%
Neighbourhood Planning	507.8	552.2	740.2	0.0	762.3	762.3	22.1	3.0%
Research & Mapping	405.8	443.9	449.1	(17.3)	478.7	461.4	12.3	2.7%
Urban Design	2,469.7	2,485.5	2,485.5	0.0	2,485.5	2,485.5	0.0	0.0%
Total	5,455.1	5,652.0	6,028.3	(7,937.9)	14,232.3	6,294.4	266.1	4.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	116.25	117.85	1.60

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Attainable Housing	0.0	0.0	0.0	422.8	3.5	0.0	0.0	426.3	426.3
Building and Plumbing Permits & Standards	(5,688.5)	(231.3)	(5,919.8)	5,688.5	231.3	0.0	0.0	5,919.8	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	(1,215.8)	(51.4)	(1,267.2)	1,215.8	51.4	0.0	0.0	1,267.2	0.0
Development Review	(718.1)	65.3	(652.8)	1,244.2	38.6	0.0	0.0	1,282.8	630.0
Regional Planning	0.0	0.0	0.0	445.3	6.1	60.0	0.0	511.4	511.4
Bylaw Compliance	(129.4)	49.5	(79.9)	764.5	(0.6)	0.0	0.0	763.9	684.0
Long Range Planning	(0.9)	0.0	(0.9)	217.4	9.3	0.0	0.0	226.7	225.8
Neighbourhood Planning	0.0	0.0	0.0	740.2	22.1	0.0	0.0	762.3	762.3
Research & Mapping	(17.3)	0.0	(17.3)	466.4	12.3	0.0	0.0	478.7	461.4
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5
Total	(7,770.0)	(167.9)	(7,937.9)	13,798.3	374.0	60.0	0.0	14,232.3	6,294.4

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	465.0	530.0	0.0	0.0	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	250.0	0.0	0.0	0.0	0.0
Regional Planning	107.0	517.0	341.0	537.0	661.0
Bylaw Compliance	0.0	0.0	0.0	0.0	0.0
Long Range Planning	14,574.0	27,880.0	19,080.0	8,000.0	8,000.0
Neighbourhood Planning	0.0	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	2019	2020	2021	2022	2023
Urban Design	1,286.0	1,000.0	1,000.0	2,035.0	0.0
Total	16,682.0	29,927.0	20,421.0	10,572.0	8,661.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
BLDG PERMITS/INSPECT STAB RESERVE	465.0	530.0	0.0	0.0	0.0
EXTERNAL FUNDING	0.0	0.0	0.0	50.0	0.0
ICP - TRANSIT (FED)	13,084.0	27,880.0	19,080.0	8,000.0	8,000.0
OTHER	40.0	517.0	341.0	487.0	661.0
RESERVE FOR CAPITAL EXPENDITURES	1,893.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	1,100.0	1,000.0	1,000.0	2,035.0	0.0
STREETSCAPE RESERVE-CITY WIDE	100.0	0.0	0.0	0.0	0.0
Total	16,682.0	29,927.0	20,421.0	10,572.0	8,661.0
Unfunded	0.0	22,009.0	43,232.0	29,882.0	13,321.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	0.0	100.0	0.0	0.0	0.0
P2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW	0.0	0.0	53.0	53.0	0.0
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	42.3	95.8	0.0	0.0
Total	0.0	142.3	148.8	53.0	0.0



Attainable Housing

Overview

The Attainable Housing program works with the community to meet identified housing needs and to facilitate the development of appropriate civic policies and incentive programs to address the need 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 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 2019 will be to work with community partners to implement Saskatoon's Homelessness Action Plan, and to adjust and implement programs to respond to new programs under the National Housing Strategy.

2017 Budget to Actual Variance Explanation:

In 2017 Attainable Housing had a \$138.1 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 reported a profit in 2017.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	186.6	219.7	217.4	225.1	7.7	3.5%
Operating Cost	(36.8)	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	103.2	71.8	71.8	67.6	(4.2)	-5.8%
Total	287.0	425.1	422.8	426.3	3.5	0.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.33	2.33	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Attainable Housing	0.0	0.0	0.0	422.8	3.5	0.0	0.0	426.3	426.3

There are no significant operating changes in Attainable Housing.

Summary of Capital Investments

There are no capital investments for Attainable Housing.



Building and Plumbing Permits & Standards

Overview

The Building and Plumbing Permits & 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.

2017 Budget to Actual Variance Explanation:

In 2017 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 \$1.1 million or 16% lower than budgeted due to lower permit volumes and associated construction values. The shortfall was partially offset by staff savings of \$508.9 and operating savings of \$111.2, and was balanced by reducing the contribution to the Stabilization reserve by \$478.7.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(5,650.9)	(6,749.6)	(5,688.5)	(5,919.8)	(231.3)	4.1%
Staff Compensation	4,499.2	5,008.1	4,766.1	5,297.2	531.1	11.1%
Operating Cost	1,243.8	1,354.8	1,387.5	1,627.8	240.3	17.3%
Cost Recovery	(103.9)	(103.8)	(103.8)	(103.8)	0.0	0.0%
Transfer to/from Stabilization	11.8	490.5	(361.3)	(901.4)	(540.1)	149.5%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	57.00	58.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Building and Plumbing Permits & Standards	(5,688.5)	(231.3)	(5,919.8)	5,688.5	231.3	0.0	0.0	5,919.8	0.0

Revenue Change:

- Revenue increases of \$231.3 represents a rate increase applied to residential building permits of \$170.6 and plumbing permits of \$60.7.

Capital Contribution:

- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will increase by \$540.1 in 2019, resulting in a \$901.4 draw from the reserve.



Other Significant Item(s):

- An increase \$85.1 (1.0 FTE) for a Building Inspector required to manage the anticipated pressures resulting from legislative and bylaw changes. Examples include adoption of the energy code, enforcement enhancements and overall need to provide industry with increased communication throughout the building permit and inspection process.
- Expenditure increases of \$214.4 relates to an allocation of staff costs for two System Analyst positions that are included under Corporate Support, required to accelerate the automation of the building and plumbing permit systems, in order to meet customer expectations. This expenditure nets with a corresponding decrease in the transfer to the Plan Review and Inspection Services Stabilization Reserve with no impact to the mill rate.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	465.0	530.0	0.0	0.0	0.0
Total	465.0	530.0	0.0	0.0	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

An operating impact of \$100.0 is anticipated in 2020 for licensing fees and systems upgrades and maintenance.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	0.0	100.0	0.0	0.0	0.0
Total	0.0	100.0	0.0	0.0	0.0



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.

2017 Budget to Actual Variance Explanation:

In 2017 Business Improvement Districts had no variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 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	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 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 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.

Also included is the Taxi and Rideshare program which oversees the regulation, licensing and enforcement of taxis. This program will also be responsible for the regulations and enforcement of Transportation Network companies should ridesharing companies enter the market once provincial and municipal regulations are in place.

Both Business Licenses and the Taxi and Rideshare programs are not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in Stabilization Reserves.

2017 Budget to Actual Variance Explanation:

In 2017 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 an increased contribution of \$73.0 to the Stabilization reserve.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(1,143.1)	(1,141.2)	(1,215.8)	(1,267.2)	(51.4)	4.2%
Staff Compensation	799.9	843.1	921.0	926.0	5.0	0.5%
Operating Cost	247.8	290.5	287.8	319.5	31.7	11.0%
Capital Contribution	14.8	0.0	0.0	0.0	0.0	0.0%
Transfer to/from Stabilization	80.6	7.6	7.0	21.7	14.7	210.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	10.60	10.60	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Business Licenses	(1,215.8)	(51.4)	(1,267.2)	1,215.8	51.4	0.0	0.0	1,267.2
								0.0

Revenue Change:

- Business License revenue has increased \$60.8 due to an increase in the number of businesses operating in the City. Taxi License revenue has decreased by \$9.4 to reflect historical levels.



Other Significant Item(s):

- Prior year figures for the Business License Service Line have been restated in order to reflect the fact that Taxi Services and associated revenues and expenses have been transferred from the Revenue Services Service Line. This restatement will provide more useful and comparable information when reviewing year over year budgets.
- An operational review of the Community Standards program will be undertaken in 2019 at an estimated cost of \$30.0.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Development Review had a \$121.8 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:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(600.6)	(829.4)	(718.1)	(652.8)	65.3	-9.1%
Staff Compensation	892.3	997.2	1,084.0	1,122.1	38.1	3.5%
Operating Cost	281.3	297.0	300.8	303.6	2.8	0.9%
Cost Recovery	(7.1)	(21.0)	(134.7)	(137.6)	(2.9)	2.2%
Transfer to/from Reserves	(6.6)	(6.3)	(5.9)	(5.3)	0.6	-10.2%
Total	559.3	437.5	526.1	630.0	103.9	19.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	11.00	11.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Development Review	(718.1)	65.3	(652.8)	1,244.2	38.6	0.0	0.0	1,282.8	630.0

Revenue Change:

- Development Review revenue is anticipated to decrease by \$65.3. This decrease is due to a reduction in subdivision permits, and zoning and discretionary use applications.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2300	CY-COMPREHENSIVE ZONING BYLAW REVIEW	250.0	0.0	0.0	0.0	0.0
Total		250.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2300	CY-COMPREHENSIVE ZONING BYLAW REVIEW	0.0	350.0	300.0	0.0	0.0
Total		0.0	350.0	300.0	0.0	0.0

Project 2300 - Comprehensive Zoning Bylaw Review is proposed to be completed over three years at total cost of \$900.0. The Bylaw last underwent a comprehensive review between 2007 and 2009. Industry trends and changes in the meantime have left gaps where the zoning does not address the desired uses effectively. Addressing identified issues and initiative will assist in streamlining development applications by ensuring that the regulations are appropriate and in place for the desired types of facilities in the community.

This project has been included as consideration for City Council's 2019 Business Plan prioritization process.

Future Operating Impacts of Current Year's Capital Projects

In order to keep the Zoning Bylaw up to date, at the completion of the project, a new position will be required. This position would start half way through 2021. The operating impact will therefore be \$53.0 (0.5 FTE) in 2021 and \$53.0 (0.5 FTE) in 2022.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW	0.0	0.0	53.0	53.0	0.0
Total	0.0	0.0	53.0	53.0	0.0



Regional Planning

Overview

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.

2017 Budget to Actual Variance Explanation:

In 2017 Regional Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	268.5	289.1	290.7	353.4	62.7	21.6%
Operating Cost	73.4	78.6	154.6	158.0	3.4	2.2%
Total	341.9	367.7	445.3	511.4	66.1	14.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.50	3.10	0.60

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Regional Planning	0.0	0.0	0.0	445.3	6.1	60.0	0.0	511.4	511.4

Growth:

- An increase of \$60.0 (0.6 FTE) is included for a Senior Planner 21 required to ensure the City meets its obligations under the Regional Plan created by the Saskatoon North Partnership for Growth (P4G), such as ensuring the City's bylaws, policies and plans align with the Regional Plan, and responding to policy and development referrals from the region. P4G comprises the City of Saskatoon, the Rural Municipality of Corman Park, the City of Warman, the City of Martensville and the Town of Osler, with advisory representation from the Saskatoon Regional Economic Development Authority.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2605 CY-REGIONAL PLAN IMPLEMENTATION	107.0	517.0	341.0	537.0	661.0
Total	107.0	517.0	341.0	537.0	661.0



Unfunded Capital Projects	2019	2020	2021	2022	2023
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	233.0	212.0	362.0	421.0
Total	0.0	233.0	212.0	362.0	421.0

Project 2605 – Regional Plan Implementation is required to continue implementing the Regional Plan created by the Saskatoon North Partnership for Growth (P4G). The 2019 project will focus on identifying the boundaries of significant ecological areas and viewsheds within the Green Network.

This project is cost shared with the other P4G municipal partners and is subject to their budget approvals. The City's portion of this project has been included in City Council's 2019 Business Plan prioritization process for consideration.

Future Operating Impacts of Current Year's Capital Projects

In 2020 and 2021 the operating impact is \$42.3 and \$95.8 respectively, for additional City staff resources to ensure the City meets its obligations under the Regional Plan.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	42.3	95.8	0.0	0.0
Total	0.0	42.3	95.8	0.0	0.0



Bylaw Compliance

Overview

The Community Standards division exists to provide an effective delivery model for bylaw enforcement and related activities. Within the Division, the Bylaw Compliance section serves to ensure, through education and enforcement measures, adherence to the regulations set out in a number of municipal Bylaws. The Bylaw Compliance service line continues to grow as the Division brings together a number of bylaw groups under one delivery model.

The Bylaw Compliance service line provides critical bylaw compliance support in the following areas:

- Review and enforce the 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
- Assist Fire with Inspection and enforcement of contraventions under the Property Maintenance & Nuisance Bylaw related to unsightly and overgrown properties.

2017 Budget to Actual Variance Explanation:

In 2017 Bylaw Compliance had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(72.7)	(129.4)	(129.4)	(79.9)	49.5	-38.3%
Staff Compensation	588.1	651.9	1,071.2	1,092.8	21.6	2.0%
Operating Cost	115.8	148.2	161.9	140.2	(21.7)	-13.4%
Cost Recovery	(36.1)	(33.0)	(468.6)	(469.1)	(0.5)	0.1%
Total	595.1	637.7	635.1	684.0	48.9	7.7%

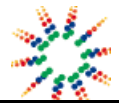
Staff Complement	2018	2019	Difference
Full Time Equivalents	13.00	13.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Bylaw Compliance	(129.4)	49.5	(79.9)	764.5	(0.6)	0.0	0.0	763.9	684.0

Revenue Change:

- Revenues are anticipated to decrease by \$49.5 primarily due to a reduction in Occupancy Permit Fees for Legalizing Existing Suites of \$61.2, based on historical trends, partially offset by an increase of \$10.5 for the new Sewer Use Permit fee, and \$1.2 in sign licenses and fees.



Summary of Capital Investments

There are no Capital Investments for Bylaw Compliance.



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 the creation and amendment of major Sector Plans.

2017 Budget to Actual Variance Explanation:

In 2017 Long Range Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	374.8	414.3	431.9	452.2	20.3	4.7%
Operating Cost	16.1	23.2	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	(210.1)	(236.6)	(232.4)	(243.4)	(11.0)	4.7%
Total	180.8	194.7	216.5	225.8	9.3	4.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Long Range Planning	(0.9)	0.0	(0.9)	217.4	9.3	0.0	0.0	226.7	225.8

There are no significant operating changes in Long Range Planning.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2390 CP-GREEN INFRASTRUCTURE STRATEGY	260.0	0.0	0.0	0.0	0.0
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	14,314.0	27,880.0	19,080.0	8,000.0	8,000.0
Total	14,574.0	27,880.0	19,080.0	8,000.0	8,000.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	0.0	20,526.0	42,720.0	29,520.0	12,900.0
Total	0.0	20,526.0	42,720.0	29,520.0	12,900.0



Project 2390 - Green Infrastructure Strategy project involves the development of an integrated approach to planning and maintaining a sustainable biodiverse city, in which natural areas and other green and open spaces are considered important infrastructure. The project is estimated to cost \$260.0 and has been included in the 2019 RCE Business Plan prioritization process for City Council consideration.

Project 2547 - 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. Internal staff costs not eligible for Federal funding of \$1,230.0 and have been included as consideration into City Council's 2019 Business Plan prioritization process for RCE.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Neighbourhood Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	470.3	497.7	632.7	659.5	26.8	4.2%
Operating Cost	475.5	502.5	567.5	572.8	5.3	0.9%
Cost Recovery	0.0	(10.0)	(10.0)	(10.0)	0.0	0.0%
Transfer to/from Reserves	(438.0)	(438.0)	(450.0)	(460.0)	(10.0)	2.2%
Total	507.8	552.2	740.2	762.3	22.1	3.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.82	6.82	0.00

Summary of Budget Changes

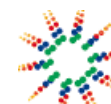
Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Neighbourhood Planning	0.0	0.0	0.0	740.2	22.1	0.0	0.0	762.3	762.3

Capital Contribution:

- The transfer from the BID Streetscape Reserve has increased by \$10.0 to reflect an increase in operating budget of the Community Support Program, as outlined in the contract with the Downtown Business Improvement District.

Summary of Capital Investments

There are no capital investments for Neighbourhood Planning.



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.

2017 Budget to Actual Variance Explanation:

In 2017 Research & Mapping had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(13.8)	(17.3)	(17.3)	(17.3)	0.0	0.0%
Staff Compensation	487.1	499.8	504.4	516.7	12.3	2.4%
Operating Cost	38.3	65.5	65.5	65.5	0.0	0.0%
Cost Recovery	(110.7)	(109.0)	(109.0)	(109.0)	0.0	0.0%
Transfer to/from Reserves	4.9	4.9	5.5	5.5	0.0	0.0%
Total	405.8	443.9	449.1	461.4	12.3	2.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.00	6.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Research & Mapping	(17.3)	0.0	(17.3)	466.4	12.3	0.0	0.0	478.7	461.4

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. 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 Program is also responsible for maintaining 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.

2017 Budget to Actual Variance Explanation:

In 2017 Urban Design had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	267.8	289.2	292.0	291.3	(0.7)	-0.2%
Operating Cost	360.5	468.2	470.1	494.5	24.4	5.2%
Capital Contribution	1,728.6	1,665.2	1,663.4	1,639.7	(23.7)	-1.4%
Transfer to/from Reserves	112.8	62.9	60.0	60.0	0.0	0.0%
Total	2,469.7	2,485.5	2,485.5	2,485.5	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.00	3.00	0.00

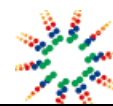
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 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 \$1,639.7 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 2019 transfer from the Streetscape BID Reserve is \$703.7 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 2019 transfer from this reserve is \$117.6.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2162	CY-URBAN DESIGN - BIDS	1,186.0	1,000.0	1,000.0	2,035.0	0.0
P2166	CY-URBAN DESIGN - CITY-WIDE	100.0	0.0	0.0	0.0	0.0
Total		1,286.0	1,000.0	1,000.0	2,035.0	0.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2166	CY-URBAN DESIGN - CITY-WIDE	0.0	900.0	0.0	0.0	0.0
Total		0.0	900.0	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).

Project 2162 – Urban Design BIDS includes \$1.0 million to begin implementation of the Idylwyld Drive Master Plan and \$100.0 for furniture and other amenities to be installed in conjunction with the Bus Rapid Transit (BRT) project impacting 19th Street, between 2nd and 3rd Avenues. Also included is \$86.0 for the River Landing Streetscape project involving design and streetscape coordination of the streetscape work around River Landing and Parcel YY. This project has been included in the 2019 RCE Business Plan Prioritization Process for City Council consideration.

Future Operating Impacts of Current Year's Capital Projects

The operating impact for the Idylwyld Drive Master Plan will be determined once specific design elements are identified.





Operating Budget
\$359.4 million

Capital Budget
\$69.1 million



STRATEGIC GOAL:

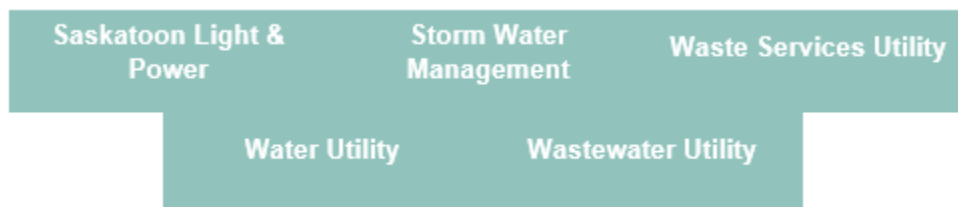


Environmental Leadership



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

- 60,952 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

- 45.2 million cubic meters treated per year
- 74,000 service connections
- 14,803 valves
- 7,349 fire hydrants
- 1,175 km of water mains

Wastewater: The Wastewater Treatment Plant and Collection System

- 31.6 million cubic meters of waste water treated per year
- 74,000 service connections
- 11,703 manholes (sanitary)
- 1,062 km of sanitary mains, 24 sanitary sewer lift stations and 52 km of force mains

Storm Water: Drainage and Collection System

- 13,501 catch basins
- Two storm sewer lift stations
- 3,057 service connections
- 742 km of storm sewers, 44 km of sub-drainage, and 4 km of force mains
- 26 wet ponds, eight dry ponds, three natural ponds, and two constructed wetlands

Recycling: Waste Services

- 69,700 homes provided with curbside, biweekly recycling services
- 35,500 apartment and condominium units receive services
- 52,256 vehicles visit compost depots annually and 11,600 tonnes of leaves, grass, branches and other yard waste handled
- 7,500 subscribers to the Green Cart Program for food and yard waste

City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Waste management for recyclables and compostable material.
- The electrical distribution system is developed and maintained to provide a reliable service for customers.

Environmental Sustainability

- Waste diversion planning and education.
- Generation of electricity from environmentally responsible sources.

Regional Planning

- Regional concept plan development for water and sewer servicing.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 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%	N/A	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	N/A	Neutral	Needs Improvement
Key Civic Infrastructure Status	B Service Level	C	B	B	B	B	Neutral	On-Track

Strategic Outcomes and 2019 Actions

Key civic infrastructure assets are maintained and funded to minimize total life cycle costs.

- Accelerated repair/replacement of cast iron watermain and lead water service lines.
- Development of a Storm Water Asset Management Plan including a funding strategy, condition assessment and a repair/replacement program.
- Upgrade the filter infrastructure at the Water Treatment Plant to ensure continued filtration reliability and automation of controls.
- Complete the design and proceed with construction of the 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.
- Reduce the backlog of repairs in the water distribution and storm/wastewater collection systems.
- Complete construction of 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.
- Increase investment in storm sewers and ponds with a target of 1.5% of the replacement value.
- Investigate various water uses within the City to ensure water is accounted for.
- Monitor and report annually on Saskatoon Light & Power's ability to meet the funding strategy outlined in the asset management report for the utility.
- Develop a strategic plan outlining the current state of the utility's asset management program and defining current service levels.
- A major renewal project for the Avenue C substation will occur in 2019, replacing infrastructure that is 40 years old.
- The annual street light pole replacement program will be accelerated in 2019 to renew poles showing deterioration.

Reliance on property tax is reduced.

- Implementation of a Return on Investment (including contributions to the Roadway Reserve) equal to 10% of metered revenue by 2021.

The well-being of citizens is a shared responsibility and our community is safe.

- A Flood Control Strategy is created to reduce the risk of flooding in flood prone priority areas.



Effects of climate change on the civic services are proactively addressed.

- Complete vulnerability and risk assessments for inclusion in a Climate Adaptation Strategy.
- The City has partnered with the University of Saskatchewan and Concordia University to review the risks of climate change on rainfall events, and to develop a single Intensity-Duration-Frequency (IDF) curve, incorporating risks of these events.
- Explore options and complete viability assessments for clean energy generation projects including a potential combined heat and power project at St. Paul's Hospital and a utility-scale solar power project.

Solid waste diversion is maximized and landfill operations management and financial sustainability optimized.

- Implement residential city-wide Organics and Pay-As-You-Throw programs.

Green infrastructure is identified and managed for the benefit of current and future generations.

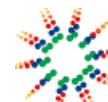
- Align storm water planning and policy to the Green Infrastructure Strategy.
- Redevelopment of the Storm Water Management Policy/Plan – Phase II.

Our plan for growth is sustainable, through a balanced approach to land use, transportation choices and efficient servicing.

- Proposed implementation of Growth Pays for Growth funding strategy for growth related capital projects at the Water Treatment Plant and Wastewater Treatment Plant, and reservoir and fill main expansion.
- Development of the Water and Sewer Long Term Capital Development and Expansion Plan which includes both infill and green field servicing strategies.
- Construction of a reservoir fill main in the northeast sector for the new reservoir required to service the growing northeast and east sectors.
- Optimum Water Services Strategy including ultimate water treatment capacity prior to construction of a new plant.
- Design and build a fourth digester at the Wastewater Treatment Plant with construction scheduled for 2018.
- Capacity modeling and analysis to aid in design of system upgrades needed to support corridor densification along BRT routes.

Regional partnerships provide the best opportunities for sustainable prosperity and quality of life.

- Development of the Water and Sewer Long Term Capital Development and Expansion Plan which includes servicing strategies to population of 500,000 and one million.
- Studies have started to refine the regional Green Network.
- Contribution of water and sewer engineering and planning towards the development of regional concept plans.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's		Net	Dollar Change	% Change
				Revenue	Exp/Rec			
Saskatoon Light & Power	0.0	0.0	0.0	(166,856.9)	166,856.9	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(8,121.9)	8,121.9	0.0	0.0	0.0%
Wastewater Utility	0.0	0.0	0.0	(78,920.8)	78,920.8	0.0	0.0	0.0%
Water Utility	0.0	0.0	0.0	(95,897.1)	95,897.1	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(9,594.7)	9,594.7	0.0	0.0	0.0%
Total	0.0	0.0	0.0	(359,391.4)	359,391.4	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	361.42	367.92	6.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Light & Power	(176,968.0)	10,111.1	(166,856.9)	176,968.0	(6,417.0)	0.0	(3,694.1)	166,856.9	0.0
Storm Water Management	(6,372.0)	(1,749.9)	(8,121.9)	6,372.0	1,725.1	24.8	0.0	8,121.9	0.0
Wastewater Utility	(79,029.0)	108.2	(78,920.8)	79,029.0	(339.8)	231.6	0.0	78,920.8	0.0
Water Utility	(82,297.2)	(13,599.9)	(95,897.1)	82,297.2	13,393.6	206.3	0.0	95,897.1	0.0
Waste Services Utility	(7,627.0)	(1,967.7)	(9,594.7)	7,627.0	896.0	43.7	1,028.0	9,594.7	0.0
Total	(352,293.2)	(7,098.2)	(359,391.4)	352,293.2	9,257.9	506.4	(2,666.1)	359,391.4	0.0

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Saskatoon Light & Power	22,975.0	21,044.0	18,522.0	15,975.0	18,045.0
Storm Water Management	7,603.0	8,567.0	8,738.0	8,913.0	9,091.0
Wastewater Utility	11,011.0	22,212.0	38,175.0	30,413.0	31,471.0
Water Utility	27,481.0	35,017.0	31,871.0	38,820.0	44,341.0
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
Total	69,070.0	86,840.0	97,306.0	94,121.0	102,948.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
BORROWING	0.0	0.0	7,020.0	9,360.0	2,340.0
COST RECOVERY PPD LAND DEVELOPMENT	1,380.0	2,158.0	1,657.0	1,372.0	1,372.0
ELECTRICAL DISTRIBUTION EXTENSION RES	8,605.0	7,231.0	6,260.0	4,883.0	5,368.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	11,900.0	10,235.0	9,135.0	8,100.0	9,685.0
INFRA RES - STORM WATER	5,065.0	6,600.0	7,725.0	8,913.0	9,091.0
INFRA RES-WTR & SAN SWR	28,888.0	28,297.0	27,243.0	26,230.0	26,230.0
LANDFILL REPLACEMENT RESERVE	40.0	0.0	0.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	780.0	1,040.0	260.0
SEWAGE COLL & TRTMNT REPL RES	2,175.0	1,191.0	1,210.0	1,675.0	3,206.0
SL&P CUSTOMER CONTRIBUTION	1,050.0	1,420.0	1,470.0	1,620.0	1,620.0
WASTEWATER TRTMNT CAP RES	1,522.0	13,607.0	21,851.0	11,024.0	18,351.0
WATER SUPPLY REPL RES	815.0	3,136.0	3,109.0	1,755.0	1,946.0
WATERWORKS CAPITAL PROJECTS RESERVE	7,630.0	12,965.0	9,846.0	18,149.0	23,479.0
Total	69,070.0	86,840.0	97,306.0	94,121.0	102,948.0



Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	84.0	0.0	0.0	0.0
Total	0.0	84.0	0.0	0.0	0.0



Saskatoon Light & Power

Overview

Saskatoon Light & Power's mandate is to provide safe, reliable and cost effective electricity in an environmentally responsible way. Saskatoon Light & Power strives to minimize the number and duration of customer outages with a focus on system maintenance, staff training and safety.

Outside forces affecting Saskatoon Light & Power (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. Decreasing sales volumes and projected lower than anticipated rate increases result in lower than expected capital provisions in 2019, impacting required capital spending that was identified in the SL&P Asset Management Plan.

2017 Budget to Actual Variance Explanation:

In 2017 SL&P had a \$1,473.7 favorable variance from budget. Net electricity sales had a negative variance of \$5,187.5 as SL&P continues to realize decreased sales volumes for both residential and commercial customers. Bulk power costs had a positive variance of \$3,523.9 and Grants in Lieu of taxes had a positive variance of \$659.6, both directly related to reduced sales volumes. Savings were realized in operations of \$1,539.1 and administration and general expenses of \$854.6, as well an increase in other revenues of \$84.0. The Saskatoon Light & Power positive variance was transferred to its stabilization reserve.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(149,182.0)	(153,845.9)	(161,125.8)	(151,931.1)	9,194.7	-5.7%
Prov Utility Municipal Surcharge	(14,685.9)	(15,125.5)	(15,842.2)	(14,925.8)	916.4	-5.8%
Staff Compensation	8,249.6	9,094.4	9,404.0	9,539.8	135.8	1.4%
Operating Cost	143,375.7	148,731.9	153,709.6	145,270.0	(8,439.6)	-5.5%
Debt Charges	16.1	16.1	21.0	(9.9)	(30.9)	-147.1%
Cost Recovery	(2,787.5)	(2,798.4)	(2,834.0)	(2,887.5)	(53.5)	1.9%
Capital Contribution	13,539.1	13,926.2	16,666.0	14,943.1	(1,722.9)	-10.3%
Transfer to/from Reserves	1.2	1.2	1.4	1.4	0.0	0.0%
Total	(1,473.7)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	84.30	84.30	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Saskatoon Light & Power	(176,968.0)	10,111.1	(166,856.9)	176,968.0	(6,417.0)	0.0	(3,694.1)	166,856.9
								0.0

Revenue Change:

- The 2019 operating budget reflects a 5.78% overall revenue decrease including power revenue decrease of \$9,163.5 and a municipal surcharge revenue decrease of \$916.4. These reflect a projected 5.2% drop in volume sales.
- Revenue generated by the Landfill Gas Facility has decreased by \$21.0 to reflect actual generating output.



Capital Contribution:

- Provisions to Capital Reserves that support the 2019 capital program are set to decrease by \$1,699.3. Capital repayments from the Landfill Gas Generation program decrease by \$23.6 in 2019.

Other Significant Item(s):

- The cost of purchasing bulk power for resale decreased by \$6,957.8 due to a 5.4% reduced consumption estimate. A grant-in-lieu provided to the City based upon sales revenues, has decreased by \$1,374.9.
- The Utility provides funding for all the operational, maintenance and administrative functions of the Division. An overall reduction of \$55.5 is being realized through decreased maintenance costs, increased costs recovered on billable work and reduced staff training costs. These reductions offset increased costs in salaries, materials and billing costs.
- 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. Saskatoon Light & Power's (SL&P) 2019 budget includes the following: \$618.9 administrative recovery for services like HR, Finance and IT that are provided to the Utility, \$22,394.6 (Grant-in-Lieu) and \$24,659.7 (Return on Investment). In the 2019 budget, SL&P's total contribution to the City's tax supported operating budget is \$47,673.2.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0720 SL&P - CAPACITOR INSTALLATIONS	0.0	150.0	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	2,250.0	2,400.0	2,560.0	2,560.0	2,560.0
P0825 SL&P - STREET LIGHT UPGRADES	450.0	465.0	400.0	465.0	400.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	0.0	0.0	300.0	0.0	150.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	200.0	0.0	0.0	0.0	0.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	1,465.0	2,289.0	1,758.0	1,500.0	1,500.0
P1252 SL&P - SUBSTATION CONTINGENCY	500.0	0.0	0.0	0.0	0.0
P1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	400.0	250.0	250.0	250.0	250.0
P1256 SL&P - SUBSTATION UPGRADES	4,750.0	6,250.0	4,400.0	2,800.0	4,150.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	0.0	120.0	120.0	120.0	100.0
P1272 SL&P - BUILDINGS & GROUNDS	3,000.0	1,600.0	250.0	250.0	250.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	80.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - MITIGATION	2,500.0	350.0	550.0	1,200.0	1,200.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	0.0	0.0	205.0	0.0	0.0
P1295 SL&P - NETWORK - MAJOR ASSETS	300.0	500.0	300.0	0.0	400.0
P1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	450.0	300.0	300.0	300.0	300.0
P1297 SL&P - NETWORK - PRIMARY LINES	0.0	350.0	200.0	200.0	200.0
P1298 SL&P - NETWORK - SECONDARY LINES	60.0	0.0	0.0	60.0	0.0
P1299 SL&P - NETWORK - PROTECTION & CONTROL	520.0	520.0	520.0	260.0	0.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	500.0	500.0	135.0	135.0	135.0
P1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,000.0	2,175.0	2,275.0	2,375.0	2,625.0
P1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
P1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	165.0	165.0	165.0	165.0	165.0
P1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	0.0	0.0	0.0	300.0	300.0
P1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	0.0	0.0	0.0	100.0	150.0



Funded Capital Projects	2019	2020	2021	2022	2023
P1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	150.0	100.0	150.0	100.0	50.0
P1329 SL&P - SUBSTATION RELAY UPGRADES	250.0	550.0	550.0	550.0	550.0
P1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	450.0	0.0	300.0	0.0	300.0
P1352 SL&P - LIFE CYCLE MANAGEMENT	0.0	0.0	524.0	0.0	0.0
P1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	985.0	260.0	560.0	535.0	560.0
Total	22,975.0	21,044.0	18,522.0	15,975.0	18,045.0

2019 Saskatoon Light & Power Capital investments includes 23 projects totaling \$22,975.0, 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 \$2,250.0 for customer connections (new and upgrades), \$4,415.0 for street lighting initiatives including new subdivisions (\$1,465.0), replacement and repairs (\$2,500.0) and conversion to LED lighting (\$450.0), \$5,700.0 for substation upgrades, \$3,600.0 for transmission and distribution line and equipment upgrades, \$1,330.0 for upgrades to the downtown secondary network system, \$1,100.0 for communications and control systems, \$3,985.0 for building and equipment upgrades and \$595.0 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 \$84.0 per year.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	84.0	0.0	0.0	0.0
Total	0.0	84.0	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.

2017 Budget to Actual Variance Explanation:

In 2017 the Storm Water Utility had a \$292.9 favorable variance. This is mainly due to a staff vacancy (Drainage Inspector) 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:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,220.4)	(6,220.0)	(6,372.0)	(8,121.9)	(1,749.9)	27.5%
Staff Compensation	1,646.9	1,651.9	1,508.6	1,671.9	163.3	10.8%
Operating Cost	1,900.4	1,878.2	2,159.0	2,220.3	61.3	2.8%
Debt Charges	(23.2)	(23.2)	(23.4)	(23.2)	0.2	-0.9%
Capital Contribution	2,696.3	2,713.1	2,727.8	4,252.9	1,525.1	55.9%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	18.06	19.05	0.99

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Storm Water Management	(6,372.0)	(1,749.9)	(8,121.9)	6,372.0	1,725.1	24.8	0.0	8,121.9	0.0

Revenue Change:

- An increase in revenue of \$95.4 is due to growth and a further \$1,654.5 is due to increasing the Equivalent Runoff Unit (ERU) cap from 85 to 100 ERU's.

Growth:

- An increase of \$24.8 for contract services and buildings and grounds maintenance 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 \$1,525.1 to balance operational and capital requirements.



Other Significant Item(s):

- A transfer of 0.55 FTE from capital representing 0.40 FTE (\$42.8) for an Infrastructure Analyst and 0.15 FTE (\$19.8) for an Engineering Manager; this transfer is to balance the requirements of operational and capital programming. An increase of 0.40 FTE (\$28.7) is required for a Waste Water Inspection position.
- Inflationary increases required for contracted services, vehicle and equipment costs and insurance management cross charges from Solicitor's are also included.
- 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 2019 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	2019	2020	2021	2022	2023
P1493 TU-EAST RIVERBANK STABILIZATION	1,081.0	1,103.0	1,125.0	1,148.0	1,170.0
P1619 TU-STORM SEWER TRUNK AND COLLECTION	6,072.0	6,858.0	6,995.0	7,134.0	7,277.0
P1621 TU-STORM SEWER POND PRESERVATION	450.0	606.0	618.0	631.0	644.0
Total	7,603.0	8,567.0	8,738.0	8,913.0	9,091.0

2019 Storm Water Management Capital Investments include three funded projects totaling \$7.6 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.

Investments shown from 2019 to 2021 represent the extension and phase-out of the Flood Protection Program (FPP) which is now directed to the Storm Water Utility for flood risk mitigation projects. This was approved by City Council in August 2017.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 the Wastewater Utility had a \$1,817.1 favorable variance. This was mainly due to operational expenditure savings in flow or volume related expenses. The Wastewater Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(69,070.7)	(70,171.1)	(79,029.0)	(78,920.8)	108.2	-0.1%
Staff Compensation	9,671.7	9,681.1	9,998.2	10,630.5	632.3	6.3%
Operating Cost	22,471.5	25,588.5	27,495.0	27,585.1	90.1	0.3%
Debt Charges	2,469.9	2,225.8	2,226.9	2,502.3	275.4	12.4%
Cost Recovery	(409.5)	(335.5)	(325.0)	(323.8)	1.2	-0.4%
Capital Contribution	33,048.4	33,009.6	39,632.1	38,524.9	(1,107.2)	-2.8%
Transfer to/from Reserves	1.6	1.6	1.8	1.8	0.0	0.0%
Transfer to/from Stabilization	1,817.1	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	2018	2019	Difference
Full Time Equivalents	110.37	110.86	0.49

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Wastewater Utility	(79,029.0)	108.2	(78,920.8)	79,029.0	(339.8)	231.6	0.0	78,920.8	0.0

Revenue Change:

- The 2019 operating budget reflects the 2019 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 2019 to cover operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The revenue decrease of \$474.1 reflects the January 2019 rate decrease and a reduction of growth in meters.
- Other major revenue increases include commercial surcharges and direct dumping charges of \$333.6.

Growth:

- An increase of \$34.9 added to maintain administrative support to be able to obtain better deliverables in a cost effective and efficient manner. The remaining costs are attributable to other operating expenditures relating to 2019 growth requirements.



Capital Contribution:

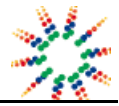
- As per policy, reserve transfer changes include a decrease of \$281.1 to the supplemental provision for the Wastewater Capital Projects Reserve and an increase of \$115.9 in the transfer to the Wastewater Supply Replacement Reserve. There is no increase in contribution to the Infrastructure Replacement Reserve – Water and Wastewater.
- Capital contribution also reflects a \$942.0 decrease which is the beginning of the phase out of the Flood Protection Program.

Other Significant Item(s):

- Increases include \$42.7 for Grants in Lieu of Taxes, \$274.4 for operation of the collection system, as well as \$59.4 for electricity, \$19.8 for billing cross charges, \$68.0 for solicitors cross charges, \$300.0 for digester grit removal, and \$212.0 for operation of the new Marquis Liquid Waste Hauler Facility as well as an additional \$25.0 in direct dumping charges to this facility. In addition, the debt related expenditures for capital projects have decreased by \$398.7 due to decreased borrowing to support the capital plan.
- An increase of \$410.6 for the treatment related salaries, \$211.6 as the result of incremental and inflationary increases and \$199.0 increase in overtime cost to meet operational needs
- Included in the increase for the collection system is a net increase to salaries of \$45.9 which represents \$17.2 for scheduled increments and \$28.7 for Wastewater Inspectors (0.4 FTE) to enable inspection levels to meet audit requirements.
- 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), \$4.8 million (Grant-in-Lieu) and \$3.8 million (Return on Investment). In the 2019 budget, Wastewater's total contribution to the City is \$9.5 million.
- 2019 is the fourth 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	2019	2020	2021	2022	2023
P0687 WWT- ASSET REPLACEMENT	2,175.0	1,191.0	1,210.0	1,675.0	3,206.0
P1243 WWT- LIFT STATION UPGRADES	1,022.0	1,560.0	1,622.0	1,687.0	1,738.0
P1616 TU-WASTE WATER COLLECTION	5,260.0	5,360.0	5,260.0	5,260.0	5,260.0
P1618 TU-SANITARY SEWER TRUNKS	1,954.0	1,954.0	1,954.0	1,954.0	1,954.0
P2230 WWT-INFRASTRUCTURE UPGRADES	500.0	2,600.0	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
P2580 WWTP-DIGESTER CLEANING FACILITY	0.0	2,080.0	0.0	0.0	0.0
P2581 WWTP-FACILITY UPGRADE N40/WWTP	0.0	4,160.0	4,326.0	0.0	0.0
P2582 WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	0.0	0.0	0.0	2,250.0	0.0
P2583 WWTP-NEW HEADWORKS	0.0	0.0	0.0	1,299.0	9,279.0
P2584 WWTP-PRIMARY CHANNELS	0.0	0.0	0.0	954.0	7,037.0
P2585 WWTP-BIOREACTOR EXPANSION	0.0	2,600.0	11,943.0	12,422.0	0.0
P2586 WWTP-UV EXPANSION	0.0	607.0	9,056.0	0.0	0.0
Total	11,011.0	22,212.0	38,175.0	30,413.0	31,471.0



The 2019 Wastewater Capital Investments in the Wastewater Utility includes six capital expansion and replacement/rehabilitation projects for a total of \$11.0 million.

The asset replacement project for the Wastewater Utility, at \$2.2 million in 2019, is comprised of eight components with major replacements consisting of bioreactor pumps and components for \$1.0 million, grit and screen pumps and process components for \$530.0, and fermenter pumps and process components for \$180.0.

The growth and capital expansion projects for the Wastewater Utility total \$1.5 million. Major capital investments include \$1.0 million for lift station upgrades and \$500.0 for expected upgrades.

The 2019 program for the rehabilitation and replacement of the wastewater collection system has been identified at \$7.3 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 2019 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.

2017 Budget to Actual Variance Explanation:

In 2017 the Water Utility had a \$1,218.5 favorable variance. This was mainly due to operational expenditure savings in flow or volume related expenses due to the moderate summer climate. The Water Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(76,495.8)	(76,969.7)	(82,297.2)	(95,897.1)	(13,599.9)	16.5%
Staff Compensation	13,314.3	12,494.4	12,921.0	13,862.1	941.1	7.3%
Operating Cost	31,379.9	34,173.0	37,522.0	37,948.7	426.7	1.1%
Debt Charges	8,530.5	7,869.7	7,825.9	7,076.6	(749.3)	-9.6%
Cost Recovery	(688.0)	(316.1)	(352.7)	(352.7)	0.0	0.0%
Capital Contribution	22,739.0	22,747.1	24,379.2	37,360.6	12,981.4	53.2%
Transfer to/from Reserves	1.6	1.6	1.8	1.8	0.0	0.0%
Total	(1,218.5)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	143.94	148.96	5.02

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Water Utility	(82,297.2)	(13,599.9)	(95,897.1)	82,297.2	13,393.6	206.3	0.0	95,897.1
								0.0

Revenue Change:

- The 2019 operating budget reflects the 2019 water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. The 2019 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 2019 covers operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The metered revenue increase of \$13.6 million includes the rate increase offset by a reduction of growth in the number of meters.

Growth:

- An increase of \$100.4 includes staff compensation for an addition of a Project Engineer (1.0 FTE) to share work load and assist with timely completion of maintenance tasks to ensure operational optimization, a safe work environment and regulatory compliance, which will allow for well-developed decision making and forward thinking asset management. The remaining costs are attributed to other operating expenditures relating to 2019 growth requirements.



Capital Contribution:

- As per policy, reserve transfers include a \$34.7 decrease in contribution to the Water Supply Replacement Reserve and a \$13.0 million increase in the supplemental contribution to the Water Capital Reserve; made possible through a review of operational requirements and a decrease in debt related costs.

Other Significant Item(s):

- Increases include: \$704.7 for operation of the distribution system, which includes a reallocation of \$100.0 from the Wastewater Utility Service Line, to reflect actuals; increases of \$30.3 for billing charges, \$140.0 for facility expenditures for temporary relocation of the meter shop, and \$1.2 million for Grants in Lieu of Taxes. In addition, the 2019 debt related charges have decreased by \$2.3 million due to reduced borrowing to support the capital plan.
- An increase of \$174.5 for salaries related to treatment, pumping, lab and meter shop due to incremental and inflationary increases.
- Included in the increase for the distribution system is a net increase to salaries of \$333.7 which represents \$15.6 for scheduled increments, \$205.4 for Water System Operators (2.0 FTE) to ensure we are able to meet audit requirements. It also includes \$59.5 for an Equipment Operator (1.0 FTE) and \$53.2 for a Utility B (1.0 FTE) required to operate newly purchased equipment and reduce reliance on contractors.
- 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 2019 budget includes the following: \$1.2 million (Admin Recovery), \$7.1 million (Grant-in-Lieu), and \$5.3 million (Return on Investment). In the 2019 budget, Water's total contribution to the City is \$13.6 million.
- 2019 is the fourth 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	2019	2020	2021	2022	2023
P1054 WTP-ASSET REPLACEMENT	815.0	3,136.0	3,109.0	1,755.0	1,946.0
P1055 WTP-AUTOMATIC METER READING CONV	2,200.0	0.0	0.0	0.0	0.0
P1615 TU-WATER DISTRIBUTION	16,230.0	16,230.0	16,230.0	16,230.0	16,230.0
P1617 TU-PRIMARY WATER MAINS	2,686.0	2,686.0	2,686.0	2,686.0	2,686.0
P2197 WTP - WATER CONSERVATION INITIATIVE	500.0	0.0	0.0	0.0	0.0
P2214 WTP - WATER SYSTEM ASSESSMENT	0.0	173.0	0.0	0.0	0.0
P2216 WTP- PLANT ELECTRICAL UPGRADE	350.0	0.0	0.0	0.0	0.0
P2219 WTP-N.E. SECTOR RESERVOIR	0.0	0.0	0.0	0.0	4,785.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	1,000.0	0.0	0.0	0.0	0.0
P2263 WTP-WATERSHED MGMT AND ASSESSMENT PROGRAM	250.0	0.0	0.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	0.0	3,692.0	0.0	0.0	0.0
P2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	700.0	0.0	0.0	0.0	0.0
P2561 WTP-INFRASTRUCTURE UPGRADES	0.0	3,120.0	1,082.0	5,624.0	5,793.0
P2562 WTP-CLARIFIER CONSTRUCTION	0.0	0.0	1,193.0	12,525.0	12,901.0
P2563 WTP-LOW LIFT UPGRADE	0.0	3,120.0	4,326.0	0.0	0.0
P2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	2,750.0	2,860.0	0.0	0.0	0.0
P2594 WTP-METER SHOP/RECEIVING BUILDING	0.0	0.0	3,245.0	0.0	0.0
Total	27,481.0	35,017.0	31,871.0	38,820.0	44,341.0



The 2019 Water Capital Investment in the Water Utility includes ten capital expansion and replacement/rehabilitation projects for a total of \$27.3 million.

The asset replacement project, at \$815.0 in 2019, is comprised of five components with major replacements including \$400.0 for Acadia Reservoir structural repairs and \$200.0 for Residual Handling Facility maintenance.

The growth and capital expansion projects for the Water Utility total \$7.6 million. Major capital investments include \$2.7 million for Chlorine Room capacity upgrade, \$1.0 million for Filter Plant underdrain upgrades and \$2.2 million for automatic meter reading conversion.

The 2019 program for the rehabilitation and replacement of the water distribution system has been identified at \$18.9 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.

2017 Budget to Actual Variance Explanation:

In 2017 the Waste Services Utility had a \$78.2 unfavorable variance. This was mainly due to compost depot costs exceeding compost revenues. This variance was balanced by a transfer from operating.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(8,392.6)	(7,677.0)	(7,627.0)	(9,594.7)	(1,967.7)	25.8%
Staff Compensation	598.9	355.3	435.1	465.2	30.1	6.9%
Operating Cost	7,399.8	6,863.2	7,285.2	7,879.9	594.7	8.2%
Debt Charges	(6.2)	(6.2)	(7.8)	(1.9)	5.9	-75.6%
Cost Recovery	(31.5)	(26.0)	(425.3)	(26.0)	399.3	-93.9%
Transfer to/from Other Operating	0.0	0.0	0.0	485.0	485.0	0.0%
Transfer to/from Reserves	171.6	182.0	0.0	792.5	792.5	0.0%
Transfer to/from Stabilization	260.0	308.7	339.8	0.0	(339.8)	-100.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.75	4.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Waste Services Utility	(7,627.0)	(1,967.7)	(9,594.7)	7,627.0	896.0	43.7	1,028.0	9,594.7	0.0



Revenue Change:

- An increase of \$253.0 in revenue for the Residential Recycling Program is due to growth of the city, an increase of \$132.0 in revenue is due to an uptake in subscriptions for the Leaves and Grass Program and \$20.0 of revenue is identified in conjunction with a pilot program in the Compost Depots program.
- Revenue in the Multi-unit Recycling Program has increased by \$123.7 for rising program participation. An additional \$428.3 of Multi-Material Stewardship Western (MMSW) funding has been allocated to assist with offsetting program costs in 2019.

Capital Contribution:

- An additional \$906.7 was added by City Council during budget deliberation to support the Waste Minimization Reserve in order to fund multiple projects. These projects include \$746.7 for Curbside Organics Program Implementation, \$150.0 for Industrial, Commercial and Institutional Waste Diversion Planning, and \$10.0 for Environmental Grants.

Other Significant Item(s):

- Operating cost increases of \$257.3 are for residential recycling contractual fees and operating expenses and \$196.7 are for multi-unit recycling contractual fees and operating expenses.
- An increase of \$24.6 has been added as inflation for contracted services in the Compost Depot program.
- An additional truck at a cost of \$127.1 is required due to an uptake in the number of subscriptions in the Leaves and Grass program.

Not Included:

- The Compost Depot Utility is currently not full cost recovery as actuals have been trending behind budget for a number of years, as a result the Landfill mill rate program covers any deficit remaining (\$592.6 in 2019) in this program resulting in reductions to 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 (\$683.6 in 2019) 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)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
TAX-SUPPORTED SERVICES				
Taxation				
Property Levy	219,616.8	219,885.5	231,240.5	244,270.9
Municipal Services Agreement	297.6	281.1	281.1	328.3
Trailer Occupancy	103.5	96.9	96.9	96.9
Amusement	68.2	71.1	71.1	71.1
Taxation	220,086.1	220,334.6	231,689.6	244,767.2
Grants In Lieu Of Taxes				
Saskatoon Land	1,027.4	600.0	900.0	1,020.0
Own Utilities	31,521.4	32,181.6	34,431.5	34,575.4
Senior Governments & Agencies	6,195.2	5,530.0	6,200.0	7,350.0
Grants In Lieu Of Taxes	38,743.9	38,311.6	41,531.5	42,945.4
General Revenues				
Administration Recovery	9,454.6	9,454.6	9,454.6	9,454.6
Fines & Penalties	12,607.5	13,571.7	14,971.7	14,271.7
Franchise Fees	15,818.0	15,249.7	14,121.1	18,453.9
Interest Earnings	10,402.0	11,046.7	11,496.0	11,743.6
Licences & Permits	1,418.4	1,500.1	1,501.0	1,491.9
Other (Grants)	37.6	10.4	10.4	10.4
Other Revenue	978.6	529.6	450.0	912.3
Property Rentals	3,088.9	2,611.3	2,844.8	2,874.0
R.M. Of Corman Park	245.8	180.1	180.1	450.0
Tax Penalties	2,267.3	2,050.0	2,050.0	2,150.0
Utilities-Return On Investment	31,334.7	31,009.7	32,509.7	34,109.7
General Revenues	87,653.3	87,213.9	89,589.4	95,922.1
User Fees				
Access Transit	235.2	230.3	230.3	233.3
Albert Community Centre	190.8	157.3	157.3	190.8
Cemeteries	1,314.2	1,258.6	1,318.6	1,364.5
Community Partnerships	14.7	16.8	16.8	18.1
Environmental Protection	6.2	8.4	—	—
Fire	512.2	783.3	783.3	105.8
Forestry Farm Park	1,088.0	960.7	1,025.7	1,218.6
Legal Fees	339.5	325.0	325.0	325.0
Leisure Centres-Program	6,053.6	6,618.4	6,644.8	6,605.1
Leisure Centres-Rentals	6,209.3	6,356.6	6,537.3	6,915.4
Marr Residence	—	0.5	0.5	0.5
Outdoor Sports Fields	714.9	627.1	641.2	695.9



**Schedule I (cont.)
General Revenues**

(\$000's)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Outdoor Swimming Pools	460.6	471.4	482.3	464.0
Parking	6,613.1	5,938.2	6,209.6	6,734.8
Planning	185.7	405.6	307.8	242.5
Policing	1,643.9	1,466.8	1,788.7	2,042.7
River Landing	688.2	1,210.3	1,265.3	1,290.3
Skating Rinks	2,274.0	2,125.2	2,277.5	2,346.3
Solid Waste Management	4,576.6	5,920.0	5,180.0	5,180.0
Tax Searches & Enforcement	169.1	215.0	215.0	215.0
Transit Operations	13,266.4	14,273.5	14,273.5	13,939.0
User Fees	46,556.2	49,369.0	49,680.5	50,127.6
Transfers From Other Governments	65,166.9	64,459.7	61,538.6	60,192.0
TOTAL TAX-SUPPORTED SERVICES	458,206.5	459,688.8	474,029.6	493,954.3
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	5,650.9	6,749.6	5,688.5	5,919.8
Business Licenses	1,029.6	1,020.1	1,093.8	1,154.6
Golf Courses	3,298.3	3,922.1	4,045.6	4,025.6
Gordon Howe Campsite	596.4	637.9	637.1	624.3
Impound Lot	322.9	536.8	367.4	376.2
Nutrien Playland	469.0	586.4	586.4	540.1
Saskatoon Land	2,414.5	4,507.4	4,178.8	3,766.2
TOTAL NON TAX-SUPPORTED SERVICES	13,781.7	17,960.3	16,597.6	16,406.8
TOTAL REVENUES	471,988.2	477,649.1	490,627.2	510,361.1



Schedule II General Expenditures

(\$000's)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
TAX-SUPPORTED SERVICES				
Arts, Culture & Events Venues				
Remai Modern	5,079.7	5,079.7	5,474.7	5,930.5
SaskTel Centre	444.2	594.2	547.7	560.0
TCU Place	1,659.9	1,660.4	1,704.7	1,758.8
Arts, Culture & Events Venues	7,183.8	7,334.3	7,727.1	8,249.3
Community Support				
Animal Services	1,323.4	1,301.3	1,348.0	1,407.0
Community Development	3,539.0	3,505.2	3,698.3	3,915.7
Community Investments & Supports	11,577.0	10,083.2	11,207.7	11,773.3
Cemeteries	1,586.9	1,498.0	1,543.8	1,584.9
Community Support	18,026.2	16,387.7	17,797.8	18,680.9
Corporate Asset Management				
Facilities Management	9,397.2	8,533.9	8,960.3	11,047.2
Fleet Services	25.1	—	—	—
City-Owned Property - Land ⁽²⁾	1,355.3	1,465.3	1,500.8	586.5
Corporate Asset Management	10,777.6	9,999.2	10,461.1	11,633.7
Corporate Governance & Finance				
Legislative	1,381.3	1,575.0	1,585.9	1,721.0
City Manager's Office	649.6	681.7	679.0	696.4
City Clerk's Office	2,503.2	2,667.2	2,689.0	3,009.3
City Solicitor's Office	2,025.2	2,289.8	2,329.5	2,408.8
Corporate Projects	—	—	—	188.9
Corporate Support	18,768.9	19,011.9	19,893.3	20,774.2
Service Saskatoon	698.6	715.4	736.7	847.9
General Services	5,638.0	7,951.7	7,139.2	7,609.0
Assessment & Taxation	3,059.4	3,688.0	3,542.6	3,544.7
Revenue Services ⁽²⁾	1,712.8	1,849.4	1,845.8	1,954.5
Financial Services ⁽²⁾	3,679.1	3,476.1	3,585.6	4,019.5
Subtotal Before Debt Servicing	40,116.2	43,906.2	44,026.6	46,774.2
Debt Servicing				
Debt Servicing	29,461.1	29,354.7	28,981.6	28,974.9
Corporate Governance & Finance	69,577.3	73,260.9	73,008.2	75,749.1
Environmental Health				
Environmental Program	490.8	490.4	493.2	650.4



Schedule II (cont.) General Expenditures

(\$000's)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Urban Forestry	3,432.8	3,552.7	3,631.7	3,878.7
Waste Reduction & Resource Recovery	1,083.4	1,020.2	1,057.4	1,068.5
Waste Handling Service	12,656.3	13,303.4	13,357.1	13,298.6
Urban Biological Services	903.2	911.3	991.1	1,040.6
Environmental Health	18,566.6	19,278.0	19,530.5	19,936.8
Fire Services				
Fire Services	47,131.7	47,647.1	48,687.6	50,430.9
Emergency Measures	345.2	421.0	424.4	441.8
Fire Services	47,476.9	48,068.1	49,112.0	50,872.7
Policing				
Saskatoon Police Service	96,927.8	95,778.2	100,358.6	105,014.0
Policing	96,927.8	95,778.2	100,358.6	105,014.0
Recreation & Culture				
Spectator Ballfields	157.2	157.0	163.4	170.2
Marketing Services	609.7	622.8	635.5	666.4
Community Partnerships	448.0	434.7	438.2	705.1
Forestry Farm Park & Zoo	2,717.3	2,561.1	2,676.0	2,803.2
Indoor Rinks	2,528.2	2,447.4	2,498.1	2,652.6
Outdoor Pools	1,205.3	1,353.8	1,373.3	1,407.4
Outdoor Sports Fields	1,057.5	1,076.9	1,159.8	1,250.9
Parks Maintenance & Design	14,290.2	13,567.4	14,182.3	15,344.0
Playground & Recreation Areas	873.9	887.4	857.4	927.1
Program Research & Design	225.9	238.9	238.9	241.3
Leisure Centres - Program	10,864.1	10,753.8	11,203.5	11,670.4
Leisure Centres - Rentals	10,241.9	10,567.5	10,838.2	10,985.3
Targeted Programming	563.4	588.8	597.7	609.9
Albert Community Centre	200.5	235.9	238.9	264.2
Marr Residence	35.3	22.5	22.7	22.7
River Landing	688.2	1,210.3	1,265.3	1,290.3
Recreation & Culture	46,706.5	46,726.2	48,389.2	51,011.0
Taxation & General Revenues				
Property Levy ⁽¹⁾	646.0	646.0	665.0	665.0
Fines & Penalties	5,723.0	4,233.5	5,933.5	5,733.5
Other Levies	1,340.4	1,094.5	1,234.8	302.7
General Revenue ⁽²⁾	(102.5)	(1,250.0)	(1,758.9)	(2,264.4)
Taxation & General Revenues	7,606.8	4,724.0	6,074.4	4,436.8



Schedule II (cont.) General Expenditures

(\$000's)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Transportation				
Transit Operations	41,423.9	40,625.6	41,197.3	43,314.6
Access Transit	5,217.2	4,930.0	5,440.2	5,787.2
Transportation Services	6,980.1	7,418.0	7,301.2	7,700.7
Road Maintenance	42,820.4	43,336.6	43,509.5	44,774.0
Snow & Ice Management	13,053.3	13,141.1	13,233.6	13,665.2
Street Cleaning & Sweeping	4,521.2	3,759.2	4,238.6	4,356.9
Bridges, Subways, Overpasses	6,069.6	6,090.0	6,141.7	7,410.0
Street Lighting	6,477.2	6,602.8	7,084.9	7,232.0
Parking	3,958.1	2,800.8	3,367.2	3,946.8
Engineering	658.1	730.3	762.4	724.7
Transportation	131,179.1	129,434.4	132,276.6	138,912.1
Urban Planning & Development				
Attainable Housing	286.9	425.1	422.8	426.3
Business Improvement Districts	107.7	107.7	107.7	107.7
Development Review	1,159.9	1,266.9	1,244.2	1,282.8
Regional Planning	341.9	367.7	445.3	511.4
Bylaw Compliance	667.9	767.1	764.5	763.9
Long Range Planning	180.8	195.6	217.4	226.7
Neighborhood Planning	507.8	552.2	740.2	762.3
Research & Mapping	419.6	461.2	466.4	478.7
Urban Design	2,469.7	2,485.5	2,485.5	2,485.5
Urban Planning & Development	6,142.1	6,629.0	6,894.0	7,045.3
TOTAL TAX-SUPPORTED SERVICES	460,170.7	457,620.0	471,629.5	491,541.7
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	5,650.9	6,749.6	5,688.5	5,919.8
Business Licenses ⁽²⁾	1,143.1	1,141.2	1,215.8	1,267.2
Golf Courses	3,298.3	3,922.1	4,045.6	4,025.6
Gordon Howe Campground	596.4	637.9	637.1	624.3
Impound Lot	377.6	536.8	367.4	376.2
Nutrien Playland	469.0	586.4	586.4	540.1
Saskatoon Land	3,387.1	6,455.1	6,456.9	6,066.2
TOTAL NON TAX-SUPPORTED SERVICES	14,922.4	20,029.1	18,997.7	18,819.4
TOTAL EXPENDITURES	475,093.1	477,649.1	490,627.2	510,361.1

(1) The Property Levy service line expenditures is for Tax Loss Compensation for the East Sector and Boundary Alteration Annexation.

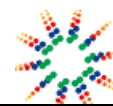
(2) The budget for 2017 and 2018 has been restated due to operating transfers amongst various service lines.



Schedule III Water Utility

(\$000's)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	60,412.7	61,183.0	65,945.6	79,541.5
Infrastructure Levy	14,863.7	14,775.0	15,216.5	15,216.5
Miscellaneous	319.1	140.0	260.0	260.0
Fire Protection Charge	715.1	715.1	715.1	715.1
Late Payment Penalties	185.2	156.6	160.0	164.0
Total Revenues	76,495.8	76,969.7	82,297.2	95,897.1
Expenditures:				
General	10,125.2	10,177.6	10,547.9	11,781.3
Laboratory	463.9	663.3	670.8	654.3
Treatment and Pumping	10,689.9	12,437.6	12,810.1	12,888.5
Buildings and Grounds	736.4	910.2	913.6	914.3
Meters	1,599.9	1,819.0	1,805.1	1,990.7
Watermains	9,115.2	8,227.9	8,641.9	9,111.7
Hydrants	1,599.2	1,257.7	1,321.1	1,436.1
Services	2,762.0	3,212.3	3,374.3	3,494.2
Contribution to Capital Reserves	22,739.0	22,748.7	24,381.0	37,362.4
Transfer to Stabilization Reserve	4,741.7	—	—	—
Debt Charges	11,923.4	11,992.2	13,278.4	10,956.6
Return on Investment ⁽¹⁾	—	3,523.2	4,553.0	5,307.0
Total Expenditures	76,495.8	76,969.7	82,297.2	95,897.1
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)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	42,881.4	44,514.5	52,522.7	52,996.8
Infrastructure Levy	24,452.3	24,403.5	25,013.3	24,071.3
Hauler Revenue	169.0	170.0	170.0	195.0
Late Payment Penalties	123.4	103.0	108.0	109.1
Miscellaneous Revenue	1,444.5	980.1	1,215.0	1,548.6
Flood Protection Levy	—	—	—	—
Total Revenues	69,070.7	70,171.1	79,029.0	78,920.8
Expenditures:				
General	7,407.9	7,475.9	8,342.0	8,481.5
Heavy Grit Facility	301.4	361.6	394.7	598.9
Laboratory	555.9	649.0	680.3	656.4
Lift Stations	1,584.9	1,737.8	1,953.6	2,008.7
Pollution Control Plant	6,718.5	7,833.6	7,907.6	8,138.4
Sludge Handling & Disposal	1,443.2	1,940.5	2,030.5	2,002.1
Sewer Engineering	430.0	463.3	478.3	493.9
Sewer Inspections	532.9	669.7	691.4	743.4
Sewer Maintenance	4,295.0	4,814.4	5,017.0	5,161.8
Service Connections	1,699.4	2,210.0	2,234.8	2,296.8
Debt Charges	6,084.3	6,178.9	6,369.7	5,971.0
Contribution to Capital Reserves	33,048.4	33,009.6	39,632.1	38,524.9
Transfer to Stabilization Reserve	4,968.9	—	—	—
Return on Investment ⁽¹⁾	—	2,826.8	3,297.0	3,843.0
Total Expenditures	69,070.7	70,171.1	79,029.0	78,920.8
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)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	146,858.6	151,255.0	158,420.5	149,257.0
Municipal Surcharge	14,685.9	15,125.5	15,842.2	14,925.8
Service Connection Fees	398.3	435.0	425.0	390.0
Miscellaneous	690.9	589.2	680.6	704.4
Tax Collection Commission	1.8	1.8	—	—
Late Payment Penalties	308.6	290.0	300.0	300.0
Landfill Gas Generation Revenue	919.4	1,270.9	1,296.0	1,275.0
Green Power Revenue	4.4	4.0	3.7	4.7
Total Revenues	163,867.9	168,971.4	176,968.0	166,856.9
Expenditures:				
General	27,231.5	28,112.6	29,237.4	28,058.1
Equipment	(104.3)	—	—	—
Custom Work	32.6	—	17.7	50.0
Power Purchased	86,472.6	89,998.4	94,299.6	87,343.6
Buildings and Grounds	542.6	742.1	791.4	741.6
Poles, Lines and Feeders	5,408.6	5,978.7	6,005.5	5,935.4
Substations	1,063.4	1,294.9	1,244.7	1,201.7
Street Lighting	1,464.7	1,796.7	1,739.8	1,747.7
Meters	1,047.5	1,346.6	1,427.8	1,302.1
System Operations	146.3	177.5	172.0	164.9
Landfill Gas Generation	919.4	1,270.9	1,296.0	1,275.0
Provision for Capital Extension	5,815.5	5,815.5	6,250.4	6,428.2
Provision for Capital Replacement	7,694.0	7,777.8	9,826.0	7,948.9
Transfer to Stabilization Reserve	1,473.7	—	—	—
Return on Investment ⁽¹⁾	24,659.7	24,659.7	24,659.7	24,659.7
Total Expenditures	163,867.9	168,971.4	176,968.0	166,856.9
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)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	6,207.8	6,209.0	6,360.0	8,109.9
Late Payment Penalties	12.6	11.0	12.0	12.0
Total Revenues	6,220.4	6,220.0	6,372.0	8,121.9
Expenditures:				
General	233.2	234.4	224.5	243.8
Storm Sewers Engineering	304.6	432.0	451.4	564.5
Storm Sewers Maintenance	1,933.4	1,931.4	2,018.3	2,069.8
Drainage	760.0	909.1	950.0	990.9
Contribution to Capital Reserves	2,696.3	2,713.1	2,727.8	4,252.9
Transfer to Stabilization Reserve	292.9	—	—	—
Total Expenditures	6,220.4	6,220.0	6,372.0	8,121.9
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VII Waste Services Utility

(\$000's)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Residential Recycling Revenue	4,481.8	4,466.5	4,621.8	4,874.8
Compost Revenue	902.8	382.2	25.5	473.8
Multi-Unit Recycling Revenue	2,598.7	2,452.5	2,567.2	3,701.6
Leaves & Grass Revenue	409.3	375.8	412.5	544.5
Total Revenues	8,392.6	7,677.0	7,627.0	9,594.7
Expenditures:				
General	1,059.8	704.6	420.1	979.9
Contractor Services	6,901.3	6,481.7	6,867.1	7,337.3
Contribution to Capital Reserve	171.6	182.0	—	792.5
Contribution to Other Operating	—	—	—	485.0
Transfer to Stabilization Reserve	260.0	308.7	339.8	—
Total Expenditures	8,392.6	7,677.0	7,627.0	9,594.7
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VIII Summary of Staff Years in Full-Time Equivalents (FTEs)

(FTEs)	2018	2019	FTE Change
CIVIC, POLICE & CONTROLLED CORPORATIONS			
Civic Operations			
Community Support	30.6	30.6	—
Corporate Asset Management ⁽¹⁾	241.9	245.9	4.0
Corporate Governance & Finance ⁽¹⁾	411.0	420.5	9.5
Environmental Health	108.9	111.0	2.0
Fire	336.0	337.0	1.0
Recreation & Culture	298.5	302.9	4.4
Transportation	618.6	631.0	12.5
Urban Planning & Development	48.6	49.3	0.6
Total Civic Operations	2,094.2	2,128.2	34.0
Police			
Police	656.5	666.5	10.0
Total Police	656.5	666.5	10.0
Controlled Corporations			
Rimai Modern	45.0	47.5	2.5
SaskTel Centre	47.7	47.7	—
TCU Place	62.6	62.6	—
Total Controlled Corporations	155.3	157.8	2.5
TOTAL CIVIC, POLICE & CONTROLLED CORPORATIONS	2,906.1	2,952.5	46.5
NON TAX-SUPPORTED SERVICES			
Building and Plumbing Permits & Standards	57.0	58.0	1.0
Business Licenses ⁽¹⁾	10.6	10.6	—
Golf Courses	24.8	24.8	—
Impound Lot	0.8	0.8	—
Nutrien Playland	4.3	3.8	(0.4)
Gordon Howe Campground	2.7	2.7	—
Land Development ⁽¹⁾	18.4	18.4	—
Sub-total	118.5	119.1	0.6



Schedule VIII (cont.)
Summary of Staff Years in Full-Time Equivalents (FTEs)

(FTEs)	2018	2019	FTE Change
Utilities			
Utilities	361.4	361.4	—
New FTEs	—	5.8	5.8
Transferred to Operating	—	—	—
Transferred from Capital (Utilities)	—	0.7	0.7
Total Utilities	361.4	367.9	6.5
TOTAL NON TAX-SUPPORTED SERVICES	479.9	487.0	7.1
CAPITAL	299.9	299.9	0.0
New	—	8.9	8.9
Transferred to Operating	—	(0.6)	(0.6)
Transferred to Operating (Utilities)	—	(0.7)	(0.7)
TOTAL CAPITAL	299.9	307.5	7.6
FTE TOTAL	3,685.9	3,747.0	61.1
LIBRARY	148.8	149.6	0.8
FTE TOTAL WITH LIBRARY	3,834.7	3,896.6	61.9

(1) 2018 FTEs have been restated for comparison purposes due to operating transfers between service lines within the current budget year.



Schedule IX Future Operating Impacts of 2019 Funded Capital Projects

	2020	2021	2022
Corporate Governance & Finance			
1942 - AF-CORPORATE SECURITY PLAN	225.0	—	—
2624 - CP-QUALITY MANAGEMENT SYSTEM	140.0	—	—
Corporate Governance & Finance	365.0	0.0	0.0
Environmental Health			
2538 - CP-NATURAL CAPITAL ASSET VALUATION	75.0	—	—
2598 - CP-CORPORATE ADAPTATION STRATEGY	232.0	—	—
Environmental Health	307.0	0.0	0.0
Fire Services			
2423 - FIRE STATION 9 PARKING LOT	2.6	—	—
2504 - FIRE-NEW EQUIPMENT	14.6	—	—
2597 - FIRE- HARDWARE AND TECHNOLOGY UPGRADES	20.0	—	—
Fire Services	37.2	0.0	0.0
Land Development			
0668-PARK DEV-BOULEVARD DEVELOPMENT	—	—	9.9
1057-PARK DEV-IND'L AREA BLVD TREE PLANTING	—	—	2.8
1568-PARK DEV-ROSEWOOD	—	27.3	88.5
1570-PARK DEV-KENSINGTON	—	30.1	58.0
1574-PARK DEV-ASPEN RIDGE	—	1.0	41.5
1576-PARK DEV-BRIGHTON	—	49.5	266.7
Land Development	0.0	107.9	467.4
Policing			
2389 - POLICE-FLEET ADDITIONS	7.0	7.0	7.0
2499 - POLICE-TECHNOLOGY REPLACEMENT	—	43.0	—
2610 - POLICE-TECHNOLOGY EXPANSION	31.7	5.5	14.5
Policing	38.7	55.5	21.5
Recreation & Culture			
1658 - CY-PARKS NEW SATELLITE MTNC BLDG	15.2	—	—
2606 - CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	7.9	—	—
Recreation & Culture	23.1	0.0	0.0
Transportation			
2589 - TR-TECHNOLOGY PLAN	5.0	—	—
Transportation	5.0	0.0	0.0



Schedule IX (cont.)
Future Operating Impacts of 2019 Funded Capital Projects

	2020	2021	2022
Urban Planning and Development			
2169 - CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	100.0	—	—
2300 - CY-COMPREHENSIVE ZONING BYLAW REVIEW	—	53.0	53.0
2605 - CY-REGIONAL PLAN IMPLEMENTATION	42.3	95.8	—
Urban Planning and Development	142.3	148.8	53.0
Utilities			
1174-SL&P-STREET LIGHTS-LAND DEVELOPMENT	84.0	—	—
Utilities	84.0	0.0	0.0
TOTAL OPERATING IMPACTS - FUNDED	1,002.3	312.2	541.9



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	43,230.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	338.7
	Growth/Cont Impr	Expenditure Increase: \$775.0 Transfer to Roadways and Transportation Infrastructure Reserve; \$50.8 for salary growth requirements.	825.8
	Service Level Adj		100.0
		Total Expenditure Increase	1,264.5
		2019 Budget	44,495.4
Snow & Ice Management		Base Budget	12,678.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	118.2
	Growth/Cont Impr	Expenditure Increase: \$58.4 for enhanced snow removal due to growth in network, \$55.0 for salary growth requirements.	113.4
	Service Level Adj	Expenditure Increase:	200.0
		Total Expenditure Increase	431.6
		2019 Budget	13,110.5
Street Cleaning & Sweeping		Base Budget	4,238.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	55.7
	Growth/Cont Impr	Expenditure Increase: 2.75 FTE increase in pooled labourers (significantly offset by reduced contractor costs).	62.6
	Service Level Adj		—
		Total Expenditure Increase	118.3
		2019 Budget	4,356.9
Bridges, Subways, Overpasses		Base Budget	6,141.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	74.8
	Growth/Cont Impr	Expenditure Increase: \$800.0 for 30 year life cycle & maintenance/Rehab payments for P3 contract (Chief Mistawasis & Traffic Bridges); \$93.5 for capital reserve transfers and operating expenditures for the Boychuk & McOrmond Interchanges.	893.5
	Service Level Adj		300.0
		Total Expenditure Increase	1,268.3
		2019 Budget	7,410.0
Policing		Base Budget	89,463.5
		Revenue Increase	520.1
	Inflation/Transfers	Expenditure Increase	4,856.0
	Growth/Cont Impr	Expenditure Increase: For 10.0 new FTEs.	924.2
	Service Level Adj		(119.9)
		Total Expenditure Increase	5,660.3
		2019 Budget	94,603.7



Schedule X (cont.)
Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
Transportation Services		Base Budget	7,060.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	180.4
	Growth/Cont Impr	Expenditure Increase: \$9.4 for roadway signing & marking materials due to growth in network; \$60.0 in materials for traffic signal maintenance, \$24.7 transportation engineering consulting & staff training costs.	94.1
	Service Level Adj		125.0
		Total Expenditure Increase	399.5
		2019 Budget	7,460.0
Long Range Planning		Base Budget	216.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	9.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	9.3
		2019 Budget	225.8
Attainable Housing		Base Budget	422.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	3.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.5
		2019 Budget	426.3
Property Levy		Base Budget	(230,575.5)
		Revenue Increase	13,030.4
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(243,605.9)
Transit Operations		Base Budget	26,105.2
		Revenue Decrease	(334.5)
	Inflation/Transfers	Expenditure Increase	1,421.8
	Growth/Cont Impr	Expenditure Increase: \$123.0 provision to TAVR Reserve, \$217.2 for 3.0 pooled operator FTEs; \$90.2 for 1.0 service supervisor FTE; \$65.1 for 1.0 utility FTE.	495.5
	Service Level Adj		200.0
		Total Expenditure Increase	2,117.3
		2019 Budget	28,557.0



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			
Arts, Culture & Events Venues			
Remai Modern		Base Budget	5,474.7
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr	Expenditure Increase: For Civic buildings & comprehensive maintenance (CBCM) reserve contribution, facilities, and energy management costs.	455.8
	Service Level Adj		—
		Total Expenditure Increase	455.8
		2019 Budget	5,930.5
SaskTel Centre		Base Budget	547.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	47.3
	Growth/Cont Impr	Expenditure Decrease: Increased cost recovery based on anticipated 2019 surplus.	(35.0)
	Service Level Adj		—
		Total Expenditure Increase	12.3
		2019 Budget	560.0
TCU Place		Base Budget	1,704.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	54.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	54.1
		2019 Budget	1,758.8
Community Support			
Animal Services		Base Budget	705.3
		Revenue Increase	49.9
	Inflation/Transfers	Expenditure Increase	59.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	59.0
		2019 Budget	714.4
Cemeteries		Base Budget	21.6
		Revenue Increase	52.4
	Inflation/Transfers	Expenditure Increase	41.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	41.1
		2019 Budget	10.3



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Community Development		Base Budget	3,348.3
		Revenue Decrease	(20.0)
	Inflation/Transfers	Expenditure Increase	104.0
	Growth/Cont Impr	Expenditure Increase: Annual operating grant for new joint use school rental agreement with recreation centres.	113.4
	Service Level Adj		—
		Total Expenditure Increase	217.4
		2019 Budget	3,585.7
Community Investments & Supports		Base Budget	11,207.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	343.2
	Growth/Cont Impr	Expenditure Increase: \$60.0 increase in cultural operating grants; \$12.4 for social services and community garden financial assistance.	72.4
	Service Level Adj		150.0
		Total Expenditure Increase	565.6
		2019 Budget	11,773.3
Corporate Asset Management			
City-Owned Property - Land		Base Budget	1,007.6
		Revenue Increase	7.3
	Inflation/Transfers	Expenditure Decrease	(914.3)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(914.3)
		2019 Budget	86.0
Facilities Management		Base Budget	8,887.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	1,440.6
	Growth/Cont Impr	Expenditure Increase: \$23.0 - (0.35 FTE) for a pooled trade staff, \$49.5 - maintenance operating impacts for Cairns grandstand, rotary park gazebo, and playground equipment; \$184.0 - (1.53 FTE) for pooled trade staff & building operator, plus childrens development museum maintenance operating impact; \$389.8 - (1.0 FTE) building operator for old STC building, and engergy management & maintenance provision for acquisition of 88 king street and fire hall #5.	646.3
	Service Level Adj		—
		Total Expenditure Increase	2,086.9
		2019 Budget	10,974.7
Fleet Services		Base Budget	—
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Corporate Governance & Finance			
Service Saskatoon		Base Budget	736.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	111.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	111.2
		2019 Budget	847.9
Assessment & Taxation		Base Budget	3,538.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	2.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	2.1
		2019 Budget	3,540.2
City Clerk's Office		Base Budget	2,694.0
		Revenue Increase	9.5
	Inflation/Transfers	Expenditure Increase	80.4
	Growth/Cont Impr	Expenditure Increase: \$113.7 (1.0 FTE) for a business & elections officer, \$17.2 for returning officer.	130.9
	Service Level Adj		109.0
		Total Expenditure Increase	320.3
		2019 Budget	3,004.8
City Manager's Office		Base Budget	679.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	17.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	17.4
		2019 Budget	696.4
City Solicitor's Office		Base Budget	2,004.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	79.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	79.3
		2019 Budget	2,083.8
Corporate Projects		Base Budget	—
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	188.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	188.9
		2019 Budget	188.9



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Corporate Support		Base Budget	19,822.5
		Revenue Increase	10.0
	Inflation/Transfers	Expenditure Increase	225.9
	Growth/Cont Impr	Expenditure Increase: \$195.0 - 2.0 FTE for system analysts; \$95.0 (1.0 FTE) for a performance improvement coordinator.	290.0
	Service Level Adj		365.0
		Total Expenditure Increase	880.9
		2019 Budget	20,693.4
Debt Servicing		Base Budget	22,160.1
		Revenue Decrease	(1,586.7)
	Inflation/Transfers	Expenditure Decrease	(656.7)
	Growth/Cont Impr	Expenditure Increase: Requirements for civic facilities & recovery park funding plans.	650.0
	Service Level Adj		—
		Total Expenditure Decrease	(6.7)
		2019 Budget	23,740.1
Financial Services		Base Budget	3,585.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	413.9
	Growth/Cont Impr	Expenditure Increase: For financial software maintenance costs.	20.0
	Service Level Adj		—
		Total Expenditure Increase	433.9
		2019 Budget	4,019.5
General Services		Base Budget	(1,310.5)
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(535.1)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: For 2019 Business Plan & Budget Options.	—
		Total Expenditure Decrease	(535.1)
		2019 Budget	(1,845.6)
Legislative		Base Budget	1,585.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	13.1
	Growth/Cont Impr		—
	Service Level Adj		122.0
		Total Expenditure Increase	135.1
		2019 Budget	1,721.0
Revenue Services		Base Budget	1,803.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	108.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	108.7
		2019 Budget	1,912.5



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Environmental Health			
Environmental Program		Base Budget	493.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	7.2
	Growth/Cont Impr		—
	Service Level Adj		150.0
		Total Expenditure Increase	157.2
		2019 Budget	650.4
Urban Biological Services		Base Budget	989.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	42.9
	Growth/Cont Impr	Expenditure Increase:	6.6
	Service Level Adj		—
		Total Expenditure Increase	49.5
		2019 Budget	1,038.6
Urban Forestry		Base Budget	3,631.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	54.3
	Growth/Cont Impr	Expenditure Increase:	42.7
	Service Level Adj		150.0
		Total Expenditure Increase	247.0
		2019 Budget	3,878.7
Waste Handling Service		Base Budget	8,177.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	7.5
	Growth/Cont Impr	Expenditure Decrease:	(66.0)
	Service Level Adj		—
		Total Expenditure Decrease	(58.5)
		2019 Budget	8,118.6
Waste Reduction & Resource Recovery		Base Budget	1,053.4
		Revenue Decrease	(4.0)
	Inflation/Transfers	Expenditure Increase	11.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	11.1
		2019 Budget	1,068.5
Fire Services			
Fire Services		Base Budget	47,724.2
		Revenue Increase	10.0
	Inflation/Transfers	Expenditure Increase	1,597.3
	Growth/Cont Impr	Expenditure Increase: \$73.8 (1.0 FTE) for a fire inspector; \$40.0 for building maintenance; \$7.2 in computer replacements; \$25.0 in uniform reserve transfer.	146.0
	Service Level Adj		—
		Total Expenditure Increase	1,743.3
		2019 Budget	49,457.5



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Emergency Measures		Base Budget	424.4
		Revenue Increase	22.5
	Inflation/Transfers	Expenditure Increase	17.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	17.4
		2019 Budget	419.3
Land Development			
Saskatoon Land		Base Budget	—
		Revenue Decrease	(390.7)
	Inflation/Transfers	Expenditure Decrease	(390.7)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(390.7)
		2019 Budget	—
Recreation & Culture			
Albert Community Centre		Base Budget	81.6
		Revenue Increase	33.5
	Inflation/Transfers	Expenditure Increase	25.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	25.3
		2019 Budget	73.4
Community Partnerships		Base Budget	421.4
		Revenue Increase	1.3
	Inflation/Transfers	Expenditure Increase	66.9
	Growth/Cont Impr		—
	Service Level Adj		200.0
		Total Expenditure Increase	266.9
		2019 Budget	687.0
Forestry Farm Park & Zoo		Base Budget	1,650.3
		Revenue Increase	192.9
	Inflation/Transfers	Expenditure Increase	127.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	127.2
		2019 Budget	1,584.6
Golf Courses		Base Budget	—
		Revenue Decrease	(20.0)
	Inflation/Transfers	Expenditure Decrease	(20.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(20.0)
		2019 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	(12.8)
	Inflation/Transfers	Expenditure Decrease	(12.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(12.8)
		2019 Budget	—
Indoor Rinks		Base Budget	224.7
		Revenue Increase	68.8
	Inflation/Transfers	Expenditure Increase	154.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	154.5
		2019 Budget	310.4
Marketing Services		Base Budget	635.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	30.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	30.9
		2019 Budget	666.4
Marr Residence		Base Budget	22.2
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	22.2
Outdoor Pools		Base Budget	891.0
		Revenue Decrease	(18.3)
	Inflation/Transfers	Expenditure Increase	34.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	34.1
		2019 Budget	943.4
Outdoor Sports Fields		Base Budget	514.5
		Revenue Increase	54.7
	Inflation/Transfers	Expenditure Decrease	(11.9)
	Growth/Cont Impr	Expenditure Increase: Operating impacts for minor football field bleachers (\$28.0), and speedskating oval (\$75.0).	103.0
	Service Level Adj		—
		Total Expenditure Increase	91.1
		2019 Budget	550.9



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Parks Maintenance & Design		Base Budget	14,036.2
		Revenue Increase	3.6
	Inflation/Transfers	Expenditure Increase	584.7
	Growth/Cont Impr	Expenditure Increase: \$77.0 for parks irrigation maintenance; \$91.7 for 1.66 FTE for pooled labourers & parks technicians, \$58.3 for 0.90 FTE pooled labourers.	227.0
	Service Level Adj		350.0
		Total Expenditure Increase	1,161.7
		2019 Budget	15,194.3
Playground & Recreation Areas		Base Budget	857.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	29.8
	Growth/Cont Impr	Expenditure Increase:	39.9
	Service Level Adj		—
		Total Expenditure Increase	69.7
		2019 Budget	927.1
PotashCorp Playland		Base Budget	—
		Revenue Decrease	(46.3)
	Inflation/Transfers	Expenditure Decrease	(46.3)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(46.3)
		2019 Budget	—
Program Research & Design		Base Budget	238.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	2.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	2.4
		2019 Budget	241.3
Rec-Competitive Facilities - Program		Base Budget	4,558.7
		Revenue Decrease	(39.7)
	Inflation/Transfers	Expenditure Increase	466.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	466.9
		2019 Budget	5,065.3
Rec-Competitive Facilities - Rentals		Base Budget	4,300.9
		Revenue Increase	378.1
	Inflation/Transfers	Expenditure Increase	147.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	147.1
		2019 Budget	4,069.9



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
River Landing		Base Budget	—
		Revenue Increase	25.0
	Inflation/Transfers	Expenditure Increase	25.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	25.0
		2019 Budget	—
Spectator Ballfields		Base Budget	163.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	6.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	6.8
		2019 Budget	170.2
Targeted Programming		Base Budget	587.3
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	12.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	12.2
		2019 Budget	599.5
Taxation & General Revenues			
Fines and Penalties		Base Budget	(9,038.2)
		Revenue Decrease	(700.0)
	Inflation/Transfers	Expenditure Decrease	(200.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(200.0)
		2019 Budget	(8,538.2)
General Revenue		Base Budget	(60,234.3)
		Revenue Increase	6,173.9
	Inflation/Transfers	Expenditure Decrease	(505.5)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(505.5)
		2019 Budget	(66,913.7)
Grants in Lieu of Taxes		Base Budget	(41,531.5)
		Revenue Increase	1,413.9
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(42,945.4)



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Municipal Revenue Sharing Grant		Base Budget	(43,430.0)
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(43,430.0)
Other Levies		Base Budget	(1,264.3)
		Revenue Increase	147.2
	Inflation/Transfers	Expenditure Decrease	(932.1)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(932.1)
		2019 Budget	(2,343.6)
Transportation			
Access Transit		Base Budget	4,269.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	287.4
	Growth/Cont Impr	Expenditure Increase:	59.6
	Service Level Adj		—
		Total Expenditure Increase	347.0
		2019 Budget	4,616.9
Engineering		Base Budget	762.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(43.9)
	Growth/Cont Impr	Expenditure Increase:	6.2
	Service Level Adj		—
		Total Expenditure Decrease	(37.7)
		2019 Budget	724.7
Impound Lot		Base Budget	—
		Revenue Increase	8.8
	Inflation/Transfers	Expenditure Increase	8.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	8.8
		2019 Budget	—
Parking		Base Budget	(2,842.4)
		Revenue Increase	525.2
	Inflation/Transfers	Expenditure Increase	423.0
	Growth/Cont Impr	Expenditure Increase: \$75.6 (1.0 FTE) for a customer support coordinator; \$50.6 (1.0 FTE) for a parking meter technician; \$30.4 for LPR vehicle costs.	156.6
	Service Level Adj		—
		Total Expenditure Increase	579.6
		2019 Budget	(2,788.0)



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Street Lighting		Base Budget	7,054.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	5.5
	Growth/Cont Impr	Expenditure Increase: Estimated new street lights.	141.6
	Service Level Adj		—
		Total Expenditure Increase	147.1
		2019 Budget	7,201.2
Urban Planning & Development			
Building and Plumbing Permits & Standards		Base Budget	—
		Revenue Increase	231.3
	Inflation/Transfers	Expenditure Increase	231.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	231.3
		2019 Budget	—
Business Improvement Districts		Base Budget	107.7
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	107.7
Business Licenses		Base Budget	—
		Revenue Increase	51.4
	Inflation/Transfers	Expenditure Increase	51.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	51.4
		2019 Budget	—
Bylaw Compliance		Base Budget	635.1
		Revenue Decrease	(49.5)
	Inflation/Transfers	Expenditure Decrease	(0.6)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(0.6)
		2019 Budget	684.0
Development Review		Base Budget	526.1
		Revenue Decrease	(65.3)
	Inflation/Transfers	Expenditure Increase	38.6
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	38.6
		2019 Budget	630.0



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Neighbourhood Planning		Base Budget	740.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	22.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	22.1
		2019 Budget	762.3
Regional Planning		Base Budget	445.3
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	6.1
	Growth/Cont Impr	Expenditure Increase:	60.0
	Service Level Adj		—
		Total Expenditure Increase	66.1
		2019 Budget	511.4
Research & Mapping		Base Budget	449.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	12.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	12.3
		2019 Budget	461.4
Urban Design		Base Budget	2,485.5
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	2,485.5
Utilities			
Water Utility		Base Budget	—
		Revenue Increase	13,599.9
	Inflation/Transfers	Expenditure Increase	13,393.6
	Growth/Cont Impr	Expenditure Increase: \$95.4 for water administrative staffing costs, \$100.4 (1.0 FTE) for a project engineer.	206.3
	Service Level Adj		—
		Total Expenditure Increase	13,599.9
		2019 Budget	—
Wastewater Utility		Base Budget	—
		Revenue Decrease	(108.2)
	Inflation/Transfers	Expenditure Decrease	(339.8)
	Growth/Cont Impr	Expenditure Increase: \$212.0 for 1st year liquid waste hauler facility operating costs; \$19.6 for sewer maintenance and service connection costs.	231.6
	Service Level Adj		—
		Total Expenditure Decrease	(108.2)
		2019 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Saskatoon Light & Power		Base Budget	—
		Revenue Decrease	(10,111.1)
	Inflation/Transfers	Expenditure Decrease	(6,417.0)
	Growth/Cont Impr		—
	Service Level Adj		(3,694.1)
		Total Expenditure Decrease	(10,111.1)
		2019 Budget	—
Storm Water Management		Base Budget	—
		Revenue Increase	1,749.9
	Inflation/Transfers	Expenditure Increase	1,725.1
	Growth/Cont Impr	Expenditure Increase:	24.8
	Service Level Adj		—
		Total Expenditure Increase	1,749.9
		2019 Budget	—
Waste Services Utility		Base Budget	—
		Revenue Increase	1,967.7
	Inflation/Transfers	Expenditure Increase	896.0
	Growth/Cont Impr	Expenditure Increase:	43.7
	Service Level Adj		1,028.0
		Total Expenditure Increase	1,967.7
		2019 Budget	—
TOTAL CIVIC SERVICES (Includes Land)		Base Budget	—
		Revenue Increase	19,733.9
	Inflation/Transfers		10,656.7
	Growth/Cont Impr		6,676.1
	Service Level Adj		2,401.1
		Total Expenditure Increase	19,733.9
		2019 Budget	—
TOTAL UTILITIES		Base Budget	—
		Revenue Increase	7,098.2
	Inflation/Transfers		9,257.9
	Growth/Cont Impr		506.4
	Service Level Adj		(2,666.1)
		Total Expenditure Increase	7,098.2
		2019 Budget	—
Saskatoon Public Library			
Library Property Levy		Base Budget	(23,128.7)
		Revenue Increase	1,777.0
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(24,905.7)



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Saskatoon Public Library		Base Budget	23,128.7
		Revenue Decrease	(2.7)
	Inflation/Transfers	Expenditure Increase	627.4
	Growth/Cont Impr		527.1
	Service Level Adj		619.8
		Total Expenditure Increase	1,774.3
		2019 Budget	24,905.7
TOTAL SASKATOON PUBLIC LIBRARY		Base Budget	—
		Revenue Increase	1,774.3
	Inflation/Transfers		627.4
	Growth/Cont Impr		527.1
	Service Level Adj		619.8
		Total Expenditure Increase	1,774.3
		2019 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, on-site garbage cans, street sweeping, etc. 190.1

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. The forthcoming Corporate Asset Management Plan will confirm the funding requirement for the reserve and will provide Council with options to reduce the funding gap. 440.9

ENVIRONMENTAL HEALTH

Urban Forestry

Garbage Collection Containers

The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not received adequate growth funding over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$152.8 is required in order to ensure citizens have access to garbage containers and meet the growing demand for this service. 152.8

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

TRANSPORTATION

Transit Operations

Operational expenditures required to provide service to the new neighborhoods of Brighton and Aspen Ridge are not included in the 2019 budget therefore service will not be provided. Operational expenditures for expansion of service to Rosewood, Evergreen and Kensington are also not included in the 2019 budget. 228.1

Transportation Services

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. 250.0

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. 592.6

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 by redirecting funds from reserve contributions and expansion of capital programming, in order to support the Green Cart Program. 683.6

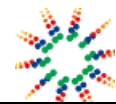
TOTAL⁽¹⁾ 2,641.5

(1) For further details on the risk and how the Not Included items summarized above are being addressed in the 2019 budget, please see the operating budget summary in each service line.



Schedule XII Capital Reserve Sufficiency

Reserve Type (in \$000's)	Forecast Jan 1/19	2019		Balance Dec/19	2020		Balance Dec/20	2021-2023		Balance Dec/23	Unfunded Projects	Total Dec/23
		Source	Appl		Source	Appl		Source	Appl			
Civic Departments:												
Access Transit Capital ⁽²⁾	121	303	—	424	384	(560)	248	1,152	(1,345)	55	(905)	(850)
Active Transportation	14	575	(575)	14	575	(575)	14	1,725	(1,725)	14	(4,775)	(4,761)
Animal Services	47	30	(50)	27	45	(30)	42	135	(100)	77	—	77
Auto Garbage Container Repl	157	346	(346)	157	346	(346)	157	1,038	(1,038)	157	—	157
Bridge Major Repairs	16,165	3,573	(18,289)	1,449	3,573	(3,169)	1,853	10,720	(9,034)	3,539	(26,304)	(22,765)
Building Permit/Inspection Stab	6,957	—	(1,340)	5,617	—	(1,270)	4,347	—	(2,076)	2,271	—	2,271
Campsite ^(1, 6)	183	68	—	251	156	—	407	418	—	825	—	825
Civic Bldgs Comp Mtnc	455	8,922	(9,336)	41	9,276	(9,000)	317	28,623	(28,920)	20	(4,455)	(4,435)
Civic Radio Replace & Expansion	20	360	(360)	20	360	(360)	20	1,080	(1,080)	20	—	20
Civic Vehicles & Equip Repl	4,139	6,950	(6,840)	4,249	7,050	(6,800)	4,499	21,700	(23,855)	2,344	—	2,344
Computer Equipment Repl	1	150	(150)	1	550	(550)	1	1,700	(1,700)	1	—	1
Corporate Capital	243	2,336	(2,542)	37	2,286	(1,705)	618	6,697	(4,612)	2,703	—	2,703
Dedicated Lands	938	39	(166)	811	39	(450)	400	104	(284)	220	—	220
Dedicated Roadways	720	20	—	740	20	—	760	60	—	820	—	820
Facilities Site Repl	—	350	(350)	—	500	(500)	—	1,800	(1,800)	—	(2,600)	(2,600)
Fire Apparatus	1,046	995	(855)	1,186	1,070	(2,330)	(74)	3,583	(2,380)	1,129	—	1,129
Fire - Small Equipment Repl	667	269	(230)	706	284	(365)	625	851	(610)	866	—	866
Fire Uniforms	127	246	(255)	118	246	(275)	89	737	(745)	81	—	81
Forestry Farm Auditorium	27	8	—	35	7	—	42	23	—	65	—	65
Forestry Farm Development ⁽¹⁾	49	55	(28)	76	55	(28)	103	164	(83)	184	—	184
Forestry Farm Park & Zoo Capital	38	162	(100)	100	162	(60)	202	486	(450)	238	—	238
Golf Course Capital ⁽¹⁾	397	254	(475)	176	244	(275)	145	881	(875)	151	—	151
Grounds Maintenance Equip Repl	95	340	(400)	35	340	(375)	—	1,125	(1,125)	—	—	—
Heritage Fund	83	48	(49)	82	48	(25)	105	142	(89)	158	—	158
Infra Expansion - Transp	(8)	2,077	(2,065)	4	2,117	(2,100)	21	6,351	(6,350)	22	(500)	(478)
Infra Repl - Parks	266	1,343	(1,000)	609	1,356	(1,000)	965	4,143	(3,000)	2,108	(596)	1,512
Infra Repl - Storm	1,864	6,964	(5,065)	3,763	7,942	(6,600)	5,105	27,412	(25,729)	6,788	—	6,788
Infra Repl - W & S ⁽⁵⁾	2,685	29,288	(28,888)	3,085	28,227	(28,297)	3,015	79,703	(79,738)	2,980	—	2,980
IT Digital Data Res	24	55	(75)	4	55	(50)	9	165	(150)	24	—	24
IT Systems Development	(1)	631	(630)	—	124	—	124	373	—	497	—	497
Landfill Replacement ^(4, 8)	1,323	2,574	(1,840)	2,057	2,318	(2,000)	2,375	7,579	(6,750)	3,204	—	3,204
Leisure Serv Equip Repl ⁽²⁾	1,164	463	(226)	1,401	583	(121)	1,863	1,748	(473)	3,138	—	3,138



Schedule XII (cont.)
Capital Reserve Sufficiency

Reserve Type (in \$000's)	Forecast Jan 1/19	2019		Balance Dec/19	2020		Balance Dec/20	2021-2023		Balance Dec/23	Unfunded Projects	Total Dec/23
		Source	Appl		Source	Appl		Source	Appl			
Park Enhancement ^(1, 3)	250	300	(144)	406	300	(401)	305	899	(758)	446	—	446
Parking Capital Reserve	352	135	(150)	337	135	(125)	347	404	(405)	346	—	346
Parks & Rec Partnership	—	200	(200)	—	200	—	200	600	—	800	(596)	204
Parks Deferred Tree Replacement	90	38	—	128	38	—	166	114	—	280	—	280
Parks (Grounds Maint) Equip Acq	2	255	(245)	12	255	(255)	12	765	(765)	12	—	12
Paved Roadways Infra	83	31,902	(31,655)	330	33,098	(33,155)	273	99,294	(99,310)	257	(200)	57
Printing and Mail Equipment Repl	226	20	—	246	20	(136)	130	60	(170)	20	—	20
Public Works Bldgs Civic Facilities	114	15	(125)	4	15	—	19	45	—	64	—	64
River Landing Capital	446	73	(225)	294	73	(10)	357	220	(30)	547	—	547
Saskatoon Light & Power Extension	(1,273)	6,711	(8,355)	(2,917)	6,425	(7,231)	(3,723)	20,645	(16,811)	111	—	111
Saskatoon Light & Power Repl	7,564	9,175	(12,150)	4,589	9,437	(10,235)	3,791	30,534	(26,920)	7,405	—	7,405
Snow & Ice Mgmt Equip	282	265	—	547	265	(400)	412	795	(730)	477	—	477
Street Clean/Sweep Equip Acq'n	211	27	—	238	27	—	265	81	—	346	—	346
Streetscape - BID ⁽¹⁾	2,034	2,461	(2,264)	2,231	2,461	(2,182)	2,510	7,383	(6,622)	3,271	—	3,271
Streetscape - City Wide ⁽¹⁾	467	—	(218)	249	—	—	249	—	—	249	—	249
Traffic Noise Attenuation ⁽⁷⁾	271	312	(328)	255	318	(278)	295	954	(884)	365	—	365
Traffic Safety	(102)	1,199	(1,095)	2	1,199	(1,175)	26	3,597	(3,566)	57	(1,415)	(1,358)
Transportation Infra	(132)	3,594	(3,450)	12	3,698	(3,710)	—	11,094	(11,060)	34	(5,526)	(5,492)
Transit Additional Veh Repl	440	231	—	671	231	—	902	692	(682)	912	—	912
Transit Capital Projects	844	1,034	(1,815)	63	1,034	(900)	197	3,104	(2,255)	1,046	(2,000)	(954)
Transit Vehicles Repl	1,032	618	(1,000)	650	1,164	(1,000)	814	3,492	(2,770)	1,536	(24,550)	(23,014)
Transportation Equip Acquisition	134	79	(100)	113	79	(140)	52	237	(175)	114	—	114
Trunked Radio System Infrass Repl	103	401	(484)	20	476	(476)	20	1,526	(1,535)	11	—	11
Unified Communications	—	50	—	50	50	—	100	150	—	250	—	250
Urban Forest & Pest Mgmt Capital	—	150	(150)	—	150	—	150	450	—	600	—	600
Waste Minimization	205	—	(160)	45	—	—	45	—	—	45	—	45
Wastewater Coll & Treat Repl	1,366	1,907	(2,175)	1,098	2,024	(1,191)	1,931	6,860	(6,091)	2,700	—	2,700
Wastewater Treatment Capital	1,552	12,579	(1,522)	12,609	11,654	(13,607)	10,656	40,613	(51,226)	43	—	43
Water Supply Repl	1,967	1,440	(815)	2,592	1,541	(3,136)	997	6,702	(6,811)	888	—	888



Schedule XII (cont.) Capital Reserve Sufficiency

Reserve Type (in \$000's)	Forecast Jan 1/19	2019		Balance Dec/19	2020		Balance Dec/20	2021-2023		Balance Dec/23	Unfunded Projects	Total Dec/23
		Source	Appl		Source	Appl		Source	Appl			
Waterworks Capital Projects	1,961	20,704	(11,249)	11,416	28,292	(12,965)	26,743	112,759	(81,648)	57,854	—	57,854
Subtotal	60,495	165,669	(162,599)	63,565	174,997	(161,924)	76,638	566,487	(527,340)	115,785	(74,422)	41,363
Boards and Commissions:												
Albert Comm Centre Repair	50	50	(100)	—	75	(75)	—	225	(225)	—	—	—
SaskTel Centre Equip Repl	664	450	(450)	664	450	(450)	664	1,350	(1,350)	664	—	664
SaskTel Centre Fac. Enhancement	4,722	300	(500)	4,522	300	(500)	4,322	900	(1,500)	3,722	—	3,722
Remai Modern Art Gallery Cap Equip Repl	—	109	(109)	—	109	(109)	—	327	(327)	—	—	—
Police Radio	724	264	(949)	39	264	—	303	792	(176)	919	—	919
Police Facility Renovations	103	50	(50)	103	50	(50)	103	150	(150)	103	—	103
Police Oper Equip & Tech Adv	(8)	1,826	(1,732)	87	1,826	(2,419)	(506)	5,540	(5,289)	(255)	—	(255)
Public Library Capital Expan	14,000	360	—	14,360	370	—	14,730	1,170	(3,725)	12,175	—	12,175
Public Library Equip Repl	2,413	150	(200)	2,363	155	(200)	2,318	495	(600)	2,213	—	2,213
Public Library Francis Morrison Mtnc	2,124	319	—	2,443	319	—	2,762	957	—	3,719	—	3,719
Public Library JS Wood Mtnc	505	55	—	560	55	—	615	165	—	780	—	780
Public Library Mayfair Mtnc	85	14	—	99	14	—	113	42	—	155	—	155
Public Library Alice Turner Mtnc	881	94	—	975	94	—	1,069	282	—	1,351	—	1,351
Public Library New Central Library	13,065	3,405	(500)	15,970	3,930	(1,000)	18,900	9,265	(8,675)	19,490	—	19,490
Public Library Information Technology	1,611	30	(120)	1,521	40	(80)	1,481	180	(240)	1,421	—	1,421
TCU Place Capital Exp	5,100	331	—	5,431	331	—	5,762	993	—	6,755	—	6,755
TCU Place Equipment Repl	4,697	555	(1,269)	3,983	540	(80)	4,443	1,651	(1,249)	4,845	—	4,845
Subtotal	50,736	8,362	(5,979)	53,119	8,922	(4,963)	57,078	24,484	(23,506)	58,057	0	58,057
TOTAL RESERVE SUFFICIENCY	111,231	174,031	(168,578)	116,684	183,919	(166,887)	133,717	590,971	(550,846)	173,842	(74,422)	99,420

- (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
- (7) Applications include the 10-year loan repayment for P1522 starting 2019
- (8) Applications include \$1.45 million loan repayment for P2051



Schedule XIII Prepaid Land Development Reserve Sufficiency Forecast

	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 2019 BALANCE (\$000s)	16,208	(26,456)	(4,126)	(8,770)	(8,966)	69,704	32	9,334	1,657	10,271	58,888
Inflows:											
Lot Sales & Other Transfers	9,203	11,715	2,513	1,104	2,094	39,476	248	7,757	46	2,564	76,720
Redevelopment Levy	—	—	—	—	—	3,800	—	—	—	—	3,800
Outflows:											
Transfers to Operating	—	—	—	—	—	—	(235)	—	—	—	(235)
Capital Expenses	—	(24,663)	(7,585)	—	—	(19,039)	—	(16,479)	(390)	—	(68,156)
North Commuter Project	(2,400)	—	—	—	—	—	—	—	—	—	(2,400)
ENDING 2019 BALANCE⁽¹⁾	23,011	(39,404)	(9,199)	(7,666)	(6,873)	93,941	45	612	1,313	12,835	68,616

(1) The Prepaid Land Development Reserve Sufficiency Forecast encompasses the proposed 2019 Development Plan.

(2) Direct Services balance has been temporarily funding \$22,433,000 of redevelopment services with reimbursement established per year from a utility charge. The net balance at Dec 31, 2019 is expected to be \$1,176,000. The net balance consists of the 2018 opening balance of \$4,976,000 with no additions and repayment of \$3,800,000 expected.



Schedule XIV Funded Capital Investments

Business Line and Project (\$000's)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
Arts, Culture and Events Venues						
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	1,269	80	544	448	256	2,597
1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	1,209	123	108	163	373	1,976
1834 REMAI MODERN-EQUIPMENT PURCHASES	86	86	—	—	—	172
Arts, Culture and Events Venues	2,564	289	652	611	629	4,745
Community Support						
1650 CY-MUNICIPAL CEMETERIES MASTER PLAN	80	—	—	—	—	80
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	75	—	—	—	—	75
Community Support	155	0	0	0	0	155
Corporate Asset Management						
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	400	375	375	375	375	1,900
0877 AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	484	476	475	475	585	2,495
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,411	9,000	9,420	9,700	9,700	46,231
1356 AF-V&E ADD'L VEHICLES & EQUIPT	230	655	585	255	655	2,380
1357 AF-V&E REPL'T VEHICLES & EQUIPT	6,840	6,800	7,215	8,430	8,210	37,495
1523 AF-TRUNKING RADIO REPLACEMENT	360	360	360	360	360	1,800
1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	125	100	100	100	100	525
1949 AF-SERVICE SASKATOON - STAFFING ACCOMMODATION	5,000	5,250	2,250	1,250	1,250	15,000
2180 AF-CIVIC FACILITY SITE MAINTENANCE	350	500	600	600	600	2,650
Corporate Asset Management	22,200	23,516	21,380	21,545	21,835	110,476
Corporate Governance & Finance						
1083 CP-CORPORATE NETWORK EQUIPMENT REPL	—	550	550	575	575	2,250
1364 CP-SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING	200	200	200	200	200	1,000
1883 CK-ELECTRONIC RECORDS MANAGEMENT	250	200	150	72	95	767
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	—	—	—	—	250	250
1942 AF-CORPORATE SECURITY PLAN	85	—	—	—	—	85
1973 CK-LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT	—	250	—	—	—	250
1977 CP-LOCAL AREA NETWORK & DATA SECURITY	150	—	—	—	—	150
2079 AF-PROPERTY REASSESSMENT	—	250	100	—	—	350
2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT	—	136	—	170	—	306
2516 CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	630	—	—	—	—	630
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	250	—	—	—	—	250
2624 CP-QUALITY MANAGEMENT SYSTEM	225	—	—	—	—	225
2625 CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP	50	—	—	—	—	50
Corporate Governance & Finance	1,840	1,586	1,000	1,017	1,120	6,563



Schedule XIV (cont.) Funded Capital Investments

Business Line and Project (\$000's)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
Environmental Health						
1475 US-AUTO'D GARBAGE CONTAINER REPL	346	346	346	346	346	1,730
1669 CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING	573	—	—	—	—	573
2051 US-LANDFILL OPTIMIZATION	350	2,000	5,700	50	1,000	9,100
2184 US-WASTE CHARACTERIZATION STUDY	160	—	—	—	—	160
2598 CP-CORPORATE ADAPTATION STRATEGY	50	—	—	—	—	50
Environmental Health	1,479	2,346	6,046	396	1,346	11,613
Fire Services						
0582 FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	230	365	210	185	215	1,205
1914 FIRE-NEW FIRE STATIONS & REPLACEMENTS	250	—	—	—	—	250
2379 FIRE-MAJOR APPARATUS REPLACEMENT	855	2,330	855	855	670	5,565
2423 FIRE - FIRE STATION 9 PARKING LOT	75	—	—	—	—	75
2504 FIRE-NEW EQUIPMENT	100	—	—	—	—	100
2509 FIRE-UNIFORMS	255	275	245	275	225	1,275
2597 FIRE-HARDWARE AND TECHNOLOGY UPGRADES	100	—	—	—	—	100
Fire Services	1,865	2,970	1,310	1,315	1,110	8,570
Land Development						
0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	3,619	2,408	—	—	5,793	11,820
0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	100	140	13,106	1,905	—	15,251
0626 LAND DEV'T-SUBDIVIS'N WARRANTY	412	247	—	—	—	659
0627 LAND DEV'T-SUBDIVIS'N FENCING	—	—	290	—	—	290
0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	100	3,611	—	13,564	9,357	26,632
0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	—	—	—	50	5,235	5,285
0639 LAND DEV'T-SUBDIVIS'N BUFFERS	142	186	360	—	—	688
0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	—	3,794	2,481	5,718	—	11,993
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
0748 LAND DEV'T-GEN ADMIN-OLD AREAS	113	—	—	—	—	113
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	95	105	—	—	—	200
1403 LAND DEV'T-ROSEWOOD	208	482	—	—	—	690
1407 LAND DEV'T-KENSINGTON	2,368	3,431	—	—	—	5,799
1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	—	—	1,204	—	—	1,204
1410 LAND DEV'T-ELK POINT	437	60	383	—	—	880
1411 LAND DEV'T- ASPEN RIDGE	7,522	16,279	—	—	—	23,801
1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	—	—	25,766	728	—	26,494
1417 LAND DEV'T-TR SWR-BLAIRMORE	—	1,495	—	4,500	1,902	7,897



**Schedule XIV (cont.)
Funded Capital Investments**

Business Line and Project (\$000's)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
1418 LAND DEV'T-TR SWR-HOLMWOOD	24,463	—	11,194	—	5,337	40,994
1419 LAND DEV'T-BRIGHTON	12,593	13,582	—	—	—	26,175
1435 LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	457	1,400	—	3,999	4,870	10,726
1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,500	—	2,173	—	14,852	19,525
1437 LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	4,628	—	—	—	3,114	7,742
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	—	8,941	22,182
1464 LAND DEV'T-ART RD-FEDORUK DRIVE	—	4,579	—	—	—	4,579
1466 LAND DEV'T-ART RD-WANUSKEWIN RD	—	—	—	3,005	—	3,005
1468 LAND DEV'T-ART RD-8TH STREET EAST	—	—	—	4,586	3,332	7,918
1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	—	—	49,247	35,744	29,853	114,844
1568 PARK DEV-ROSEWOOD	1,140	3,246	—	—	—	4,386
1570 PARK DEV-KENSINGTON	1,060	3,637	360	40	361	5,458
1574 PARK DEV-ASPEN RIDGE	224	1,312	1,139	3,874	651	7,200
1575 PARK DEV-ELK POINT	—	—	3,568	5,390	2,602	11,560
1576 PARK DEV-BRIGHTON	1,671	7,864	4,127	—	—	13,662
1663 PARK DEV - N.E. SWALE	1,870	—	—	—	—	1,870
1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	2,497	4,927	—	—	—	7,424
2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	2,000	—	—	—	—	2,000
Land Development	71,059	77,459	141,154	83,273	99,577	472,522
Policing						
2119 POLICE-RADIO REPLACEMENT	949	—	—	133	106	1,188
2389 POLICE-FLEET ADDITIONS	372	170	170	170	170	1,052
2489 POLICE-FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	711	701	335	411	333	2,491
2498 POLICE-EQUIPMENT EXPANSION	157	—	—	—	—	157
2499 POLICE-TECHNOLOGY REPLACEMENT	581	1,551	1,973	825	1,045	5,975
2610 POLICE-TECHNOLOGY EXPANSION	334	167	141	116	110	868
Policing	3,154	2,639	2,669	1,705	1,814	11,981
Recreation & Culture						
0677 AF-ALBERT COMM CENTRE RENOS	100	75	75	75	75	400
0706 CY-LEIS SERV-FACILITY EQUIP REPL	230	125	235	125	125	840
0901 CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,000	1,000	1,000	1,000	1,000	5,000
1578 CY-SILVERWOOD INDUSTRIAL AREA PARK	340	—	1,880	—	—	2,220
1658 CY-PARKS NEW SATELLITE MTNC BLDG	250	—	20	250	—	520
1664 CY-GORDON HOWE COMPLEX UPGRADES	5,000	—	—	—	—	5,000
1670 CY-PARK DEVELOPMENT STANDARDS UPDATE	100	—	—	—	—	100



Schedule XIV (cont.) Funded Capital Investments

Business Line and Project (\$000's)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
1876 AF-TENNIS COURT-ACRYLIC SURFACE	50	—	50	—	50	150
2048 CY-FPP & ZOO MASTER PLAN IMPLEMENTATION	600	810	800	—	250	2,460
2101 CY-GOLF COURSE IMPROVEMENTS & EQUIP REPL.	475	275	275	300	300	1,625
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	190	350	—	110	—	650
2114 CY-VICTORIA PARK - UPGRADES	—	450	400	330	—	1,180
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	50	505	—	—	—	555
2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	—	750	—	—	—	750
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	133	—	—	—	—	133
2528 CY-DOG PARK DEVELOPMENT	—	—	50	—	50	100
2606 CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	120	—	—	1,000	—	1,120
2607 CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	—	—	—	324	—	324
2623 CP-RIVER LANDING SMALL ASSET REPLACEMENTS	225	—	—	—	—	225
Recreation & Culture	8,863	4,340	4,785	3,514	1,850	23,352
Saskatoon Public Library						
0838 LIBR-EQUIPMENT REPLACEMENT	200	200	200	100	100	800
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	500	1,000	4,000	4,000	5,000	14,500
Saskatoon Public Library	700	1,200	4,200	4,100	5,100	15,300
Transportation						
0583 TR-REPLACE/REFURB BUSES	1,000	1,000	1,356	682	732	4,770
0584 TR-ADDITIONAL BUSES	—	—	—	682	—	682
0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS	250	200	200	200	200	1,050
0671 TR-AUXILIARY VEH/EQUIP	100	100	100	100	250	650
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	350	400	400	400	400	1,950
1041 TU-BENCHMARK REHABILITATION	—	—	50	—	—	50
1194 TR- ENGINE OVERHAUL	350	300	300	300	300	1,550
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	150	200	200	100	100	750
1504 TU- NEIGH. TRAFFIC REVIEW PERMANENT INSTALLATIONS	275	225	560	600	320	1,980
1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375	375	375	400	400	1,925
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	300	300	350	350	400	1,700
1507 TU-GUARDRAILS	—	50	50	50	50	200
1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	300	100	100	100	100	700
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	310	310	350	350	300	1,620
1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	60	60	60	60	60	300
1522 TU-TRAFFIC NOISE ATTENUATION	120	—	—	50	—	170
1526 TU-CIRCLE DR BRIDGE REPAIR	—	200	2,240	—	—	2,440
1551 TU-BROADWAY BRIDGE REPAIRS	—	—	—	—	610	610



**Schedule XIV (cont.)
Funded Capital Investments**

Business Line and Project (\$000's)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	13,500	—	—	—	—	13,500
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	50	100	100	100	100	450
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	—	—	100	1,500	1,600
1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	—	—	80	1,397	—	1,477
1564 TU-TRAFFIC COUNTERS EQUIPMENT REPLACEMENT	65	—	—	—	—	65
1671 CY-COMMUNITY ENGAGEMENT PROCESS - UPDATE OF RESIDENTIAL PARKING PERMIT PROGRAM BYLAW	90	—	—	—	—	90
1892 TU-ACCESS SECURITY-CITY YARDS	75	—	—	—	—	75
1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	—	—	2,700	—	—	2,700
2003 TU-HWY 14/HWY 7 GRADE SEPARATION	—	—	—	—	4,792	4,792
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	—	150	—	300	—	450
2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	—	—	—	—	1,600	1,600
2020 TU-17TH STREET CORRIDOR EXTENSION	—	—	811	8,718	—	9,529
2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	—	—	—	—	1,800	1,800
2043 TU-CURB REPLACEMENT/REHABILITATION	200	200	200	200	200	1,000
2095 ACCESS TRANSIT-BUS REPLACEMENTS	—	560	580	300	465	1,905
2097 TR- BUS SEAT REPLACEMENT	75	—	75	—	80	230
2233 TU-ADVANCED TRAFFIC MGT SYSTEM	150	150	150	150	—	600
2234 TU-WALKWAY MANAGEMENT	—	50	50	50	50	200
2235 TU-INTERSECTION IMPROVEMENTS	500	100	700	500	900	2,700
2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	100	140	50	75	50	415
2268 TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	1,500	1,100	—	—	—	2,600
2269 TU-ACCOMMODATION CONSTRUCTION	—	200	200	200	200	800
2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION	31,300	32,800	32,800	32,800	33,000	162,700
2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	220	580	300	300	536	1,936
2276 TU-CITY YARDS SAFETY IMPROVEMENTS	50	—	—	—	—	50
2317 TR-SHELTERS/BENCHES	100	150	150	150	150	700
2323 TR-RIDERSHIP GROWTH INITIATIVES	1,100	100	100	100	100	1,500
2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	—	—	—	315	—	315
2393 TU-TAYLOR/CIRCLE DRIVE	—	80	755	—	—	835
2395 TU-CIRCLE DRIVE/14TH ST-NB	—	—	75	1,095	—	1,170
2396 TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	3,000	1,500	—	—	—	4,500
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
2433 TU-8TH STREET & CPR GRADE SEPARATION	400	—	—	38,500	—	38,900
2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	120	200	100	100	150	670
2448 TU-INTELLIGENT TRANSPORTATION SYSTEM	200	200	200	200	—	800
2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	1,175	1,525	1,175	1,025	1,375	6,275
2589 TR-TECHNOLOGY PLAN	190	350	100	100	100	840
2596 TU - WWS/RO PLANNING & SCHEDULING	150	—	—	—	—	150
Transportation	60,784	46,654	50,591	93,798	53,704	305,531



Schedule XIV (cont.) Funded Capital Investments

Business Line and Project (\$000's)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
Urban Planning and Development						
2162 CY-URBAN DESIGN - BIDS	1,186	1,000	1,000	2,035	—	5,221
2166 CY-URBAN DESIGN - CITY-WIDE	100	—	—	—	—	100
2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	465	530	—	—	—	995
2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW	250	—	—	—	—	250
2390 CP-GREEN INFRASTRUCTURE STRATEGY	260	—	—	—	—	260
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	14,314	27,880	19,080	8,000	8,000	77,274
2605 CY-REGIONAL PLAN IMPLEMENTATION	107	517	341	537	661	2,163
Urban Planning and Development	16,682	29,927	20,421	10,572	8,661	86,263
Utilities						
0687 WWT- ASSET REPLACEMENT	2,175	1,191	1,210	1,675	3,206	9,457
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	2,250	2,400	2,560	2,560	2,560	12,330
0825 SL&P - STREET LIGHT UPGRADES	450	465	400	465	400	2,180
1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	—	—	300	—	150	450
1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	200	—	—	—	—	200
1054 WTP-ASSET REPLACEMENT	815	3,136	3,109	1,755	1,946	10,761
1055 WTP-AUTOMATIC METER READING CONV	2,200	—	—	—	—	2,200
1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	1,465	2,289	1,758	1,500	1,500	8,512
1243 WWT- LIFT STATION UPGRADES	1,022	1,560	1,622	1,687	1,738	7,629
1252 SL&P - SUBSTATION CONTINGENCY	500	—	—	—	—	500
1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	400	250	250	250	250	1,400
1256 SL&P - SUBSTATION UPGRADES	4,750	6,250	4,400	2,800	4,150	22,350
1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	—	120	120	120	100	460
1272 SL&P - BUILDINGS & GROUNDS	3,000	1,600	250	250	250	5,350
1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	80	200	200	200	200	880
1282 SL&P - STREET LIGHTS - MITIGATION	2,500	350	550	1,200	1,200	5,800
1286 SL&P - ELEC SYS PLANNING STUDIES	—	—	205	—	—	205
1295 SL&P - NETWORK - MAJOR ASSETS	300	500	300	—	400	1,500
1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	450	300	300	300	300	1,650
1297 SL&P - NETWORK - PRIMARY LINES	—	350	200	200	200	950
1298 SL&P - NETWORK - SECONDARY LINES	60	—	—	60	—	120
1299 SL&P - NETWORK - PROTECTION & CONTROL	520	520	520	260	—	1,820
1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	500	500	135	135	135	1,405
1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,000	2,175	2,275	2,375	2,625	11,450
1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,200	1,200	1,200	1,200	1,200	6,000
1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	165	165	165	165	165	825
1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	—	—	—	300	300	600



**Schedule XIV (cont.)
Funded Capital Investments**

Business Line and Project (\$000's)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	—	—	—	100	150	250
1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	150	100	150	100	50	550
1329 SL&P - SUBSTATION RELAY UPGRADES	250	550	550	550	550	2,450
1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	450	—	300	—	300	1,050
1352 SL&P - LIFE CYCLE MANAGEMENT	—	—	524	—	—	524
1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	985	260	560	535	560	2,900
1493 TU-EAST RIVERBANK STABILIZATION	1,081	1,103	1,125	1,148	1,170	5,627
1615 TU-WATER DISTRIBUTION	16,230	16,230	16,230	16,230	16,230	81,150
1616 TU-WASTE WATER COLLECTION	5,260	5,360	5,260	5,260	5,260	26,400
1617 TU-PRIMARY WATER MAINS	2,686	2,686	2,686	2,686	2,686	13,430
1618 TU-SANITARY SEWER TRUNKS	1,954	1,954	1,954	1,954	1,954	9,770
1619 TU-STORM SEWER TRUNK AND COLLECTION	6,072	6,858	6,995	7,134	7,277	34,336
1621 TU-STORM SEWER POND PRESERVATION	450	606	618	631	644	2,949
2197 WTP - WATER CONSERVATION INITIATIVE	500	—	—	—	—	500
2214 WTP - WATER SYSTEM ASSESSMENT	—	173	—	—	—	173
2216 WTP- PLANT ELECTRICAL UPGRADE	350	—	—	—	—	350
2219 WTP-N.E. SECTOR RESERVOIR	—	—	—	—	4,785	4,785
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	1,000	—	—	—	—	1,000
2230 WWTP-INFRASTRUCTURE UPGRADES	500	2,600	2,704	2,812	2,897	11,513
2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100	100	100	100	100	500
2263 WTP-WATERSHED MGMT AND ASSESSMENT PROGRAM	250	—	—	—	—	250
2559 WTP-SAND SEPARATORS	—	3,692	—	—	—	3,692
2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	700	—	—	—	—	700
2561 WTP-INFRASTRUCTURE UPGRADES	—	3,120	1,082	5,624	5,793	15,619
2562 WTP-CLARIFIER CONSTRUCTION	—	—	1,193	12,525	12,901	26,619
2563 WTP-LOW LIFT UPGRADE	—	3,120	4,326	—	—	7,446
2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	2,750	2,860	—	—	—	5,610
2580 WWTP-DIGESTER CLEANING FACILITY	—	2,080	—	—	—	2,080
2581 WWTP-FACILITY UPGRADE N40/WWTP	—	4,160	4,326	—	—	8,486
2582 WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	—	—	—	2,250	—	2,250
2583 WWTP-NEW HEADWORKS	—	—	—	1,299	9,279	10,578
2584 WWTP-PRIMARY CHANNELS	—	—	—	954	7,037	7,991
2585 WWTP-BIOREACTOR EXPANSION	—	2,600	11,943	12,422	—	26,965
2586 WWTP-UV EXPANSION	—	607	9,056	—	—	9,663
2594 WTP-METER SHOP/RECEIVING BUILDING	—	—	3,245	—	—	3,245
Utilities	69,070	86,840	97,306	94,121	102,948	450,285
TOTAL FUNDED CAPITAL PROJECTS	260,415	279,766	351,514	315,967	299,694	1,507,356



Schedule XV Reserve for Capital Expenditures

RCE FUNDED PROJECTS (\$000s)	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023	Operating Impact		
	Cost	Budget	Cost	UnFunded	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	2020	2021	2022
1669 CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING*	673	423	—	—	—	—	—	—	—	—	0	0	0
2162 CY-URBAN DESIGN - BIDS*	1,186	86	1,000	—	1,000	—	2,035	—	—	—	0	0	0
2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW*	250	250	350	350	300	300	—	—	—	—	0	53	0
2390 CP-GREEN INFRASTRUCTURE STRATEGY*	260	260	—	—	—	—	—	—	—	—	0	0	0
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT*	250	250	—	—	—	—	—	—	—	—	0	0	0
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION*	33,940	1,230	70,600	900	48,600	900	20,900	900	13,700	900	0	0	0
2605 CY-REGIONAL PLAN IMPLEMENTATION*	107	67	750	233	553	212	899	362	1,082	421	42	96	0
2625 CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP*	50	50	—	—	—	—	—	—	—	—	0	0	0
TOTAL RCE REQUESTS FUNDED (\$2.616 million)	36,716	2,616	72,700	1,483	50,453	1,412	23,834	1,262	14,782	1,321	42	149	0

* Identified as projects supporting the City's Strategic Plans 4 Year Priorities

** Identified as projects supporting the City's Strategic Plans 10 Year Strategies

