

Shaping Our Financial Future

**2016 PRELIMINARY DETAILED
OPERATING & CAPITAL BUDGET**
With Capital Project Details



FOR CITY COUNCIL REVIEW
NOVEMBER 30, DECEMBER 1 & 3, 2015

Photo courtesy Tourism Saskatoon

City of Saskatoon

2016 PRELIMINARY CORPORATE BUSINESS PLAN

AND OPERATING AND CAPITAL BUDGETS

FOR CITY COUNCIL REVIEW

NOVEMBER 30, DECEMBER 1 & 3, 2015

This document contains the details for the 2016 Preliminary Corporate Business Plan and Operating and Capital Budgets.

This document is accompanied by the following companion documents:

- 2016 Preliminary Corporate Business Plan and Budget Executive Summary
- 2016 Preliminary Land Development Operating and Capital Budget

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Operating Budget
\$22.1 million

Capital Budget
\$0.2 million



SASKATOON PUBLIC LIBRARY

Overview



The Library's Teen Advisory Council surprises the community with Random Acts of Poetry. – SPL Photo 2014

Saskatoon Public Library (SPL) is embarking on a system wide transformation. SPL's goal is to create a modern dynamic library that meets the needs of the citizens of Saskatoon. As the community grows and changes, so too must the organization. The Library contributes to and supports the strategic goals set out in the City's Strategic Plan 2013-2014.



Continuous improvement has to be a primary area of focus in 2016 and beyond. As a civic organization funded by taxpayer dollars, the Library must adopt best practices and modernize the operations; improve the workplace culture and work towards the goal of becoming one of the best managed libraries in Canada. The 2016 Budget begins to address the need for continuous improvement by building capacity to move forward.

City Council and the Administration have identified Quality of Life as a goal. The Library contributes a great deal to the quality of life in Saskatoon both in new and established neighbourhoods and the downtown core. It plays a role in enriching the social, recreational, educational, and cultural fabric of the community. The programs and services are designed to meet the needs of a diverse population. Modern Libraries are community builders and must be responsive to the needs of the communities it serves. Through community partnerships, SPL works to elevate the quality of life in Saskatoon for every citizen - from vulnerable populations to seniors to children. SPL meets Saskatonians' recreational, intellectual, and cultural needs through diverse programs and services. The 2016 Budget begins to build capacity to respond to the vibrant, diverse community in which it serves.

The City has embarked on a path to ensure that Saskatoon is known for smart, sustainable, and balanced growth. The vision of a vibrant City Centre is one that the Library shares. A modern and vibrant Central Library would greatly enhance and revitalize Saskatoon's City Centre; serve the people who reside in and around the City Centre; attract new residents to the core neighbourhoods resulting in an economic benefit to the downtown business community. Signature library buildings have been known to attract tourists in other vibrant cities such as Vancouver, Seattle and most recently, Halifax. A building designed to house and provide modern services supports creativity and innovation by providing community access to emerging technologies and flexible learning and recreational spaces. The 2016 Budget will transform the organization and set the foundation to begin addressing the need for a new Central Library.

Public Libraries can and do, contribute to the overall economic well-being of their communities. They help to prepare the workforce of tomorrow through literacy based programs and services for newcomers, teens, children, and babies. It offers products such as lynda.com free of charge to citizens – beginners and professionals alike - who need to upgrade any number of skills including business, software, technology, and creative skills. Offers programs and services to assist community members to upgrade their skills and seek employment. Public Libraries support creative, innovative, and entrepreneurial cities. Libraries of the past were founded on the notion of access to knowledge and information through physical books. Libraries of today and the future are still founded on the principle of access to knowledge and information but how SPL provides- that access has expanded to include new and emerging technologies, collaborative community spaces and curated on-line resources. The 2016 Budget will allow SPL to build the capacity to make even more significant contributions to the economic well-being of Saskatoon.

At A Glance

Usage and Membership

- In 2014, over 1.4 million visits to the 8 physical buildings, more than 1.4 million visits to the website, and over 1.5 million interactions on social media channels.
- The 2014 Benchmark Survey shows that 73% of respondents have an SPL membership. Memberships are free of charge and enable access to our physical and digital collections.

Programs and Community Outreach

- SPL programs are offered free of charge for all Saskatoon residents. During 2014, over 112,650 people attended nearly 5,000 programs at SPL locations and at locations in the community.
- SPL participated in 584 outreach programs in the community in 2014, attended by more than 30,680 people.
- SPL has established relationships with local elementary and high schools and, in 2014, visited nearly 160 classrooms throughout the City.
- SPL participates in many community boards, committees, and partnerships in Saskatoon. In 2014, SPL staff connected with nearly 50 community partners.
- In 2014, the nine month Writer in Residence program assisted nearly 200 local writers. 2014/2015 marked the 34th year of providing this program to the Saskatoon writing community.



- In the summer of 2015, SPL provided children's programming support for forest fire evacuees at the Henk Ruys Soccer Centre and the SaskTel Sports Centre. As well, delivered books to the centres for all ages and offered Internet access.

Collections and Online Access

- In 2014, Library users borrowed 3.2 million physical books, DVDs, CDs, magazines, and video games and accessed more than 389,000 electronic resources.
- In 2014, added the digital video and audio streaming service, hoopla™ digital and the eBook service 3M™ Cloud Library to allow more access to a wider variety of titles in digital formats.
- In 2014, SPL introduced a Twin Vision Braille book collection. This collection of picture books allows a blind child and a sighted adult, or a blind adult and a sighted child, to read together.
- Continuing to add to and digitize our specialized Local History collection which offers about 100,000 historical images of Saskatoon and the surrounding area.
- In 2015, added a subscription to lynda.com® to allow Saskatoon residents free access to hundreds of beginner to professional tutorials on business, software, technology and creative skills.
- SPL's website redesign project is set to be completed in the fall of 2015. The new site will be mobile friendly and meet or exceed accessibility standards.

Facilities

- Offered 122 Internet computer stations with printing access for public use. In 2014, the computer stations were used 158,000 times. The free wireless Internet in all of SPL locations were used more than 31,000 times.
- SPL has 11 subsidized rooms for rent to community members and organizations.
- The Gallery at Frances Morrison Central Library showcases emerging and established artists in Saskatchewan. Thirteen gallery exhibits attracted more than 1,100 visitors in 2014.
- SPL is working with the City of Saskatoon on a renewal of Carlyle King Branch in 2015.
- A new branch in the Stonebridge area will open in 2016 to serve that growing part of the City. The plenary survey of nearly 700 Saskatoon residents showed that book and DVD collections, programs for all ages, space for studying and meeting, and computer access are top priorities for users.

Key Challenges and Risks

Infrastructure and Operations:

- Aging infrastructure of the Central Library as well as several Branch locations is also one of the two lead challenges. These sites will require a significant infusion of funds to bring them up to code and any renovation will require the application of accessibility standards which will result in a loss of square footage for services in facilities that are currently too small to adequately meet SPL's needs and the needs of the people it serves.
- Balancing growth and renewal is another key challenge. New neighbourhoods create a demand for service. Going forward, the Library must find a way to balance growth with much needed renewal of current sites.

Financial:

- One of the two biggest challenges is attaining the internal capacity to modernize and transform the Library into an organization that is able to meet service demands and provide value for taxpayer dollars. The impact of a limited increase in FTEs over the past 10 years has left the Library with very little capacity to develop important internal programs and processes that one would expect to find in a modern, efficient community organization. Improving internal programs and processes is critical to respond to demands and provide value for taxpayer dollars.



Major Initiatives 2016 - 2018

Implement the Following 4-Year Priorities:

- Develop a 5 Year Facilities Plan to ensure a planned approach for balancing growth and renewal; protect the significant investment made to infrastructure through infrastructure renewal; and provide safe and healthy spaces for employees and the public.

Implement the Following 10-Year Strategies:

- Design and develop a service model that responds to community needs and demands in 2016 and beyond. The model will address demands for Aboriginal and newcomer services, services to children and seniors, access to technology, literacy skills including digital literacy, virtual services including the development of our online collections and materials, community engagement, and community building initiatives.
- Increase capacity to respond to challenges by strategically increasing staffing levels in key areas, human resources planning and management, facilities planning and management, financial planning and management, public service planning and management (including services to Aboriginal and newcomer communities).

Other Ongoing Initiatives:

- Respond to City of Saskatoon growth with the opening of the Stonebridge Branch in 2016.

Continuous Improvement

- Develop a Master Building Program for a new Central Library that will support the service model.
- Develop a 5 Year Technology Plan to ensure that technology is employed in a strategic fashion; capture new and emerging technologies and determine what role, if any, they have to play in the future; respond in a planned manner to the steadily increasing demands from the public for access to technology to bridge the digital divide; and use technology where possible to achieve operational efficiencies.
- Review financial management and processes as recommended in the 2013 Audit to gain efficiencies and adopt the best practices and provide value for taxpayer dollars.
- Develop human resources management and processes to gain efficiencies and adopt best practices and value for taxpayer dollars.
- Develop a Strategic Plan that addresses the need for continuous improvement; ensures value for taxpayer dollars; aligns the organization to meet the needs of the community by providing clear and consistent direction for all aspects of the organization; and ensures that resources are aligned to SPL's service model.

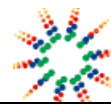
Budget Implications

- New branch in the Stonebridge Neighbourhood is scheduled to open mid-year 2016. The 2016 budget impact for eight new FTEs and operating costs is \$615.0.
- Seven new FTEs are required due to city growth with a 2016 budget impact of \$483.1.
- The Saskatoon Public Library's budget is balanced with its own property tax mill rate as shown below:

Increase in Property Taxes for Saskatoon Public Library

Increase in Property Levy over 2015	\$1,843.0
Less Estimated Revenue from Assessment Growth	(\$546.9)
Net Increase in Property Levy	<u>\$1,296.1</u>

Percent Increase in Property Levy over 2015 **6.83%**



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Library Property Levy	(18,028.3)	(17,835.2)	(19,273.2)	(21,146.2)	0.0	(21,146.2)	(1,873.0)	9.7%
Saskatoon Public Library	18,028.3	17,835.2	19,273.2	(940.7)	22,086.9	21,146.2	1,873.0	9.7%
Total	0.0	0.0	0.0	(22,086.9)	22,086.9	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	134.62	149.62	15.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Library Property Levy	(19,273.2)	(1,873.0)	(21,146.2)	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	(942.5)	1.8	(940.7)	20,215.7	480.6	1,209.8	180.8	22,086.9
Total	(20,215.7)	(1,871.2)	(22,086.9)	20,215.7	480.6	1,209.8	180.8	22,086.9

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	201.0	200.0	200.0	6,200.0	700.0
Total	201.0	200.0	200.0	6,200.0	700.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
PUBLIC LIB CAP EXP'N FUND	0.0	0.0	0.0	2,150.0	0.0
PUBLIC LIBRARY EQUIP REPL RES	201.0	200.0	200.0	200.0	200.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	0.0	0.0	0.0	3,850.0	500.0
Total	201.0	200.0	200.0	6,200.0	700.0
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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Property Levy	(17,685.1)	(17,635.2)	(18,973.2)	(20,816.2)	(1,843.0)	9.7%
Supplementary Prop Levy	(343.2)	(200.0)	(300.0)	(330.0)	(30.0)	10.0%
Total	(18,028.3)	(17,835.2)	(19,273.2)	(21,146.2)	(1,873.0)	9.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

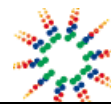
Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Library Property Levy	(19,273.2)	(1,873.0)	(21,146.2)	0.0	0.0	0.0	0.0	(21,146.2)

Revenue Changes:

- The net property tax revenue increase of \$1,296.1 required to balance the budget is a 6.83% increase over 2015.
- Revenue resulting from assessment growth revenue of \$546.9 is estimated for 2016.
- Increased building activity and assessments are expected to increase supplementary taxation revenue by \$30.0 that is billed for properties that come into the Assessment base partway through the year and were not included in the property levy.

Summary of Capital Investments

There are no capital investments for Library Property Levy.



Saskatoon Public Library

Overview

Saskatoon Public Library consists of the central library and seven branches located throughout the City of Saskatoon with the eighth branch opening in 2016. The library provides educational, informational, recreational, and cultural opportunities through its large collection and the variety of programs it offers. There are over 824,000 physical items in the Library's collection including books, magazines, newspapers, DVDs, music, and games, as well as electronic resources such as e-books and databases. The Library also offers programming related to literacy (e.g. Children's Summer Reading Game), literature (e.g. Writer in Residence program) and education on a wide variety of topics (e.g. Seniors' Computer Literacy). The Library's resources are available, free of charge, to every citizen of Saskatoon.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(341.0)	(316.3)	(291.3)	(289.5)	1.8	-0.6%
Province of Saskatchewan	(674.6)	(651.2)	(651.2)	(651.2)	0.0	0.0%
Staff Compensation	10,586.3	11,025.5	11,368.9	12,602.7	1,233.8	10.9%
Operating Cost	6,444.1	5,761.3	6,130.7	6,752.8	622.1	10.1%
Cost Recovery	(6.0)	(3.6)	(5.6)	(5.6)	0.0	0.0%
Capital Contribution	2,019.5	2,019.5	2,721.7	2,737.0	15.3	0.6%
Total	18,028.3	17,835.2	19,273.2	21,146.2	1,873.0	9.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	134.62	149.62	15.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Saskatoon Public Library	(942.5)	1.8	(940.7)	20,215.7	480.6	1,209.8	180.8	22,086.9	21,146.2

Revenue Changes:

- Decrease in Fines-Late Charge revenue of \$10.0 due to telephone notification system and change in policy.
- Revenue from the Municipal Services Agreement increased by \$1.2 for a new agreement entered into with the Yellow Quill First Nation.

Growth:

- The new branch in the Stonebridge neighbourhood is scheduled to open mid-year 2016. In 2016, eight new FTEs are required to staff the new Stonebridge Neighbourhood branch library. The full cost of these FTEs is \$650.0 however will be hired part way through the year resulting in an impact to the 2016 budget of \$406.0. Operating costs (other than staff compensation) increased by \$209.0 for the new branch which includes lease and maintenance costs.
- The increase of seven new FTEs are required due to city growth. The full cost of these FTEs is \$666.4 however four of these FTEs will be hired part way through the year resulting in a total impact to the 2016 budget of \$483.1.
- Increase of \$120.0 in 2016 to cover the cost of research, surveys and consultants to ensure that the Library is delivering the best possible public service.
- Increase of \$12.0 for a number of small growth related increases such as additional computers for the public and increased technology to accommodate workload change.



Continuous Improvements:

- Decrease of \$10.0 as volume of posted mail is reduced.
- Decrease of \$10.3 in staffing efficiencies.

Service Level Changes:

- Increase of \$130.3 for staff training and development.
- Increase of \$34.0 to provide updated copier and scanning services to patrons and staff throughout the libraries.
- Increase of \$16.5 in expenditures due to increased program offerings to patrons and improvements in service levels which impact staffing levels.

Capital Contributions:

- Increase in capital contribution for the Public Library Capital Expansion Reserve (PLCEF) of \$10.8 and the Public Library Equipment Replacement Reserve (PLERR) of \$4.5.

Other Significant Change:

- Staffing increments, including contractual and payroll cost increases accounted for \$349.2 in 2016.

Funded Capital Projects		2016	2017	2018	2019	2020
P0838	LIBR-EQUIPMENT REPLACEMENT	201.0	200.0	200.0	200.0	200.0
P1761	LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	0.0	0.0	0.0	6,000.0	500.0
Total		201.0	200.0	200.0	6,200.0	700.0

Summary of Capital Investments

2016 Saskatoon Public Library Capital investments include one funded project totaling \$201.0 for equipment replacement.

Future Operating Impact of Current Year's Capital Projects

There is no operating impact for 2016 for Library capital projects.



Operating Budget

\$7.2 million

Capital Budget

\$0.8 million



STRATEGIC GOAL:



Quality of Life

Overview

Mendel Art Gallery-Remai Modern Art Gallery

The Remai Modern Art Gallery of Saskatchewan (Remai Gallery) is a facility that is five times the size of the former Mendel gallery and will require a significant increase in operating funds. Leading up to the opening of the new gallery operating funds are being phased-in based on the business plan and the City's ability to fund the increase. The Remai Gallery is poised to become the premier Western Canadian art gallery, celebrating the region's contribution to the visual arts world while maintaining an uncompromising commitment to public accessibility. It will be recognized across Canada as one of the top art galleries in the country, and will become a hub of arts and culture for Saskatoon.

The Remai Gallery will serve as a vital resource for local and regional art galleries, artist-run centres, museums, arts organizations, schools, universities, and the diverse cultural communities of Saskatchewan.

The four-storey Remai Gallery will be a year round key destination in River Landing for both residents and visitors. Together with Persephone Theatre and planned residential and commercial development on the adjoining site, the Gallery will help to animate the riverfront and connect with downtown.

SaskTel Centre

SaskTel Centre provides world-class culture, sport, and live entertainment experiences for the social and cultural enrichment of the region, and does so by focusing on the Programs, Place and the People. The core values that define SaskTel Centre's operations are: Excellence in Safety, Exemplary Customer Service, Strong Fiscal Management, and Environmental Stewardship.

TCU Place

TCU Place provides a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon. Strategically, TCU Place's key goal is to encourage the many citizens of Saskatoon to take advantage of the cultural activities available to them. These activities are the heart of TCU Place's quality of life agenda in promoting individual and community well-being.

The facility offers a total of 120,000 sq. ft. of multi-purpose space on three separate floors including a 22,400 sq. ft. ballroom. The Sid Buckwold Theatre, with a seating capacity of 2,074 gives the facility additional flexibility to host a convention general session, a concert or theatrical performance. The theatre also works in partnership with and is home to the Saskatoon Symphony Orchestra.



At A Glance

Mendel Art Gallery-Remai Modern Art Gallery

- Remai Modern will be a key attraction in Saskatoon. Along with the River Landing development, the Gallery will be a destination for locals and tourists alike. The expected visitation for Remai Modern is 220,000 per year.

SaskTel Centre

- From concerts to hockey games, community events to festivals, the programs and events are the core of the operation, attracting nearly 800,000 visitors each year.
- With a capacity of over 15,000 the facility has been bringing world-class entertainers and artists, sports competitions, recreation, culture, and tourism events to the people of Saskatchewan for over 25 years. It has hosted numerous local, national and international events including the Juno Awards, World Junior Hockey Championships, and the Tim Hortons Brier to name a few. SaskTel Centre is one of Canada's busiest facilities and is known as the place to go to when something big is happening in Saskatoon.
- SaskTel Centre would not exist without the people. From the office and production staff to over 600 contracted staff and thousands of volunteers, all of the people are expected to go above and beyond to ensure the SaskTel Centre's core values are met.

TCU Place

- A City-owned and Board operated multi-purpose cultural and entertainment facility that includes a theatre for performing arts and a convention hall which attracts over 900,000 visits a year.
- With over 60 booking dates annually, entertainment options in the Sid Buckwold Theatre include ballet, dance companies, concerts, comedians, family shows, and Broadway musicals.
- Hosting 800 events annually, the Convention Services provide the customers leading edge technical services and catering excellence for gala banquets, conventions, meetings, graduations, and tradeshow.

Key Challenges and Risks

Infrastructure and Operations:

Mendel Art Gallery-Remai Modern Art Gallery

- Opening and operating a new art gallery in such a way that will revitalize the arts community and the City as a whole, while meeting attendance and funding goals. Five times larger than the Mendel Art Gallery, a key challenge will be using that space to its full potential and drawing both citizens and tourists to the space.

SaskTel Centre

- Aging building and systems – requires increasing maintenance costs, and innovative solutions to remain competitive in the touring market.

TCU Place

- Established in 1967, TCU Place is an aging facility with high maintenance costs that continue to rise.
- Inadequate space to provide services for events hosting more than 1,500 people.

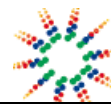
Stakeholders:

SaskTel Centre

- Reliance on touring shows – nearly 70% of event related gross margin is derived from touring shows. Any loss or negative impact to this segment of business would be detrimental.

TCU Place

- Increased competition with local, national, and international providers.
- Attracting quality and diversified theatre programming with competition coming from other local venues.



People:

TCU Place

- The challenging labour market and the difficulty of finding properly skilled staff.

Major Initiatives 2016-2018

Mendel Art Gallery-Remai Modern Art Gallery

- Leading up to the 2017 opening of the new Gallery operating funds are being phased-in based on the business plan and the City's ability to fund the increase.

SaskTel Centre

- Expand self-promoted event category to reduce reliance on major touring shows.
- Expand the services offered to increase existing revenue streams and develop new revenue streams.
- Implement building and system upgrades and replacements, including but not limited to: energy efficient lighting and fixtures, parking lot upgrades, storage shed, retractable seating, and many updates to the finishes of the building.

TCU Place

- Upgrade kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality in meeting customer expectation.
- Continue developing a cultural diversity action plan that meets the needs of changing population demographics.
- New flooring in the Salon and Gallery areas to include the access to the Midtown Plaza.
- Continue to support the "Quality of Life" strategic goal and emphasize the delivery of diverse and popular programming in the Sid Buckwold Theatre.
- Work with the City of Saskatoon to develop a new business model for future expansion/enhancement of the facility.

Budget Implications

Mendel Art Gallery-Remai Modern Art Gallery

- The 2016 Business Plan and Budget has an increased provision of \$1.365 million to accommodate the increased requirements to operate a building five times larger than the Mendel Art Gallery. Due to a delayed opening of early 2017, this provides an opportunity to direct a substantial portion of this to the capital construction costs and the balance will be allocated to the Remai Modern to prepare for the opening of the new Gallery.

SaskTel Centre

- There are no significant changes to SaskTel Centre's operating budget.

TCU Place

- There are no significant changes to TCU Place's operating budget.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Mendel Art Gallery-Remai Modern Art Gallery	3,069.5	3,069.5	3,661.1	0.0	5,026.1	5,026.1	1,365.0	37.3%
SaskTel Centre	498.6	498.6	558.8	0.0	558.8	558.8	0.0	0.0%
TCU Place	1,490.3	1,490.4	1,621.6	0.0	1,621.6	1,621.6	0.0	0.0%
Total	5,058.4	5,058.5	5,841.5	0.0	7,206.5	7,206.5	1,365.0	23.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	141.90	144.15	2.25

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Mendel Art Gallery-Remai Modern Art Gallery	0.0	0.0	0.0	3,661.1	0.0	1,365.0	0.0	5,026.1	5,026.1
SaskTel Centre	0.0	0.0	0.0	558.8	0.0	0.0	0.0	558.8	558.8
TCU Place	0.0	0.0	0.0	1,621.6	0.0	0.0	0.0	1,621.6	1,621.6
Total	0.0	0.0	0.0	5,841.5	0.0	1,365.0	0.0	7,206.5	7,206.5

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Mendel Art Gallery-Remai Modern Art Gallery	73.0	53.0	41.0	86.0	86.0
SaskTel Centre	263.0	198.0	73.0	183.0	123.0
TCU Place	460.0	291.0	59.0	1,299.0	80.0
Total	796.0	542.0	173.0	1,568.0	289.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
REMAI ART GALLERY EQUIPMENT REPLACEMENT	73.0	53.0	41.0	86.0	86.0
SASKTEL CENTRE EQUIPMENT REPL	263.0	198.0	73.0	183.0	123.0
TCU PLACE EQUIPMENT RESERVE	460.0	291.0	59.0	1,299.0	80.0
Total	796.0	542.0	173.0	1,568.0	289.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Mendel Art Gallery-Remai Modern Art Gallery

Overview

To operate and maintain a public museum for the collection, exhibition, preservation, and interpretation of works of art, and to provide transformative experiences by connecting art with local and global communities.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	3,069.5	3,069.5	3,661.1	5,026.1	1,365.0	37.3%
Total	3,069.5	3,069.5	3,661.1	5,026.1	1,365.0	37.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	28.68	31.13	2.45

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Mendel Art Gallery-Remai Modern Art Gallery	0.0	0.0	0.0	3,661.1	0.0	1,365.0	0.0	5,026.1	5,026.1

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

Growth:

- The Remai Modern Art Gallery of Saskatchewan is a facility that is five times the size of the former Mendel gallery, and as such will provide many more exhibitions, education programs, new public programs, and cinema and theatre programming, as well as the Cameco Learning Centre. Leading up to the opening of the new Gallery operating funds are being phased in based on the business plan and the City's ability to fund the increase. The 2016 budget has an increased provision of \$1.365 million to accommodate the requirements to operate the facility based on an originally planned September 2016 opening. Due to the delayed opening in early 2017 this provides an opportunity to direct a substantial portion of the \$1.365 million to capital construction costs and the balance will be allocated to the Remai Modern to prepare for the opening of the new Gallery.
- Included in the 2016 budget is a net increase of 2.45 FTEs required to prepare the facility for opening. The new FTEs are based on an opening date of early 2017. The net increase in FTEs consists of 1.32 positions in Guest Experience & Communications (including Visitor Services), 0.3 positions in Public Programs & Exhibitions, 0.58 in Development, and 0.25 for Security staff.
- Unlike the Mendel, Remai Modern has a significant number of community spaces for banquets and functions, as well as a theatre, atrium, and boardroom. A majority of the costs associated with these spaces will be funded by revenue generation.

Funded Capital Projects	2016	2017	2018	2019	2020
P1834 REMAI ART GALLERY- EQUIPMENT PURCHASES	73.0	53.0	41.0	86.0	86.0
Total	73.0	53.0	41.0	86.0	86.0



Summary of Capital Investments

The equipment replacement purchases project is in accordance with the Mendel Art Gallery Reserve Funds Policy.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



SaskTel Centre

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	748.6	748.6	858.8	858.8	0.0	0.0%
Cost Recovery	(250.0)	(250.0)	(300.0)	(300.0)	0.0	0.0%
Total	498.6	498.6	558.8	558.8	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	47.67	47.67	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
SaskTel Centre	0.0	0.0	0.0	558.8	0.0	0.0	0.0	558.8	558.8

The City's contribution to the SaskTel Centre operation is for the Civic Buildings Comprehensive Maintenance (CBCM) Reserve which is a total of \$858.8 for 2016, this is a nil increase from 2015. SaskTel Centre contributes \$300.0 of the CBCM contribution based on an agreement between the City and SaskTel Centre.

All operating expenditures are covered by SaskTel Centre's own internal revenues.

Funded Capital Projects	2016	2017	2018	2019	2020
P1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	263.0	198.0	73.0	183.0	123.0
Total	263.0	198.0	73.0	183.0	123.0

Summary of Capital Investments

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

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



TCU Place

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	1,310.0	1,310.0	1,441.2	1,441.2	0.0	0.0%
Debt Charges	180.3	180.4	180.4	180.4	0.0	0.0%
Total	1,490.3	1,490.4	1,621.6	1,621.6	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	65.55	65.35	(0.20)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
TCU Place	0.0	0.0	0.0	1,621.6	0.0	0.0	0.0	1,621.6	1,621.6

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

All operating expenditures are covered by TCU Place's own internal revenues. Decrease of 0.2 FTEs includes an increase of 0.4 FTEs for a prior period correction and a decrease of 0.6 FTE for a Clerk position which is no longer required due to workload efficiencies.

Funded Capital Projects	2016	2017	2018	2019	2020
P0740 TCU PLACE-EQUIPMENT REPAIR/ REPLACEMENTS	460.0	291.0	59.0	1,299.0	80.0
Total	460.0	291.0	59.0	1,299.0	80.0

Summary of Capital Investments

2016 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 2016 capital projects.

Operating Budget

\$84.3 million

Capital Budget

\$2.2 million



STRATEGIC GOAL:



Quality of Life

Overview

The 2015 Inshtrix Community Satisfaction Survey indicates that 92% of the respondents are satisfied with the Saskatoon Police Service (SPS). Public safety is key to this perception, and is also essential in a healthy, growing community. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Policing business line.

The SPS completed a core service review and decided upon its core responsibilities: Emergency Response, Quality Investigations, Traffic, and Community Involvement. The redeployment in 2007 positioned the SPS in a very operational stance, with almost all sworn members directly dealing with the public. A further redeployment to put police officers on the street will take place in 2015. The Board of Police Commissioners will also examine the options for a complete operational review of the SPS in the upcoming year.

The SPS works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Service, in partnership with the Saskatoon Tribal Council, Federation of Saskatchewan Indian Nations, and the Saskatoon Health Region have formed an Action Accord to reduce the number of intoxicated persons held in police cells.

The SPS has also taken a lead position to implement community mobilization with the HUB model bringing together Social Services, Education, Health, and Mental Health, to assist high risk individuals and families.

At A Glance

- SPS has 449 police officers, 58.5 special constables, and 132.61 civilians for a total of 640.11 staff members.
- There were 266,694 calls to the communication centre, and cars were dispatched to 75,369 calls for service.
- There were 10,614 arrests processed through the detention area.
- There were 34,779 traffic tickets issued.



Key Challenges and Risks

Infrastructure and Operations:

- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.

Financial:

- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.

Stakeholders:

- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- Servicing a community with a large marginalized population facing poverty, poor housing, and non-inclusion. These are contributing factors to street and gang activity such as robbery, assault, theft, and vandalism.

People:

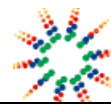
- SPS will require additional growth to meet the demands of an increasing population.
- Current demographics of the SPS result in salary increases attributable to (i) less turnover among senior staff, and (ii) new staff who will begin to move up the pay scale.

Major Initiatives 2016-2018

- Completion of memorial to honor missing and murdered indigenous women.
- Continue to reduce street crime, with emphasis on: robberies, thefts, and mischief.
- Complete a 5-year business plan 2015 – 2019.

Continuous Improvement

- Operational review of the entire service.
- New payroll and scheduling system.
- Freeze on Criminal Investigation Division vehicle purchases.
- Freeze on portable radio purchases.
- Redeployment - 16 officers were redeployed to patrol from various areas of the SPS. This increased our number of uniformed frontline responders and helped to reduce this major pressure point. This redeployment delayed the need for additional staffing.
- PACT – Police and Crisis Team. Now fully staffed, the unit consists of two Police Officers and two Mental Health Workers. The Unit is reducing the number of frontline police responses to deal with mental health issues and is reducing the amount time officers are having to spend waiting at hospitals.
- HUB – Community Mobilization Project where Police and other agencies partner to attempt to reduce the underlying issues which often lead to future police involvement.
- COR – Center of Responsibility is a multi-sector team who use multi-sector analytics to collect data to inform best practices. The COR is meant to challenge the system to find better ways of doing business that will reduce risk and increase community safety and well-being.
- Predictive Analytics Laboratory - A Partnership between the Government of Saskatchewan, the Saskatoon Police Service and the University of Saskatchewan. The premise of the Laboratory is that Saskatoon Police data if analyzed by modeling experts may improve community safety and diminish harm to victims.
- Partnership with Prairie Land Exhibition - A 4-year agreement with Prairie Land Exhibition to reduce the amount of police overtime required for traffic control at the Exhibition by increasing the amount of paid special duty.



- Alternative Measures Program (AMP) - Approved Retail Loss Prevention Officers work in conjunction with the Saskatoon Police on certain cases of theft from retail stores to report and release offenders without Police having to attend. Authorization to release the offender is made by a Police Sergeant over the phone.

Performance Measures

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.

Decrease Traffic Collisions by 5% Annually:

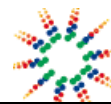
- Continue collaborations with SGI and other partners to achieve a 5% reduction in traffic collisions year over year through implementing actions in the Strategic Traffic Safety Action plan. Emphasis will be on reducing aggressive, distracted, and impaired driving. Increase resources applied to the Provincial Automated Speed Enforcement Program.

Workforce Representative of the Diversity of Saskatoon's Population:

- Continue developing a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training.

Budget Implications

- Increase in contractual salary and payroll costs and the impact of a large number of less experienced staff moving up through negotiated pay level increments.
- Increase in costs due to the creation of eight new City funded Constable positions.
- A net total increase of seven new positions are incorporated in the budget including the increase of eight City funded positions in addition to an increase of one position for the Provincial Automated Speed Enforcement Program as well as a decrease of two Federal Government secondment positions.
- Increase in Operating Costs related to the third year occupancy of the new Police Headquarters Facility.
- 2016 Saskatoon Police Service Capital Investments address a number of asset replacement projects largely related to technology and radios. Planned capital expansion projects are mostly directed to equipment and vehicle needs as well as an operational review to evaluate effectiveness, efficiency and sustainability of the current operational model. All projects are to be funded from Police Capital Reserves.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Police Service	75,450.7	76,008.6	80,066.2	(9,831.9)	94,155.8	84,323.9	4,257.7	5.3%
Total	75,450.7	76,008.6	80,066.2	(9,831.9)	94,155.8	84,323.9	4,257.7	5.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	640.11	644.81	4.70

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Saskatoon Police Service	(9,523.7)	(308.2)	(9,831.9)	89,589.9	3,488.6	839.3	238.0	94,155.8	84,323.9
Total	(9,523.7)	(308.2)	(9,831.9)	89,589.9	3,488.6	839.3	238.0	94,155.8	84,323.9

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Saskatoon Police Service	2,196.0	2,873.0	1,632.0	1,203.0	2,420.0
Total	2,196.0	2,873.0	1,632.0	1,203.0	2,420.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
POLICE CAPITAL RESERVE	450.0	470.0	170.0	170.0	170.0
POLICE FAC RENOVATION RES	200.0	150.0	100.0	50.0	50.0
POLICE OPER EQUIP & TECH RES	1,221.0	1,928.0	1,037.0	658.0	1,875.0
POLICE RADIO RESERVE	325.0	325.0	325.0	325.0	325.0
Total	2,196.0	2,873.0	1,632.0	1,203.0	2,420.0
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	48.0	0.0	0.0	0.0
P2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	0.0	52.0	0.0	0.0	0.0
Total	0.0	100.0	0.0	0.0	0.0



Saskatoon Police Service

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(2,880.0)	(2,341.7)	(2,191.0)	(1,927.1)	263.9	-12.0%
Province of Saskatchewan	(6,705.9)	(6,378.7)	(7,332.7)	(7,904.8)	(572.1)	7.8%
Staff Compensation	70,075.2	69,611.4	72,422.7	75,652.3	3,229.6	4.5%
Operating Cost	13,583.8	13,596.6	15,523.9	16,820.2	1,296.3	8.4%
Cost Recovery	(402.2)	(258.8)	(193.9)	(193.9)	0.0	0.0%
Capital Contribution	1,771.8	1,771.8	1,829.2	1,869.2	40.0	2.2%
Transfer to/from Reserves	8.0	8.0	8.0	8.0	0.0	0.0%
Total	75,450.7	76,008.6	80,066.2	84,323.9	4,257.7	5.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	640.11	644.81	4.70

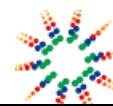
Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Saskatoon Police Service	(9,523.7)	(308.2)	(9,831.9)	89,589.9	3,488.6	839.3	238.0	94,155.8	84,323.9

Growth:

- The addition of eight Patrol Constable positions (equivalent to 5.7 FTEs) resulting in an impact to the 2016 budget of \$469.3 in staff compensation and operating costs. Four Constables will be hired in January and four in August. The 2017 budget impact for the four positions hired in August is estimated to be \$154.2 bringing the full year cost for all eight positions to \$623.5. The addition of eight Patrol Constable positions are required in order to keep pace with the population growth of Saskatoon and surrounding area. These positions will maintain our police presence and response times in a growing city and allow for incremental growth of the SPS. Remaining at our current staffing level while the population of Saskatoon is growing will cause a decrease in our visible police presence in the community which contributes to increased crime rates and a decreased perception of community safety. This could result in the need to hire a large number of officers at some point in the future, which creates challenges in terms of the initial training at the Saskatchewan Police College and our own field training program.
- The incremental operating impact of the third year occupancy of the New Police Headquarters Facility (Project 2132) will increase operating costs by \$404.0 related to Corporate Asset Management cross charges for facility reserve contributions.
- In addition to the increase of \$404.0 for the new headquarters, operating costs will increase by \$6.0 for video camera maintenance.
- 2015 approved project P2480 – Payroll System Replacement is expected to increase annual software support costs by \$10.0.



- 2015 approved project P2610 – Technology Expansion will increase operating costs by \$10.0 related to ETicket computer support costs.

Continuous Improvement:

- A budget decrease of \$60.0 resulting from continuous improvements in the use of vehicles and office equipment.

Service Level Changes:

- The increase of one Provincial Government funded position related to the new Automated Speed Enforcement Program will increase staff compensation costs by \$65.5 which is offset by a corresponding increase in revenues.
- The decrease of two Federal Government funded secondment positions will decrease staff compensation and operating costs by \$302.5 all of which is offset by a corresponding decrease in revenues.
- The increase of \$475.0 in operating costs related to the new Center of Responsibility (COR) Program which is fully funded by the Provincial Government.

Capital Contribution:

- The annual provision to the Police Equipment & Technology Capital Reserve will increase by \$40.0 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

Other Significant Changes:

- Contractual salary and payroll costs are budgeted to increase \$3.0 million including negotiated salary increases for police and civilian personnel as well as the impact of a large number of less experienced staff moving up through negotiated pay level increments.
- Inflation impacts will increase operating costs by an estimated \$255.5 including \$94.6 related to external contracts comprised of Commissionaire and paramedic services as well as building lease costs for programs required to operate outside of the headquarters building. Other inflation impacts include telephone costs of \$77.4, electricity rate increases of \$21.0 and prisoner meals rates of \$12.9.
- Other program operating cost increases amounting to \$195.9 are reflective of a number of rising operational demands most notably in technology support costs and training supplies.

Funded Capital Projects	2016	2017	2018	2019	2020
P2119 POLICE-RADIO REPLACEMENT	325.0	325.0	325.0	325.0	325.0
P2389 POLICE-FLEET ADDITIONS	250.0	470.0	170.0	170.0	170.0
P2489 POLICE-FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497 POLICE-EQUIPMENT REPLACEMENT	55.0	349.0	58.0	74.0	418.0
P2498 POLICE-EQUIPMENT EXPANSION	300.0	390.0	0.0	50.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	706.0	664.0	869.0	399.0	1,307.0
P2610 POLICE-TECHNOLOGY EXPANSION	160.0	525.0	110.0	135.0	150.0
P2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	100.0	0.0	0.0	0.0	0.0
P2614 POLICE-OPERATIONAL REVIEW	200.0	0.0	0.0	0.0	0.0
P2615 POLICE - PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM	50.0	100.0	50.0	0.0	0.0
Total	2,196.0	2,873.0	1,632.0	1,203.0	2,420.0

Summary of Capital Investments

2016 Saskatoon Police Service Capital Investments include ten projects totaling \$2.2 million of which \$1.24 million is targeted to address a number of asset replacement projects including \$706.0 related to technology and \$325.0 for



radio replacements. Facility replacement projects include a \$100.0 cost share contribution to the Outdoor Firearms Range Clean-Up and Relocation project.

Planned capital expansion projects for 2016 total \$960.0 including \$300.0 for equipment, and \$250.0 for vehicle needs as well as \$200.0 for an operational review to evaluate effectiveness, efficiency and sustainability of the current operational model.

All projects are to be funded from Police Capital Reserves.

Future Operating Impact of Current Year's Capital Projects

2016 projects will not impact the 2016 Operating Budget however are anticipated to increase the 2017 Operating Budget by \$100.0. In 2017, Project 2499 Technology Replacement will increase operating costs by \$48.0, while Project 2611 Outdoor Firearms Range Replacement will increase annual operating costs by \$52.0.

Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	48.0	0.0	0.0	0.0
P2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	0.0	52.0	0.0	0.0	0.0
Total	0.0	100.0	0.0	0.0	0.0



City of Saskatoon

2016 RESERVE FOR CAPITAL EXPENDITURES AND UNFUNDED PROJECTS

FOR CITY COUNCIL REVIEW,
NOVEMBER 30, DECEMBER 1 & 3, 2015

This section includes copies of the Reserve for Capital Expenditures and the Unfunded Projects Schedules.



**Schedule XV
Reserve for Capital Expenditures**

RCE FUNDED (\$000's)	2016		2017		2018		2019		2020		Operating Impact		
	Cost	Budget	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	2017	2018	2019
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS*	600	600	—	—	800	800	—	—	800	800			
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION*	575	50	275	—	375	—	550	—	50	—			
2541 CY-GROWTH PLAN TO HALF MILLION IMPLEMENTATION*	600	600	13,700	700	19,250	750	29,300	250	29,050	250			
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION*	210	210	210	210	210	210	210	210	210	210			
2471 CY-KINSMEN PARK & AREA - MASTER PLAN*	415	415	—	—	2,745	2,745	—	—	—	—			
2528 CY-DOG PARK DEVELOPMENT*	150	120	230	230	100	40	—	—	100	40	9		
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE*	150	150	150	150	150	150	150	150	150	150			
1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE*	100	100	—	—	—	—	—	—	—	—	10		
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT*	140	140	605	605	520	520	235	235	—	—			
2354 CY-ACCESSIBLE PLAYGROUNDS**	400	285	—	—	—	—	—	—	—	—	22		
1885 CK-COUNCIL CHAMBER UPGRADE*	125	125	—	—	—	—	—	—	—	—			
TOTAL RCE FUNDED REQUESTS (\$2.795 million)	3,465	2,795	15,170	1,895	24,150	5,215	30,445	845	30,360	1,450	41	0	0

RCE UNFUNDED (\$000's)	2016		2017		2018		2019		2020		Operating Impact		
	Cost	Budget	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	2017	2018	2019
2114 CY-VICTORIA PARK - UPGRADES*	420	420	375	375	310	310	—	—	—	—			
1658 CY-PARKS NEW SATELLITE MTNC BLDG*	445	—	405	135	90	—	810	—	—	—	11	9	
2048 CY-FPP & ZOO MASTER PLAN IMPLEMENTATION*	200	—	325	125	575	425	270	150	—	—			
1938 AF-PLAY STRUCTURE UPRGDE AND REPL*	100	—	900	—	675	675	675	675	675	675			
2474 CY-HUDSON BAY AREA DISTRICT PARKS*	50	—	65	65	1,620	1,620	1,665	1,665	2,140	2,140			
1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING*	—	—	300	300	350	350	350	350	350	350			
1635 CY-DIEFENBAKER PARK MASTER PLAN*	—	—	200	200	—	—	—	—	—	—			
1650 CY-NEW MUNICIPAL CEMETERIES**	—	—	80	80	—	—	—	—	—	—			
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE*	—	—	250	250	250	250	—	—	—	—			
2352 CY-PERMANENT BOAT LAUNCH SITE*	—	—	130	130	—	—	—	—	—	—			
2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS*	—	—	55	55	495	495	—	—	—	—			
1508 CY-CITY ENTRANCE SIGNS*	—	—	—	—	150	150	—	—	150	150			
2166 CY-URBAN DESIGN - CITY-WIDE*	—	—	—	—	4,000	4,000	—	—	—	—			
2251 CY-IMPOUND LOT**	—	—	—	—	100	100	1,640	1,640	—	—			
2476 CY-NEW RECREATION COMPLEX**	—	—	—	—	—	—	—	—	3,500	3,500			
TOTAL RCE UNFUNDED REQUESTS	1,215	420	3,085	1,715	8,615	8,375	5,410	4,480	6,815	6,815	11	9	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



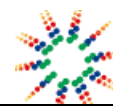
**Schedule XIV
Unfunded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
Community Support						
1650 CY-NEW MUNICIPAL CEMETERIES	—	80	—	—	—	80
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	—	150	150	150	150	600
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	475	275	325	550	—	1,625
Community Support	475	505	475	700	150	2,305
Corporate Governance & Finance						
1829 AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	1,000	1,000	—	—	—	2,000
Corporate Governance & Finance	1,000	1,000	0	0	0	2,000
Fire Services						
2506 FR- 1 HALL ADDITION / REFURBISHMENT	—	—	—	—	8,100	8,100
Fire Services	0	0	0	0	8,100	8,100
Recreation & Culture						
1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	—	300	350	350	350	1,350
1635 CY-DIEFENBAKER PARK MASTER PLAN	—	200	—	—	—	200
1648 CY-PARK IRRIGATION UPGRADES	—	400	295	625	—	1,320
1653 CY-PARK DRAINAGE	—	100	50	50	50	250
1658 CY-PARKS NEW SATELLITE MTNC BLDG	—	135	—	—	—	135
1938 AF-PLAY STRUCTURE UPRDE AND REPL	—	—	675	675	675	2,025
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	—	—	800	—	800	1,600
1940 AF-GREENHOUSE REPLACEMENT	150	1,350	—	—	—	1,500
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	—	125	425	150	—	700
2114 CY-VICTORIA PARK - UPGRADES	420	375	310	—	—	1,105
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	—	250	250	—	—	500
2352 CY-PERMANENT BOAT LAUNCH SITE	—	130	—	—	—	130
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	—	605	520	235	—	1,360
2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	—	55	495	—	—	550
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	—	—	2,745	—	—	2,745
2474 CY-HUDSON BAY AREA DISTRICT PARKS	—	65	1,620	1,665	2,140	5,490
2476 CY-NEW RECREATION COMPLEX	—	—	—	—	3,500	3,500
2528 CY-DOG PARK DEVELOPMENT	—	230	40	—	40	310
2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	—	2,000	9,800	10,000	—	21,800
Recreation & Culture	570	6,320	18,375	13,750	7,555	46,570
Transportation						
0584 TR-ADDITIONAL BUSES	—	490	—	—	—	490
0832 CY-CENTER MEDIAN REHABILITATION	—	151	—	176	76	403
0837 TU-LANE REHAB & DRAINAGE IMPROV	117	—	—	—	—	117



Schedule XIV (cont.)
Unfunded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD	200	200	200	200	200	1,000
0959 TU-UPGRADE BOUNDARY ROADS	255	275	275	275	275	1,355
1036 TU-TRAFFIC CONTROL UPGRADES	200	—	—	—	—	200
1137 TU-BICYCLE FACILITIES	200	150	200	150	150	850
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	350	25	50	25	—	450
1504 TU-TRAFFIC PLAN IMPLEMENTATION	410	140	200	150	200	1,100
1507 TU-GUARDRAILS	210	220	225	225	225	1,105
1512 TU-NEIGHBOURHOOD TRAFFIC REVIEW	—	100	100	100	100	400
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	170	180	120	65	65	600
1526 TU-CIRCLE DR BRIDGE REPAIR	—	—	—	1,900	—	1,900
1528 TU-SPADINA CRES BRIDGE	—	—	566	—	—	566
1531 TU-LOCAL ROADS PRESERVATION	1,100	—	—	—	—	1,100
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	—	—	2,635	—	—	2,635
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	234	—	—	—	234
1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	343	—	—	—	—	343
1638 TU-BACK LANE TREE TRIMMING	50	50	50	50	50	250
1893 TU-IDYLWYLD DRIVE/51ST ST OVERPASS REHAB	—	1,633	—	—	—	1,633
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	100	—	—	—	—	100
2020 TU-17TH STREET CORRIDOR EXTENSION	—	—	—	2,475	—	2,475
2037 TU-SNOW MANAGEMENT FACILITIES	—	—	7,729	50	150	7,929
2040 TU-UNDERWATER PIER INSPECTIONS	105	—	—	—	—	105
2043 TU-CURB REPLACEMENT/REHABILITATION	—	275	275	275	275	1,100
2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	150	150	130	130	—	560
2234 TU-WALKWAY MANAGEMENT	40	—	—	—	—	40
2251 CY-IMPOUND LOT	—	—	100	1,640	—	1,740
2259 TU-PW SATELLITE YARDS	—	—	6,082	50	100	6,232
2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	327	—	—	—	—	327
2401 TU-PEDESTRIAN CROSSING STRUCTURES	—	—	347	—	—	347
2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	155	—	—	—	—	155
2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	—	—	164	—	—	164
2404 TU-CIRCLE DRIVE/IDYLWYLD	1,075	—	—	—	—	1,075
2421 TU-MINOR INTERSECTION IMPROVEMENTS	350	200	200	200	200	1,150
2425 TU-UNDERGROUND ENCROACHMENTS	100	100	—	—	—	200
2428 TU-FUNCTIONAL PLANNING STUDIES	—	50	50	50	50	200
2436 TU-CORRIDOR PLANNING STUDIES	25	25	25	—	—	75
2437 TU-11TH STREET REALIGNMENT	—	—	—	—	5,600	5,600
2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	400	—	—	—	—	400
2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	70	50	—	—	—	120
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	1,500	—	1,800	—	—	3,300
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	—	11,000	19,250	29,300	29,050	88,600



Schedule XIV (cont.)
Unfunded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	450	400	400	400	400	2,050
Transportation	8,452	16,098	41,173	37,886	37,166	140,775
Urban Planning and Development						
1508 CY-CITY ENTRANCE SIGNS	—	—	150	—	150	300
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	—	210	210	210	210	840
2166 CY-URBAN DESIGN - CITY-WIDE	—	—	4,000	—	—	4,000
Urban Planning and Development	0	210	4,360	210	360	5,140
TOTAL UNFUNDED CAPITAL PROJECTS	10,497	24,133	64,383	52,546	53,331	204,890



Operating Budget
\$12.6 million

Capital Budget
\$1.6 million



STRATEGIC GOAL:



Environmental Leadership

Overview

A healthy environment is essential to a healthy population, now and in the future. The City of Saskatoon demonstrates Environmental Leadership through a number of programs, services, and activities under the Environmental Health business line. Saskatoon's waste handling services form the core of this business line. Plans, policies, and environmental regulations guide air, water and land protection, along with efforts to reduce the impact of our activities for the benefit of citizens today and tomorrow.

Programs and services include: collection and management of solid waste; recycling and composting program development and management; implementation of environmental programs to reduce energy use and the emission of greenhouse gases; stewardship of household hazardous waste; responsible management or remediation of City-owned contaminated sites; water and air quality protection efforts; management of Saskatoon's urban forest; prevention of the spread of insect and plant pests; wildlife management; and environmental policy development. These programs and services are delivered by three (3) divisions:

The Public Works division is responsible for Waste Handling; the Parks division delivers Pest Management and Urban Forestry services, and the Environmental & Corporate Initiatives division is responsible for the Environmental Program and components of the Waste Reduction and Resource Recovery program.

At A Glance

- The Parks Division maintains the health and beauty of over 105,000 park and boulevard trees and proactively prunes approximately 10,000 trees each year. The civic nursery produces quality nursery stock for annual planting and reforestation efforts.
- The Waste Stream Management section of Public Works collects more than 2.8 million residential garbage containers each year with a success rate of 99.9%.
- Garbage collection services are provided by Public Works to 67,000 single-family homes by a fleet of eighteen garbage trucks and 23,000 multi-unit residential properties using several front-fork collection trucks.
- The Landfill receives approximately 119,000 tonnes of garbage annually; 55% is residential garbage.
- In addition to recycling and composting programs provided by the Waste Services Utility, waste diversion programs collect over 75,000 kgs of hazardous waste and 1,500 tonnes of recyclable cardboard and other



materials at public depots. In total, nine waste diversion programs divert 22.5% of the waste generated in the community away from the Landfill.

- Thirteen civic buildings contain sophisticated utility monitoring equipment to prepare for extensive energy efficiency upgrades that will save hundreds of thousands of dollars in future annual utility costs.
- \$7 million (and growing) has been saved on construction projects involving contaminated soil while also improving environmental stewardship of materials of concern to human or environmental health.
- Pest Management monitors and treats 1,380 hectares of land in and around Saskatoon for mosquito larvae, monitors the entire city for Dutch elm disease and initiates the removal of infected trees, manages nuisance wildlife, and administers the provincial Noxious Weed Act.

Key Challenges and Risks

Infrastructure and Operations:

- To manage the increased costs of protecting the established trees within the City's Urban Forest which is a result of City growth and infrastructure renewal.

Financial:

- Saskatchewan does not yet have a full suite of Extended Producer Responsibility (stewardship) programs meaning the cost for waste diversion programs are fully born by citizens either through property taxes or utility fees. Creating a cost-shared policy for the companies producing these waste materials is a difficult challenge and requires a Provincial government response.

Environmental:

- Environmental planning for the conservation of our natural assets (biodiversity, wetlands, native prairie, aspen tree stands, and geological) when designing new neighborhoods for outward expansion and city growth.
- Effectively managing existing resources, planning for the future, and creating awareness of greenhouse gas emission reductions as these continue to increase from civic operations and from across the community. Legislation mandating emission reduction is anticipated in the near future.
- Further educating the community on waste reduction and waste diversion programs such as recycling and composting in order to extend the Landfill's useful-life.
- Weather events that require an immediate response require reallocation of staff without notice. Effectively managing, predicting, and responding to the increased costs associated with the introduction of invasive pests and diseases within our urban forest then becomes a challenge.
- The quality and quantity of water available in the South Saskatchewan River is subject to significant changes as a result of climate change. This creates a challenge for the City's ability to provide cost-effective drinking water to citizens and the local economy.
- Air quality, while remaining 'Good' has shown trends toward deterioration from civic operations and from across the community. Implementing energy management programs across the entire organization will take time and places added pressure on costs.
- Requirements under the new Saskatchewan Environmental Code impact development for infill and strategic growth areas of the City, requiring the safe and cost-effective management of contaminated sites.
- Climate change, extreme weather events, flooding, and drought conditions affect a number of civic services and assets.
- The threat of the West Nile Virus and other illnesses can result in mosquito and other insect populations becoming an issue. Outward growth of the City will require increased travel distances and increased areas of control to provide an effective mosquito control buffer zone. A similar pressure also exists for Inspection Services that administer the Noxious Weed Act.
- Advances in vehicles, equipment, technology, alternative fuels, and electric vehicles are occurring rapidly that will have impacts on the City's use of current civic vehicles and equipment.



Stakeholders:

- The prioritization of resources to meet as many requests from community partners for participating in a variety of environmental awareness initiatives (e.g. Earth Hour, Earth Day, Canada Environment Week, etc.).
- Waste management services have expanded and will continue to develop to meet the waste diversion rate target. The number of waste-related customer complaints and bylaw infractions are rising as a result.

Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Implement an effective Dutch elm disease program to prepare for the impacts of climate change and stop the spread of this disease.
- Develop additional emergency response plans for emerging invasive pest issues, particularly Dutch elm disease and Emerald ash borer.

Implement the Following 10-Year Strategies:

- Develop a Storm Water Master Plan by forming a collaborative team including the Stormwater Utility, the Meewasin Valley Authority, and the divisions of Planning & Development, Parks, and Environmental & Corporate Initiatives to mitigate for the impact of severe weather events on the City's infrastructure.
- Expand tools and training to help civic employees with environmental reporting and improving sustainability outcomes such as increased recycling, paper reduction, energy and water conservation, and fewer releases of pollutants into the environment.

Continuous Improvement

- Develop and implement a new tree inventory software system that provides greater accuracy about the location and condition of trees to assist with planning and better workflow management and to prepare for the impacts of climate change.
- Develop an implementation plan for the initiatives identified through the Waste Handling Civic Service Review.
- Complete a review of the need for additional Bylaw Inspectors once efficiency gains have been achieved through corporate alignment.
- Complete a Civic Service Review for the Urban Forestry program.
- Complete an Internal Process Review for Public Works staff scheduling to maximize the opportunity for the efficient delivery of identified service levels.
- Coordinate back-lane tree-trimming across the several work groups that require this service to achieve cost savings.
- Complete and implement the findings from the study on the beneficial reuse of street sweeping tailings.
- Environmental & Corporate Initiatives will complete documentation and improve file records management for the following process improvements initiated or fully implemented in 2015: Energy Performance Contracting, Efficient Waste System Project, Soils Handling Strategy, Green Cart Registration, Integrated Waste Customer Service, and Corporate Spill Response.

Performance Measures

Divert 70% of waste from the Saskatoon Landfill:

- Based on the results of a comprehensive community waste audit, develop a Waste Diversion Plan that outlines the specific strategies and benchmarks for increasing the waste diversion rate to 70% by 2023.
- Develop the first phase of Recovery Park, a 'one-stop' waste diversion facility located West of the Landfill that has the potential to increase waste diversion to 30%.



Reduce the City of Saskatoon's Greenhouse Gas Emissions by 30% from 2006 Levels:

- Create a business plan to reduce greenhouse gas (GHG) emissions while improving Saskatoon's competitive position in the new green economy. The plan will help the City capture opportunities for energy-efficient practices in its buildings, transportation and operations, and utilize more green energy technologies.

Zero Lost Time Incidents:

- Develop a training matrix for each position within Public Works to support the safety goal of zero lost time injuries.

Satisfaction with Civic Services of 90% or more:

- Increase citizen satisfaction by improving customer service and productivity through training.

Budget Implications

- The budget implications for the Environmental Health business line are a direct result of a growing population, and the environmental and operational pressures that are placed upon this business as a result.
- Waste Handling continues to be a challenging business that needs to continually adapt in order to provide the utmost optimal service. Balancing external pressures from the Ministry of the Environment, facing increased business competition from the expanding marketplace, and educating the public to create stronger environmental awareness, all result in many daily operational complexities.
- Landfill revenues are expected to increase to \$171.8 as a result of both an entrance fee and tipping fee increase in 2016. Tonnages of waste received are anticipated to remain stagnant due to waste diversion efforts and increased competition that will mitigate any increased tonnages that would normally be seen from growth in the population.
- Operational and staffing expenditures also create pressures and are expected to increase by \$215.3 and \$254.9 respectively. This is largely due to landfill equipment, landfill site preservation and contractual wage increases necessary to maintain normal operation of the waste management facility.
- The Landfill operations continue to subsidize the Compost Utility in the amount of \$353.7 in 2016. This places pressure on the landfill as less funds are available for their core operations.
- As waste diversion efforts and competition increase, tonnages received decreases. This not only affects the landfills revenue stream but also the ability to fund the landfills replacement reserve and its future asset retirement obligation.
- A growing city means an increasing cost of maintaining Saskatoon's green canopy of trees. Surveys for Dutch elm and other diseases will continue along with the development of strategies to reduce the impact of disease-carrying pests.
- Operational expenditures within Pest Management were increased by \$25.0 to address this emerging threat to the urban forest from Dutch elm disease.
- There are no significant budget implications identified within Urban Forestry.
- As more environmentally responsible options for energy-management and recycling become more prevalent this too places pressure upon the City to adapt their current programs. For instance, continuing to expand the Household Hazardous Waste Days program will prevent the improper disposal of harmful products into the environment.
- Waste Reduction and Resource Recovery's operational expenditures were increased by \$50.0 for the Household Hazardous Waste (HHW) program in 2016.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	541.8	501.1	474.2	0.0	480.4	480.4	6.2	1.3%
Urban Forestry	3,260.9	3,365.5	3,504.8	0.0	3,565.8	3,565.8	61.0	1.7%
Waste Reduction & Resource Recovery	921.8	799.9	815.5	(8.2)	890.0	881.8	66.3	8.1%
Waste Handling Service	7,239.1	5,670.1	7,321.0	(6,540.0)	13,342.4	6,802.4	(518.6)	-7.1%
Pest Management	769.1	820.4	863.2	(5.0)	921.8	916.8	53.6	6.2%
Total	12,732.7	11,157.0	12,978.7	(6,553.2)	19,200.4	12,647.2	(331.5)	-2.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	106.28	107.28	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Environmental Program	0.0	0.0	0.0	474.2	6.2	0.0	0.0	480.4	480.4
Urban Forestry	0.0	0.0	0.0	3,504.8	61.0	0.0	0.0	3,565.8	3,565.8
Waste Reduction & Resource Recovery	(8.2)	0.0	(8.2)	823.7	78.3	0.0	(12.0)	890.0	881.8
Waste Handling Service	(6,348.2)	(191.8)	(6,540.0)	13,669.2	(324.5)	(2.3)	0.0	13,342.4	6,802.4
Pest Management	(5.0)	0.0	(5.0)	868.2	53.6	0.0	0.0	921.8	916.8
Total	(6,361.4)	(191.8)	(6,553.2)	19,340.1	(125.4)	(2.3)	(12.0)	19,200.4	12,647.2

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Environmental Program	0.0	0.0	0.0	0.0	0.0
Urban Forestry	50.0	50.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	250.0	1,410.0	2,500.0	1,500.0	0.0
Waste Handling Service	1,346.0	358.0	1,071.0	3,384.0	6,898.0
Pest Management	0.0	0.0	0.0	0.0	0.0
Total	1,646.0	1,818.0	3,571.0	4,884.0	6,898.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
AUTO GARBAGE CONTAINER REPL RES	346.0	358.0	371.0	384.0	398.0
LANDFILL REPLACEMENT RESERVE	1,250.0	1,410.0	3,200.0	4,500.0	6,500.0
OTHER	50.0	50.0	0.0	0.0	0.0
Total	1,646.0	1,818.0	3,571.0	4,884.0	6,898.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Environmental Program

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	341.6	330.7	283.4	289.6	6.2	2.2%
Operating Cost	200.2	170.4	190.8	190.8	0.0	0.0%
Total	541.8	501.1	474.2	480.4	6.2	1.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.90	2.90	0.00

Summary of Operating Changes

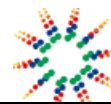
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Environmental Program	0.0	0.0	0.0	474.2	6.2	0.0	0.0	480.4	480.4

There are no significant changes in Environmental Program.

Summary of Capital Investments

There are no capital investments in the Environmental Program.



Urban Forestry

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	1,691.8	1,636.6	1,754.6	1,804.4	49.8	2.8%
Operating Cost	1,656.0	1,720.1	1,741.4	1,752.6	11.2	0.6%
Cost Recovery	(113.1)	(17.5)	(17.5)	(17.5)	0.0	0.0%
Capital Contribution	26.3	26.3	26.3	26.3	0.0	0.0%
Total	3,261.0	3,365.5	3,504.8	3,565.8	61.0	1.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	25.19	25.19	0.00

Summary of Operating Changes

Summary of Budget Changes

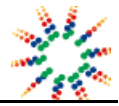
Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Urban Forestry	0.0	0.0	0.0	3,504.8	61.0	0.0	0.0	3,565.8	3,565.8

There are no significant operating changes in Urban Forestry. However, an increase of \$25.0 for Dutch Elm Disease has been included under the Pest Management service line.

Not Included:

- Although \$25.0 in funding has been identified for Dutch Elm Disease (DED) under Pest Management, this is just the first phase to prevent the loss of trees to DED and to increase public awareness. Not included is \$170.0 for elm tree maintenance and public awareness. An adjustment to current service priorities will also support certain priority tree pruning and emergency DED response. A comprehensive DED response plan will be required in future years to sustain the elm tree inventory and its associated benefits.
- Additional contract tree maintenance in the order of \$80.0 is required to maintain the desired pruning cycle service level of 1 in 7 years for new tree inventory added in 2015 and 2016. Adhering to a regular pruning cycle is key to sustaining the health of the urban forest.
- A planned service review to be completed in 2016 will identify program efficiencies and budget adjustments as the first step to address the above-noted items. A proposed comprehensive and integrated response plan for DED will be developed following the service review, for potential implementation in 2017.

Funded Capital Projects	2016	2017	2018	2019	2020
P1662 CY-ELM TREE INVENTORY	50.0	50.0	0.0	0.0	0.0
Total	50.0	50.0	0.0	0.0	0.0

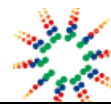


Summary of Capital Investments

The Elm Tree Inventory project involves creating an inventory of all elm trees located on lands outside the management by Urban Forestry, including trees on private property. The goal is to ensure that all elm trees are managed within a comprehensive DED Management Plan.

Future Operating Impact of Current Year's Capital Project

There are no future operating impacts from the 2016 Capital Projects.



Waste Reduction & Resource Recovery

Overview

To provide a focus on reducing, reusing, recycling, recapturing resources, and seeking operational efficiencies. Initiatives under this program include the management of recycling contracts for curbside and multi-unit dwellings, community recycling depot operations, the Household Hazardous Waste Days program, implementing the energy management program to identify and implement utility-saving projects, and monitoring energy use and greenhouse gas emissions.

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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(29.8)	0.0	(8.2)	(8.2)	0.0	0.0%
Staff Compensation	567.8	467.7	478.5	495.1	16.6	3.5%
Operating Cost	383.7	344.2	368.6	418.3	49.7	13.5%
Cost Recovery	0.0	(12.0)	(23.4)	(23.4)	0.0	0.0%
Total	921.7	799.9	815.5	881.8	66.3	8.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.20	5.20	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Waste Reduction & Resource Recovery	(8.2)	0.0	(8.2)	823.7	78.3	0.0	(12.0)	890.0	881.8

Service Level Change:

- There is a \$12.0 service level reduction as we no longer provide separate milk jug and tin bin programs at the City's recycling depots. As a result of our Multi-unit recycling contract we now collect all recyclable material in the blue metal bins at the recycling depots.

Other Significant Changes:

- Operating costs were increased by \$50.0 for the Household Hazardous Waste (HHW) program. This is the first phase for increased funding to address this growing program, meet public demand, and divert hazardous waste from harming the environment by providing an environmentally-responsible option to reduce waste.

Not Included:

- Although \$50.0 has been added to the HHW program in 2016, based on current success and participation levels, an additional \$50.0 in funding will be required in 2017. Any further 2016 program costs will be funded through on-going program improvements and efficiencies, and future costs will be phased-in through the following year's budget (as identified in the March 23rd report to Council).



Funded Capital Projects		2016	2017	2018	2019	2020
P2050	US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	0.0	1,000.0	2,500.0	1,500.0	0.0
P2184	US-WASTE CHARACTERIZATION STUDY	250.0	0.0	0.0	0.0	0.0
P2186	US-WASTE MANAGEMENT STRATEGIC PLAN	0.0	410.0	0.0	0.0	0.0
Total		250.0	1,410.0	2,500.0	1,500.0	0.0

Summary of Capital Investments

The 2016 Capital Investment is to study the composition of waste generated in the community to form the basis of a Waste Diversion Strategy to achieve the Performance Target of a 70% Waste Diversion Rate by 2023.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2016 Capital Projects.



Waste Handling Service

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6,179.5)	(7,843.7)	(6,348.2)	(6,540.0)	(191.8)	3.0%
Staff Compensation	4,688.0	4,447.5	4,684.6	4,939.5	254.9	5.4%
Operating Cost	5,603.8	5,914.5	5,527.2	5,742.5	215.3	3.9%
Debt Charges	387.6	384.5	478.5	478.5	0.0	0.0%
Cost Recovery	(386.4)	(390.4)	(395.4)	(725.8)	(330.4)	83.6%
Capital Contribution	3,138.5	3,249.8	3,373.0	2,847.1	(525.9)	-15.6%
Transfer to/from Reserves	1.2	1.2	1.3	1.3	0.0	0.0%
Transfer to/from Stabilization	(14.2)	(93.3)	0.0	59.3	59.3	0.0%
Total	7,239.0	5,670.1	7,321.0	6,802.4	(518.6)	-7.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	62.62	63.62	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Waste Handling Service	(6,348.2)	(191.8)	(6,540.0)	13,669.2	(324.5)	(2.3)	0.0	13,342.4
								6,802.4

Revenue Changes:

- Revenues in the Landfill program are expected to increase by \$171.8 due to a scheduled increase to the landfill entrance fee and tipping provision; tonnage received at the landfill is expected to remain constant. Competing landfills in the region along with waste diversion projects will continue to impact landfill revenue.
- \$20.0 in additional revenue is expected from the Heavy Grit Facility (HGF) associated to upgrades and increased usability of this facility.

Growth:

- A \$2.3 net reduction in growth relates to a slight increase in the use of the metal drop off area at the landfill. This increased use correlates to an increase in cost recovery, providing a cost savings/reduction.

Continuous Improvement:

- The Efficient Waste System route optimization will roll out January 1, 2016. Fuel savings of \$40.0/year have been built into the budget (as per the garbage service verification loan).

Capital Contribution:

- The contribution to capital will decrease by \$525.9 for a reduced reserve transfer from the Heavy Grit Facility as this program begins its transition to the Wastewater Utility.



Other Significant Changes:

- Operating cost increases of \$215.3 relate mostly to a \$173.0 increase for Landfill operating equipment, a \$77.1 mandatory investment into site maintenance at the Landfill and an increase of \$27.7 for on-call service rotation at the Landfill Gas facility. These operating cost changes are further reduced by a \$68.8 salary transfer from a contracted to a permanent staff FTE.
- Cost recoveries of \$330.4 relate to a service agreement with the Wastewater Utility to assume control of the Heavy Grit Facility, in addition to a cost sharing agreement with SL&P for the Landfill Gas Facility.
- An expenditure decrease of \$759.2 is expected within the Heavy Grit Facility through a partnership with the Wastewater Utility to assume control over its operation.
- An Equipment Utility-person position of 1.0 FTE (\$68.8) is required to provide continuous maintenance and operational support at the existing Heavy Grit facility located at the Landfill. This FTE is fully cost recovered from the Wastewater Utility.

Funded Capital Projects		2016	2017	2018	2019	2020
P1475	US-AUTO'D GARBAGE CONTAINER REPL	346.0	358.0	371.0	384.0	398.0
P2051	US-LANDFILL OPTIMIZATION	1,000.0	0.0	700.0	3,000.0	6,500.0
Total		1,346.0	358.0	1,071.0	3,384.0	6,898.0

Summary of Capital Investments

2016 Waste Handling Service capital investments include construction work to decommission the Lead Cell and close the North-West area of the Landfill. The project is expected to recapture Landfill airspace and extend the life of the Landfill. A variety of safety and environmental improvements are required involving surface water management and site conditions.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Pest Management

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5.0)	(5.0)	(5.0)	0.0	5.0	-100.0%
Province of Saskatchewan	0.0	0.0	0.0	(5.0)	(5.0)	0.0%
Staff Compensation	583.4	600.9	639.6	668.4	28.8	4.5%
Operating Cost	190.7	224.5	215.1	239.9	24.8	11.5%
Capital Contribution	0.0	0.0	13.5	13.5	0.0	0.0%
Total	769.1	820.4	863.2	916.8	53.6	6.2%

Staff Complement	2015	2016	Difference
Full Time Equivalents	10.37	10.37	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Pest Management	(5.0)	0.0	(5.0)	868.2	53.6	0.0	0.0	921.8
								916.8

Significant Change:

- Special Services has increased by \$25.0 to address the emerging threat to the urban forest via Dutch Elm Disease (DED). This will be used to provide increased elm surveillance, response, and to prevent the spread of DED.

Summary of Capital Investments

There are no capital investments for Pest Management.





Operating Budget
\$303.4 million

Capital Budget
\$80.0 million



STRATEGIC GOAL:



Asset & Financial Sustainability



Environmental Leadership

Overview

Electricity, quality drinking water, collection and treatment of wastewater, storm water collection, and residential recycling are basic amenities provided through the Utilities business line. Utilities are not only responsible for keeping the lights on, taps flowing, and toilets flushing, they are also responsible for the long-term, sustainable management of Saskatoon's water and energy resources.

Saskatoon Light & Power provides safe, reliable, and cost-effective electricity to its customers in an environmentally responsible way. The Water Treatment Plant and water distribution system deliver treated water to Saskatoon households, businesses, institutions, and also to users outside the City limits on a fee-for-service basis. The Wastewater Treatment Plant treats wastewater that is delivered to the Plant by an extensive network of pump stations and underground pipes, and returns high quality water back to the South Saskatchewan River. The storm water management system is a separate network designed to drain storm water away from streets and buildings. Waste Services manages the residential recycling and yard waste collection programs.

Fees generated by services within the Utilities business line are an important source of revenue for the City. In the 2016 budget, contributions of \$56.2 million are made available to the City in order to help offset property taxes and fund various municipal projects.

At A Glance

- Saskatoon Light & Power's distribution network includes 1,171 km of overhead lines and 615 km of underground power cables.
- The Water Treatment Plant treats approximately 42 million cubic meters of water per year. The water distribution system is comprised of 1,132 km's of water mains, 13,657 valves, 7,063 hydrants and 71,096 service connections.



- The Wastewater Treatment Plant treats approximately 33 million cubic meters of wastewater per year. The wastewater collection system is comprised of 1,013 km's of sanitary mains, 11,298 manholes, 44 km's of force mains and 69,635 service connections.
- The storm water management system includes 698 km's of storm sewers, 8,710 manholes, 12,819 catch basins, 20 wet ponds, eight dry ponds, three natural ponds, and two constructed wetlands.
- Curbside recycling services are provided bi-weekly to 67,000 homes and multi-unit recycling services are provided to 33,000 apartment and condominium units.
- Compost depots receive approximately 20,000 tonnes of leaves, grass, and branches annually, including yard waste collected from approximately 6,000 subscribers to the Green Cart Program.
- The Leaves and Grass (green cart) Subscription Program provides biweekly curbside collection of yard-waste to households interested in this seasonal program.
- As the City continues to strive to become more self-sufficient from an energy perspective, opportunities to expand the Green Energy Park continue to be explored.

Key Challenges and Risks

Infrastructure and Operations:

- Continued growth throughout the City, including increased infill development within the downtown core, has placed new demands on existing water, wastewater, and electrical infrastructure for expansion and upgrades.
- Developing infrastructure upgrade and capital expansion strategies, for the wastewater collection, water distribution, and storm water systems to ensure they can continue to meet the needs of current and future customers.

Financial:

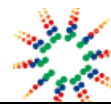
- Current funding levels for infrastructure replacement and upgrades to the electrical distribution system are not keeping pace with the amount that will be required to maintain the infrastructure to industry standards (as identified in the capital planning study completed in 2012).
- The Waste Services Utility has a number of new and changing programs that generate increased costs, preventing contributions to the reserve and requiring some mill-rate support.
- Compost Depots remain free of charge, which in the context of the Utility affects the financial viability of the composting program component of Waste Services.
- Extended Producer Responsibility (Stewardship) programs are not as well developed in Saskatchewan as they are in other jurisdictions (i.e. the Multi-Material Recycling Program). This creates a significant impact on the ability to implement new waste services and budget for the Multi Unit Residential Recycling (MURR) program.

Environmental:

- As alternative energy sources start to become more prevalent into the future, the City needs to become more self-sufficient from an energy perspective.
- Saskatoon experienced the wettest decade in the City's recorded 115 year history. The average annual rainfall in Saskatoon is 262mm and in the past ten years all but three years have exceeded this. Climate change has resulted in a higher frequency of major storm events relative to those experienced in the last 100 years and an increase in the groundwater table relative to the last 100 years on record. These factors can strain and challenge the City's infrastructure.

Stakeholders:

- Recyclable materials continue to be sent to the Landfill, filling up this finite asset.



Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Develop an appropriate funding strategy to address the infrastructure renewal issues identified in the Capital Development Planning Study (completed in 2012) which reviewed the condition of the City's electrical distribution system against industry standards, and the Bulk Power System Planning Study (completed in 2014). These studies reviewed the transmission system's ability to meet growth requirements in the future and identified critical renewal projects involving transmission power lines and major substations.
- Preliminary design work will continue in 2016 to identify routing options for adding a new electrical supply point from the north to provide a second source of power from SaskPower to serve Saskatoon Light & Power at a cost of \$0.8 million.

Implement the Following 10-Year Strategies:

- Saskatoon Light & Power will continue to explore options for new green energy generation projects. Potential future projects may include a hydropower project at the Saskatoon Weir. Comprehensive assessments of projects will be completed to determine project viability. A solar power demonstration project at the Saskatoon Landfill has been approved and will become operational in 2016.

Other Ongoing Initiatives:

- The Wastewater Utility is proceeding with the odour abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.
- Upgrades to the filter infrastructure at the Water Treatment Plant at a cost of \$8.3 million will ensure continued filtration reliability of the plant and automation of controls.
- Transfer pumping and electrical upgrades at the Water Treatment Plant will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.
- Due to growth, the Wastewater Treatment Plant will require an additional fourth digester at a total cost of \$19.0 million. Design of the fourth digester will begin in 2017 and construction is scheduled for 2018.
- Design and construction of a liquid waste haulers station in the North Industrial area at a cost of \$6.25 million will replace the existing station at the Wastewater Treatment Plant. This will eliminate the need for waste haulers to travel through residential neighborhoods and school zones.
- Design and construction of a reservoir fill main in the northeast sector at a cost of \$18.9 million is required prior to the construction of a new reservoir that will service the growing northeast and east sectors.
- Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and reduce their environmental footprint. The City will lead by example by improving efficiency at civic properties and communicating benefits once achieved.

Continuous Improvement

- Continue the implementation of an asset management system for Saskatoon Light & Power with anticipated completion in 2017. The system will assist the Utility in making decisions to optimize maintenance and renewal strategies.
- Implementation of an Advanced Metering Infrastructure (AMI) system will continue in 2016 and will provide the communication network for data to be sent digitally from smart meters to the City. AMI will reduce lost revenues and decrease operating costs for the utilities while improving customer service by providing actual meter reads each month. Installation of smart electricity meters will continue in 2016 and will be completed by 2017. Installation of communication modules on water meters will be completed by 2019.
- Saskatoon Water continues to develop and expand its computerized maintenance management system to better maintain assets, prolong life, and increase resiliency. The asset management system has also significantly improved staff productivity and workplace satisfaction at the treatment plants as the work is now more proactive rather than reactive.



- An upgrade to existing lift stations at an investment of \$9.0 million is integral to the wastewater collection system to improve efficiency and reliability.
- Process optimization at the Bio-Solids Handling Facility has resulted in improvements to the semi-annual wet injection program resulting in significant savings due to reduced consultant's fees and employee overtime. Odor emissions have been reduced and complaints from citizens have ceased.

Performance Measures

Divert 70% of Waste from the Saskatoon Landfill:

- Increase the Waste Diversion Rate through encouraging residents to "Place Waste in the Right Place" and expanding organics diversion through increased subscriptions to the Green Cart Program.

Reduce the City of Saskatoon's Greenhouse Gas Emissions by 30% from 2006 Levels:

- Implement a solar power demonstration project and continue to explore hydro generation options through partnerships with other agencies to reduce the City's greenhouse gas emissions.
- Install LED street lighting in new neighbourhood developments.
- Complete water audits to identify sources of unmetered water utilizing Advanced Metering Infrastructure (AMI) and sources of large water losses (e.g. water huts) to reduce water usage.
- Conduct energy audits at the water and wastewater treatment plants.

Maintain Key Civic Infrastructure at Annual "B" Service Level:

- Develop level of service strategies for electrical, water and sewer services. Develop and maintain sustainable long-term capital funding strategies that support utility system growth and renewal requirements.

Supply of Residential and Industrial Land:

- Develop a Comprehensive Water and Sewer Plan with phasing for the most likely growth path for the Saskatoon Region including the surrounding cities and partners.

Annual Municipal Tax Increase Equal to or Less Than Municipal Price Index:

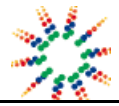
- Utilities are expected to contribute \$56.2 million in revenues to the 2016 budget to help fund the Civic services general fund. This contribution is made up of Return-on-Investment (ROI), and Grants-in-Lieu (GIL) from Saskatoon Light & Power, and Saskatoon Water and Wastewater. Included in this is \$3.0 million for the first year phase-in of a 10% ROI from the Water and Wastewater Utilities.

Zero Lost Time Injuries:

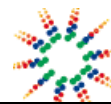
- Work with the City's partners in recycling to achieve zero lost time injuries and increased citizen satisfaction. Initiatives will include safety audits and follow-up on monthly contractors reporting on safety.

Budget Implications

- City growth is necessitating a number of projects for Saskatoon Light & Power, and is driving the 2016 capital budget. This work is required to meet the needs of a growing city. A total of \$5.9 million is being expended from the Electrical Distribution Extension Reserve for these projects.
- Saskatoon Light & Power's capital investment program also includes funding for infrastructure renewal. A total of \$7.3 million is being expended from the Electrical Distribution Replacement Reserve to maintain current assets.
- Storm Water Management's 2016 capital investment program includes funding for five projects totaling \$5.4 million.
- The water consumption forecast for 2016 is planned for a 0% growth increase based on long-term averages tempered by water conservation improvements. Consumption increases due to City expansion are offset by improvements in water and wastewater conservation practices being employed by residents, companies, and institutions. An average bill increase of 9.5%, which takes effect in January 2016, will allow ongoing system replacements and improvements.



- Water revenues are allocated to operating and capital projects for treatment plants, water distribution and sewer collection systems, and to roadway rehabilitation due to utility presence. A return on investment to the City has also been recognized in the amount of \$3.0 million.
- The City's composting program includes the operation of depots for the drop-off of yard waste. This operation is not financially self-sufficient and relies on \$353.0 from the landfill for a fee directly related to its waste diversion efforts to save valuable airspace.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Light & Power	0.0	0.0	0.0	(156,865.2)	156,865.2	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(6,010.6)	6,010.6	0.0	0.0	0.0%
Wastewater Utility	0.0	0.0	0.0	(62,840.1)	62,840.1	0.0	0.0	0.0%
Water Utility	0.0	0.0	0.0	(70,657.6)	70,657.6	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(6,989.1)	6,989.1	0.0	0.0	0.0%
Total	0.0	0.0	0.0	(303,362.6)	303,362.6	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	337.41	338.37	0.96

Summary of Budget Changes

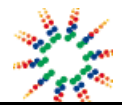
	Revenue Change			Expenditure Change					Net
			2016			Growth &	Service	2016	
Service Line	2015 Base	Change	Budget	2015 Base	Base Adj	Cont Impr	Level	Budget	Budget
Saskatoon Light & Power	(154,698.2)	(2,167.0)	(156,865.2)	154,698.2	2,118.2	48.8	0.0	156,865.2	0.0
Storm Water Management	(6,194.3)	183.7	(6,010.6)	6,194.3	(185.4)	1.7	0.0	6,010.6	0.0
Wastewater Utility	(57,466.3)	(5,373.8)	(62,840.1)	57,466.3	4,944.0	429.8	0.0	62,840.1	0.0
Water Utility	(63,746.2)	(6,911.4)	(70,657.6)	63,746.2	6,715.9	250.5	(55.0)	70,657.6	0.0
Waste Services Utility	(7,208.3)	219.2	(6,989.1)	7,208.3	(373.0)	153.8	0.0	6,989.1	0.0
Total	(289,313.3)	(14,049.3)	(303,362.6)	289,313.3	13,219.7	884.6	(55.0)	303,362.6	0.0

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Saskatoon Light & Power	17,008.0	15,107.0	15,320.0	14,370.0	16,505.0
Storm Water Management	5,414.0	2,520.0	2,625.0	2,634.0	2,742.0
Wastewater Utility	27,187.0	24,246.0	27,192.0	16,119.0	14,990.0
Water Utility	30,410.0	35,367.0	20,190.0	58,038.0	49,715.0
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
Total	80,019.0	77,240.0	65,327.0	91,161.0	83,952.0

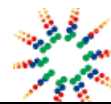
Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
OPERATING BUDGET DOWNPAYMENT	760.0	1,990.0	1,830.0	2,340.0	950.0
ELECTRICAL DISTRIBUTION EXTENSION RES	5,894.0	5,455.0	5,828.0	5,538.0	6,313.0
INFRA RES - STORM WATER	5,414.0	2,520.0	2,625.0	2,634.0	2,742.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	7,260.0	7,175.0	7,015.0	6,135.0	7,440.0
INFRA RES-WTR & SAN SWR	16,042.0	15,942.0	15,942.0	15,942.0	15,942.0
BORROWING	6,840.0	17,910.0	16,470.0	21,960.0	8,550.0
COST RECOVERY PPD LAND DEVELOPMENT	2,704.0	1,372.0	1,372.0	1,372.0	1,372.0
WATERWORKS CAPITAL PROJECTS RESERVE	11,630.0	9,361.0	538.0	23,788.0	27,350.0
PROPERTY REALIZED RES	1,600.0	0.0	0.0	0.0	0.0
WATER SUPPLY REPL RES	1,195.0	3,271.0	1,517.0	715.0	3,630.0
SEWAGE COLL & TRTMNT REPL RES	4,476.0	2,752.0	2,391.0	2,990.0	3,469.0
WASTEWATER TRTMNT CAP RES	15,054.0	8,387.0	8,694.0	6,422.0	4,814.0
SL&P CUSTOMER CONTRIBUTION	1,150.0	1,105.0	1,105.0	1,325.0	1,380.0
Total	80,019.0	77,240.0	65,327.0	91,161.0	83,952.0



Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
Unfunded	0.0	0.0	0.0	0.0	0.0



Saskatoon Light & Power

Overview

The purpose of Saskatoon Light & Power is to provide safe, reliable, and cost effective electricity in an environmentally responsible way to the customers within the City's franchise area. To minimize the number and length of customer outages, Saskatoon Light & Power focuses on system maintenance and emphasis continues to be placed on staff training and safety.

Outside forces affecting Saskatoon Light & Power include future bulk power rate negotiations with SaskPower as well as future increases to retail electricity rates established by SaskPower and matched by Saskatoon Light & Power.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(136,710.7)	(137,111.8)	(140,855.5)	(142,845.0)	(1,989.5)	1.4%
Prov Utility Municipal Surcharge	(13,464.3)	(13,394.1)	(13,842.7)	(14,020.2)	(177.5)	1.3%
Staff Compensation	8,137.0	6,992.9	7,223.1	7,343.8	120.7	1.7%
Operating Cost	130,231.4	132,609.9	135,738.4	138,041.3	2,302.9	1.7%
Debt Charges	63.9	63.9	99.3	55.3	(44.0)	-44.3%
Cost Recovery	(2,674.1)	(2,361.2)	(2,119.4)	(2,226.1)	(106.7)	5.0%
Capital Contribution	13,483.4	13,199.3	13,755.6	13,649.7	(105.9)	-0.8%
Transfer to/from Reserves	1.1	1.1	1.2	1.2	0.0	0.0%
Total	(932.3)	(0.0)	(0.0)	(0.0)	(0.0)	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	69.20	69.20	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	
Saskatoon Light & Power	(154,698.2)	(2,167.0)	(156,865.2)	154,698.2	2,118.2	48.8	0.0	156,865.2
								0.0

Revenue Changes:

- The 2016 operating budget reflects a 1.28% overall increase in power revenue of \$1.8 million, combined with a municipal surcharge revenue increase of \$177.5. These have been adjusted for SaskPower's overall rate increase of 2.0% (effective September 1, 2015). The City has historically matched rate increases set by SaskPower.
- The landfill gas revenue has increased by \$232.0 due to the generation and sale of additional produced power.
- Meter testing revenue has been decreased slightly by \$30.1.

Growth:

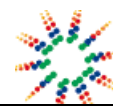
- To meet increasing operating program demands, vehicles and equipment fleet charges have increased \$48.8.

Capital Contributions:

- Provisions to Capital Reserves that support the 2016 capital program have been decreased by \$393.7. Capital repayments from the Landfill Gas Generation program increased \$287.8 in 2016.

Other Significant Changes:

- The cost of purchasing bulk power increased by \$1.8 million.



- Staff compensation costs increased by \$120.7. Special services increased by \$73.6, while customer billing/collections increased by \$63.6. Building and equipment maintenance increased by \$79.5, while fixed asset purchases decreased by \$31.5. Cost Recovery programs increased by \$106.5 in 2016.
- The grant-in-lieu provided to the City has increased by \$266.2 due to increases in power revenues from an associated 2.0% overall SaskPower rate increase.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. Saskatoon Light & Power's (SL&P) 2016 budget includes the following: \$431.1 (Admin. Recovery), \$21.0 million (Grant-in-Lieu), and \$23.1 million (Return on Investment). In the 2016 budget, SL&P's total Utility contribution to the City is \$44.5 million.

Funded Capital Projects	2016	2017	2018	2019	2020
P0720 SL&P - CAPACITOR INSTALLATIONS	0.0	0.0	150.0	0.0	0.0
P0724 SL&P - REVENUE METER - NEW & REPLACEMENT	1,700.0	1,650.0	250.0	250.0	250.0
P0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,750.0	2,400.0	2,400.0	2,400.0	2,600.0
P0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	100.0	0.0	0.0	0.0	0.0
P0825 SL&P - STREET LIGHT UPGRADES	60.0	160.0	160.0	265.0	265.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	200.0	0.0	200.0	0.0	200.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	210.0	150.0	150.0	150.0	750.0
P1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	0.0	0.0	50.0	500.0	500.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	2,958.0	1,500.0	1,500.0	1,500.0	1,500.0
P1250 SL&P - ADVANCED METERING INFRASTRUCTURE	350.0	0.0	0.0	0.0	0.0
P1251 SL&P - SUBSTATION - 138 kV SWITCHING	350.0	350.0	50.0	50.0	50.0
P1253 SL&P - SUBSTATION UPGRADE - NORTH CENTRAL	0.0	0.0	0.0	0.0	300.0
P1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	250.0	200.0	300.0	200.0	100.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	120.0	120.0	120.0	120.0	120.0
P1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	75.0	75.0	0.0	0.0	0.0
P1268 SL&P - NETWORK VAULTS	50.0	0.0	0.0	0.0	0.0
P1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	0.0	0.0	0.0	720.0	720.0
P1272 SL&P - BUILDINGS & GROUNDS	450.0	250.0	375.0	250.0	250.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - MITIGATION	900.0	870.0	870.0	770.0	780.0
P1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	100.0	100.0	0.0	0.0	0.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	0.0	0.0	205.0	0.0	205.0
P1295 SL&P - NETWORK - MAJOR ASSETS	400.0	0.0	400.0	0.0	400.0
P1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	300.0	300.0	300.0	300.0	300.0
P1297 SL&P - NETWORK - PRIMARY LINES	600.0	200.0	600.0	200.0	0.0
P1298 SL&P - NETWORK - SECONDARY LINES	0.0	60.0	60.0	60.0	0.0
P1299 SL&P - NETWORK - PROTECTION & CONTROL	260.0	260.0	260.0	260.0	260.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	300.0	250.0	250.0	250.0	250.0
P1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	0.0	150.0	0.0	0.0	0.0
P1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,025.0	1,875.0	1,875.0	1,875.0	1,875.0
P1308 SL&P - 15 kV CONV - INTERMED SUBSTATIONS	1,150.0	500.0	800.0	950.0	1,000.0
P1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	50.0	140.0	140.0	145.0	145.0
P1315 SL&P - 138 kV TRANSMISSION LINE UPGRADE	0.0	1,750.0	1,750.0	1,750.0	1,750.0
P1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	100.0	100.0	120.0	120.0	0.0



Funded Capital Projects		2016	2017	2018	2019	2020
P1326	SL&P - SUBSTATION MONITORING SYS UPGRADE	200.0	250.0	200.0	250.0	200.0
P1329	SL&P - SUBSTATION RELAY UPGRADES	0.0	350.0	500.0	250.0	500.0
P1332	SL&P - SUBSTATION SERVICE LIFE EXTENSION	415.0	400.0	300.0	300.0	300.0
P1350	SL&P - SUBSTATION BUILDING & GROUND RENO	0.0	150.0	150.0	100.0	100.0
P1352	SL&P - LIFE CYCLE MANAGEMENT	150.0	100.0	0.0	0.0	0.0
P1353	SL&P - EQUIPMENT UPGRADE & REPLACEMENT	235.0	247.0	635.0	185.0	635.0
Total		17,008.0	15,107.0	15,320.0	14,370.0	16,505.0

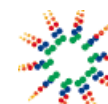
Summary of Capital Investments

Saskatoon Light & Power's Capital Investment Plan includes maintaining current assets and expanding infrastructure to meet new customer needs. This work is required to meet the needs of a growing city, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.

Major capital initiatives for 2016 include \$2.8 million for customer connections (new and upgrade), \$3.4 million for street lighting initiatives including new subdivisions, \$1.0 million for substation upgrades, \$3.5 million for distribution line and equipment upgrades, \$1.7 million for smart meters and AMI, \$1.6 million for upgrades to the downtown secondary network system, \$0.6 million for repair of street lights damaged by vehicles, \$0.7 million for building, vehicle, and equipment upgrades, and \$0.5 million for communications and control systems.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2016 capital projects.



Storm Water Management

Overview

The purpose of Storm Water Management is to provide for the operation, inspection, and maintenance of the storm water management system and riverbank sub drain and monitoring systems. This includes piping, manholes, catch basins, outfall structures, culverts and overland storm drainage systems, storm ponds, slope monitoring devices, and the related engineering services.

The 2016 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. Properties are assessed for equivalent runoff units (ERUs) and are charged annually at \$52.80 / year / ERU. To mitigate impact, the ERUs will be phased in over seven years with a maximum cap of 100 ERUs in 2018. In 2016 the ERU cap is set at 70 ERUs.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5,378.3)	(6,066.2)	(6,194.3)	(6,010.6)	183.7	-3.0%
Staff Compensation	1,359.2	1,506.6	1,579.3	1,622.8	43.5	2.8%
Operating Cost	1,001.0	1,541.5	1,693.8	1,721.3	27.5	1.6%
Debt Charges	(9.9)	(9.9)	(35.3)	(24.8)	10.5	-29.7%
Capital Contribution	3,028.0	3,028.0	2,956.5	2,691.3	(265.2)	-9.0%
Total	(0.0)	(0.0)	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	19.51	19.51	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Storm Water Management	(6,194.3)	183.7	(6,010.6)	6,194.3	(185.4)	1.7	0.0	6,010.6
								0.0

Revenue Change:

- A decrease in revenue of \$183.7 is due to a budget correction from the ERU phase in. 2016 is the fifth year of the seven year phase in of the Storm Water Utility rate structure.

Growth:

- An increase of \$1.7 is the result of storm sewer maintenance staff training increases due to a change in workload.

Capital Contributions:

- There has been a decrease in the transfer to the Storm Water Management Capital Reserve of \$265.2 as a result of operational and capital requirements to balance the Utility.

Other Significant Changes:

- There is an increase of \$74.7 for the fall sweep program.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. In the 2016 budget, Storm Water Management's total Utility contribution to the City is \$51.8 (Admin. Recovery).



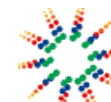
Funded Capital Projects		2016	2017	2018	2019	2020
P1493	TU-EAST RIVERBANK STABILIZATION	3,200.0	250.0	300.0	250.0	300.0
P1619	TU-STORM SEWER TRUNK	879.0	901.0	923.0	947.0	970.0
P1620	TU-STORM SEWER COLLECTION	835.0	856.0	877.0	899.0	921.0
P1621	TU-STORM SEWER POND PRESERVATION	350.0	359.0	367.0	377.0	386.0
P1677	TU-STORM WATER MGMT UTILITY BILLING	150.0	154.0	158.0	161.0	165.0
Total		5,414.0	2,520.0	2,625.0	2,634.0	2,742.0

Summary of Capital Investments

2016 Storm Water Management Capital Investments include five funded projects totaling \$5.4 million. This entire investment is geared towards the maintenance and replacement of existing assets.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Wastewater Utility

Overview

The purpose of the Wastewater Utility is to provide for the operation and maintenance of the City's wastewater treatment plants including the wastewater collection system and remote pumping facilities, the handling and disposal of solids resulting from the treatment processes and to provide related engineering and planning services.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(51,409.1)	(50,990.0)	(57,466.3)	(62,840.1)	(5,373.8)	9.4%
Staff Compensation	8,756.1	8,863.0	9,225.8	9,486.0	260.2	2.8%
Operating Cost	15,126.2	17,202.3	18,268.5	20,400.1	2,131.6	11.7%
Debt Charges	6,194.6	6,338.2	4,244.7	5,096.1	851.4	20.1%
Cost Recovery	(1,104.1)	(976.8)	(1,105.7)	(1,117.6)	(11.9)	1.1%
Capital Contribution	19,934.5	19,561.7	26,831.4	28,973.9	2,142.5	8.0%
Transfer to/from Reserves	1.6	1.6	1.6	1.6	0.0	0.0%
Total	(2,500.2)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	108.08	109.08	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Wastewater Utility	(57,466.3)	(5,373.8)	(62,840.1)	57,466.3	4,944.0	429.8	0.0	62,840.1
								0.0

Revenue Changes:

- The 2016 operating budget reflects the 2016 water rate increase to maintain operations and fund capital projects related to water quality, City growth and regulatory matters. An overall bill increase of 9.5% is in effect as of January 2016 to cover operating costs, capital expansion, and inflationary pressures. The revenue increase of \$2.4 million reflects the January 2016 rate increase.
- Other revenue increases include commercial surcharges and direct dumping charges of \$136.6.
- The 2016 budget also includes increases for various Utility levies as follows: \$822.4 (Infrastructure Levy), \$580.0 (Redevelopment Levy), \$1.2 million (Roadways Levy), and \$224.2 (Flood Protection Levy). These are offset in expenditures through transfers to reserve.

Growth:

- Consumption increases due to City expansion are offset by improvements in water and wastewater conservation technologies limiting 2016 revenue growth opportunities.
- An increase of \$202.7 for new lift station cleaning, \$71.8 for one new store supervisor position, \$123.8 for sewer maintenance & service connection contract services, \$8.5 for sewer maintenance staff training (due to workload changes), \$13.0 for sewer and maintenance supplies, and \$10.0 in fixed asset purchases for service connections.

Capital Contributions:

- Reserve transfer changes reflect an increase of \$822.4 to the Infrastructure Replacement Reserve – Water and Wastewater; an increase of \$1.2 million in the contribution to the Roadways Reserve required to rehabilitate roadways due to the presence of water and sewer services; a decrease of \$879.6 to the provision



for the Wastewater Capital Projects Reserve due to a decrease in the supplemental provision; and an increase of \$235.5 in the transfer to the Wastewater Supply Replacement Reserve. Additionally, the Flood Protection Program Levy increased by \$224.2 and the Redevelopment Levy increased by \$580.0.

Other Significant Changes:

- Increases include \$408.9 for the operation of the collection system, \$278.2 for the Heavy Grit Facility (formerly supported by the tax base), \$2.1 million for capital contributions, \$221.0 for Grants in Lieu of Taxes, and \$212.4 for staff compensation, billing and City services, overhead and other operational expenditures. In addition, the debt charges for capital projects have increased by \$851.4. Public notice will be given prior to undertaking additional borrowing.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. The Wastewater Utilities 2016 budget includes the following: \$4.4 million (Admin. Recovery), \$3.9 million (Grant-in-Lieu), and \$1.3 million (Return on Investment). In the 2016 budget, Wastewater's total Utility contribution to the City is \$9.5 million.
- 2016 is the first year of a five year phase-in plan to establish an ROI from both the Water and Wastewater Utilities based on 10 percent of metered and fixed revenue.

Funded Capital Projects	2016	2017	2018	2019	2020
P0687 WWT- ASSET REPLACEMENT	4,476.0	2,752.0	2,391.0	2,990.0	3,469.0
P1243 WWT- LIFT STATION UPGRADES	4,087.0	3,248.0	873.0	1,189.0	1,805.0
P1501 TU-UPGRD FLETCHER RD SANITARY LIFT STATN	3,300.0	0.0	0.0	0.0	0.0
P1616 TU-WASTE WATER COLLECTION	4,815.0	4,815.0	4,815.0	4,815.0	4,815.0
P1618 TU-SANITARY SEWER TRUNKS	1,792.0	1,792.0	1,792.0	1,792.0	1,792.0
P2053 WWT-SCREEN REPLACEMENT	2,517.0	0.0	0.0	0.0	0.0
P2224 WWT-LIQUID WASTE HAULERS STATION	3,500.0	0.0	0.0	0.0	0.0
P2229 WWT-PRIMARY 25kVa Loop	2,500.0	0.0	0.0	0.0	0.0
P2230 WWT-EXPECTED UPGRADES	0.0	530.0	562.0	2,907.0	3,009.0
P2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	200.0	100.0	100.0	100.0	100.0
P2567 WWTP-RELINING CELL	0.0	2,120.0	3,933.0	0.0	0.0
P2577 WWTP-PEP 6TH PUMP	0.0	409.0	0.0	0.0	0.0
P2578 WWTP-DOWNSTREAM USER STUDY	0.0	0.0	337.0	0.0	0.0
P2579 WWTP-DIGESTER TANK 4	0.0	8,480.0	12,389.0	0.0	0.0
P2580 WWTP-DIGESTER CLEANING FACILITY	0.0	0.0	0.0	2,326.0	0.0
Total	27,187.0	24,246.0	27,192.0	16,119.0	14,990.0

Summary of Capital Investments

The 2016 Wastewater Capital Investments in the Wastewater Utility includes nine capital expansion and replacement/rehabilitation projects for a total of \$27.2 million.

The asset replacement project for the Wastewater Utility, at \$4.5 million in 2016, is comprised of thirteen components with major replacements consisting of Master Control Centre for \$1.7 million, building heating systems for \$1.1 million and existing system replacements for \$0.9 million.

The five growth and capital expansion projects for the Wastewater Utility total \$15.9 million. Major capital investments include \$4.1 million for lift station upgrades, \$3.5 million for liquid waste haulers station, \$2.5 million for treatment plant screen replacements, \$2.5 million for continuous power supply to treatment areas on the south side of the plant, and \$3.3 million for the Fletcher Road Lift Station upgrade.



The 2016 program for the rehabilitation and replacement of the wastewater collection system has been identified at \$6.8 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 2016 Capital Projects.



Water Utility

Overview

The purpose of the Water Utility is to provide for the operation and maintenance of the City's water treatment plant, including the water distribution system, the testing and maintenance of water meters, and related engineering and planning services.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(58,258.8)	(58,911.7)	(63,746.2)	(70,657.6)	(6,911.4)	10.8%
Staff Compensation	11,591.1	11,203.6	11,587.4	11,910.2	322.8	2.8%
Operating Cost	21,897.3	22,500.9	24,192.7	27,842.2	3,649.5	15.1%
Debt Charges	11,840.9	11,629.1	9,261.4	11,090.5	1,829.1	19.7%
Cost Recovery	(1,168.7)	(926.1)	(937.7)	(987.4)	(49.7)	5.3%
Capital Contribution	14,430.9	14,502.6	19,640.8	20,800.5	1,159.7	5.9%
Transfer to/from Reserves	1.6	1.6	1.6	1.6	0.0	0.0%
Total	334.3	0.0	0.0	(0.0)	(0.0)	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	137.12	137.08	(0.04)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Water Utility	(63,746.2)	(6,911.4)	(70,657.6)	63,746.2	6,715.9	250.5	(55.0)	70,657.6
								0.0

Revenue Changes:

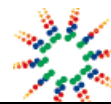
- The 2016 operating budget reflects the 2016 water rate increase necessary to maintain operations and fund capital projects related to water quality, City growth, and regulatory matters. The 2016 estimated yearly water consumption of 36.0 million cubic meters is consistent with the 2015 demand levels forecasting no growth for the upcoming year. An overall bill increase of 9.5% effective January 2016 covers operating costs, capital expansion, inflationary pressures, and roadway restoration from utility work. Revenue increases reflect the January 2016 rate increase and include a metered revenue increase of \$5.0 million.
- The 2016 budget also includes increases for various Utility levies as follows: \$595.6 (Infrastructure Levy), \$420.0 (Redevelopment Levy), and \$840.0 (Roadways Levy). These are offset in expenditures through transfers to reserve.

Service Level Changes:

- A service level decrease of \$55.0 represents a reduced requirement for equipment consulting services for transfer pumping.

Growth:

- Consumption increases due to City expansion is offset by improvements in water and wastewater conservation technologies limiting 2016 revenue growth opportunities.
- An increase of \$20.5 for treatment pumping chemicals (increased demand), \$6.6 for utilities (monitoring at Acadia & 42nd), \$81.5 for contract services (water-main maintenance, hydrants), \$96.9 for Fleet rental costs (includes fuel), \$30.0 for Equipment costs (aggregate, roadway/landscaping charges), and \$15.0 for water services supplies (increased demand).



Capital Contributions:

- Reserve transfers include a \$271.2 decrease to the Water Supply Replacement Reserve, a \$595.6 increase to the Infrastructure Replacement Reserve – Water and Wastewater and a \$424.7 decrease to the Water Capital Reserve due to a decrease in the supplemental provision. Additionally, there is an increase of \$840.0 to the Roadways Reserve as a contribution to rehabilitate roadway utility cut repairs. The Redevelopment Levy also increased by \$420.0.

Other Significant Changes:

- Increases include: \$579.1 for operation of the distribution system, \$1.2 million for capital contributions, \$469.0 for chemicals required for treatment, \$340.5 for O&M, \$190.8 for staff compensation, and \$453.1 for Grants in Lieu of Taxes. In addition, the 2016 debt charges have increased by \$1,829.5. Public notice will be given prior to undertaking additional borrowing.
- The reduction of 0.04 FTE's is the result of a realignment of positions required for the operations of the Water Utility service line as well as the Public Works division.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. The Water Utilities 2016 budget includes the following: \$3.9 million (Admin. Recovery), \$5.3 million (Grant-in-Lieu), and \$1.7 million (Return on Investment). In the 2016 budget, Water's total Utility contribution to the City is \$11.0 million.
- 2016 is the first year of a five year phase-in plan to establish an ROI from both the Water and Wastewater Utilities based on 10 percent of metered and fixed revenue.

Funded Capital Projects	2016	2017	2018	2019	2020
P1054 WTP-ASSET REPLACEMENT	1,195.0	3,271.0	1,517.0	715.0	3,630.0
P1055 WTP-AUTOMATIC METER READING CONV	2,600.0	2,756.0	2,921.0	3,024.0	0.0
P1210 WTP - FILTER PLANT UPGRADE/EXPANSION	0.0	0.0	899.0	8,373.0	0.0
P1615 TU-WATER DISTRIBUTION	7,335.0	7,335.0	7,335.0	7,335.0	7,335.0
P1617 TU-PRIMARY WATER MAINS	1,900.0	1,900.0	1,900.0	1,900.0	1,900.0
P2197 WTP - WATER CONSERVATION INITIATIVE	75.0	0.0	0.0	0.0	0.0
P2214 WTP - WATER SYSTEM ASSESSMENT	0.0	0.0	0.0	0.0	200.0
P2219 WTP-N.E. SECTOR RESERVOIR	0.0	0.0	2,809.0	26,515.0	27,322.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	0.0	2,827.0	1,124.0	1,163.0	0.0
P2555 WTP-PCS & ICT RISK ELIMINATION	1,500.0	0.0	0.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	0.0	4,240.0	0.0	0.0	0.0
P2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	1,000.0	0.0	0.0	0.0	0.0
P2561 WTP-EXPECTED UPGRADES	500.0	1,590.0	1,685.0	5,815.0	6,018.0
P2563 WTP-LOW LIFT UPGRADE	1,000.0	4,240.0	0.0	0.0	0.0
P2564 WTP-DRAIN LINE	1,500.0	0.0	0.0	0.0	0.0
P2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	11,305.0	7,208.0	0.0	0.0	0.0
P2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	0.0	0.0	0.0	3,198.0	3,310.0
P2573 WTP-ROOF REPAIR	500.0	0.0	0.0	0.0	0.0
Total	30,410.0	35,367.0	20,190.0	58,038.0	49,715.0

Summary of Capital Investments

The 2016 Water Capital Investments in the Water Utility include 12 capital expansion and replacement/rehabilitation projects for a total of \$30.4 million.

The asset replacement project, at \$1.2 million in 2016, is comprised of two components: \$120.0 for clarifier refurbishment and \$1.1 million for Plant HVAC refurbishment.

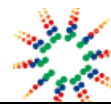


The eight growth and capital expansion projects for the Water Utility total \$19.9 million. Major capital investments include \$11.3 million for Transfer Pumping and Electrical Upgrade, \$2.6 million for Automatic Meter Reading Conversion, \$1.5 million for the Water Treatment Plant Drain Line, \$1.0 million for Low Lift upgrades, \$1.0 million for the HVAC system in the administration building, and \$1.5 million for control system assessment plan implementation.

The 2016 program for the rehabilitation and replacement of the water distribution system has been identified at \$9.2 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

To provide cost-effective, convenient, affordable, and efficient waste minimization programs that divert material from 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 waste to residents interested in subscribing. Yard waste is 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(4,654.2)	(4,922.2)	(7,208.3)	(6,989.1)	219.2	-3.0%
Staff Compensation	278.2	198.2	272.0	308.5	36.5	13.4%
Operating Cost	4,597.2	4,469.9	6,630.3	6,374.6	(255.7)	-3.9%
Cost Recovery	0.0	0.0	(26.0)	(26.0)	0.0	0.0%
Transfer to/from Reserves	(130.6)	90.5	182.0	182.0	0.0	0.0%
Transfer to/from Stabilization	(90.6)	163.6	150.0	150.0	0.0	0.0%
Total	(0.0)	(0.0)	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	3.50	3.50	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Waste Services Utility	(7,208.3)	219.2	(6,989.1)	7,208.3	(373.0)	153.8	0.0	6,989.1
								0.0

Revenue Changes:

- An increase of \$122.4 in revenue for the Residential Recycling Program is due to growth of the city and an increase \$82.5 in revenue is due to an uptake in subscriptions for the Leaves and Grass Program.
- Revenue in the Multi-unit Recycling Program has decreased by \$324.1 due to modifications in provincial funding as well as an adjustment to the definition of multi-unit residences. The variable portion of the operating costs have been adjusted down to balance these revenue reductions.
- Revenue in the compost program has been reduced by \$100.0 based on an adjustment to actuals from prior years. Operating costs have also been adjusted accordingly.

Growth:

- Operating cost increases of \$133.4 are for residential recycling contractual fees, and \$20.4 are related to collection calendars for the Leaves and Grass program.

Other Significant Changes:

- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. In the 2016 budget, Waste Services total Utility contribution to the City is \$53.5 (Admin. Recovery).



Summary of Capital Investments

There are no capital investments for Waste Services.



Operating Budget
\$101.2 million

Capital Budget
\$64.5 million



STRATEGIC GOAL:



Moving Around

Overview

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

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

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

Finally, Transportation is about planning for the future. A main focus of the Transportation business line is to explore innovative ways to efficiently move people, services, and goods, while minimizing environmental impact and promoting sustainability.

At A Glance

- Bridges and structures: five river crossings; 47 interchanges and overpasses; and, 21 pedestrian overpasses and tunnels.
- Roads and sidewalks: 4,005 lane km of paved roadways; 200 lane km of gravel roadways; 1,932 km of sidewalks; 453 km of back lanes.
- Public transit fleet is comprised of 35 conventional, 107 low-floor, 10 articulating, six community shuttle and 26 Access Transit buses, for a total of 184 buses.
- Transit operates 365 days a year, and in 2014 had ridership of approximately 11.6 million.
- 25 bus routes operate on 276 km of streets providing service to 1,688 bus stops.
- Total number of metered parking stalls: 2,800.



- Total number of traffic signals: 285.
- Total number of traffic count stations: 520.
- Total kilometres of dedicated cycling facilities: 1,194.
- Number of work requests issued from Public Works Customer Service Center: 28,000.
- Approximately 2,300 walkways are maintained between May and September.
- Over 3,300 tonnes of asphalt was used to repair 188,000 potholes in 2014.
- Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, census metropolitan areas as provided by Statistics Canada, National Household Survey, 2011: Walking – 5.1%; Bicycle – 2.0%; Public Transit – 4.4%; and, Car, Truck or Van (Driver and Passenger) – 86.5%.
- Total number of street lights: 30,340.
- Total number of seasonal decorations on street lights: 483.

Key Challenges and Risks

Infrastructure and Operations:

- Dedicated funding is not available for major transportation infrastructure required to improve system capacity as the city grows, including interchanges and bridges. Currently, funding for this required infrastructure must compete with other projects and programs funded from property taxes or rely on one time external funding.
- Maintaining the pace of growth and development while developing new policies under the Growth Plan.
- For operating programs in particular, meeting service expectations with available funding.

Financial:

- Ensuring adequate funding to preserve existing infrastructure while maintaining current pace of growth.

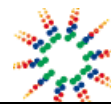
People:

- Recruiting and retaining skilled trades people.

Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Continue to implement the Neighbourhood Traffic Management Process.
- Build the North Commuter Parkway project and Traffic Bridge.
- Establish a long-term transit strategy, approved by City Council, setting out the appropriate mix of frequency versus coverage within a vision of rapid transit corridors linking neighbourhoods and creating a guide to investment, transportation and urban planning decision-making.
- Continue to implement the Intelligent Transportation System project and significant software upgrades to improve transit customer experience.
- Continue to support the Province on the Perimeter Highway project.
- Build interchanges at Boychuk Drive and Highway 16 and at College Drive and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.
- Utilize automated road condition assessment technology to provide a condition assessment of all of Saskatoon's roadways in an objective manner at the same point in time to truly assess the overall condition of the roadway network and to assist in establishing service levels for the repair and rehabilitation of our roadway network.
- Continue to focus on improving the condition of the transportation network through the Building Better Roads initiative.



- Establish decorative lighting policies and procedures that support the desire to be a more attractive “winter” city.

Implement the Following 10-Year Strategies:

- Implement the 10 year major transportation network priorities as part of the Growth Plan.
- Continue to evaluate and define the condition of Saskatoon’s transportation network and recommend funding levels to achieve the level of service endorsed by City Council.

Continuous Improvement

- Improve the level of customer service and the effectiveness of communications in all areas.
- Utilize innovative strategies to minimize impacts on traffic flows and ensure safety in work zones during project construction.
- Automate operations of the Sign Shop to better track work orders and provide more timely communication to the public on road closures.
- Strengthen the collaboration between divisions to ensure a coordinated approach in the delivery of services.
- Transit will continue to review and develop cost effective improvements to service based on data, appropriate software and technologies, and industry best practice.
- Through automated and semi-automated data collection a proper baseline of the complete pavement condition will be created allowing for better decision making and funding allocation.
- Continue to formalize Levels of Service for all operations within Public Works which will enhance stakeholder awareness of the service delivery for each program, improve communications, and understanding of program deliverables.
- Adjust scheduling within Public Works Roadways to provide better coverage over a seven day period which will reduce overtime requirements and provide more consistent service.
- Continue to apply and evaluate anti-icing strategies to improve snow and ice management operations to improve motorist safety and ease of movement.
- Improve sanding operations by monitoring application rates to improve traction during the winter and reduce Spring street cleaning.
- Parking meter upgrade project will improve customer service experience and efficiencies in operations.
- Continue with improved coordination for street sweeping between responsible divisions for boulevard/ medians and developing neighbourhoods to provide for a more effective and efficient program which will provide for a cleaner roadway.
- Optimize and coordinate snow removal on pathways and sidewalks to ensure practical coverage and timely operations in conjunction with Bylaw requirements.
- Investigate the opportunity to upgrade existing street and park lighting to utilize light emitting diode (LED) fixtures to reduce energy consumption.

Performance Measures

20% of People Use Cycling, Walking or Transit to get to Work:

- Implement the strategic plan for Active Transportation to increase the number of people walking and cycling to work.
- Develop a Transportation Master Plan using outputs from the Active Transportation Strategic Plan and the *Growth Plan to Half a Million*.

Increase Transit Ridership to 62 Rides per Capita:

- Initiate an innovative marketing campaign highlighting the Online Trip Planner, Real Time Mapping services, and more social media to make transit “cool”.



- Create a reliable data bank to assess operations for decisions that contribute to more reliable transit service.
- Develop a long-term transit strategy, and implement route changes and service improvements to better meet the needs of commuters.

Increase the amount of Cycling-Specific Infrastructure by 10%:

- Complete implementation and monitor the demonstration project for separated bike lanes.
- Incorporate more linear parks that accommodate cycling in new neighbourhoods.

Reduce the City of Saskatoon's Greenhouse Gas Emissions by 30% from 2006 Levels:

- Decrease the average amount of electricity consumed for street and park lighting by using LED fixtures in new neighbourhoods and investigating the opportunity to upgrade existing lighting to LED fixtures.
- Optimize snow operations and utilize newer transit buses to reduce fuel consumption and emissions.

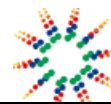
Budget Implications

The Transportation business line, in consideration of its Strategic Goal of “Moving Around”, has incorporated budget changes related to capital expansion and rehabilitation, addressing the infrastructure deficit, growth and inflation as well as service level adjustments that promote the repair and maintenance of roads, streets, sidewalks, and bridges.

- An increase of \$168.3, representing 0.1% of a mill, to the Active Transportation Reserve initiated in 2014 in response to a need for dedicated funding for active transportation initiatives.
- An increase of \$378.1, representing 0.2% of a mill, to the Traffic Noise Attenuation Reserve to phase in debt repayment for retrofit traffic noise attenuation borrowing beginning in 2016.
- The Transportation Infrastructure Reserve has been increased by \$264.8 including a recommended increase of \$170.2, representing 0.09% of a mill; and a one-time allocation of \$94.6 from the Neighbourhood Land Development Fund to address the asset funding gap on back lanes and boundary roads.
- The Paved Roadways Infrastructure Reserve has been increased by \$7.2 million including a \$3.5 million Roadway Levy in response to the infrastructure deficit recognized in the Road Maintenance service line. Included in this is the third and final phase in of an annual contribution of \$6.0 million from the Water/Waste Water Utility in the amount of \$2.0 million. In addition, a one-time allocation of \$1.7 million from the Neighbourhood Land Development Fund is being made to the Paved Roadways Infrastructure Reserve. This funding will help to support the Building Better Roads initiative.
- The Bridge Major Repair Reserve has a net increase of \$150.0. The third year of a three year phase in of temporary funding in the amount of \$750.0 required to begin building the base operations budget for the North Commuter Bridge has been deferred to 2017. This temporary funding is used for rehabilitation projects.
- A large part of the capital program identified in this business line is aimed at the capital rehabilitation or replacement of existing assets. Transit Operations and Access Transit have identified \$2.5 million to refurbish and replace buses, auxiliary equipment and bus shelters. The Transportation Services, Road Maintenance and Bridges, Subways and Overpasses service lines have identified 27 projects for \$44.2 million all geared towards the capital rehabilitation and replacement of existing assets including roadways, lanes, boundary roads, bridges and overpasses.
- Projects have also been identified in the Transportation business line that will result in improvements to all modes of travel including pedestrian, bicycle, vehicle, and public transit. Transit ridership initiatives will continue in 2016. Transportation Services continues to plan future transportation needs and prepare functional planning studies. Traffic Noise Attenuation, through borrowing \$13.9 million, will put forward a program of \$15.5 million in 2016. Intersection improvements have also been identified with a budget of \$1.8 million. Parking Services will continue the implementation of multi-space parking meters.
- In addition to the expenditure increases for growth and inflation shown in this business line, a service level adjustment in the amount of \$445.0 has been put forward in the Snow and Ice Management service line to provide for an increased level of service for clearing sidewalk ramps in the business districts as well as for the application of chemicals required for ice control. Transit also includes an increase of \$123.7 to provide extended service hours to the Evergreen Neighbourhood.



- Revenues have been identified in the Transportation service line in the amount of \$182.0 representing vehicle permit fees, right of way permit fees and sidewalk and crossing permit fees.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	24,811.3	22,918.6	24,612.6	(14,592.1)	40,827.3	26,235.2	1,622.6	6.6%
Access Transit	3,391.1	3,348.8	3,412.8	(1,240.9)	4,691.2	3,450.3	37.5	1.1%
Transportation Services	7,459.8	7,006.9	7,643.3	(298.5)	8,400.9	8,102.4	459.1	6.0%
Road Maintenance	26,523.9	27,382.6	33,292.0	(281.4)	39,396.2	39,114.8	5,822.8	17.5%
Snow & Ice Management	12,549.9	10,273.2	11,084.8	(559.5)	12,243.6	11,684.1	599.3	5.4%
Street Cleaning & Sweeping	4,114.0	3,119.5	3,320.0	0.0	3,799.4	3,799.4	479.4	14.4%
Bridges, Subways, Overpasses	4,083.4	4,162.8	5,163.3	0.0	5,323.2	5,323.2	159.9	3.1%
Street Lighting	5,833.2	5,623.8	5,964.4	(31.1)	5,911.3	5,880.2	(84.2)	-1.4%
Parking	(3,467.5)	(3,378.6)	(3,224.6)	(5,907.3)	2,738.4	(3,168.9)	55.7	-1.7%
Impound Lot	(39.0)	0.0	0.0	(530.3)	530.3	0.0	0.0	0.0%
Engineering	610.7	741.0	745.5	0.0	764.1	764.1	18.6	2.5%
Total	85,870.8	81,198.6	92,014.1	(23,441.1)	124,625.9	101,184.8	9,170.7	10.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	604.05	603.89	(0.16)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Transit Operations	(15,492.1)	900.0	(14,592.1)	40,104.7	598.9	0.0	123.7	40,827.3	26,235.2
Access Transit	(1,240.9)	0.0	(1,240.9)	4,653.7	37.5	0.0	0.0	4,691.2	3,450.3
Transportation Services	(113.9)	(184.6)	(298.5)	7,757.2	97.3	0.0	546.4	8,400.9	8,102.4
Road Maintenance	(268.1)	(13.3)	(281.4)	33,560.1	149.2	0.0	5,686.9	39,396.2	39,114.8
Snow & Ice Management	(533.2)	(26.3)	(559.5)	11,618.0	180.6	0.0	445.0	12,243.6	11,684.1
Street Cleaning & Sweeping	0.0	0.0	0.0	3,320.0	479.4	0.0	0.0	3,799.4	3,799.4
Bridges, Subways, Overpasses	0.0	0.0	0.0	5,163.3	9.9	150.0	0.0	5,323.2	5,323.2
Street Lighting	(29.6)	(1.5)	(31.1)	5,994.0	(109.7)	27.0	0.0	5,911.3	5,880.2
Parking	(6,907.3)	1,000.0	(5,907.3)	3,682.7	(944.3)	0.0	0.0	2,738.4	(3,168.9)
Impound Lot	(825.0)	294.7	(530.3)	825.0	(294.7)	0.0	0.0	530.3	0.0
Engineering	0.0	0.0	0.0	745.5	18.6	0.0	0.0	764.1	764.1
Total	(25,410.1)	1,969.0	(23,441.1)	117,424.2	222.7	177.0	6,802.0	124,625.9	101,184.8

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Transit Operations	2,090.0	7,140.0	2,090.0	2,580.0	2,090.0
Access Transit	425.0	250.0	250.0	250.0	250.0
Transportation Services	21,175.0	3,645.0	3,710.0	4,260.0	3,365.0
Road Maintenance	33,738.0	32,824.0	32,824.0	32,824.0	31,824.0
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	6,481.0	864.0	9,418.0	23,934.0	3,503.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	595.0	100.0	60.0	125.0	125.0
Impound Lot	0.0	0.0	0.0	0.0	0.0
Engineering	0.0	0.0	0.0	0.0	0.0
Total	64,504.0	44,823.0	48,352.0	63,973.0	41,157.0

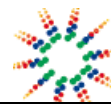


Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
ACCESS TRANSIT CAPITAL RESERVE	425.0	250.0	250.0	250.0	250.0
ACTIVE TRANSPORTATION RESERVE	450.0	500.0	500.0	500.0	500.0
BORROWING	13,909.0	0.0	0.0	0.0	0.0
BRIDGE MAJOR REPAIR RESERVE	6,231.0	789.0	9,368.0	3,859.0	3,453.0
GENERAL PPD SERV-ENGINEERING	16.0	0.0	16.0	0.0	16.0
INFRA GAS TAX PROGRAM	0.0	4,950.0	0.0	0.0	0.0
INFRA RES-TRANSPORTATION	3,522.0	3,514.0	3,514.0	3,514.0	3,514.0
INFRA RES-WTR & SAN SWR	34.0	0.0	34.0	0.0	34.0
MINISTRY OF HIGHWAYS AND INFRA	936.0	0.0	0.0	0.0	0.0
OTHER	1,000.0	1,000.0	1,000.0	1,000.0	0.0
PARKING RESERVE	595.0	100.0	60.0	125.0	125.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	29,010.0	29,010.0	29,010.0	29,010.0	29,010.0
PRIVATE CONTRIBUTIONS	0.0	0.0	0.0	20,000.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	600.0	0.0	0.0	0.0	0.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	1,546.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	1,070.0	995.0	960.0	985.0	960.0
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	0.0	490.0	0.0
TRANSIT CAPITAL PROJECTS RESERVE	940.0	850.0	750.0	750.0	750.0
TRANSIT VEHICLE REPLACEMENT RESERVE	850.0	1,040.0	1,040.0	1,040.0	1,040.0
TRANSP EQUIP ACQ RESERVE	150.0	75.0	50.0	75.0	50.0
TRANSP INFRAS EXPANSION	2,770.0	1,300.0	1,350.0	1,925.0	1,005.0
TU - CAPITAL RESERVE	150.0	150.0	150.0	150.0	150.0
US - CAPITAL RESERVE	300.0	300.0	300.0	300.0	300.0
Total	64,504.0	44,823.0	48,352.0	63,973.0	41,157.0
Unfunded	8,452.0	16,098.0	41,173.0	37,886.0	37,166.0

Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P1522 TU-TRAFFIC NOISE ATTENUATION	0.0	116.3	116.2	0.0	0.0
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	0.0	25.0	0.0	0.0	0.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	0.0	37.9	0.0	0.0	0.0
Total	0.0	179.2	116.2	0.0	0.0



Transit Operations

Overview

Saskatoon Transit provides a safe, reliable, easy to use public transit system that is accessible and responsive to the needs of customers as it links people and places. The service provided by Saskatoon Transit focuses on a coverage model. Saskatoon Transit uses innovative technologies and a customer service approach to attract people away from the automobile to continue to grow its ridership in an effort to reduce congestion and greenhouse gas emissions.

Saskatoon Transit provides a fixed route service that operates 1,668 bus stops across 25 bus routes and approximately 276 km of streets. The current fleet of 158 buses is comprised of 35 conventional buses and 123 low-floor buses (which include 10 articulating buses and 6 community shuttle).

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(11,857.8)	(14,638.5)	(14,637.0)	(13,823.3)	813.7	-5.6%
Province of Saskatchewan	(624.9)	(932.6)	(855.1)	(768.8)	86.3	-10.1%
Staff Compensation	24,489.6	25,699.9	26,643.1	27,624.4	981.3	3.7%
Operating Cost	10,426.6	10,244.1	10,910.1	11,255.2	345.1	3.2%
Debt Charges	778.2	778.1	776.2	119.9	(656.3)	-84.6%
Cost Recovery	(444.4)	(363.9)	(426.4)	(426.4)	0.0	0.0%
Capital Contribution	2,130.3	2,130.3	2,200.4	2,252.9	52.5	2.4%
Transfer to/from Reserves	1.2	1.2	1.3	1.3	0.0	0.0%
Total	24,898.8	22,918.6	24,612.6	26,235.2	1,622.6	6.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	350.50	351.50	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Transit Operations	(15,492.1)	900.0	(14,592.1)	40,104.7	598.9	0.0	123.7	40,827.3
								26,235.2

Revenue Change:

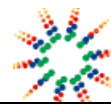
- Revenues were reduced by \$900.0 which includes a reduction to Charters and revised projected fare revenues. The adjusted fare revenue was estimated based on ridership and fare trends, including 2014 and 2015 budgets that were over-estimated. Saskatoon Transit is optimistic that the marketing campaign starting in the fall of 2015 and will help to realize this revised revenue estimate.

Service Level Change:

- Expenditure increases due to the extension of service hours to the Evergreen neighbourhood to include evenings, Saturdays, Sundays, and statutory holidays. This increases the 2016 operating budget by \$123.7 which includes salary and benefits required for an operator as well as fuel, maintenance, capital funding, and miscellaneous costs associated with an additional bus. In 2017, there will be an additional \$85.3. The total operating increase over 2016 and 2017 for the service level increase is \$209.0.

Other Significant Changes:

- Inflationary increases in expenditures include \$291.0 due to rising costs to maintain the fleet, building and radios and \$981.3 for staff compensation.



- Inter-departmental transfers have reallocated budget amounts within the City of Saskatoon's departments. The net reduction to Transit's budget related to these transfers is \$626.5 comprised of a \$656.3 reduction in principal and interest charges on Transit's loan coming to completion offset by \$29.8 of other departmental cross charges.

Not Included:

- Four additional positions for a total \$277.6 required to increase customer satisfaction, comfort and cleanliness of buses. These positions include an Integrated Transportation System (ITS) Technologist, two Labourers and a Supervisor position. Transit will attempt to provide this service within existing resources and/or through continuous improvement initiatives.
- Inflationary increases for various costs including licenses, insurance and software contracts for \$481.0 will be absorbed or offset through continuous improvement initiatives.
- For 2016, an existing bus will be used to provide the expanded service to the Evergreen neighbourhood. In 2017, a new bus will be included in the budget.

Funded Capital Projects	2016	2017	2018	2019	2020
P0583 TR-REPLACE/REFURB BUSES	850.0	6,290.0	1,340.0	1,340.0	1,340.0
P0584 TR-ADDITIONAL BUSES	0.0	0.0	0.0	490.0	0.0
P0671 TR-AUXILIARY VEH/EQUIP	100.0	100.0	100.0	100.0	100.0
P1194 TR- ENGINE OVERHAUL	300.0	350.0	350.0	350.0	350.0
P2317 TR-SHELTERS/BENCHES	200.0	200.0	100.0	100.0	100.0
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	250.0	0.0	0.0	0.0	0.0
P2322 TR-COUNT ROOM EQUIPMENT	50.0	0.0	0.0	0.0	0.0
P2323 TR-RIDERSHIP GROWTH INITIATIVES	150.0	200.0	200.0	200.0	200.0
P2589 TR-TECHNOLOGY PLAN	190.0	0.0	0.0	0.0	0.0
Total	2,090.0	7,140.0	2,090.0	2,580.0	2,090.0

Unfunded Capital Projects	2016	2017	2018	2019	2020
P0584 TR-ADDITIONAL BUSES	0.0	490.0	0.0	0.0	0.0
Total	0.0	490.0	0.0	0.0	0.0

Summary of Capital Investments

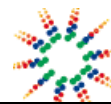
Transit Operations Capital Investments in 2016 total \$2.1 million. In addition to this is an allocation of available gas tax funds in the amount of \$5.0 million to purchase 10 new low-floor buses in 2016 that were approved for procurement by City Council in 2015. Transit will continue with ridership initiatives in 2016 with a \$150.0 program. Auxiliary equipment replacement and bus shelter installations and replacements will be \$100.0 and \$200.0, respectively. Engine rebuilds will be required, estimated at \$300.0. Transit will be upgrading its Fleet Management system with \$250.0 of funding. The coin equipment replacement project will receive \$50.0. Transit has also created a new project for a long term technology plan that ensures that Transit will replace current technology and modernize existing infrastructure for \$190.0.

Future Operating Impact of Current Year's Capital Projects

There will be an increased maintenance contract fee of \$25.0 due to the upgrade of the Fleet Management system.

Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	0.0	25.0	0.0	0.0	0.0
Total	0.0	25.0	0.0	0.0	0.0



Access Transit

Overview

Access Transit provides public transit service to our community of citizens with special needs. This service is provided as an accessible door to door service for persons with special needs who cannot use our fixed route service with safety and dignity. A fleet of 26 buses serve customers within the city limits of Saskatoon.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(230.8)	(245.3)	(245.3)	(245.3)	0.0	0.0%
Province of Saskatchewan	(992.3)	(885.1)	(995.6)	(995.6)	0.0	0.0%
Staff Compensation	3,188.2	3,092.5	3,225.8	3,307.0	81.2	2.5%
Operating Cost	1,133.3	1,094.0	1,127.9	1,131.7	3.8	0.3%
Debt Charges	47.4	47.4	47.5	0.0	(47.5)	-100.0%
Capital Contribution	245.3	245.3	252.5	252.5	0.0	0.0%
Total	3,391.1	3,348.8	3,412.8	3,450.3	37.5	1.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	48.40	48.40	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Access Transit	(1,240.9)	0.0	(1,240.9)	4,653.7	37.5	0.0	0.0	4,691.2	3,450.3

Significant Changes:

- An operating increase of \$94.9 for the 2016 budget. This covered the contractual increases for salaries. Inter-departmental transfer decreases for principal, interest charges and WCB total \$57.4.

Not Included:

- Three additional buses, with operators, for an operating impact of \$392.4 plus a one-time capital allocation of \$375.0. This would increase the service capacity and allow for a decrease in service denials from the current level of 8.0%. Canadian Urban Transit Association notes the acceptable range to be around 2.0%.

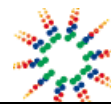
Funded Capital Projects	2016	2017	2018	2019	2020
P2095 ACCESS TRANSIT-BUS REPLACEMENTS	375.0	250.0	250.0	250.0	250.0
P2588 ACCESS TRANSIT- BUS ADD ON	50.0	0.0	0.0	0.0	0.0
Total	425.0	250.0	250.0	250.0	250.0

Summary of Capital Investments

2016 Access Transit Capital Investments allow for the purchase of three replacement buses at a cost of \$375.0 and an allocation of \$50.0 to initiate a project to replace aging hardware and install cameras on the fleet.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Transportation Services

Overview

The role of the Transportation Services service line is to monitor the existing transportation system, identify deficiencies, and determine and implement corrective action on an ongoing basis. The transportation system includes facilities for vehicles, pedestrians, cyclists, trucks, parking, loading and unloading of persons and goods. This program also includes planning for the future expansion of the system to accommodate the mobility needs of a growing population, the control of the use of roadway right-of-way which includes detours, road closures for public and private construction, and co-ordination of services for special events.

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

Other services provided are the manufacture, installation, and maintenance of traffic and street name signs, the marking of street lines, crosswalks and parking stalls, and the erection and maintenance of detours.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(20.7)	(19.9)	(19.9)	(199.9)	(180.0)	904.5%
Province of Saskatchewan	(94.3)	(81.5)	(94.0)	(98.6)	(4.6)	4.9%
Staff Compensation	3,667.2	3,201.0	3,666.9	3,704.0	37.1	1.0%
Operating Cost	3,708.5	3,197.5	3,078.4	3,169.4	91.0	3.0%
Cost Recovery	(3,001.3)	(2,490.6)	(2,792.3)	(2,901.5)	(109.2)	3.9%
Capital Contribution	3,200.4	3,200.4	3,804.2	4,429.0	624.8	16.4%
Total	7,459.8	7,006.9	7,643.3	8,102.4	459.1	6.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	45.01	44.11	(0.90)

Summary of Operating Changes

Summary of Budget Changes

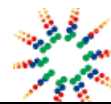
Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Transportation Services	(113.9)	(184.6)	(298.5)	7,757.2	97.3	0.0	546.4	8,400.9	8,102.4

Revenue Changes:

- An increase in revenue of \$182.0 comprised of \$60.6 for Vehicle Permit Fees, \$44.4 for Right of Way Permit Fees and \$77.0 for Sidewalk and Crossing Permit Fees.
- An increase in revenue of \$4.6 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for traffic signing maintenance as specified within the agreement.

Service Level Changes:

- Increase of \$378.1 to the Traffic Noise Attenuation Reserve representing 0.2% of an increase in property taxes required to phase in debt repayment for retrofit traffic noise attenuation borrowing.
- Increase of \$168.3 to the Active Transportation Reserve representing 0.1% of an increase in property taxes.



Capital Contributions:

- Increase of \$44.9 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.
- Increase of \$33.5 to the Traffic Noise Attenuation Reserve consistent with the Capital Reserve Bylaw.

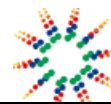
Other Significant Changes:

- A Bylaw Inspector (0.9 FTE) position has been transferred to the Bylaw Compliance service line within the Urban Planning and Development business line for a total cost of \$80.5 which includes salary, payroll costs, car allowance and uniforms. In addition, \$30.0 in contract expenses relating to bylaw inspection were also transferred to the Bylaw Compliance service line. These transfers are part of the transition to the new model for delivery of bylaw enforcement and related activities.

Not Included:

- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with the new transportation model, a shortfall in the provision for staff training at the Sign Shop, and increased costs for Myovision traffic counting services, totaling \$28.1.
- An operating impact of \$45.2 required to maintain and operate traffic signals and signage has not been included, nor has the phase in of \$88.5 for LED signal change outs. The LED signals required to ensure the reliability of traffic light signals and the safety of the public. Planned traffic signal upgrades will be deferred to accommodate this annual maintenance requirement.

Funded Capital Projects		2016	2017	2018	2019	2020
P0631	TU-TRAFFIC SAFETY IMPROVEMENTS	100.0	100.0	100.0	100.0	100.0
P0948	TU-SIDEWALK/PATH RETROFIT-ARTL RD	150.0	150.0	150.0	150.0	150.0
P1036	TU-TRAFFIC CONTROL UPGRADES	100.0	300.0	300.0	300.0	300.0
P1041	TU-BENCHMARK REHABILITATION	50.0	0.0	50.0	0.0	50.0
P1137	TU-BICYCLE FACILITIES	375.0	425.0	375.0	425.0	425.0
P1504	TU-TRAFFIC PLAN IMPLEMENTATION	310.0	260.0	200.0	250.0	200.0
P1505	TU-TRAFFIC SIGNAL UPGRADE-INFRA	390.0	375.0	375.0	375.0	375.0
P1506	TU-TRAFFIC SIGNING REPLACE-INFRA	390.0	375.0	375.0	375.0	375.0
P1512	TU-NEIGHBOURHOOD TRAFFIC REVIEW	350.0	250.0	250.0	250.0	250.0
P1522	TU-TRAFFIC NOISE ATTENUATION	15,455.0	0.0	0.0	0.0	0.0
P1556	TU-SYSTEM UPGRADES/REPLACEMENTS	100.0	100.0	100.0	100.0	100.0
P2011	TU-TRANSPORTATION MODEL IMPLEMENTATION	50.0	100.0	0.0	0.0	0.0
P2233	TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	100.0	100.0	100.0	100.0	230.0
P2234	TU-WALKWAY MANAGEMENT	110.0	90.0	90.0	90.0	90.0
P2235	TU-INTERSECTION IMPROVEMENTS	1,750.0	500.0	350.0	400.0	300.0
P2241	TU-TRUCK ENFORCEMENT/EDUCATION	50.0	0.0	50.0	0.0	50.0
P2265	TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	150.0	75.0	50.0	75.0	50.0
P2421	TU-MINOR INTERSECTION IMPROVEMENTS	0.0	100.0	50.0	50.0	50.0
P2428	TU-FUNCTIONAL PLANNING STUDIES	50.0	0.0	0.0	0.0	0.0
P2436	TU-CORRIDOR PLANNING STUDIES	75.0	75.0	75.0	0.0	0.0
P2445	TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	100.0	0.0	0.0	0.0	0.0
P2446	TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	100.0	120.0	170.0	170.0	170.0
P2447	TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	0.0	300.0	900.0	0.0
P2448	TU-ADVANCED TRAVELER INFORMATION SYS	120.0	0.0	0.0	0.0	0.0



Funded Capital Projects		2016	2017	2018	2019	2020
P2541	CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	600.0	0.0	0.0	0.0	0.0
P2548	TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	150.0	150.0	150.0	150.0	100.0
P2550	TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	0.0	50.0	0.0	0.0
Total		21,175.0	3,645.0	3,710.0	4,260.0	3,365.0

Unfunded Capital Projects		2016	2017	2018	2019	2020
P0948	TU-SIDEWALK/PATH RETROFIT-ARTL RD	200.0	200.0	200.0	200.0	200.0
P1036	TU-TRAFFIC CONTROL UPGRADES	200.0	0.0	0.0	0.0	0.0
P1137	TU-BICYCLE FACILITIES	200.0	150.0	200.0	150.0	150.0
P1504	TU-TRAFFIC PLAN IMPLEMENTATION	410.0	140.0	200.0	150.0	200.0
P1512	TU-NEIGHBOURHOOD TRAFFIC REVIEW	0.0	100.0	100.0	100.0	100.0
P2011	TU-TRANSPORTATION MODEL IMPLEMENTATION	100.0	0.0	0.0	0.0	0.0
P2020	TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	0.0	2,475.0	0.0
P2233	TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	150.0	150.0	130.0	130.0	0.0
P2234	TU-WALKWAY MANAGEMENT	40.0	0.0	0.0	0.0	0.0
P2421	TU-MINOR INTERSECTION IMPROVEMENTS	350.0	200.0	200.0	200.0	200.0
P2425	TU-UNDERGROUND ENCROACHMENTS	100.0	100.0	0.0	0.0	0.0
P2428	TU-FUNCTIONAL PLANNING STUDIES	0.0	50.0	50.0	50.0	50.0
P2436	TU-CORRIDOR PLANNING STUDIES	25.0	25.0	25.0	0.0	0.0
P2437	TU-11TH STREET REALIGNMENT	0.0	0.0	0.0	0.0	5,600.0
P2445	TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	400.0	0.0	0.0	0.0	0.0
P2446	TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	70.0	50.0	0.0	0.0	0.0
P2447	TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	1,500.0	0.0	1,800.0	0.0	0.0
P2541	CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	0.0	11,000.0	19,250.0	29,300.0	29,050.0
P2550	TU-WEST/CENTRAL MULTI-USE CORRIDOR	450.0	400.0	400.0	400.0	400.0
Total		4,195.0	12,565.0	22,555.0	33,155.0	35,950.0

Summary of Capital Investments

2016 Transportation Services Capital Investments include 24 funded projects totaling \$21.2 million.

11 of these projects totaling \$3.6 million involve the capital rehabilitation or replacement of existing assets.

Included in 2016 is Project 1522 – Traffic Noise Attenuation which shows borrowing in the amount of \$13.9 million to put forward a program of \$15.5 million in 2016. The locations are listed in the project details. Also put forward in this service line is Project 2235 – Intersection Improvements for \$1.8 million in 2016. A listing of candidate locations is provided in the project details. \$375.0 and an unfunded provision of \$200.0 has been put forward for bicycle facilities.

In 2016, 14 of these projects 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

Construction of \$15.5 million of sound walls in 2016 is a major addition to public infrastructure inventory. Administration recommends a 100 year service life with a total annual cost of \$232.5. \$200.0 would be required as annual contribution to a capital reserve for annual capital repairs for failures and damage not recoupable, and to replace the walls once they reach the end of their service. Operationally, \$32.5 would be required for in house labour

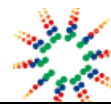


and equipment to deal with inspections and rectification of problems or damage. It is expected that this operating impact will be able to be phased in over two years, 2017 and 2018.

There will be an increase in operating costs of \$37.9 for V&E rentals and fuel associated with the addition of two vehicles required for the Sign Shop.

Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P1522 TU-TRAFFIC NOISE ATTENUATION	0.0	116.3	116.2	0.0	0.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	0.0	37.9	0.0	0.0	0.0
Total	0.0	154.2	116.2	0.0	0.0



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 Public Works 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	(0.4)	(0.4)	(0.4)	0.0	0.0%
Province of Saskatchewan	(268.8)	(232.2)	(267.7)	(281.0)	(13.3)	5.0%
Staff Compensation	4,449.7	4,251.9	4,404.0	4,567.2	163.2	3.7%
Operating Cost	4,039.2	4,561.6	4,761.3	4,776.8	15.5	0.3%
Cost Recovery	(962.6)	(464.7)	(500.5)	(530.0)	(29.5)	5.9%
Capital Contribution	19,266.4	19,266.4	24,895.3	30,582.2	5,686.9	22.8%
Total	26,523.9	27,382.6	33,292.0	39,114.8	5,822.8	17.5%

Staff Complement	2015	2016	Difference
Full Time Equivalents	59.75	59.71	(0.04)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Road Maintenance	(268.1)	(13.3)	(281.4)	33,560.1	149.2	0.0	5,686.9	39,396.2	39,114.8

Revenue Change:

- An increase in revenue of \$13.3 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for road maintenance as specified within the agreement.

Service Level Changes:

The Roadway Financial Management Strategy introduced in August 2013 attempts to address the asset funding gap through a dedicated tax increase and is referred to as the Roadway Levy in the following comments:

- A recommended \$170.2 Roadway Levy to the Transportation Infrastructure Reserve to address the asset funding gap on back lanes and boundary roads.
- A recommended \$3.5 million Roadway Levy to the Paved Roadways Infrastructure Reserve to address the asset funding gap on roadway infrastructure.



- An increase of \$2.0 million as capital contribution to the Paved Roadways Infrastructure Reserve from the Water/Wastewater Utility to support the Building Better Roads initiative. This is the final year of a three year phase in for a total contribution of \$6.0 million to this reserve.
- In addition, a one-time allocation from the Neighbourhood Land Development Fund in the amount of \$1.8 million is also being made to the Paved Roadways Infrastructure Reserve (\$1.7 million) and the Transportation Infrastructure Reserve (\$0.1 million).
- This total increase of \$7.47 million in funding is in response to the infrastructure deficit recognized in this service line.

Other Significant Change:

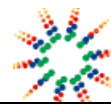
- The reduction of 0.04 FTE is the result of a realignment of positions required for the operations of the Roadway Maintenance service line as well as the Public Works division.

Not Included:

- 40% of three additional Engineering Technologist positions at a cost of \$91.4 required to assist with the management and administration of the contract work related to Building Better Roads initiative. Not including these positions means existing positions will need to be adjusted to assist in this work which may delay other work.
- Training Department Superintendent \$100.0; \$50.0 mill rate impact – this position is required to oversee the expanding Public Works equipment operator training program. Operators required coordinated and comprehensive training, and increasing Occupational Health & Safety requirements combined with staff turnover have resulted in a backlog of required training.
- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with cleanup of illegally dumped rubble and maintenance of an expanded roadway infrastructure and boundary roads, totaling \$445.8.

Funded Capital Projects	2016	2017	2018	2019	2020
P0832 CY-CENTER MEDIAN REHABILITATION	0.0	224.0	224.0	224.0	224.0
P0835 TU-COLLECTOR ROAD PRESERVATION	4,700.0	4,700.0	4,700.0	4,700.0	4,700.0
P0836 TU-ARTERIAL ROAD PRESERVATION	6,100.0	6,100.0	6,100.0	6,100.0	6,100.0
P0837 TU-LANE REHAB & DRAINAGE IMPROV	1,647.0	1,800.0	1,800.0	1,800.0	1,800.0
P0959 TU-UPGRADE BOUNDARY ROADS	280.0	260.0	260.0	260.0	260.0
P1507 TU-GUARDRAILS	110.0	100.0	100.0	100.0	100.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	200.0	180.0	180.0	180.0	180.0
P1531 TU-LOCAL ROADS PRESERVATION	10,600.0	11,700.0	11,700.0	11,700.0	11,700.0
P1532 TU-SIDEWALK PRESERVATION	3,910.0	2,810.0	2,810.0	2,810.0	2,810.0
P1890 TU-EXPRESSWAY ROAD PRESERVATION	4,636.0	3,700.0	3,700.0	3,700.0	3,700.0
P2043 TU-CURB REPLACEMENT/REHABILITATION	505.0	200.0	200.0	200.0	200.0
P2044 TU-GRAVEL STREETS UPGRADES	1,000.0	1,000.0	1,000.0	1,000.0	0.0
P2269 TU-ACCOMMODATION CONSTRUCTION	50.0	50.0	50.0	50.0	50.0
Total	33,738.0	32,824.0	32,824.0	32,824.0	31,824.0

Unfunded Capital Projects	2016	2017	2018	2019	2020
P0832 CY-CENTER MEDIAN REHABILITATION	0.0	151.0	0.0	176.0	76.0
P0837 TU-LANE REHAB & DRAINAGE IMPROV	117.0	0.0	0.0	0.0	0.0
P0959 TU-UPGRADE BOUNDARY ROADS	255.0	275.0	275.0	275.0	275.0
P1507 TU-GUARDRAILS	210.0	220.0	225.0	225.0	225.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	170.0	180.0	120.0	65.0	65.0
P1531 TU-LOCAL ROADS PRESERVATION	1,100.0	0.0	0.0	0.0	0.0
P1638 TU-BACK LANE TREE TRIMMING	50.0	50.0	50.0	50.0	50.0



Unfunded Capital Projects	2016	2017	2018	2019	2020
P2043 TU-CURB REPLACEMENT/REHABILITATION	0.0	275.0	275.0	275.0	275.0
P2259 TU-PW SATELLITE YARDS	0.0	0.0	6,082.0	50.0	100.0
Total	1,902.0	1,151.0	7,027.0	1,116.0	1,066.0

Summary of Capital Investments

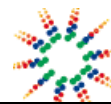
2016 Road Maintenance Capital Investments include 12 funded projects totaling \$33.7 million to address the condition of the roadways. This investment represents increases in allocations to the Paved Roadways Infrastructure Reserve in the amount of \$7.2 million comprised of an increase in the proposed dedicated roadway levy \$3.5 million, the third phase in of an annual contribution of \$6.0 million from the Water/Wastewater Utility in the amount of \$2.0 million and a one-time allocation from the Neighbourhood Land Development Fund in the amount of \$1.7 million. This investment also represents increases to the Transportation Infrastructure Reserve in the amount of \$0.27 million comprised of an increase in the proposed dedicated roadway levy \$0.17 million and a one-time allocation from the Neighbourhood Land Development Fund in the amount of \$0.1 million. This net increase of \$7.47 million in funding is in response to the infrastructure deficit recognized in this service line.

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

In the Road Maintenance service line there are six projects totaling \$1.9 million that are not funded or not fully funded in this budget as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs which have been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Snow & Ice Management

Overview

To provide snow clearing, snow removal, sanding and salting, and snow fencing to ensure the safe, comfortable, and timely movement of vehicular and pedestrian traffic.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Province of Saskatchewan	(535.2)	(462.4)	(533.2)	(559.5)	(26.3)	4.9%
Staff Compensation	4,139.2	4,103.1	4,324.3	4,433.8	109.5	2.5%
Operating Cost	8,202.2	5,880.6	6,541.8	7,057.9	516.1	7.9%
Cost Recovery	(9.8)	(1.6)	(1.6)	(1.6)	0.0	0.0%
Capital Contribution	265.0	265.0	265.0	265.0	0.0	0.0%
Transfer to/from Reserves	488.5	488.5	488.5	488.5	0.0	0.0%
Total	12,549.9	10,273.2	11,084.8	11,684.1	599.3	5.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	58.32	57.95	(0.37)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Snow & Ice Management	(533.2)	(26.3)	(559.5)	11,618.0	180.6	0.0	445.0	12,243.6	11,684.1

Revenue Change:

- An increase in revenue of \$26.3 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for snow management as specified within the agreement.

Service Level Changes:

- An increase of \$120.0 for dedicated contract labour and equipment to perform hand work around sidewalk ramps in business districts.
- An increase of \$325.0 to provide for the application of chemicals directly to the road surface prior to snow events, typically on high-speed freeways approaching river crossings.

Other Significant Changes:

- An increase of \$180.6 to accommodate inflation.
- A Bylaw Inspector (\$7.7; 0.1 FTE) position has been transferred to the Bylaw Compliance service line within the Urban Planning and Development business line. This transfer is part of the transition to the new model for delivery of bylaw enforcement and related activities.
- A further reduction of 0.27 FTE in this service line is the result of a realignment of positions required for the operations of the Snow and Ice Management service line as well as the Public Works division.

Not Included:

- 40% of three additional Engineering Technologist positions at a cost of \$91.4 required to assist with the management and administration of the contract work related to Building Better Roads initiative. Not including these positions means existing positions will need to be adjusted to assist in this work which may delay other work.

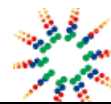


- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with staff training, vehicles and equipment rentals, and the maintenance and operation of expanded roadways, totaling \$665.0.

Unfunded Capital Projects		2016	2017	2018	2019	2020
P2037	TU-SNOW MANAGEMENT FACILITIES	0.0	0.0	7,729.0	50.0	150.0
Total		0.0	0.0	7,729.0	50.0	150.0

Summary of Capital Investments

The requirement for snow management facilities in 2018 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

To provide 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.

To reduce dust which is generated by wind and traffic on unpaved streets which will result in safer streets for pedestrians and vehicles and a dust-reduced environment.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	1,352.8	1,153.0	1,198.6	1,252.9	54.3	4.5%
Operating Cost	2,744.8	1,946.6	2,101.5	2,526.6	425.1	20.2%
Cost Recovery	(10.4)	(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	4,114.1	3,119.5	3,320.0	3,799.4	479.4	14.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	16.54	16.69	0.15

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Street Cleaning & Sweeping	0.0	0.0	0.0	3,320.0	479.4	0.0	0.0	3,799.4	3,799.4

Significant Changes:

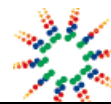
- An increase of \$317.0 to make up a shortfall in the budget for contractor costs to deliver the current level of service and an increase of \$100.0 for materials and supplies which includes brooms and brushes for the equipment used in the median and street sweeping programs.
- The addition of 0.15 FTE is the result of a realignment of positions required for the operations of the Street Cleaning and Sweeping service line as well as the Public Works division.

Not Included:

- 20% of three additional Engineering Technologist positions at a cost of \$45.7 required to assist with the management and administration of the contract work related to Building Better Roads initiative. Not including these positions means existing positions will need to be adjusted to assist in this work which may delay other work.
- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with equipment repairs and rental, sign management and towing, and the maintenance and operation of expanded roadways, totaling \$499.0.

Summary of Capital Investments

There are no capital investments for Street Cleaning and Sweeping.



Bridges, Subways, Overpasses

Overview

This program provides for bridges, subways and overpasses remaining sound, resulting in a reduction of structure deficiencies, unanticipated emergency repairs, rehabilitation down-time and accidents, working towards a safe and economical transportation system.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	223.5	293.3	315.8	325.6	9.8	3.1%
Operating Cost	279.5	289.1	313.5	313.6	0.1	0.0%
Capital Contribution	3,580.4	3,580.4	4,534.0	4,684.0	150.0	3.3%
Total	4,083.4	4,162.8	5,163.3	5,323.2	159.9	3.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	4.56	4.56	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Bridges, Subways, Overpasses	0.0	0.0	0.0	5,163.3	9.9	150.0	0.0	5,323.2	5,323.2

Growth:

- In 2016, the Bridge Major Repair Reserve has an increase of \$150.0 based on growth. The third year of a three year phase in of temporary funding in the amount of \$750.0 has been deferred to 2017. This funding is required to build the base operations budget required for the North Commuter Bridge.

Funded Capital Projects	2016	2017	2018	2019	2020
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	50.0	75.0	50.0	75.0	50.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	200.0	2,470.0	0.0
P1553 TU-SID BUCKWOLD BRIDGE REPAIRS	500.0	300.0	6,955.0	0.0	0.0
P1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	100.0	1,714.0
P2257 TU-CIRCLE DR OVER 33RD ST NB/SB	0.0	200.0	1,924.0	0.0	0.0
P2267 TU-IDYLWYLD DR FWY OVER RUTH ST	5,500.0	0.0	0.0	0.0	0.0
P2273 TU-108TH ST OVER CIRCLE DRIVE	0.0	0.0	0.0	100.0	1,200.0
P2393 TU-TAYLOR/CIRCLE DRIVE	0.0	0.0	0.0	900.0	0.0
P2395 TU-CIRCLE DRIVE/14TH ST-NB	0.0	0.0	0.0	0.0	150.0
P2398 TU-ATTRIDGE DR/CIRCLE DR OVERPASS	0.0	0.0	0.0	0.0	100.0
P2404 TU-CIRCLE DRIVE/IDYLWYLD	231.0	0.0	0.0	0.0	0.0
P2406 TU-MINOR BRIDGE REPAIRS	0.0	289.0	289.0	289.0	289.0
P2433 TU-8TH STREET & CPR GRADE SEPARATION	0.0	0.0	0.0	20,000.0	0.0
P2434 TU-HWY 11 & HWY 16 CLOVERLEAF	200.0	0.0	0.0	0.0	0.0
Total	6,481.0	864.0	9,418.0	23,934.0	3,503.0



Unfunded Capital Projects	2016	2017	2018	2019	2020
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	350.0	25.0	50.0	25.0	0.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	0.0	1,900.0	0.0
P1528 TU-SPADINA CRES BRIDGE	0.0	0.0	566.0	0.0	0.0
P1553 TU-SID BUCKWOLD BRIDGE REPAIRS	0.0	0.0	2,635.0	0.0	0.0
P1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	234.0	0.0	0.0	0.0
P1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	343.0	0.0	0.0	0.0	0.0
P1893 TU-IDYLWYLD DRIVE/51ST ST OVERPASS REHAB	0.0	1,633.0	0.0	0.0	0.0
P2040 TU-UNDERWATER PIER INSPECTIONS	105.0	0.0	0.0	0.0	0.0
P2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	327.0	0.0	0.0	0.0	0.0
P2401 TU-PEDESTRIAN CROSSING STRUCTURES	0.0	0.0	347.0	0.0	0.0
P2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	155.0	0.0	0.0	0.0	0.0
P2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	0.0	0.0	164.0	0.0	0.0
P2404 TU-CIRCLE DRIVE/IDYLWYLD	1,075.0	0.0	0.0	0.0	0.0
Total	2,355.0	1,892.0	3,762.0	1,925.0	0.0

Summary of Capital Investments

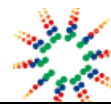
2016 Bridges, Subways, Overpasses Capital Investments include five funded projects totaling \$6.5 million.

These projects are geared towards the capital rehabilitation or replacement of existing assets, including \$5.5 million for the rehabilitation of the Idylwyld Freeway over Ruth Street overpass.

In the Bridges, Subways, Overpasses service line there is an unfunded component of \$2.4 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.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Street Lighting

Overview

To provide 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.

To provide seasonal decorations and lighting on designated streets and bridges and to provide banner installation/removal services for various events within the City.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Province of Saskatchewan	(29.8)	(25.7)	(29.6)	(31.1)	(1.5)	5.1%
Staff Compensation	140.4	115.6	163.1	168.3	5.2	3.2%
Operating Cost	5,760.1	5,563.6	5,868.9	5,781.0	(87.9)	-1.5%
Cost Recovery	(37.6)	(29.7)	(38.0)	(38.0)	0.0	0.0%
Total	5,833.1	5,623.8	5,964.4	5,880.2	(84.2)	-1.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	1.20	1.20	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Street Lighting	(29.6)	(1.5)	(31.1)	5,994.0	(109.7)	27.0	0.0	5,911.3	5,880.2

Revenue Change:

- An increase in revenue of \$1.5 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for street lighting as specified within the agreement.

Growth:

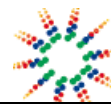
- An increase of \$27.0 in utility costs required to accommodate street lighting on an expanded roadway infrastructure.

Other Significant Changes:

- Utility costs have decreased by \$115.6 due to a 1.9% street lighting rate decrease in 2015. Salary and payroll costs required to maintain the seasonal decoration and lighting program have increased by \$5.2.

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 City Card 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5,735.4)	(5,603.3)	(6,907.3)	(5,907.3)	1,000.0	-14.5%
Staff Compensation	392.5	336.1	401.5	411.5	10.0	2.5%
Operating Cost	2,004.1	1,939.2	2,231.8	2,204.7	(27.1)	-1.2%
Cost Recovery	(299.2)	(325.5)	(325.5)	(325.5)	0.0	0.0%
Capital Contribution	140.6	244.9	1,344.9	417.7	(927.2)	-68.9%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Total	(3,467.4)	(3,378.6)	(3,224.6)	(3,168.9)	55.7	-1.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.25	5.25	0.00

Summary of Operating Changes

Summary of Budget Changes

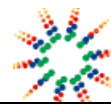
Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Parking	(6,907.3)	1,000.0	(5,907.3)	3,682.7	(944.3)	0.0	0.0	2,738.4
								(3,168.9)

Revenue Changes:

- An accounting adjustment has been made to align the budget with actual recording of River Landing parking revenues, resulting in a decrease of revenues of \$110.0, offset by a decrease in capital contribution of \$110.0.
- Parking meter revenue has decreased by \$650.0 for areas that currently have parking meters and \$275.0 for potential expansion areas, based on current estimated revenues. This reduces the anticipated incremental revenue from the replacement of the old parking meters from \$1.3 million to \$375.0. Related bank charges have decreased by \$27.5.
- Parking card revenue decrease of \$25.0 is a one-time adjustment needed to reflect the change in accounting treatment to recognize revenue as it is earned. This is partially offset by a new administration fee relating to parking card purchases of \$4.0.
- More meter hooding and increased residential parking permits has increased revenue by \$26.0.

Capital Contribution:

- The parking meter replacement project is vendor financed, to be repaid through incremental parking revenues. This has been reduced by \$817.2 due to adjustments to revenues and is set at the minimum payment level. The repayment terms are currently under review.



Other Significant Change:

- Contractual payments of \$157.6 have been reallocated to expenses related to enforcement using the License Plate Recognition System.

Funded Capital Projects		2016	2017	2018	2019	2020
P1518	CY-PAY STATION PURCHASES & IMPLEMENTATION	495.0	100.0	60.0	60.0	60.0
P2429	CY-LICENSE PLATE RECOGNITION SYSTEM	0.0	0.0	0.0	65.0	65.0
P2546	CY-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	100.0	0.0	0.0	0.0	0.0
Total		595.0	100.0	60.0	125.0	125.0

Summary of Capital Investments

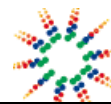
Project 1518 provides for the continued implementation of the pay-by-plate parking system. In addition to project management, this project includes the purchase of additional pay stations to allow for improved service and expansion.

Project 2546 involves the evaluation and implementation of an online renewal system for Residential Parking Permits, making available a convenient payment option for customers.

Both projects are funded from the Parking Capital Reserve.

Future Operating Impact of Current Year's Capital Projects

Operating impacts will be determined once specific features of the residential parking permit renewal software are more clearly defined.



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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(758.4)	(802.3)	(825.0)	(530.3)	294.7	-35.7%
Staff Compensation	47.2	61.8	64.1	64.4	0.3	0.5%
Operating Cost	619.8	688.1	708.5	717.3	8.8	1.2%
Debt Charges	52.4	52.4	52.4	52.4	0.0	0.0%
Cost Recovery	0.0	0.0	0.0	(303.8)	(303.8)	0.0%
Total	(39.0)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.75	0.75	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Impound Lot	(825.0)	294.7	(530.3)	825.0	(294.7)	0.0	0.0	530.3	0.0

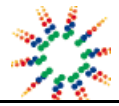
Revenue Changes:

- There is a net transfer from revenue of \$299.8 to reflect the appropriate accounting treatment for cost recovered expenditures such as towing, locksmiths, liens and advertising, and to correctly record bank fees as an expenditure. The revenue amount now represents the fees charged for holding a vehicle in the lot and the expenditures are net of budgeted cost recovered amounts. The decrease to revenues and expenditures exactly offset, resulting in no mill rate change.
- The revenue from the sale and disposal of vehicles has increased by \$30.0, partially offset by a reduction in impound lot fees of \$25.0, based on historical trends.

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2251 CY-IMPOUND LOT	0.0	0.0	100.0	1,640.0	0.0
Total	0.0	0.0	100.0	1,640.0	0.0

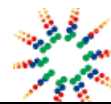
Summary of Capital Investments

Future capital investments include the design and construction of a permanent building as part of the relocation of the impound lot site.



Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Engineering

Overview

This program provides engineering services for the technical planning, design, review and inspection of general development/redevelopment projects contemplated to occur in the City, outside of the City's on-going land development program. The program includes development review for subdivision applications, rezoning applications, building permit applications, discretionary use applications, MVA proposals, noise attenuation requests, private developer designs of public roadways, project scheduling and liaison with the general public and other departments. Also provided are specification/standards development and review/inspection services for development projects.

Drafting and design services are provided for operating and capital projects, as is the preparation and maintenance of infrastructure plan records including underground services. Other services include maintenance of the Department and Corporate GIS, co-ordination of information regarding road and lane use concerning buried facilities, and providing contractors or individuals with grade level information for construction on building sites.

The City's survey instruments and equipment for the operating and capital construction programs are included in this service line.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	2,983.2	1,163.6	1,089.2	1,109.8	20.6	1.9%
Operating Cost	4,906.3	628.9	639.6	650.3	10.7	1.7%
Cost Recovery	(7,278.8)	(1,051.5)	(983.3)	(996.0)	(12.7)	1.3%
Total	610.7	741.0	745.5	764.1	18.6	2.5%

Staff Complement	2015	2016	Difference
Full Time Equivalents	13.77	13.77	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Engineering	0.0	0.0	0.0	745.5	18.6	0.0	0.0	764.1	764.1

There are no significant changes in Engineering.

Summary of Capital Investments

There are no capital investments in Engineering.

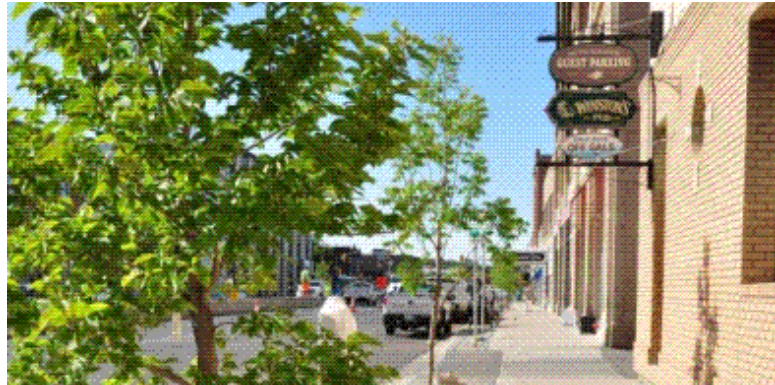


Operating Budget

\$5.6 million

Capital Budget

\$2.4 million



STRATEGIC GOALS:



Economic Diversity & Prosperity



Quality of Life



Sustainable Growth

Overview

The primary goal of the Urban Planning and Development business line is to build an increasingly sustainable community over time with an enhanced quality of life, which is consistent with the vision and core strategies of the City's Strategic Plan. This is accomplished through the provision of several interrelated services:

Neighbourhood Sustainability

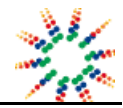
- Renewing and sustaining existing areas of the City through local area plans, neighbourhood rejuvenation projects, CPTED reviews, incentives for supportive and attainable housing, and effective licensing and civic bylaw enforcement. This includes a renewed focus on improving the City Centre and making strategic investments to improve the public realm to enhance public spaces and attract investment and residents to the City Centre.

Support for Economic Development

- Encouraging economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, and providing advice and timely reviews for new development applications. This means working with our regional partners to build capacity and accommodate development in an economically and environmentally sustainable region.

Growth Plan to Half a Million

- Planning for the future growth of the City requires a development plan which links land use, transportation, and infrastructure in ways that are more effective, efficient, and sustainable. The City's new Growth Plan to Half a Million is in the final phase and will contain 'made for Saskatoon' growth strategies for the next 30 years which will guide Saskatoon to a more sustainable future.



Permits, Licensing, and Inspections

- Providing timely reviews of building permit and development applications, and performing building and plumbing inspections, to ensure the health and safety of owners and occupants. Effective licensing of new and established businesses ensures a healthy and fair marketplace helping people and businesses to thrive.

Quality Design

- Enhancing the quality of public spaces throughout the City through streetscape master plans and urban design projects in key areas such as the downtown, business improvement districts, and growth corridors. This includes development of design guidelines for neighbourhood infill, growth corridors, and strategic area development.

Partnerships

- Working with community partners, Business Improvement Districts, and builders to ensure an adequate supply of attainable housing choices, including support for homelessness initiatives. This includes continually monitoring the quality of life in our community, with our partners at the University of Saskatchewan and the Saskatoon Health Region, to facilitate the ongoing evaluation of our Strategic Plan performance.

In recent years, it has become increasingly apparent that the sustainability of our community, from an economic, environmental, social, and cultural perspective, will require new approaches to the way we plan and build our City.

Clear, concise communication with City Council, excellent customer service for our clients, and meaningful consultation with our stakeholders are foundational principles upon which the Planning and Development business line operates.

At A Glance

- Saskatoon continues to grow, with over 260,000 people (est.) in the city and over 300,000 in the region. It is estimated that Saskatoon has grown by over 8,500 people in the last year.

In 2014:

- Over 1,620 Development Permits were issued.
- 26 CPTED reviews were conducted in various parks, neighbourhoods and on major capital projects to ensure safe design of buildings and sites.
- 9 Vacant Lot Incentive Applications were approved for various projects under the Vacant Lot and Adaptive Reuse Incentive Program, which supports and encourages infill development on chronically vacant sites and the adaptive reuse of vacant buildings within Saskatoon's established neighbourhoods.
- 45 OCP amendments and Rezoning Requests received.
- 23 Discretionary Use Applications received and processed including the first garden and garage suite applications and continued strong demand for more care homes.
- 97 Subdivision Applications Processed which reflects a very strong demand for new, fully-serviced residential, commercial and industrial lots.
- 15 Condominium Applications Received creating many attainable dwellings for ownership.
- There are 13 neighbourhoods with approved Local Area Plans (LAP), with one LAP nearing completion, and one underway.
- 542 Attainable Housing Units supported through various programs contained in the City's Ten Year Housing Business Plan.
- Over \$16.4 million in funding towards Attainable Housing initiatives has produced over 3,600 new units since 2008.
- \$5.13 million in streetscaping projects mainly completed on 20th Street and Central Avenue since 2012.
- The Saskatoon North Partnership for Growth (P4G) is currently developing a new Regional Plan with four regional partners. This is due for completion by June 2016.



- Since 2007, the Planning and Development business line has added 17 new services and expanded the scope of 16 existing services to meet the demands of one of the fastest growing cities in Canada.

In 2015:

- It is projected that 10,600 licensed businesses will be operating in Saskatoon by end of 2015 (an increase of 2,145 since 2008).
- Over 500 property-use complaints will be received requiring specific action by bylaw enforcement staff.
- It is estimated that over 4,750 building permits will be issued in with an estimated construction value of over \$1.0 billion dollars.
- The Community Standards division is now in place to provide enhanced service levels for bylaw enforcement and customer service. The mandates of bylaw enforcement and business licensing within the division are under the jurisdiction of both the Business License and Bylaw Compliance services lines.

Key Challenges and Risks

Financial:

- Short-term funding for the Attainable Housing Business Plan is challenging and does not permit adequate project development and funding certainty.
- The retention and attraction of office space to the City Centre will require creative approaches and financing strategies to ensure public realm improvements and parking strategies are implemented according to the City Centre Plan. The new Growth Plan to Half a Million will recommend increasing financial investments in a new transit system. Two components are needed – a new City-wide system with better service and amenities; and a new BRT system. New funding will be needed for full implementation which is estimated to take a minimum of 10 years. Changing the culture and attitude towards public transportation is essential.

Stakeholders:

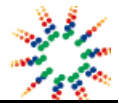
- New standards are emerging for mixed use developments and higher densities. The challenge is community acceptance and appropriate mix to ensure land use compatibility.
- Strategic Infill Areas such as the University lands (Vision 2057 Master Plan) will require a streamlined but comprehensive approval process. This will require significant public consultation as well as a fair process to integrate over 1,000 acres of new serviced land into the existing development stream.
- Rising population densities and more mixed use development will make the business licensing process, and zoning bylaw enforcement, more complex.
- A new Regional Plan is required to maximize the benefits of sustainable growth for all partners in the Saskatoon Region. The challenge is the integration of rural and urban development processes and land uses into a sensible, sustainable, economical plan for growth.

Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

Growth Plan to Half a Million:

- Growing Forward Plan completed for adoption by City Council in March 2016.
- Long Range Transit Plan and Rapid Transit are being recommended as a key part of Growth Plan to Half a Million. This will require carefully timed and phased investments over medium to long term to re-shape the transit system and transit culture in Saskatoon.
- Complete a new Active Transportation Plan by March 2016.
- Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to Half a Million. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.



- Establish a new corridor redevelopment program to address the priorities and goals of the Growth Plan to Half a Million. Land use, design, streetscaping, and transition to adjacent neighbourhoods will be important considerations.
- Integrate the findings of the Financing Growth Report by recommending new funding models to economically implement the new Growth Plan to Half a Million.

Local Area, Concept and Sector Plans:

- Work will continue with civic departments and external stakeholders to complete the Meadowgreen and Montgomery Place Local Area Plans and commence the Exhibition Local Area Plan.
- The Blairmore Concept Plan will be amended in early 2016.
- Holmwood Sector Plan amendments will be completed for adoption by City Council in 2016.
- A new Sector Plan for the South West area of Saskatoon will be completed by 2017.
- The community engagement process for the South Caswell Concept Plan will be completed in preparation for redevelopment following the move of Saskatoon Transit to the new Civic Operations Centre.
- Complete construction of the 20th Street West Streetscape and shift emphasis in the Urban Design program to maintenance and funding for Programming.
- Complete the Central Avenue Streetscape Master Plan.

Implement the Following 10-Year Strategies:

- A new Long Range Transportation Plan will be introduced as part of the Growth Plan to Half a Million. Beginning in 2016, all plans focusing on ways to 'Move Around' in Saskatoon will be merged and integrated into a single Transportation Plan.
- Engage First Nations and Metis about Regional Growth Planning through educational materials, events, and face to face meetings.
- A new Heritage Registry is being developed in 2015. Implementation and increased awareness of valuable heritage resources will be the focus in 2016-2017.

Other Ongoing Initiatives:

- In consultation with the Business Improvement Districts, develop and adopt a new Council Policy for the Urban Design – BID program. Complete the last phase (four dwellings per corner) of adoption of the New Neighbourhood Level Infill Development Standards.
- Complete a new strategy for development and maintenance of Natural Areas within the urban environment.
- Complete the next phase of boundary alteration by end of 2017 (NE Sector, Holmwood extension).
- Develop a new Policy and Land Use Plan for the Grasswood Node to demonstrate a new level of land use between urban and rural to serve the needs of a growing regional population.
- Pursue legislative changes to allow for the enhancement of development levies in advance of urban development.
- Complete the Master Plans for Idylwyld Drive and the new Civic Plaza by 2017, in accordance with the City Centre Plan.

Bylaw and Enforcement:

- Comprehensive review and re-write of the Building Bylaw to reflect current legislative requirements and other necessary amendments.
- Investigate the feasibility of updating the Plumbing Permits Bylaw to include enforcement tools.
- Launch Administrative Bylaw Enforcement to understand current enforcement across the corporation and begin to develop an aligned and consistent delivery model.
- Develop Easy to Read Bylaw Guide to provide residents with key aspects of community standards and expectation to empower them to be good neighbours.



- Develop a Bylaw Review framework that acts as the steward for all bylaw polity review, creation and enhancement. The framework will identify a prioritization of key bylaw changes to be made.

Continuous Improvement

- Identify efficiencies in the Business License program as well as the Bylaw Compliance program, including focus on longer term, comprehensive initiatives, including integration of the zoning compliance staff and other bylaw staff under one service line in coming years.
- A review of the process for the issuance of Building and Development Permits within both the Building and Plumbing Permits and Standards division as well as the Development Review Section. This process review will help to eliminate steps which do not add value to the process of reviewing applications and issuing building, plumbing, and development permits.
- A second process review will look specifically at the process of circulating and reviewing major land use applications both within the Planning & Development division and within key departments in the Corporation. This process review will look for ways to improve the time it takes to receive comprehensive comments from multiple stakeholders.
- Identify and develop opportunities for increasing online access and delivery of services such as online garage, deck, and plumbing permits and Property Information Disclosure applications.
- Develop and fill a Customer Service Coordinator role responsible to act as a communication focal point to track, dispatch, and streamline bylaw complaints. This will improve the customer experience and ensure proper response to maintain community standards and quality of life.

Performance Measures

At least 25% Five-Year Rolling Average of Residential Development is in Infill Neighbourhoods by 2023:

- Implement the Neighbourhood Level Infill Development Strategy and the 'Growth near Major Corridors' component of the "Growth Plan to Half a Million" initiative.
- Partner with the University of Saskatchewan to expedite implementation of Vision 2057 Plan for its endowment lands.
- Review options for reducing or replacing offsite levies "owing" on sites within the City's infill neighbourhoods with re-development levies to provide more direct benefits to these areas.

500 New Units Annually across the Attainable Housing Continuum:

- Work with stakeholders to monitor and assess the effectiveness of financial incentives offered through the 10-year Housing Business Plan to achieve the target of 500 new units annually across the attainable housing continuum.

Maintain an Average Rental Housing Vacancy Rate of 3%:

- Continue to support legalizing existing suites that meet required standards and garage and garden suite development.
- Review existing policy and financial incentives for new purpose-built affordable rental properties.

Population Growth (Indicator):

- The City's new Growth Plan to Half a Million contains growth strategies to guide Saskatoon to a population of 500,000 within the next 30 years. Regional planning and Local Area Plans will support continued population growth in 2016.

Business Growth (Indicator):

- Begin to develop a new high-level Employment Area Plan which identifies and accommodates areas for business and employment expansions.

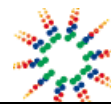


Building Activity (Indicator):

- Identify and develop opportunities for increasing online access and delivery of building permit services such as garage, deck, and plumbing permits, and Property Information Disclosure applications.

Budget Implications

- In 2016, \$435.7 will be transferred into the Plan Review and Inspection Services Stabilization Reserve, which is a decrease of \$141.3 from 2015.
- In 2016, the City-Wide Urban Design Program is funded through a transfer of Land Bank Sale Administration Fees of \$500.0 which is a decrease of \$250.0 from 2015.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Attainable Housing	358.1	422.0	424.3	0.0	424.9	424.9	0.6	0.1%
Building and Plumbing Permits & Standards	0.0	0.0	0.0	(6,647.9)	6,647.9	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	2.1	0.0	0.0	(1,004.9)	1,004.9	0.0	0.0	0.0%
Development Review	527.1	466.9	463.2	(834.7)	1,268.4	433.7	(29.5)	-6.4%
Regional Planning	334.7	349.5	358.5	0.0	366.9	366.9	8.4	2.3%
Bylaw Compliance	399.9	419.0	394.3	(129.7)	641.5	511.8	117.5	29.8%
Long Range Planning	264.1	277.1	291.1	(0.9)	297.0	296.1	5.0	1.7%
Neighbourhood Planning	511.6	524.8	538.6	0.0	549.0	549.0	10.4	1.9%
Research & Mapping	377.8	414.8	422.1	(17.3)	459.5	442.2	20.1	4.8%
Urban Design	2,560.0	2,485.5	2,485.5	0.0	2,485.5	2,485.5	0.0	0.0%
Total	5,443.1	5,467.3	5,485.3	(8,635.4)	14,253.2	5,617.8	132.5	2.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	109.00	107.75	(1.25)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Attainable Housing	0.0	0.0	0.0	424.3	0.6	0.0	0.0	424.9	424.9
Building and Plumbing Permits & Standards	(6,590.4)	(57.5)	(6,647.9)	6,590.4	57.5	0.0	0.0	6,647.9	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	(994.2)	(10.7)	(1,004.9)	994.2	10.7	0.0	0.0	1,004.9	0.0
Development Review	(731.7)	(103.0)	(834.7)	1,194.9	73.5	0.0	0.0	1,268.4	433.7
Regional Planning	0.0	0.0	0.0	358.5	8.4	0.0	0.0	366.9	366.9
Bylaw Compliance	(106.3)	(23.4)	(129.7)	500.6	140.9	0.0	0.0	641.5	511.8
Long Range Planning	(0.9)	0.0	(0.9)	292.0	5.0	0.0	0.0	297.0	296.1
Neighbourhood Planning	0.0	0.0	0.0	538.6	10.4	0.0	0.0	549.0	549.0
Research & Mapping	(17.3)	0.0	(17.3)	439.4	20.1	0.0	0.0	459.5	442.2
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5
Total	(8,440.8)	(194.6)	(8,635.4)	13,926.1	327.1	0.0	0.0	14,253.2	5,617.8

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	0.0	0.0	0.0	0.0	0.0
Business Improvement Districts	0.0	0.0	0.0	0.0	0.0
Business Licenses	0.0	0.0	0.0	0.0	0.0
Development Review	0.0	0.0	0.0	0.0	0.0
Regional Planning	371.0	0.0	0.0	0.0	0.0
Bylaw Compliance	0.0	0.0	0.0	0.0	0.0
Long Range Planning	75.0	0.0	0.0	0.0	0.0
Neighbourhood Planning	210.0	0.0	0.0	0.0	0.0
Research & Mapping	0.0	0.0	0.0	0.0	0.0



Summary of Funded Capital Investments

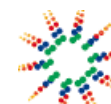
Service Line	2016	2017	2018	2019	2020
Urban Design	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
Total	2,356.0	3,100.0	1,600.0	1,600.0	2,035.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
ACTIVE TRANSPORTATION RESERVE	75.0	0.0	0.0	0.0	0.0
EXTERNAL FUNDING	297.0	0.0	0.0	0.0	0.0
PLANNING LEVY	74.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	210.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
Total	2,356.0	3,100.0	1,600.0	1,600.0	2,035.0
Unfunded	0.0	210.0	4,360.0	210.0	360.0

Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2460 CY-REGIONAL PLANNING	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0



Attainable Housing

Overview

The Attainable Housing program works with the community to meet identified housing needs and to facilitate the development of appropriate civic policies and incentive programs to address the needs for attainable and special needs housing. This program is partially funded through the City's Affordable Housing Reserve.

Attainable Housing is a fundamental aspect of the quality of life in Saskatoon. The rationale and initiatives associated with the Civic Attainable Housing Program are documented in the Housing Business Plan and Annual Report which is updated and presented to City Council each year.

The 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	172.2	204.2	212.3	214.2	1.9	0.9%
Operating Cost	37.2	100.1	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	114.8	83.7	78.4	77.1	(1.3)	-1.7%
Total	358.2	422.0	424.3	424.9	0.6	0.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.33	2.33	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Attainable Housing	0.0	0.0	0.0	424.3	0.6	0.0	0.0	424.9	424.9

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 Inspections Services Stabilization Reserve.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6,109.1)	(6,545.4)	(6,590.4)	(6,647.9)	(57.5)	0.9%
Staff Compensation	4,368.0	4,591.2	4,837.8	4,993.9	156.1	3.2%
Operating Cost	1,232.6	1,236.5	1,273.4	1,322.1	48.7	3.8%
Cost Recovery	(98.0)	(97.8)	(97.8)	(103.8)	(6.0)	6.1%
Transfer to/from Stabilization	606.5	815.5	577.0	435.7	(141.3)	-24.5%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	57.00	57.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Building and Plumbing Permits & Standards	(6,590.4)	(57.5)	(6,647.9)	6,590.4	57.5	0.0	0.0	6,647.9
								0.0

Revenue Change:

- Revenue increases of \$57.5 represents increases in the value of plumbing and building permits and an increase in the volume of Property Information Disclosures.

Capital Contribution:

- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will see a decrease of \$141.3 in 2016.

Other Significant Change:

- Expenditure increases of \$22.6 relate to an allocation of administrative and marketing expenses and \$20.0 relates to an increase in credit card fees. These expenditures net with a corresponding decrease in the transfer to the Plan Review and Inspection Services Stabilization Reserve.

Summary of Capital Investments

There are no capital investments for Building and Plumbing Permits & Standards.



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 Partnership, the Riversdale Business Improvement District, and the Broadway Business Improvement District with a grant based on an allocation of parking revenues.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 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	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7

There are no significant operating changes in Business Improvement Districts.

Summary of Capital Investments

There are no capital investments for Business Improvement Districts.



Business Licenses

Overview

The Business Licenses service line provides a licensing service for all commercial and home-based enterprises in the City. Business start-up assistance is also offered as a value-added service. All street vending services (parking patios, sidewalk cafes, mobile food trucks, and food carts), policy, and licensing are conducted from this business line. Business activity data from licensing is compiled and provided to the business community as a value added indicator to the health and growth of our commercial sector.

The Business Licenses program is a self-balanced program.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(781.0)	(812.7)	(994.2)	(1,004.9)	(10.7)	1.1%
Staff Compensation	565.2	588.7	747.2	748.1	0.9	0.1%
Operating Cost	217.9	224.0	247.0	256.8	9.8	4.0%
Total	2.1	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	9.30	9.10	(0.20)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Business Licenses	(994.2)	(10.7)	(1,004.9)	994.2	10.7	0.0	0.0	1,004.9
								0.0

Revenue Change:

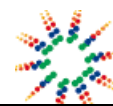
- Revenues increased by \$10.7 due to an increase in the number of licenses for new businesses and permits.

Other Significant Changes:

- Staff decrease of \$35.0 (0.20 FTE) is a transfer of a portion of the Director position to Development Review. This change reflects the new organizational structure.
- Banking services have increased by \$10.5 due to increased credit card fees from online services.

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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(585.0)	(696.0)	(731.7)	(834.7)	(103.0)	14.1%
Staff Compensation	918.4	935.7	1,011.6	999.0	(12.6)	-1.2%
Operating Cost	300.2	291.7	291.1	296.6	5.5	1.9%
Cost Recovery	(33.7)	(21.0)	(21.0)	(21.0)	0.0	0.0%
Transfer to/from Reserves	(72.8)	(43.5)	(86.8)	(6.2)	80.6	-92.9%
Total	527.1	466.9	463.2	433.7	(29.5)	-6.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	10.80	10.00	(0.80)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Development Review	(731.7)	(103.0)	(834.7)	1,194.9	73.5	0.0	0.0	1,268.4	433.7

Revenue Changes:

- Development Permit revenue reflects an increase in rates of \$128.3 partially offset by a decrease in volumes of \$25.3.

Other Significant Changes:

- Staff decrease of \$80.2 (1.0 FTE) is the elimination of a temporary Planner position which was required to facilitate review and approval of several new neighbourhood concept plans in 2015. The cost of this position was funded from the Planning Levy reserve.
- Staff increase of \$35.0 (0.20 FTE) is a transfer of a portion of the Director position which was previously allocated to Business Licenses. This change reflects the new organizational structure.

Summary of Capital Investments

There are no capital investments for Development Review.



Regional Planning

Overview

Regional Planning was established as a separate section in 2014 to focus on the development and implementation of a new Regional Plan. The primary role of Regional Planning is to form and maintain working partnerships with other jurisdictions to ensure sustainable growth in the Saskatoon region.

The section maintains a lead role in working with regional partners to create a Regional Plan, providing professional and financial support to the Corman Park-Saskatoon Planning District, undertaking boundary alterations (annexation) to achieve the City's growth objectives; and maintaining effective working relationships with First Nations with Reserves and land development interests in the Saskatoon region.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	257.7	270.4	280.3	288.3	8.0	2.9%
Operating Cost	77.0	79.1	78.2	78.6	0.4	0.5%
Total	334.7	349.5	358.5	366.9	8.4	2.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.50	2.50	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Regional Planning	0.0	0.0	0.0	358.5	8.4	0.0	0.0	366.9	366.9

There are no significant operating changes in Regional Planning.

Funded Capital Projects	2016	2017	2018	2019	2020
P2460 CY-REGIONAL PLANNING	371.0	0.0	0.0	0.0	0.0
Total	371.0	0.0	0.0	0.0	0.0

Summary of Capital Investments

Capital Project 2460 provides the resources to complete the Regional Plan project and transition to implementing the Regional Plan. The City of Saskatoon, the municipalities of Warman, Martensville, and Osler, the Rural Municipality of Corman Park, and the Saskatoon Regional Economic Development Authority have partnered to create the Saskatoon North Partnership for Growth (P4G). The primary purpose of P4G is to develop a Regional Plan by mid-2016 and implement it afterwards. In 2016 this project is requesting 20% funding from the Reserve for Capital Expenditures with the remaining funding coming from the partnering municipalities.

Future Operating Impact of Current Year's Capital Projects

\$150.0 is the estimated operating impact for 2017; this is a 1/3 share of the costs to establish the new joint governance and administrative structure for the region, estimated at \$450.0 per year, subject to appropriate approvals.



Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2460 CY-REGIONAL PLANNING	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0



Bylaw Compliance

Overview

In 2015, the new Community Standards division was created, providing a new model for delivery of bylaw enforcement and related activities. This Bylaw Compliance service line will grow in time as the Division brings together the many different bylaw groups under one delivery model.

The Bylaw Compliance service line provides critical bylaw compliance support in the following areas:

- Reviews business license activity and ensures licensing compliance;
- Administers the Legalizing Existing Suites Program;
- Reviews all sign applications on private property;
- Ensures that required parking and landscaping is implemented in all construction projects;
- Provides review and enforcement of Zoning Bylaw complaints and inquiries;
- Right-of-way bylaw inspection and compliance, which regulates the public use of city property including street use, sidewalk clearing, and overgrown vegetation affecting traffic flow; and
- Drainage bylaw inspection, education and compliance involving maintenance of the drainage design grades of private properties; staffing and related costs for this function are currently budgeted under Utilities – Storm Water Management and will be transferred to this service line in 2017.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(112.9)	(83.2)	(106.3)	(129.7)	(23.4)	22.0%
Staff Compensation	400.3	408.3	412.2	509.3	97.1	23.6%
Operating Cost	112.5	93.9	88.4	132.2	43.8	49.5%
Total	399.9	419.0	394.3	511.8	117.5	29.8%

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.00	6.00	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Bylaw Compliance	(106.3)	(23.4)	(129.7)	500.6	140.9	0.0	0.0	641.5	511.8

Revenue Changes:

- Increase in revenues of \$15.0 is due to an Occupancy Permit rate increase and \$8.4 is due to increases in various permits volumes.

Significant Change:

- A Bylaw Inspector (1.0 FTE) position has been transferred from the Transportation business line for a total cost of \$88.2 which includes salary, payroll costs, car allowance, and uniforms. In addition, \$30.0 in contract expenses relating to bylaw inspection were also transferred from the Transportation Services service line. These transfers are part of the transition to the new model for delivery of bylaw enforcement and related activities.

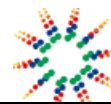


Not Included:

- A Bylaw Inspector (1.0 FTE; \$81.6) and a Customer Service Clerk (1.0 FTE; \$68.4) are needed in order to meet the prescribed mandate of the Community Standards division, and meet reasonable citizen expectations. It is anticipated that \$60.0 would be cost recovered through new fees and charges, resulting in a net mill rate increase of \$90.0. If these positions are not added, further direction will be sought through a formal service review of the bylaw compliance and customer service process in 2016. Temporary communications support, with no mill rate impact, would be sought to meet immediate customer service needs and act as a bridge to the future 311 process.

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 development of a new Growth Plan to Half a Million. This section is also responsible for a new Long Range Transportation Plan, Active Transportation Plan, major Sector Plans, and a new Employment Area Plan in conjunction with the Growing Forward initiative.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	430.1	462.4	600.9	507.2	(93.7)	-15.6%
Operating Cost	26.2	28.8	26.2	26.2	0.0	0.0%
Cost Recovery	0.0	(5.3)	(5.3)	(5.3)	0.0	0.0%
Transfer to/from Reserves	(192.2)	(207.9)	(329.8)	(231.1)	98.7	-29.9%
Total	264.1	277.1	291.1	296.1	5.0	1.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	6.25	5.00	(1.25)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Long Range Planning	(0.9)	0.0	(0.9)	292.0	5.0	0.0	0.0	297.0	296.1

Significant Change:

- A temporary Senior Planner 21 (\$83.0, 1.0 FTE) and a Planner 16 (\$20.7, 0.25 FTE) have been transferred to Capital. These positions were previously funded by the Planning Levy reserve; consequently these transfers do not result in a mill rate change.

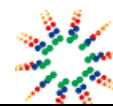
Funded Capital Projects	2016	2017	2018	2019	2020
P2551 CY-ACTIVE TRANSPORTATION PLAN	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0

Summary of Capital Investments

The Active Transportation Plan Capital Project is requesting \$75.0 to develop and coordinate prioritized implementation plans for the projects identified in the Active Transportation Plan. This project is funded from the Active Transportation Reserve.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2016 capital projects.



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, Incentive programs, and Urban Design Services are offered to enhance the City's established neighbourhoods. The development of Secondary Plans to support the Bus Rapid Transit and Corridor redevelopment arising from the new Growth Plan to Half a Million will commence in 2017.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	473.8	461.3	484.1	494.5	10.4	2.1%
Operating Cost	413.2	458.5	488.0	514.5	26.5	5.4%
Cost Recovery	(15.1)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	0.0	0.0	0.0	(450.0)	(450.0)	0.0%
Transfer to/from Reserves	(360.3)	(385.0)	(423.5)	0.0	423.5	-100.0%
Total	511.6	524.8	538.6	549.0	10.4	1.9%

Staff Complement	2015	2016	Difference
Full Time Equivalents	4.82	4.82	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Neighbourhood Planning	0.0	0.0	0.0	538.6	10.4	0.0	0.0	549.0	549.0

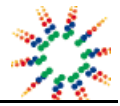
There are no significant operating changes in Neighbourhood Planning.

Funded Capital Projects	2016	2017	2018	2019	2020
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210.0	0.0	0.0	0.0	0.0
Total	210.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	0.0	210.0	210.0	210.0	210.0
Total	0.0	210.0	210.0	210.0	210.0

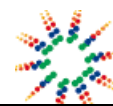
Summary of Capital Investments

Capital Project 2034 involves the implementation of recommendations contained in Local Area Plans (LAP) and Safety Audits. LAPs and Safety Audits usually require extra resources to ensure that recommendations are fulfilled within a timely manner. There are currently fourteen existing LAPs to be followed by Meadowgreen and Montgomery Place to be completed in 2016.



Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Research & Mapping

Overview

The Research & Mapping unit, which is part of the Regional Planning section, serves as the Corporate resource center for planning, demographic, and quality of life research. Information is available for use by customers within the City Administration and the general public. Key service areas include population projections and demographic analysis, Corporate Performance Targets, land use data, quality of life indicators, Neighbourhood Profiles, and Geographic Information System and mapping services.

As part of the City's 2013-2023 Strategic Plan, a comprehensive monitoring system has been developed that will track key indicators of community progress and success. Within each of the strategic intents, approximately 100 key indicators will be tracked within 10 overall theme areas. This framework is consistent with indicators developed by the Federation of Canadian Municipalities, but is more responsive to the needs of our local community and region.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(15.3)	(15.0)	(17.3)	(17.3)	0.0	0.0%
Staff Compensation	453.7	466.5	478.0	498.1	20.1	4.2%
Operating Cost	55.8	74.8	72.9	65.5	(7.4)	-10.2%
Cost Recovery	(120.2)	(115.4)	(115.4)	(109.0)	6.4	-5.5%
Transfer to/from Reserves	3.9	3.9	3.9	4.9	1.0	25.6%
Total	377.9	414.8	422.1	442.2	20.1	4.8%

Staff Complement	2015	2016	Difference
Full Time Equivalents	6.00	6.00	0.00

Summary of Operating Changes

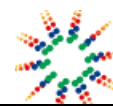
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Research & Mapping	(17.3)	0.0	(17.3)	439.4	20.1	0.0	0.0	459.5	442.2

There are no significant operating changes in Research & Mapping.

Summary of Capital Investments

There are no capital investments for Research & Mapping.



Urban Design

Overview

The Urban Design Program is responsible for the preparation of streetscape master plans; designing, constructing, and coordinating urban design projects; and advising on urban design issues in the City at large. The aim is to improve the public space in key urban areas. Founded on a core program based in the Downtown, Broadway, and Riversdale Business Improvement Districts (BID), the Urban Design Office is also responsible for urban design initiatives City-wide and the City Entrance Sign program. This program will also support Secondary Planning and Corridor Redevelopment initiatives arising from the new Growth Plan to Half a Million starting in 2017.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	447.5	475.6	493.5	507.4	13.9	2.8%
Operating Cost	305.9	495.6	541.4	481.6	(59.8)	-11.0%
Capital Contribution	2,093.2	1,879.3	1,843.6	1,936.5	92.9	5.0%
Transfer to/from Other Operating	(750.0)	(750.0)	(750.0)	(500.0)	250.0	-33.3%
Transfer to/from Reserves	502.6	385.0	357.0	60.0	(297.0)	-83.2%
Total	2,599.2	2,485.5	2,485.5	2,485.5	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.00	5.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5

Policy Decisions:

- The \$2.461 million transfer to the BID Streetscape Reserve is funded through a policy allocation of a specified percentage of parking revenues. The reserve then funds the cost of streetscape projects within established 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 2016 transfer from the Streetscape BID Reserve is \$536.1 to fund this program.
- The City-Wide Urban Design Program is funded through a transfer of Saskatoon Land's Sale Administration Fees of \$500.0 (2015 transfer was \$750.0). This funding supports the annual operating costs of the City-Wide Urban Design Program and contributes to the City-Wide Streetscape Reserve; the 2016 provision to the City-Wide Streetscape Reserve is \$11.6 (2015 transfer was \$189.0). 2016 is the final year that Saskatoon Land's Sales Administration Fees will be used to fund this program.
- Operating costs have been reduced by \$30.0 in each of the City-Wide and Urban Design BID operating budgets, offset by a \$60.0 transfer to the newly established Façade Conservation and Enhancement Grant Reserve. Any unallocated funds will be returned to the programs at the end of the year.

Other Significant Changes:

- A Design Assistant position was transferred from the City-Wide Urban Design program (-1.0 FTE) to the Urban Design BID program (1.0 FTE) within the Urban Design service line to accurately reflect the time spent on the program areas.



- It is anticipated that beginning in 2017, staff from the City-Wide Urban design program will be utilized in Capital Project 2541 Growth Plan to Half a Million Implementation to design enhanced streetscaping adjacent to new Transit Stations.

Funded Capital Projects	2016	2017	2018	2019	2020
P2162 CY-URBAN DESIGN - BIDS	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
Total	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1508 CY-CITY ENTRANCE SIGNS	0.0	0.0	150.0	0.0	150.0
P2166 CY-URBAN DESIGN - CITY-WIDE	0.0	0.0	4,000.0	0.0	0.0
Total	0.0	0.0	4,150.0	0.0	150.0

Summary of Capital Investments

The BID Streetscape Reserve, funded through an allocation of parking revenues, supports the cost of streetscape projects within established Business Improvement Districts (BIDs).

In 2016, project 2162 includes the design of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive and the first year of a two year plan to replace aging amenities (benches, garbage cans, poster boards and tree grates) on 21st Street, 2nd Avenue, 20th Street West and potentially other locations within the BID boundaries.

The Central Avenue Master Plan, approved by City Council in 2009, called for streetscape improvements from 107th Street to 115th Street. The interim funding strategy for 2015 and 2016 has the effect of reducing the sufficiency of the reserve. In order to complete the Central Avenue Master Plan, the Administration will include a capital budget request for the 2018 budget. This final phase will address the pedestrian crossing of the railway in order to improve pedestrian safety. Completion of the final phase will depend on funding availability and negotiation with the railway company.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.





Operating Budget
\$13.6 million

Capital Budget
\$0.3 million



STRATEGIC GOAL:



Quality of Life

Overview

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

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

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

At A Glance

- Provides support and community investments to approximately 65 social agencies; 50 sports organizations; 52 community outdoor rinks; 47 community associations; 17 arts, culture, and heritage organizations; and 19 community gardens.
- Provides in excess of \$6.4 million in community support grants.
- Community support grants leverage both human and financial resources in the community-based organizations in excess of \$48.0 million in self-generated revenue; approximately 600,000 visits to cultural facilities; approximately 125,000 Community Association volunteer hours; 60,000 sport, culture and recreation program hours; and 161,300 program participants.



- Supports the stewardship of the natural and heritage resources along the river edges through our connection and supports to MVA.
- Supports expanding our economy through tourism by providing grants to Saskatoon Tourism.
- Supports economic development to ensure Saskatoon is a place to live, work, invest, and prosper through our supports to SREDA.
- Coordinates programs designed to enhance the engagement of Aboriginal people, address racism and discrimination, and enhance racial harmony.
- Maintains Woodlawn Cemetery and Nutana Pioneer Cemetery, with over 500 burials and 40 subsidized burials annually.
- Subsidizes approximately 175 spay or neuter surgeries a year.
- Subsidizes approximately 87,200 Leisure Access visits to leisure facilities a year.

Key Challenges and Risks

Infrastructure and Operations:

- Being able to meet the growing community needs for animal services in response to pet owner's requests to provide additional dog parks and additional amenities at existing parks (e.g. benches, dispenser bags, education signage, and garbage containers). Also there is a decline in pet owners buying pet licenses, resulting in less revenue to cover program costs and an increase in stray cats and dogs in Saskatoon.
- An aging population and an expanding diversity of cultures presents some challenges for Woodlawn Cemetery in providing services that will ensure the cemetery operations continue to meet the needs and maintain cost recovery objectives.

Financial:

- Changing funding priorities has more Government grant dollars being directed to employment and economic development programs and initiatives. This means less funding available for the cultural and social community based organizations.
- Securing the necessary funding for Woodlawn Cemetery asset renewal while maintaining rates that reflect fair and stable market prices.

Stakeholders:

- Balancing municipal leadership, private sector involvement, and community involvement in addressing the needs of the community.
- Ensuring our programs, services, and various infrastructures (facilities, roads, sidewalks, etc.) are barrier free for citizens of all abilities and are accessible (geographically, physically, and financially) for the broadest segment of the community.
- Collaborative delivery of services depends on partners/arms-length service delivery agents fulfilling commitments.
- Increasing diversity in Saskatoon's population means ongoing changes and challenges to building cultural and social cohesion.
- Increasing demands on community based organization and volunteers to be the delivery agents, along with increased demands for reporting and offering a wider variety of programs and services.

Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program. These programs will assist in enhancing economic, employment, and training opportunities.



- Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more “age-friendly” city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.
- Implement the Immigration Action Plan, through community intersectoral collaboration. Ensure the City’s programs and services are changing along with the changes in the community.
- Focus marketing efforts on education and awareness of the pet licensing program to help increase revenues.

Implement the Following 10-Year Strategies:

- Update and continue implementation of the Corporate Accessibility Action Plan, a collaborative, long-range, ongoing effort to address accessibility of civic facilities, programs, services, and infrastructure. The plan includes the installation of audible pedestrian signals and curb ramps, barrier free facility assessments, establishing an Accessibility webpage, and formalizing the Universal Design Standards for the City.
- Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.
- Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.
- Implement the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation and Culture business line.
- Through our involvement with the Saskatoon Collaborative Funders Partnership pilot an evaluation and reporting tool among local community organizations that have a similar mandate. This reporting tool will help community organizations to better report on their collective impact in the community and streamline the reporting.
- Support community building through direct investment, community development expertise, and support to volunteers on committees and community associations.
- Develop a Saskatoon Municipal Cemetery Services Master Plan to provide high level guidance with regard to the years of available gravesites remaining and potential funding strategies to support asset renewal in Woodlawn Cemetery prior to reaching capacity. The plan will also outline additional needs such as future interment demand and cemetery location for the City of Saskatoon.
- Implementation of the animal services program plan is highlighted within the Recreation and Culture business line and includes the following: providing reasonable access to off leash areas within all quadrants of the City, reviewing licensing fees, ensuring the SPCA and SACA are consulted regarding plans for addressing the growing demand for animal services as the City continues to grow.

Other Ongoing Major Initiatives:

- Develop a partnership policy based on the framework presented in the Recreation and Parks Master Plan and explore opportunities in the near future.

Continuous Improvement

- Monitor the new community associations being established in new neighbourhoods and the resulting supports required from the City.
- Electronic grants administration to reduce copying cost and paper, to streamline the process and improve service to grant applicants.
- Undertake a Corporate wide review of supports the City provides for low income residents.
- Review and formalize internal graffiti management processes and procedures across departments and divisions to streamline processes, avoid duplication of efforts; creating efficiencies and improving customer service in responding to reports from the public about graffiti on civic property.



Performance Measures

Increase Visits to City Recreation and Cultural Facilities to 6,600 Visits/1,000 Residents:

- Review the Leisure Access and Youth Sports Subsidy programs to ensure they are addressing cost as a barrier to participation in the most efficient and respectful way.
- The grant supports to the 16 major cultural organizations helps leverage revenues for the organizations and increase participation numbers at cultural facilities.

Workforce Representative of the Diversity of Saskatoon's Population:

- The anti-racism, cultural diversity, race relations, and immigration initiatives help support the workforce diversity targets by facilitating the conditions within the workplace whereby we offer an inclusive workplace that embraces diversity.
- Promote existing cultural education and awareness programs. Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.

500 New Units Annually Across the Attainable Housing Continuum:

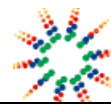
- Deliver the Mortgage Flexibilities Support program and advocate for enhanced programming from other levels of government to create better leverage for municipal funding.

Business Growth (Indicator):

- Support SREDA in facilitating growth of existing businesses and attracting new businesses, including Aboriginal-owned businesses.

Budget Implications

- The budget implications for the Community Support business line are a direct reflection of a growing city, the changing needs and preferences of residents and the increasingly diverse population in Saskatoon. These changes have resulted in increased demands of \$42.2 for providing programs and services for family pets, a net increase of \$33.9 to economic incentives for housing, business, and tourism, a CPI increase of \$16.9 in annual funding to the MVA, and a net decrease of \$17.6 in investments and supports for sport, culture, and social organizations which predominantly reflects a reduction in Leisure Access and Youth Sport Subsidy participation numbers.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Services	547.9	513.8	596.4	(639.3)	1,277.9	638.6	42.2	7.1%
Community Development	3,015.7	3,067.9	3,179.3	(202.8)	3,518.0	3,315.2	135.9	4.3%
Community Investments & Supports	9,036.3	8,775.6	9,495.7	0.0	9,533.4	9,533.4	37.7	0.4%
Cemeteries	143.5	124.0	176.7	(1,427.4)	1,568.5	141.1	(35.6)	-20.1%
Total	12,743.4	12,481.3	13,448.1	(2,269.5)	15,897.8	13,628.3	180.2	1.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	30.61	30.61	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Animal Services	(643.0)	3.7	(639.3)	1,239.4	30.5	8.0	0.0	1,277.9	638.6
Community Development	(196.8)	(6.0)	(202.8)	3,376.1	139.5	2.4	0.0	3,518.0	3,315.2
Community Investments & Supports	0.0	0.0	0.0	9,495.7	(24.5)	42.2	20.0	9,533.4	9,533.4
Cemeteries	(1,339.4)	(88.0)	(1,427.4)	1,516.1	24.7	0.0	27.7	1,568.5	141.1
Total	(2,179.2)	(90.3)	(2,269.5)	15,627.3	170.2	52.6	47.7	15,897.8	13,628.3

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Animal Services	0.0	0.0	0.0	0.0	0.0
Community Development	100.0	0.0	50.0	0.0	50.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	150.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	50.0	0.0	50.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
RESERVE FOR CAPITAL EXPENDITURES	200.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	50.0	0.0	50.0	0.0	50.0
Total	250.0	0.0	50.0	0.0	50.0
Unfunded	475.0	505.0	475.0	700.0	150.0



Animal Services

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(566.7)	(698.2)	(643.0)	(639.3)	3.7	-0.6%
Staff Compensation	77.3	79.4	82.4	86.6	4.2	5.1%
Operating Cost	1,011.4	1,111.2	1,135.6	1,169.9	34.3	3.0%
Cost Recovery	(4.1)	(8.6)	(8.6)	(8.6)	0.0	0.0%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Total	547.9	513.8	596.4	638.6	42.2	7.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Animal Services	(643.0)	3.7	(639.3)	1,239.4	30.5	8.0	0.0	1,277.9
								638.6

Revenue Change:

- Animal license revenue has decreased by \$3.7 to reflect historical actuals.

Growth:

- Dog park maintenance has increased by \$8.0 to reflect maintenance requirements for new parks.

Other Significant Change:

- The contract payments to SPCA and SACA have increased by \$16.7 due to negotiated agreements.

Summary of Capital Investments

Capital investments relating to the development of dog parks is 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. The support system for community development helps enable residents and supports rich social interactions and inclusion of all residents in community life.

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(114.9)	(65.0)	(178.0)	(178.0)	0.0	0.0%
Province of Saskatchewan	(30.2)	(35.1)	(18.8)	(24.8)	(6.0)	31.9%
Staff Compensation	1,765.2	1,783.9	1,816.3	1,876.2	59.9	3.3%
Operating Cost	1,367.4	1,347.4	1,523.1	1,605.1	82.0	5.4%
Transfer to/from Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
Total	3,024.2	3,067.9	3,179.3	3,315.2	135.9	4.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	20.35	20.35	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Community Development	(196.8)	(6.0)	(202.8)	3,376.1	139.5	2.4	0.0	3,518.0	3,315.2

Revenue Change:

- Provincial funding increase of \$6.0 is offset by expenditure increase of \$6.0 for Welcoming Communities Workshops in 2016.

Growth:

- \$2.4 increase in annual grant funding is required for the new Rosewood and Evergreen Community Associations.



Other Significant Change:

- Increase in admissions volumes and facility rental rates at leisure facilities of \$68.0 are charged to this program under the reciprocal facility use agreement between the City and schools.

Funded Capital Projects		2016	2017	2018	2019	2020
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	100.0	0.0	50.0	0.0	50.0
Total		100.0	0.0	50.0	0.0	50.0

Unfunded Capital Projects		2016	2017	2018	2019	2020
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	475.0	275.0	325.0	550.0	0.0
Total		475.0	275.0	325.0	550.0	0.0

Summary of Capital Investments

The Accessibility Action Plan identified short and long-term goals for improving accessibility to the City of Saskatoon services, programs, facilities, and infrastructure. This capital project is the on-going and systematic implementation of those recommendations identified within the action plan. The 2016 funded portion of the project includes \$50.0 for the review and update of the accessibility action plan and \$50.0 for the installation of audible pedestrian signals.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Community Investments & Supports

Overview

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

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	8,315.4	8,329.4	8,749.5	8,632.2	(117.3)	-1.3%
Transfer to/from Reserves	720.9	446.2	746.2	901.2	155.0	20.8%
Total	9,036.3	8,775.6	9,495.7	9,533.4	37.7	0.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Community Investments & Supports	0.0	0.0	0.0	9,495.7	(24.5)	42.2	20.0	9,533.4	9,533.4

Growth:

- Cultural Participation Grant increase of \$25.0 is required to continue to work towards achieving a funding level approaching \$2.00 per capita.
- Social Grant increase of \$17.2 maintains the \$2.00 per capita funding formula and is based on the population growth.

Service Level Change:

- Funding for the Public Art component of the Cultural Reserve has increased by \$20.0 and is the first of a five-year phase-in to an annual contribution of \$100.0. This funding will be used to purchase public art and major public art restorations and conservation treatment, in accordance with the Public Art Policy.

Other Significant Changes:

- Tax abatements increase of \$27.8 (Cultural and Heritage – \$6.4 and Social \$21.4) is a result of a formula increase based on the change in the prior year's mill rate.



- Access to Leisure Facilities provided to low income individuals and families through the Leisure Access Program decreased by \$81.6; these changes are offset by admission and registration revenue changes in the Leisure Facilities.
- Youth Sport Subsidy program has a decrease of \$30.0 due to decreased participation levels partially offset by increased rental rates.
- Decrease of \$35.8 for economic incentives is due to increases to the Mortgage Flexibilities Support program of \$70.0 and Vacant Lot Adaptive Reuse program of \$65.0. Offset by decreases of \$90.0 due to phasing-out of the Enterprise Zones program and to other economic incentives of \$80.8 as a result of agreements expiring in 2016 partially offset by new agreements beginning in 2016.
- Increase in grant to SREDA of \$54.1 is based on a change in the funding formula. Base funding of \$702.6 will be achieved in 2016 and was phased-in over a four year period which began in 2013.
- Saskatoon Tourism grant increase of \$15.6 is based on changes in commercial assessment from year to year.
- The funding to Meewasin Valley Authority has also been increased by CPI in the amount of \$16.9.

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 \$111.0 less than historical actual expenditures of \$191.0. The Special Events process is currently under review and recommendations regarding best practices, funding, and operations will be provided for 2017 budget deliberations. For 2016, civic services will continue to be provided, and the Administration will strive to minimize expenditures, any overages will be absorbed into the City's operating budget as a whole.
- In August 2014, City Council approved a recommendation for civic administration to negotiate a \$70.0 programming partnership with the Children's Discovery Museum. This program services agreement is to be in place by 2018. Not included is \$20.0 as the first year phase-in of this annual program grant. Not including this phased in amount will require a larger request for funding in 2017 and/or 2018.
- The process for receiving and approving requests for the Stand Alone Grants Program was approved in 2015 for implementation in 2016. The grant recipients have requested an increase in funding. A modest increase of 3% would amount to a total increase of \$15.2. Administration is not recommending an increase in the 2016 budget; however, the grant requests will be reviewed again for the 2017 budget.



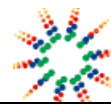
Community Investments and Support by Type of Grant (\$000's)

	2014 Budget	2015 Budget	2016 Budget	Changes
Cultural and Heritage				
Tax Abatements	61.6	135.9	142.3	6.4
Provision of Civic Services	75.0	80.0	80.0	0.0
Site Services - Shakespeare on the Sask.	2.0	1.0	1.0	0.0
Wanuskewin Heritage Park	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	57.6	57.6	47.6	(10.0)
Transfer to Façade Grant Reserve		-	10.0	10.0
Cultural Participation Grants	406.0	416.5	441.5	25.0
Cultural Reserve	100.0	100.0	120.0	20.0
	886.2	975.0	1,026.4	51.4
Social				
Tax Abatements	302.3	387.4	408.8	21.4
Leisure Centre Accessibility Subsidy Program	667.3	662.0	580.4	(81.6)
Downtown Youth Centre	120.0	120.0	120.0	0.0
Saskatoon Crisis Intervention Service	125.2	125.2	125.2	0.0
Green Gardening Fund	5.0	5.0	5.0	0.0
Cash Grants	482.1	497.4	514.6	17.2
Restorative Action Program	75.0	75.0	75.0	0.0
Kinsmen Telemiracle	2.5	2.5	2.5	0.0
White Buffalo Youth Lodge	151.5	151.5	155.5	4.0
Detoxification Centre	100.0	100.0	100.0	0.0
	2,030.9	2,126.0	2,087.0	(39.0)
Sport				
Youth Sport Subsidies	1,568.9	1,604.0	1,574.0	(30.0)
Sport Participation Grants	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	0.0
	1,643.2	1,678.3	1,648.3	(30.0)
Economic Development				
Economic Incentives	1,690.6	1,921.9	1,886.1	(35.8)
SREDA	594.6	648.5	702.6	54.1
	2,285.2	2,570.4	2,588.7	18.3
Tourism				
Saskatoon Tourism	427.8	437.4	453.0	15.6
Saskatoon Sport Tourism	5.0	5.0	5.0	0.0
	432.8	442.4	458.0	15.6
General				
Community Initiative - Contingency	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	550.0	500.0	500.0	0.0
Meewasin Valley Authority	717.0	974.6	991.5	16.9
Saskatoon Prairieland Park	71.0	66.8	68.4	1.6
Cash Grants- Environmental	10.0	10.0	10.0	0.0
SPCA- Cruelty Investigations	144.5	147.4	150.3	2.9
	1,497.3	1,703.6	1,725.0	21.4
	8,775.6	9,495.7	9,533.4	37.7



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.

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(1,322.1)	(1,334.3)	(1,339.4)	(1,427.4)	(88.0)	6.6%
Staff Compensation	615.8	611.3	628.6	646.9	18.3	2.9%
Operating Cost	629.6	633.2	646.2	681.6	35.4	5.5%
Debt Charges	7.7	7.8	7.3	0.0	(7.3)	-100.0%
Transfer to/from Reserves	248.4	206.0	234.0	240.0	6.0	2.6%
Total	179.4	124.0	176.7	141.1	(35.6)	-20.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	9.26	9.26	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Cemeteries	(1,339.4)	(88.0)	(1,427.4)	1,516.1	24.7	0.0	27.7	1,568.5	141.1

Revenue Changes:

- Revenue increases of \$58.9 are due to rate increases and \$6.4 due to increased earnings from the Perpetual Care Fund, partially offset by a decrease of \$5.0 in the memorial tree and bench program.

Service Level Change:

- Two new 36-niche columbaria will be purchased and installed for \$35.0. It is anticipated that all niches in the existing columbaria will be sold by April 2016 and that the two new columbaria will provide niche inventory for approximately four to five years. There is an offsetting increase in revenues of \$27.7 to reflect new sales and a decrease of \$7.3 in debt charges related to the maturity of the loan for the columbaria installed in 2010.

Capital Contribution:

- In accordance with the reserve policy, the transfer to the Perpetual Care Reserve increased by \$6.0 to reflect the budgeted increase in Perpetual Care fees.



Not Included:

- The budget provided for the burial of a deceased person with limited financial means of \$35.0 is approximately \$18.0 less than the 2014 actual expenditures. As the expenditures charged to this account are based on demand for these services, there is a risk that the 2016 actuals will exceed the current budgeted amount.

Funded Capital Projects		2016	2017	2018	2019	2020
P1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	150.0	0.0	0.0	0.0	0.0
Total		150.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects		2016	2017	2018	2019	2020
P1650	CY-NEW MUNICIPAL CEMETERIES	0.0	80.0	0.0	0.0	0.0
P1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	0.0	150.0	150.0	150.0	150.0
Total		0.0	230.0	150.0	150.0	150.0

Summary of Capital Investments

Project 1657 involves the continued upgrading of the Woodlawn Cemetery roadways, identified in 2016 for \$150.0. This represents the second year of a nine year road rehabilitation plan.

Future Operating Impact of Current Year's Capital Projects

There is no future operating impact from the 2016 Capital Projects.



Operating Budget

\$27.1 million

Capital Budget

\$6.0 million



STRATEGIC GOAL:



Quality of Life

Overview

Participation in physical recreation is essential to building healthy, active individuals from childhood to older adult. To enable participation in active recreation experiences for people of all ages the Recreation and Culture business line provides opportunities to participate in and enjoy the benefits of sport, recreation, culture, and park activities. Saskatoon values its people and their strong sense of community; its educational, recreational and sport, and park resources are central to the City's quality of life.

The Recreation and Culture business line can enhance recreation and parks benefits by providing and offering recreation and parks facilities, spaces and programs directly and in partnerships with others. To get more people, more active, more often, the Recreation and Culture business line provides indoor and outdoor recreation and sport facilities; works with local community organizations to operate and provide programs for youth and adults, provides direct program opportunity in, and provides support to community-based organizations involved in delivering programs and services. Saskatoon's parks and open spaces provide areas for citizens to play sports, walk, wheel or bike along pathways, and play in playgrounds and paddling pools. In addition, river valley parks are home to many of Saskatoon's festivals and major seasonal special events enjoyed by citizens and visitors to the area.

At A Glance

- City-operated sport, culture, and recreation facilities attract over 1.5 million visits a year.
- The Business Line delivers paid admission programs and services, including swimming, skating, fitness, recreation, golfing, the zoo and horticulture displays.
- At indoor leisure facilities there are 14,350 registered program hours, 15,500 people registered in swimming lessons, 122,700 rounds of golf played, 68,100 hours available for drop-in programs, and 35,200 hours rented to community organizations.
- There are over 273,100 visits to the Forestry Farm Park & Zoo, and 12,100 visitor nights at the Gordon Howe Campground.
- The Business Line supports community associations in providing 11,300 hours of year-round low cost or no cost neighbourhood-based sport, culture, and recreation programs to 12,000 registrants.
- Approximately 2,500 hectares of park/open spaces and 145 kms of park pathways are maintained.
- There are 268 outdoor sportfields for activities such as softball, baseball, soccer, slo-pitch, lacrosse, football, speed skating, rugby, and field hockey.



- The neighbourhood summer playground programs with visitation reaching 138,500 included the operation of 30 paddling pools, 17 spray pads, 11 youth centres, 2 travelling program vans, and 2 mobile skateboard animators.
- Supporting 16 major culture organizations which attract approximately 600,000 annual visits.
- \$2.75 million in inventory of public art is owned and maintained by the City.
- Recently facilitated a major donation of commemorative art work for the War of 1812 from Whitecap Dakota First Nation valued at \$500.0.
- Supports various community-based boards and agencies which in turn provide programs and services in visual art, performing art, and cultural heritage, including the Marr Residence and Albert Community Centre.
- On average 1,200 trees are planted annually in reforestation projects and new park development.
- River Landing is 14.8 hectares (36 acres) of pathways, green space, public art, a seasonal concession, children's water play feature, Farmers' Market, public and private development, with almost 300,000 annual users of the riverfront trail.
- The public infrastructure for River Landing was completed in the fall of 2014 (outdoor adult fitness circuit and surrounding green space), and it is the location of many special events and major festivals including WinterShines, Subaru Triathlon, Mogathon, and the PotashCorp Fireworks Festival.

Key Challenges and Risks

Infrastructure and Operations:

- To find a balance between replacement or upgrade to aging recreation facility infrastructure and an increasing request to build new indoor and outdoor recreation and sport facilities.
- A long-term sustainable funding source is required to support the renewal of aging park infrastructure such as irrigation, drainage, refuse receptacles, pathways and lighting.
- Demand for riverbank parks is growing as the number and size of special events increase annually resulting in increased damage and less recuperation time for the soft landscape areas.
- Maintaining new parks and open space in new neighbourhoods without satellite maintenance facilities. Additional satellite maintenance facilities are required to support localized efficient deployment of staff as well as providing required spaces for equipment and material storage.
- Maintaining current service levels and meeting customer expectations without funding to maintain an additional 29 hectares of new park and open space.
- With continued development of Naturalized Park areas there is a need to develop a comprehensive natural area management and development plan that considers all stakeholders.

Financial:

- Addressing excess capacity of activity rental space at indoor Leisure Centres during low usage periods.

Stakeholders:

- Keep activities affordable and accessible for all residents.
- Maintaining current service levels and meeting customer expectations without additional funding for growth to maintain 29 hectares of new park and open space.
- Designing and building parks and open space that meet the needs of citizens and ensure that long term maintenance requirements are sustainable.

Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Complete the business case, and formalize a memorandum of understanding for a potential partnership with the YMCA and Saskatoon Tribal Council on the design and construction of a new recreation facility in one of the core neighbourhoods.



- Identify new opportunities for ongoing winter recreation programs at the neighbourhood level.

Implement the Following 10-Year Strategies:

- Development of off-leash dog parks on available City-owned land or park space based on the approved program plan.
- Document and compile infrastructure deficiencies with respect to paddling pools and park/recreation buildings, and research potential options for the long-term sustainability of these facilities, including solutions from other cities.
- Work with the Meewasin Valley Authority to complete the detail design for Chief Whitecap Park followed by construction of the North parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, and dog waste dispensers).
- In an effort to strategically increase participation and revenues at the six indoor leisure centres, Recreation and Culture is implementing a new rate and fee structure.

Municipal Culture Plan:

- As per the Public Art Policy, continue to ensure the City's major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places.
- Identify and move forward with necessary amendments to the Official Community Plan (OCP) to align with the Culture Plan.
- Develop a database and map of cultural facilities, public art, heritage and civic institutions, and artist studio spaces.
- Research and report-out on impacts and benefits of cultural investments and cultural spending; includes the cultural impact statement process and a connection to the Heritage Plan.

Recreation and Parks Master Plan:

- Recommendations for the next 5 to 15 years have been identified in the Recreation and Parks Master Plan that are intended to build upon a strong core of recreation and park services currently provided by the City. The 2016 operating and capital budgets have included a number of initiatives to begin addressing some of the recommendations from the Plan.

Other Ongoing Major Initiatives:

- Develop and implement a new service delivery model that includes new satellite parks maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.
- Develop a new "Naturalized Park" classification that will reflect the unique nature of the management vision, policies, goals, and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.

Continuous Improvement

- Implement a new work management system to improve parks maintenance job costing as well as tracking actual performance against current parks maintenance service levels.
- Conduct an Internal Process Review to improve special event coordination and oversight for events that occur in the public realm and special use parks to ensure residents neighbouring special use parks are able to enjoy the Saskatoon river valley during the special event and festival season.
- In an effort to reduce mowing frequency on City of Saskatoon Open Space, Parks will assist in the establishment of short, slow growing grass species in test plot areas. Approximately 11,000 m² of median, round about boulevard areas and buffer areas will be established and maintained in the Kensington Neighbourhood.
- Investigate Recreation Management Software (program registration, facility booking, and revenue collection) to replace existing software that will no longer be vendor supported in 2017.
- Review the overall playgrounds and recreation program supports - weekend versus weekday operations, spray pads versus paddling pools, neighbourhood based versus district based programming.



- Review and streamline the process for identifying the project scope, the design, concept plan and construction process for recreation units, and/or play structures.
- In collaboration with Facilities & Fleet Management, review the infrastructure management and renewal program for playground, recreation units, paddling pools, and spray parks.

Performance Measures

Perceived Quality of Life in Saskatoon (Indicator):

- Expand opportunities and the variety of winter program initiatives to improve perceptions of quality of life throughout the year.
- Explore partnership opportunities and feasibility of developing a new indoor rink to meet demand identified in the Recreation and Sport Master Plan.
- Implement the updated Park Development Guidelines in relation to new neighbourhood development and existing park upgrades so that the parks continue to meet the needs of citizens while providing ongoing maintenance in a cost effective way.

Increase Visits to City Recreation and Cultural Facilities to 6,600 visits/1,000 Residents:

- Implement the Leisure Centre Marketing Program including new Leisure Card pricing, an effective promotional campaign and refreshed brand to increase general admission attendance by 128,000 and total revenues at the six indoor Leisure Centres.
- The opening of PotashCorp Playland is expected to increase visits by 223,000.

Municipal Tax as a Percentage of Total Revenues (Indicator):

- Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor leisure centres.

Budget Implications

- The budget implications for the Recreation and Culture business line are a direct reflection of a growing city, the changing needs and preferences of residents, the increasingly diverse population in Saskatoon. The budget implications also reflect the cost to operate indoor and outdoor facilities for the delivery of programs and services. The budget changes include a \$202.4 utility increase, \$143.1 for employee contractual obligations, \$12.2 for the new Willowgrove Playground staff, \$15.4 for staff scheduling support and booking clerk and \$205.4 for increases to operate civic facilities.
- Providing affordable recreation opportunities and to have available recreation and sport activity space is important to increase the participation at the City operated indoor and outdoor facilities. The budget implications include \$423.2 increase in revenue as a result of a price restructure for indoor leisure centres and outdoor pools (\$296.0), an increase in Saskatoon Zoo and indoor rink public skating admission revenue (\$62.8), an increase in registered program revenue (\$7.6) and rental revenue (\$56.8) from organizations that reserve activity space to provide a variety of programs and services.
- During the process of the Parks division Comprehensive Service Review, two services were identified as not currently meeting citizen expectations: park pathway snow clearing and shelter belt maintenance. The service levels for park pathway snow clearing and shelter belt maintenance to be increased by \$30.0 as a means to begin to establish the appropriate service levels.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	125.8	136.4	151.4	0.0	153.0	153.0	1.6	1.1%
Marketing Services	570.1	586.3	599.2	0.0	609.4	609.4	10.2	1.7%
Community Partnerships	311.8	249.6	341.8	(16.8)	369.0	352.2	10.4	3.0%
Forestry Farm Park & Zoo	1,499.1	1,583.0	1,599.5	(900.9)	2,517.4	1,616.5	17.0	1.1%
Golf Courses	0.0	0.0	0.0	(3,896.6)	3,896.6	0.0	0.0	0.0%
Gordon Howe Campsite	0.0	0.0	0.0	(627.6)	627.6	0.0	0.0	0.0%
Indoor Rinks	210.7	285.7	276.7	(2,010.4)	2,373.8	363.4	86.7	31.3%
PotashCorp Playland	46.7	40.6	0.0	(577.4)	577.4	0.0	0.0	0.0%
Outdoor Pools	698.4	732.0	806.7	(447.3)	1,293.3	846.0	39.3	4.9%
Outdoor Sports Fields	396.2	325.1	347.0	(577.2)	960.0	382.8	35.8	10.3%
Parks Maintenance & Design	12,333.8	12,333.8	12,633.4	(156.0)	13,165.6	13,009.6	376.2	3.0%
Playground & Recreation Areas	819.4	858.6	879.1	0.0	904.9	904.9	25.8	2.9%
Program Research & Design	217.3	203.9	213.5	0.0	217.4	217.4	3.9	1.8%
Rec-Competitive Facilities - Program	3,969.4	3,467.1	3,676.8	(6,586.2)	10,482.5	3,896.3	219.5	6.0%
Rec-Competitive Facilities - Rentals	3,953.1	4,037.3	4,199.1	(6,187.7)	10,235.7	4,048.0	(151.1)	-3.6%
Targeted Programming	547.1	578.2	578.9	(10.4)	592.9	582.5	3.6	0.6%
Albert Community Centre	53.4	125.4	69.6	(157.3)	228.4	71.1	1.5	2.2%
Marr Residence	20.5	20.8	21.3	(0.5)	22.1	21.6	0.3	1.4%
River Landing	0.0	0.0	0.0	(180.7)	180.7	0.0	0.0	0.0%
Total	25,772.8	25,563.8	26,394.0	(22,333.0)	49,407.7	27,074.7	680.7	2.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	323.08	324.90	1.82

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Spectator Ballfields	0.0	0.0	0.0	151.4	1.6	0.0	0.0	153.0	153.0
Marketing Services	0.0	0.0	0.0	599.2	10.2	0.0	0.0	609.4	609.4
Community Partnerships	(15.0)	(1.8)	(16.8)	356.8	10.4	0.0	1.8	369.0	352.2
Forestry Farm Park & Zoo	(836.0)	(64.9)	(900.9)	2,435.5	81.9	0.0	0.0	2,517.4	1,616.5
Golf Courses	(3,935.9)	39.3	(3,896.6)	3,935.9	(39.3)	0.0	0.0	3,896.6	0.0
Gordon Howe Campsite	(585.2)	(42.4)	(627.6)	585.2	42.4	0.0	0.0	627.6	0.0
Indoor Rinks	(2,056.6)	46.2	(2,010.4)	2,333.3	40.5	0.0	0.0	2,373.8	363.4
PotashCorp Playland	(348.2)	(229.2)	(577.4)	348.2	(14.2)	0.0	243.4	577.4	0.0
Outdoor Pools	(440.3)	(7.0)	(447.3)	1,247.0	46.3	0.0	0.0	1,293.3	846.0
Outdoor Sports Fields	(538.7)	(38.5)	(577.2)	885.7	40.3	34.0	0.0	960.0	382.8
Parks Maintenance & Design	(152.5)	(3.5)	(156.0)	12,785.9	349.7	0.0	30.0	13,165.6	13,009.6
Playground & Recreation Areas	0.0	0.0	0.0	879.1	13.6	0.0	12.2	904.9	904.9
Program Research & Design	0.0	0.0	0.0	213.5	3.9	0.0	0.0	217.4	217.4
Rec-Competitive Facilities - Program	(6,272.3)	(313.9)	(6,586.2)	9,949.1	533.4	0.0	0.0	10,482.5	3,896.3
Rec-Competitive Facilities - Rentals	(5,854.1)	(333.6)	(6,187.7)	10,053.2	182.5	0.0	0.0	10,235.7	4,048.0
Targeted Programming	(10.4)	0.0	(10.4)	589.3	3.6	0.0	0.0	592.9	582.5
Albert Community Centre	(157.3)	0.0	(157.3)	226.9	1.5	0.0	0.0	228.4	71.1
Marr Residence	(0.5)	0.0	(0.5)	21.8	0.3	0.0	0.0	22.1	21.6



Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
River Landing	(115.5)	(65.2)	(180.7)	115.5	65.2	0.0	0.0	180.7	0.0
Total	(21,318.5)	(1,014.5)	(22,333.0)	47,712.5	1,373.8	34.0	287.4	49,407.7	27,074.7

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Spectator Ballfields	0.0	0.0	0.0	0.0	0.0
Marketing Services	0.0	0.0	0.0	0.0	0.0
Community Partnerships	1,755.0	0.0	60.0	0.0	60.0
Forestry Farm Park & Zoo	200.0	200.0	150.0	120.0	0.0
Golf Courses	830.0	250.0	500.0	200.0	210.0
Gordon Howe Campsite	250.0	0.0	0.0	0.0	0.0
Indoor Rinks	0.0	0.0	0.0	0.0	0.0
PotashCorp Playland	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	0.0	0.0
Outdoor Sports Fields	100.0	330.0	335.0	275.0	275.0
Parks Maintenance & Design	2,342.0	1,652.0	500.0	1,125.0	360.0
Playground & Recreation Areas	400.0	0.0	0.0	0.0	0.0
Program Research & Design	0.0	0.0	0.0	0.0	0.0
Rec-Competitive Facilities - Program	0.0	0.0	0.0	0.0	0.0
Rec-Competitive Facilities - Rentals	115.0	115.0	115.0	115.0	115.0
Targeted Programming	0.0	0.0	0.0	0.0	0.0
Albert Community Centre	50.0	0.0	0.0	60.0	0.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
River Landing	0.0	0.0	0.0	0.0	0.0
Total	6,042.0	2,547.0	1,660.0	1,895.0	1,020.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
CANADA 150 INFRA PROGRAM	50.0	450.0	0.0	0.0	0.0
LEISURE SERVICES EQUIPMENT REPL RES	115.0	115.0	115.0	115.0	115.0
GOLF COURSE CAPITAL RESERVE	830.0	250.0	500.0	200.0	210.0
ALBERT MAJOR REPAIR RES	50.0	0.0	0.0	60.0	0.0
DEDICATED LANDS RESERVE	825.0	450.0	0.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	150.0	150.0	150.0	120.0	0.0
ANIMAL SERVICES RESERVE	30.0	0.0	60.0	0.0	60.0
CAMPSITE RESERVE	250.0	0.0	0.0	0.0	0.0
FORESTRY FARM PARK DEVELOPMENT RES	50.0	50.0	0.0	0.0	0.0
PARKS AND RECREATION LEVY	445.0	270.0	90.0	810.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	1,660.0	0.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	0.0	50.0	0.0	50.0	0.0
GROUND MAINTENANCE EQUIPMENT RES	320.0	432.0	410.0	265.0	360.0
PARK ENHANCE RES	53.0	330.0	335.0	275.0	275.0
NEIGHBOURHOOD LAND DEVELOPMENT FUND	1,000.0	0.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	214.0	0.0	0.0	0.0	0.0
Total	6,042.0	2,547.0	1,660.0	1,895.0	1,020.0
Unfunded	570.0	6,320.0	18,375.0	13,750.0	7,555.0



Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	22.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	9.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	11.4	9.0	0.0	0.0
P1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	0.0	10.0	0.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	8.4	0.0	0.0	0.0
Total	0.0	60.8	9.0	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 skills, meet new friends, exercise, and have fun. To support these groups, the City makes available outdoor spectator softball and baseball facilities located in the Gordon Howe Park. These facilities are also used for tournament play at the provincial, national, and international levels. The user groups undertake and fund all day-to-day operating costs. The City funds costs relating to the infrastructure.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	125.8	136.4	151.4	153.0	1.6	1.1%
Total	125.8	136.4	151.4	153.0	1.6	1.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

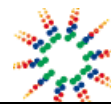
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Spectator Ballfields	0.0	0.0	0.0	151.4	1.6	0.0	0.0	153.0	153.0

There are no significant operating changes in Spectator Ballfields.

Summary of Capital Investments

There are no capital investments in Spectator Ballfields.



Marketing Services

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	385.9	390.0	400.3	476.8	76.5	19.1%
Operating Cost	284.0	270.6	275.9	276.2	0.3	0.1%
Cost Recovery	(99.8)	(74.3)	(77.0)	(143.6)	(66.6)	86.5%
Total	570.1	586.3	599.2	609.4	10.2	1.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.00	5.75	0.75

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Marketing Services	0.0	0.0	0.0	599.2	10.2	0.0	0.0	609.4	609.4

Service Level Change:

- Staff increase of \$64.0 (0.75 FTE) for a Marketing & Communications Consultant is needed to maintain and enhance the marketing and communications functions required by the Community Services department. In recent years, several new business units have been added to the Community Services department, including the new Community Standards division (includes bylaws, parking enforcement, and business licensing), Parks Division, Animal Services, Long Range Transportation Planning, and new initiatives such as operationalizing the Growth Plan to Half a Million and the Active Transportation Plan. Communications and marketing related to these business units requires a higher level of service. This position is funded through cross charges to various divisions that have reallocated existing budget, allowing this position to be created without the need for new mill rate funding.

Summary of Capital Investments

There are no capital investments in Marketing Services.



Community Partnerships

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	0.0	(15.0)	(16.8)	(1.8)	12.0%
Staff Compensation	279.0	199.2	308.4	318.8	10.4	3.4%
Operating Cost	20.2	37.7	35.7	37.5	1.8	5.0%
Transfer to/from Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
Total	311.9	249.6	341.8	352.2	10.4	3.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	3.30	3.30	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Community Partnerships	(15.0)	(1.8)	(16.8)	356.8	10.4	0.0	1.8	369.0
								352.2

Service Level Change:

- A permit fee increase of \$1.8 relates to new Seasonal Commercial Enterprise in Parks. This is offset by an increase in advertising expense of \$1.8 to seek out new businesses to deliver approved recreation programs and services in parks.

Funded Capital Projects	2016	2017	2018	2019	2020
P1665 CY-ICE ARENA PARTNERSHIP	1,000.0	0.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	140.0	0.0	0.0	0.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	415.0	0.0	0.0	0.0	0.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	50.0	0.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	150.0	0.0	60.0	0.0	60.0
Total	1,755.0	0.0	60.0	0.0	60.0

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1635 CY-DIEFENBAKER PARK MASTER PLAN	0.0	200.0	0.0	0.0	0.0
P2114 CY-VICTORIA PARK - UPGRADES	420.0	375.0	310.0	0.0	0.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	130.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	0.0	605.0	520.0	235.0	0.0



Unfunded Capital Projects	2016	2017	2018	2019	2020
P2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	0.0	55.0	495.0	0.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	0.0	2,745.0	0.0	0.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	65.0	1,620.0	1,665.0	2,140.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	230.0	40.0	0.0	40.0
Total	420.0	1,660.0	5,730.0	1,900.0	2,180.0

Summary of Capital Investments

The Ice Arena Partnership project proposes the City provide a capital contribution to a partner who in turn will construct and operate an arena facility (\$1.0 million).

Chief Whitecap Park Development includes the installation of parking lot fencing and signage, development of a 40 acre off-leash dog park with fencing, and the installation of site amenities such as garbage cans, benches, and dog waste dispensers, as identified in the Chief Whitecap Master Plan, adopted by City Council in June 2010 (\$140.0).

The Kinsmen Park and Area Master Plan set up a process to rejuvenate the site, intended to create a vibrant activity area that will be memorable and enjoyable for all ages. The Master Plan integrates activities on both sides of Spadina Crescent, including PotashCorp Playland at Kinsmen Park, the existing Mendel Art Gallery building and grounds, and the Shakespeare on the Saskatchewan site. The 2016 plan provides for improvements to the Mendel Site parking lot and upgrades to Kinsmen Avenue (\$415.0).

The Hudson Bay Area District Parks budget for 2016 includes public consultations and park program review along with survey and site analysis for Pierre Radisson Park (\$50.0).

The popularity of Dog Parks is growing and there are increasing demands for this recreational activity. The 2016 improvements to existing dog parks include fencing and garbage can upgrades. Additionally, funding will be used for upgrades to the Avalon Dog Park, including the development of wheelchair accessible pathways (\$150.0).

Upgrades to the Victoria Park include development of a parking lot to address existing and future parking needs, as identified in the Victoria Park Program Plan, adopted by City Council in June 2004 (\$420.0).

Future Operating Impact of Current Year's Capital Projects

Dog Park Development: \$9.0 for grass cutting, garbage and snow removal, and sign, parking lot, and fence maintenance in 2017.

Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2528 CY-DOG PARK DEVELOPMENT	0.0	9.0	0.0	0.0	0.0
Total	0.0	9.0	0.0	0.0	0.0



Forestry Farm Park & Zoo

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(896.2)	(769.2)	(836.0)	(900.9)	(64.9)	7.8%
Staff Compensation	1,081.3	1,087.6	1,113.2	1,142.4	29.2	2.6%
Operating Cost	1,112.4	1,077.2	1,129.1	1,169.8	40.7	3.6%
Capital Contribution	150.0	150.0	150.0	162.0	12.0	8.0%
Transfer to/from Reserves	51.7	37.4	43.2	43.2	0.0	0.0%
Total	1,499.2	1,583.0	1,599.5	1,616.5	17.0	1.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	15.39	15.44	0.05

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Forestry Farm Park & Zoo	(836.0)	(64.9)	(900.9)	2,435.5	81.9	0.0	0.0	2,517.4
								1,616.5

Revenue Changes:

- Revenue increases of \$36.0 are due to higher admission rates, \$23.7 for an increase in the number of admissions, and \$5.2 for an increase in rentals.

Growth:

- An increase of 0.05 FTE is for a part-time clerk to support and provide coverage for the staff scheduling clerk during peak scheduling periods. The total increase for this part-time clerk position is \$15.4 (0.3 FTE) which is offset by continuous improvement savings with a zero dollar mill rate impact. This position is included in the following service lines: Forestry Farm Park & Zoo, Gordon Howe Campsite, Indoor Rinks, and Outdoor Sports Fields.

Capital Contribution:

- There are increased contributions to the Forestry Farm Capital Reserve of \$12.0 for the planned replacement of a mower and sweeper.

Other Significant Changes:

- Animal food increases of \$12.3 are due to increased costs of specialty food including bamboo for the red panda.
- Saskatoon Zoo Society negotiated increases amount to \$7.1 for a veterinarian, zoo programming and management fees.



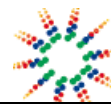
Funded Capital Projects		2016	2017	2018	2019	2020
P2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	200.0	200.0	150.0	120.0	0.0
Total		200.0	200.0	150.0	120.0	0.0
Unfunded Capital Projects		2016	2017	2018	2019	2020
P2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	125.0	425.0	150.0	0.0
Total		0.0	125.0	425.0	150.0	0.0

Summary of Capital Investments

Planned for 2016 is the emergency replacement of the sewer line near the Lions Event Center.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2016 capital projects.



Golf Courses

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(3,524.9)	(3,780.0)	(3,935.9)	(3,896.6)	39.3	-1.0%
Staff Compensation	1,436.6	1,611.4	1,550.5	1,581.5	31.0	2.0%
Operating Cost	1,579.4	1,690.1	1,747.6	1,756.8	9.2	0.5%
Debt Charges	5.5	5.5	0.0	0.0	0.0	0.0%
Capital Contribution	503.4	473.0	637.8	558.3	(79.5)	-12.5%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	24.80	24.80	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Golf Courses	(3,935.9)	39.3	(3,896.6)	3,935.9	(39.3)	0.0	0.0	3,896.6

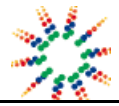
Revenue Changes:

- Decrease in green fee revenues of \$116.4 is due to a decrease in volume, partially offset by a rate increase of \$89.1; Pro Shop sales commissions have increased by \$8.3; golf cart rental and tracking fees have decreased by \$14.5 and lounge volumes have decreased by \$5.8, based on a 3 year average.

Capital Contributions:

- The contribution to the Golf Course Capital Reserve has decreased by \$78.3, bringing the total contribution to \$451.3.
- The contribution to the Holiday Park Golf Course Redevelopment Reserve has decreased by \$1.2 due to a decrease in the budgeted number of rounds played, bringing to the total contribution to \$107.0.

Funded Capital Projects	2016	2017	2018	2019	2020
P2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	830.0	250.0	500.0	200.0	210.0
Total	830.0	250.0	500.0	200.0	210.0



Summary of Capital Investments

\$200.0 is required for the planned replacement of major golf course equipment and is funded from the Golf Course Capital Reserve. This allows the civic golf courses to be maintained at the standard of play expected by our patrons. \$630.0 is required for Cart Path, Tee Box, and Greens redevelopment at Holiday Park Golf Course and is funded from the Golf Course Capital Reserve.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2016 capital projects.



Gordon Howe Campsite

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(590.4)	(552.6)	(585.2)	(627.6)	(42.4)	7.2%
Staff Compensation	148.7	143.1	160.1	175.3	15.2	9.5%
Operating Cost	237.5	233.3	245.5	250.4	4.9	2.0%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Transfer to/from Stabilization	106.0	78.0	81.4	103.7	22.3	27.4%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.60	2.70	0.10

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Gordon Howe Campsite	(585.2)	(42.4)	(627.6)	585.2	42.4	0.0	0.0	627.6
								0.0

Revenue Changes:

- Increase in campsite rental revenue of \$28.6 is due to an increase in rates and \$13.8 due to an increase in volumes.

Growth:

- An increase of 0.10 FTE is for a part-time clerk to support and provide coverage for the staff scheduling clerk during peak scheduling periods. The total increase for this part-time clerk position is 0.3 FTE; please see further explanation under the Forestry Farm Park & Zoo service line.

Capital Contribution:

- The contribution to the Campsite Reserve has increased by \$22.3, bringing the total contribution to \$103.7.

Funded Capital Projects	2016	2017	2018	2019	2020
P1637 CY-GORDON HOWE CAMPGROUND EAST WASHROOM	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0



Summary of Capital Investments

\$250.0 is required for the replacement of the East washroom at the Gordon Howe Campground which has reached the end of its life cycle. This project is funded from the Campsite Reserve.

Future Operating Impacts of Current Year's Capital Projects

The future net operating impact from the 2016 capital project will be determined as the specific features of the facility are designed. Any operating impact will be funded by revenues.



Indoor Rinks

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(2,029.6)	(2,028.3)	(2,056.6)	(2,010.4)	46.2	-2.2%
Staff Compensation	866.9	965.3	945.7	967.5	21.8	2.3%
Operating Cost	1,336.8	1,312.1	1,351.0	1,367.2	16.2	1.2%
Capital Contribution	36.6	36.6	36.6	39.1	2.5	6.8%
Total	210.7	285.7	276.7	363.4	86.7	31.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	14.10	14.20	0.10

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Indoor Rinks	(2,056.6)	46.2	(2,010.4)	2,333.3	40.5	0.0	0.0	2,373.8
								363.4

Revenue Changes:

- Annual lease revenue has decreased by \$28.8 due to a decrease in ACT Arena summer ice rental and by \$1.0 due to a decrease in concession leases, offset slightly by an increase in lease rates of \$6.6; hourly rental revenue has decreased by \$23.6 due to volume decreases, partially offset by a \$2.5 increase in rental rates.
- Public skating admission rate increase of \$4.1 is partially offset by a volume decrease of \$1.0.
- Board advertising revenue has decreased by \$5.0 due to a decrease in the number of advertisers.

Growth:

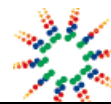
- An increase of 0.10 FTE is for a part-time clerk to support and provide coverage for the staff scheduling clerk during peak scheduling periods. The total increase for this part-time clerk position is 0.3 FTE; please see further explanation under the Forestry Farm Park & Zoo service line.

Capital Contribution:

- Contributions to the reserve for the replacement of ice resurfacing equipment (Zamboni) have increased by \$2.5, due to the increasing cost of new Zambonis. This increase has been offset by a corresponding decrease in maintenance.

Summary of Capital Investments

There are no capital investments in Indoor Rinks. See Community Partnerships service line for P1665- Ice Arena Partnership.



PotashCorp Playland

Overview

The PotashCorp Playland is a vibrant, one of a kind, recreation and tourist attraction that serves visitors of all ages and abilities and from various locations, while continuing to support the local community and the growing downtown population. The new rides are 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	0.0	(348.2)	(577.4)	(229.2)	65.8%
Staff Compensation	0.0	0.0	231.2	271.1	39.9	17.3%
Operating Cost	17.2	11.1	86.0	176.4	90.4	105.1%
Debt Charges	29.5	29.5	29.5	0.0	(29.5)	-100.0%
Capital Contribution	0.0	0.0	0.0	75.0	75.0	0.0%
Transfer to/from Stabilization	0.0	0.0	1.5	54.9	53.4	3,560.0%
Total	46.7	40.6	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	3.78	4.25	0.47

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
PotashCorp Playland	(348.2)	(229.2)	(577.4)	348.2	(14.2)	0.0	243.4	577.4	0.0

Revenue Change:

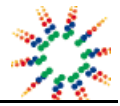
- Revenue increases of \$229.2 are due to increased admissions to reflect operating for a full season.

Service Level Changes:

- Staffing increases of \$34.8 (0.77 FTEs) for Cashiers and Ride Operators along with increases in benefits pay (i.e. statutory holiday and vacation pay, shift differential) of \$22.0 for existing positions are needed to ensure adequate staffing is in place to accommodate increased attendance.
- An increase of \$70.0 is due to a contract with specialized trades required for daily safety inspections. This is partially offset by a decrease of \$23.0 (-0.30 FTE) Maintenance Person position.
- Other operating expense increases totaling \$26.6 (for such items as advertising, ticket printing, credit card fees, maintenance, ride licensing) are required for a full season of operating.

Capital Contributions:

- The transfer to the stabilization reserve increased by \$53.4 in 2016 based on the reserve policy.
- A new capital reserve is proposed to be used to finance the cost of replacing or improving equipment at PotashCorp Playland. The initial contribution to the reserve is \$75.0.

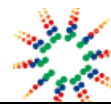


Other Significant Change:

- The loan for improvements done to Kinsmen Park Rides has matured, resulting in a decrease in debt charges of \$29.5.

Summary of Capital Investments

There are no capital investments in PotashCorp Playland.



Outdoor Pools

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(417.9)	(419.3)	(440.3)	(447.3)	(7.0)	1.6%
Staff Compensation	442.3	448.2	439.8	473.3	33.5	7.6%
Operating Cost	682.5	703.1	807.2	820.0	12.8	1.6%
Total	706.9	732.0	806.7	846.0	39.3	4.9%

Staff Complement	2015	2016	Difference
Full Time Equivalents	7.85	7.85	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Outdoor Pools	(440.3)	(7.0)	(447.3)	1,247.0	46.3	0.0	0.0	1,293.3	846.0

Revenue Changes:

- Revenue increase of \$9.2 is due to an increase in admissions and registered program volumes, partially offset by a decrease in rates of \$2.2.

Other Significant Change:

- Staff Compensation includes an increase of \$8.1 for statutory holiday pay for staff that are required to work on public holidays, based on a review of historical costs.

Summary of Capital Investments

There are no capital investments in Outdoor Pools.



Outdoor Sports 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, and ultimate Frisbee programs. These facilities are also used for tournament play at the provincial, national, and international levels.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(419.4)	(538.0)	(538.7)	(577.2)	(38.5)	7.1%
Staff Compensation	110.0	161.4	131.2	136.5	5.3	4.0%
Operating Cost	525.4	586.5	541.6	610.6	69.0	12.7%
Capital Contribution	115.2	115.2	212.9	212.9	0.0	0.0%
Total	331.2	325.1	347.0	382.8	35.8	10.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.05	2.10	0.05

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Outdoor Sports Fields	(538.7)	(38.5)	(577.2)	885.7	40.3	34.0	0.0	960.0	382.8

Revenue Changes:

- Sportsfield rental revenue rates have increased by \$38.0 and the Speedskating Oval revenues have increased by \$0.5.

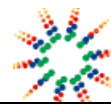
Growth:

- Saskatoon Minor Football Field (formerly Gordon Howe Bowl) has an increase of \$24.4 due to an increase in the contribution to the comprehensive building comprehensive maintenance reserve.
- An increase of 0.05 FTE is for a part-time booking clerk. The total increase for this part-time clerk position is 0.3 FTE; please see further explanation under the Forestry Farm Park & Zoo service line.
- Above basic maintenance for the new Kate Waygood District Park has increased by \$9.6 and is cost recovered by fees.

Other Significant Change:

- Increase in parks sportsfield maintenance service costs of \$35.4 reflects the current level of service for sportsfields for which a fee is charged.

Funded Capital Projects	2016	2017	2018	2019	2020
P1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	100.0	0.0	0.0	0.0	0.0
P2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	0.0	330.0	335.0	275.0	275.0



Funded Capital Projects		2016	2017	2018	2019	2020
Total		100.0	330.0	335.0	275.0	275.0
Unfunded Capital Projects		2016	2017	2018	2019	2020
P2349	CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	250.0	250.0	0.0	0.0
Total		0.0	250.0	250.0	0.0	0.0

Summary of Capital Investments

The Gordon Howe Complex Parking Upgrade project involves improvements and upgrades to the existing parking facilities at Gordon Howe Complex.

Future Operating Impacts of Current Year's Capital Projects

Annual maintenance of \$10.0 for the Gordon Howe parking lot in 2017.

Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	0.0	10.0	0.0	0.0	0.0
Total	0.0	10.0	0.0	0.0	0.0



Parks Maintenance & Design

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6.5)	(23.6)	(12.1)	(8.6)	3.5	-28.9%
Province of Saskatchewan	(141.0)	(121.8)	(140.4)	(147.4)	(7.0)	5.0%
Staff Compensation	7,211.1	6,943.4	7,113.8	7,346.6	232.8	3.3%
Operating Cost	4,794.1	5,517.0	5,664.5	5,859.1	194.6	3.4%
Debt Charges	181.0	180.9	181.0	181.0	0.0	0.0%
Cost Recovery	(1,120.2)	(1,177.1)	(1,222.0)	(1,291.1)	(69.1)	5.7%
Capital Contribution	1,023.2	1,023.2	1,056.8	1,078.2	21.4	2.0%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	0.0	0.0%
Total	11,933.5	12,333.8	12,633.4	13,009.6	376.2	3.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	122.07	122.07	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Parks Maintenance & Design	(152.5)	(3.5)	(156.0)	12,785.9	349.7	0.0	30.0	13,165.6
								13,009.6

Revenue Change:

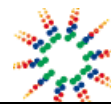
- Revenue increase includes \$7.0 from the Urban Highway Connector Program reflecting an increase in actual costs to the City for roadway ditch mowing within the agreement; this revenue increase has been offset by an increase in operating costs.

Service Level Change:

- During the process of the Parks division Civic Service Review, two services were identified as not currently meeting citizen expectations: park pathway snow clearing and shelter belt maintenance. The service levels for park pathway snow clearing and shelter belt maintenance to be increased by \$30.0 as a means to begin to establish the appropriate service levels.

Capital Contribution:

- Increase of \$21.4 to the Parks Infrastructure Reserve, based on the Consumer Price Index, which is in compliance with the Capital Reserve Bylaw.



Other Significant Changes:

- Increase of \$139.9 to provide for an increase in water rates.
- Increase in cost recovery of \$69.1 reflects adjustments required to Parks Custom Work, which is a full cost recovered program.

Not Included:

- New parks and open space growth area in 2016 is approximately 29 hectares, including 10 hectares of irrigated space, which has a higher maintenance cost than areas without irrigation. Not included in the budget are the costs to maintain these new parks of \$270.0 for staffing, water, supplies, maintenance, and equipment. In the 2016 budget, the Administration has not increased the budget to pay for these costs. Rather, the Administration will be addressing growth with existing resources through continuous improvement. The Administration is finding efficiencies and savings that can be used to pay for new park maintenance. There is a risk that citizen expectations will not be met, as resources will be spread over a larger area, but the Administration will monitor this closely and report to City Council on any significant issues with this approach.
- In dry years, the irrigation budget is not sufficient to maintain the existing park inventory in a reasonable state, which requires one inch of irrigation water per week even in years of normal rainfall. Not included in the budget is \$206.0 to maintain existing park inventory. In 2016, the Administration will continue to monitor the situation to determine both appropriate irrigation standards and improve the irrigation data gathering methods. Accurate data will facilitate a proper service level review in the foreseeable future.

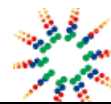
Funded Capital Projects	2016	2017	2018	2019	2020
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	320.0	432.0	410.0	265.0	360.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	152.0	0.0	0.0	0.0	0.0
P1648 CY-PARK IRRIGATION UPGRADES	575.0	0.0	0.0	0.0	0.0
P1653 CY-PARK DRAINAGE	150.0	0.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	445.0	270.0	90.0	810.0	0.0
P1876 AF-TENNIS COURT-ACRYLIC SURFACE	0.0	50.0	0.0	50.0	0.0
P1938 AF-PLAY STRUCTURE UPGRDE AND REPL	100.0	900.0	0.0	0.0	0.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	600.0	0.0	0.0	0.0	0.0
Total	2,342.0	1,652.0	500.0	1,125.0	360.0

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	0.0	300.0	350.0	350.0	350.0
P1648 CY-PARK IRRIGATION UPGRADES	0.0	400.0	295.0	625.0	0.0
P1653 CY-PARK DRAINAGE	0.0	100.0	50.0	50.0	50.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	135.0	0.0	0.0	0.0
P1938 AF-PLAY STRUCTURE UPGRDE AND REPL	0.0	0.0	675.0	675.0	675.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	0.0	0.0	800.0	0.0	800.0
P1940 AF-GREENHOUSE REPLACEMENT	150.0	1,350.0	0.0	0.0	0.0
Total	150.0	2,285.0	2,170.0	1,700.0	1,875.0

Summary of Capital Investments

2016 Parks Maintenance and Design Capital Investments include seven funded projects; \$1.897 million involves the maintenance and replacement of existing assets and \$445.0 is for design and construction of new satellite maintenance buildings.

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



The Neighbourhood Parks Enhancements project is funded through Community Association contributions and the Park Enhancement Reserve. Projects brought forward by the Community Associations are adjudicated through an approval process. The 2016 projects include a partnership with the Silverwood Community Association and involves the purchase and installation of adult fitness equipment in W.J.L. Harvey Park, and a partnership with Lakeview Community Association that involves the purchase and installation of new playground equipment in Lakeview Park.

The irrigation systems at Nutana Kiwanis Park and Cumberland Park will be replaced with funding provided by the Dedicated Lands Account.

Park drainage remediation will be undertaken in Roulliard Park, Wallace Park, Al Anderson Park, and Anita Langford Park, with funding provided by the Dedicated Lands Account.

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

Eight old wooden play structures will be replaced over a two year period. This project is 50% funded from the Canada 150 Program with the remainder of the funding coming from the Dedicated Lands account.

The identified funding of \$600.0 for paddling and spray pools are planned for upgrades/repairs based on priority needs and prior condition assessment audits.

In the Parks Maintenance and Design service line there is an unfunded component of \$150.0 relating to the shortfall of funding required for the rehabilitation or replacement of existing assets.

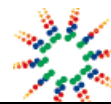
Future Operating Impact of Current Year's Capital Projects

The operating impacts for the satellite maintenance buildings to be constructed in 2016 are \$11.4 for reserve contribution and utilities. The operating impacts for the neighbourhood park enhancements are \$8.4 for maintenance of fitness and playground equipment. These will both be realized in 2017.

The operating impacts for the two satellite maintenance buildings that are being designed in 2016 are \$9.0 and will be realized in 2018.

Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	11.4	9.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	8.4	0.0	0.0	0.0
Total	0.0	19.8	9.0	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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	750.9	786.6	802.0	827.8	25.8	3.2%
Operating Cost	68.5	72.0	77.1	77.1	0.0	0.0%
Total	819.4	858.6	879.1	904.9	25.8	2.9%

Staff Complement	2015	2016	Difference
Full Time Equivalents	17.49	17.79	0.30

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Playground & Recreation Areas	0.0	0.0	0.0	879.1	13.6	0.0	12.2	904.9	904.9

Service Level Change:

- Willowgrove spray pad opened in late 2014. With the recent opening of Willowgrove School there is now a facility to host the playground program. Staff increases of \$12.2 (0.3 FTE) for Recreation Program Leaders is required to deliver the playground program at this spray park for July and August. Without this increase, the spray park would only operate for water play as there would not be any staff to lead the playground programs and activities.

Funded Capital Projects	2016	2017	2018	2019	2020
P2354 CY-ACCESSIBLE PLAYGROUNDS	400.0	0.0	0.0	0.0	0.0
Total	400.0	0.0	0.0	0.0	0.0

Summary of Capital Investments

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

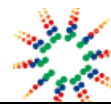
Future Operating Impacts of Current Year's Capital Project

\$22.0 is required for annual maintenance and contribution to reserve in 2017.



Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	22.0	0.0	0.0	0.0
Total	0.0	22.0	0.0	0.0	0.0



Program Research & Design

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	157.5	140.1	149.7	153.6	3.9	2.6%
Operating Cost	59.8	63.8	63.8	63.8	0.0	0.0%
Total	217.3	203.9	213.5	217.4	3.9	1.8%

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.00	2.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Program Research & Design	0.0	0.0	0.0	213.5	3.9	0.0	0.0	217.4	217.4

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

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2476 CY-NEW RECREATION COMPLEX	0.0	0.0	0.0	0.0	3,500.0
P2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	2,000.0	9,800.0	10,000.0	0.0
Total	0.0	2,000.0	9,800.0	10,000.0	3,500.0

Summary of Capital Investments

It is anticipated that the new City Centre Indoor Recreation Facility will be operated as a partnership, contingent on the approval of a formal agreement.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 capital projects.



Rec-Competitive Facilities - Program

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6,006.0)	(6,401.6)	(6,272.3)	(6,586.2)	(313.9)	5.0%
Staff Compensation	4,916.3	4,785.7	4,844.2	5,106.3	262.1	5.4%
Operating Cost	5,072.1	5,074.7	5,096.6	5,367.9	271.3	5.3%
Cost Recovery	(21.3)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
Total	3,969.4	3,467.1	3,676.8	3,896.3	219.5	6.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	77.19	77.19	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Rec-Competitive Facilities - Program	(6,272.3)	(313.9)	(6,586.2)	9,949.1	533.4	0.0	0.0	10,482.5	3,896.3

Revenue Changes:

- Increased admissions of \$289.0 reflect a budgeted net impact of increased volumes resulting from the new reduced LeisureCard rates.
- Program registration volume increase amounts to \$17.3 and rate increase of \$7.6.

Other Significant Changes:

- Staff Compensation includes an increase of \$126.6 for statutory holiday pay for staff that are required to work on public holidays, based on a review of historical costs.
- Increases in internal rental costs of \$167.1 are due to rate increases and \$108.4 due to volume increases.

Summary of Capital Investments

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



Rec-Competitive Facilities - Rentals

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5,783.1)	(5,747.3)	(5,854.1)	(6,187.7)	(333.6)	5.7%
Staff Compensation	1,234.0	1,271.2	1,324.0	1,369.3	45.3	3.4%
Operating Cost	8,425.9	8,439.1	8,573.6	8,712.1	138.5	1.6%
Debt Charges	26.4	26.4	112.0	112.0	0.0	0.0%
Cost Recovery	(164.3)	(166.3)	(170.6)	(171.9)	(1.3)	0.8%
Capital Contribution	214.2	214.2	214.2	214.2	0.0	0.0%
Total	3,953.1	4,037.3	4,199.1	4,048.0	(151.1)	-3.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	18.19	18.19	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Rec-Competitive Facilities - Rentals	(5,854.1)	(333.6)	(6,187.7)	10,053.2	182.5	0.0	0.0	10,235.7	4,048.0

Revenue Changes:

- Increase in internal rental revenue is comprised of increases in rates of \$172.4 and volumes of \$108.8. The change in the amount of space allocated for programs is the result of the ongoing review of existing programs resulting in the addition of new programs and discontinuation of programs that no longer meet the needs of the community.
- Revenues from hourly rentals increased by \$50.3 due to rate increases and were partially offset by a decrease in volumes of \$6.7. Lease revenue from external renters increased by \$16.0 due to negotiated rate increases.
- The decrease in concession leases of \$6.0 is primarily due to the change to vending machines to provide food services.
- Forest Park admissions have decreased by \$1.7, partially offset by an increase in locker revenue of \$0.5 at the Shaw Centre.

Other Significant Changes:

- Staff Compensation includes an increase of \$12.8 for statutory holiday pay for staff that are required to work on public holidays, based on a review of historical costs.



- Preventative maintenance and custodial service charges reflect increases of \$88.2 due to negotiated wage increases, and the water utility of \$36.0 due to increased rates.

Not Included:

- A Facility Equipment Reserve is required to purchase new fitness equipment that is worn out. Not included in the budget is \$27.4 required to maintain an appropriate lifecycle replacement program and meet customer expectations. While this situation is not sustainable, alternative methods to replace equipment are being explored, such as equipment leasing and regional bulk purchase options.

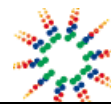
Funded Capital Projects		2016	2017	2018	2019	2020
P0706	CY-LEIS SERV-FACILITY EQUIP REPL	115.0	115.0	115.0	115.0	115.0
Total		115.0	115.0	115.0	115.0	115.0

Summary of Capital Investments

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

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2016 capital projects.



Targeted Programming

Overview

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

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

This program also provides a skateboard program.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(23.2)	(10.4)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	389.4	381.2	386.1	396.9	10.8	2.8%
Operating Cost	180.8	207.4	203.2	196.0	(7.2)	-3.5%
Total	547.0	578.2	578.9	582.5	3.6	0.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	6.77	6.77	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Targeted Programming	(10.4)	0.0	(10.4)	589.3	3.6	0.0	0.0	592.9	582.5

There are no significant operating changes in Targeted Programming.

Summary of Capital Investments

There are no capital investments in Targeted Programming.



Albert Community Centre

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(179.4)	(113.3)	(157.3)	(157.3)	0.0	0.0%
Operating Cost	211.2	217.0	205.2	206.7	1.5	0.7%
Capital Contribution	21.7	21.7	21.7	21.7	0.0	0.0%
Total	53.5	125.4	69.6	71.1	1.5	2.2%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Albert Community Centre	(157.3)	0.0	(157.3)	226.9	1.5	0.0	0.0	228.4
								71.1

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

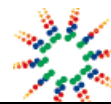
Funded Capital Projects	2016	2017	2018	2019	2020
P0677 AF-ALBERT COMM CENTRE RENOS	50.0	0.0	0.0	60.0	0.0
Total	50.0	0.0	0.0	60.0	0.0

Summary of Capital Investments

P677 involves identifying and completing the necessary major repair or replacement expenditures in the Albert Community Centre as required by the Facility's Comprehensive Maintenance Program.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2016 capital projects.



Marr Residence

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	20.5	21.3	21.8	22.1	0.3	1.4%
Total	20.5	20.8	21.3	21.6	0.3	1.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Marr Residence	(0.5)	0.0	(0.5)	21.8	0.3	0.0	0.0	22.1	21.6

There are no significant operating changes in Marr Residence.

Summary of Capital Investments

There are no capital investments for Marr Residence.



River Landing

Overview

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

Significant revenue is projected not to flow until 2024, pending development of the properties identified for private development (i.e. Parcel YY, and Phase II parcels). On April 14, 2010, the Budget Committee resolved that River Landing Operating Program continue to be balanced through a transfer from the Reserve for Capital Expenditures (RCE) and that the total transfers from RCE to the operating program be accumulated with the expectation that RCE will be repaid from future surpluses in the program.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(356.5)	(143.1)	(115.5)	(180.7)	(65.2)	56.5%
Staff Compensation	41.4	62.4	64.1	65.9	1.8	2.8%
Operating Cost	1,107.4	1,314.4	1,312.6	1,325.3	12.7	1.0%
Capital Contribution	40.0	40.0	73.3	73.3	0.0	0.0%
Transfer to/from Other Operating	(198.7)	(191.9)	(141.8)	(160.9)	(19.1)	13.5%
Transfer to/from Reserves	(633.6)	(1,081.8)	(1,192.7)	(1,122.9)	69.8	-5.9%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.50	0.50	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
River Landing	(115.5)	(65.2)	(180.7)	115.5	65.2	0.0	0.0	180.7
								0.0

Revenue Change:

- The River Landing service line has a \$65.2 increase in parking meter revenues due to increased usage of the services provided within River Landing. This revenue increase reduces the reserve contribution required to support the program in 2016.

Summary of Capital Investments

There are no capital investments for River Landing.



Operating Budget

\$46.6 million

Capital Budget

\$2.4 million



STRATEGIC GOAL:



Quality of Life

Overview

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

At A Glance

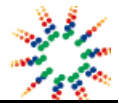
The SFD has 334 staff with 280 in the Operations division and the remainder within the Administration, Prevention, Training, Emergency Measures, and Support divisions. The operational staff currently operate 12 front line engines, two rescue trucks and two aerials out of nine fire stations. In 2014 crews responded to 12,236 emergency and non-emergency calls not including inspection activity or community engagement events.

Through the Fire Prevention division, the Property Maintenance and Nuisance Abatement Bylaw 8175 saw 2,202 complaints which generated 3,373 inspections and re-inspections in 2014.

The SFD continues to provide the Saskatchewan Rental Housing Supplement Program, to improve the overall standard of rental properties in the City. The Fire Prevention division will inspect up to 1,040 single family rental properties to assist clients of social services.

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

A new initiative for 2015 was the introduction of the Fire Cadet Program. This is a partnership with the Saskatoon Public School Board. The partnership saw grade 9, 10 and 11 students from Bedford Road Collegiate and Mount Royal Collegiate take part in an eight week fire training program. The goals of the program are personal development, leadership, and teamwork. The program has proven successful and will be expanded for 2016.



Key Challenges and Risks

Infrastructure and Operations:

- Expansion of the City's population and physical boundaries requires an increase in resources to meet those demands based on standards adopted by City Council. Expanded operations will require additional resources in all support divisions.
- Exchange rate fluctuations of the Canadian dollar versus the United States dollar impact major equipment and apparatus purchases.

Stakeholders:

- Increased property maintenance concerns within the City require a coordinated approach.

People:

- Succession planning for departmental senior management positions.

Major Initiatives 2016-2018

Implement the following 4-Year Priorities:

- Relocation of Fire Stations No. 3 and No. 5.
- Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.
- Undertake a service review (in 2016) focused on the fire prevention/inspection process to determine what technologies will assist in maximizing efficiencies when performing property inspections.

Other Ongoing Major Initiatives:

- Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications, and departmental certifications.
- Upgrade station headquarters to accommodate accessibility needs, communications, and the apparatus bay for larger equipment.
- Develop a coordinated by-law enforcement group to address increased property maintenance concerns within the City.

Continuous Improvement

- A number of Continuous Improvement Initiatives have been implemented which have realized efficiencies. Examples are modified response for needle pick up, removal of the monthly road tests and operational response adjustments for alarm bell incidents which have the potential to create annual savings (quantified upon completion of the comparative study).
- The SFD has undertaken a thorough continuous improvement review. Tabulated results on the budget impact will be realized during a late 2015 comparative study. The department is reviewing revenue sources in addition to operating expenditures. Included is a review on the operational effectiveness on the deployment of staffing.

Performance Measures

Respond to Fire Calls within Six Minutes and 20 Seconds at least 90% of the Time:

- Fire Station deployment modelling is continually being studied with the City of Saskatoon's GIS division. Through this modelling, the SFD is attempting to meet response time targets (in accordance with the National Fire Protective Association 1710 benchmark).
- Complete the analysis for the fire station deployment of stations No. 3 and No. 5 to continue to provide the necessary coverage within those geographic areas to meet the target for fire response time 90% of the time.



Satisfaction with Civic Services of 90% or More:

- Increase community engagement activities to create positive relationships with the community. Activities include focusing on older adults through collaborating with the Saskatoon Council on Aging, delivering the Fire Cadet Program, and participating in summer events planned in community parks.

Budget Implications

- The Fire Services (service line) accounts for 99% of the SFD's total budget. Within Fire Services, staff compensation accounts for 89% of this service line's total budget.
- The Emergency Measures (service line) accounts for the other 1% of the SFD's total budget. Within Emergency Measures, staff compensation accounts for 83% of this service lines budget.
- In 2016, total staff compensation increased by \$1,457.6 accounting for 98% of the total 2016 budget increase.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Fire Services	43,138.0	41,825.3	44,576.1	(688.1)	46,885.2	46,197.1	1,621.0	3.6%
Emergency Measures	405.9	362.1	408.8	0.0	419.7	419.7	10.9	2.7%
Total	43,543.9	42,187.4	44,984.9	(688.1)	47,304.9	46,616.8	1,631.9	3.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	334.00	334.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Fire Services	(826.9)	138.8	(688.1)	45,403.0	1,482.2	0.0	0.0	46,885.2	46,197.1
Emergency Measures	0.0	0.0	0.0	408.8	10.9	0.0	0.0	419.7	419.7
Total	(826.9)	138.8	(688.1)	45,811.8	1,493.1	0.0	0.0	47,304.9	46,616.8

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Fire Services	2,355.0	6,694.0	4,041.0	6,719.0	2,471.0
Emergency Measures	0.0	0.0	0.0	0.0	0.0
Total	2,355.0	6,694.0	4,041.0	6,719.0	2,471.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
FIRE APPARATUS	575.0	651.0	894.0	1,935.0	1,378.0
OPERATING FUND CONTRIBUTION	0.0	0.0	871.0	0.0	800.0
FIRE SMALL EQUIPMENT REPL RESERVE	260.0	268.0	276.0	284.0	293.0
OTHER	1,200.0	5,385.0	2,000.0	4,500.0	0.0
FIRE - CAPITAL RESERVE	320.0	390.0	0.0	0.0	0.0
Total	2,355.0	6,694.0	4,041.0	6,719.0	2,471.0
Unfunded	0.0	0.0	0.0	0.0	8,100.0

Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2373 FR-REPLACEMENT OF STATIONS - No. 3 AND No. 5	0.0	0.0	0.0	100.0	0.0
Total	0.0	0.0	0.0	100.0	0.0



Fire Services

Overview

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

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

Throughout 2016 the SFD will be undertaking a service review focused on the Fire Prevention division. The focus will be on the inspection process to determine what technology will assist in efficiencies when inspectors are performing inspections of properties. Pairing the current electronic Inspection Module with tablet technology will be tested to determine the effectiveness of information transfer from the Prevention Division to the property owners in the field.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(317.5)	(218.1)	(731.2)	(592.4)	138.8	-19.0%
Province of Saskatchewan	(83.2)	(95.7)	(95.7)	(95.7)	0.0	0.0%
Staff Compensation	39,399.1	37,073.2	40,322.8	41,769.5	1,446.7	3.6%
Operating Cost	3,523.2	3,738.1	3,728.7	3,764.2	35.5	1.0%
Cost Recovery	(121.4)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	729.8	1,329.8	1,353.5	1,353.5	0.0	0.0%
Transfer to/from Reserves	8.0	8.0	8.0	8.0	0.0	0.0%
Total	43,138.0	41,825.3	44,576.1	46,197.1	1,621.0	3.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	331.00	331.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Fire Services	(826.9)	138.8	(688.1)	45,403.0	1,482.2	0.0	0.0	46,885.2	46,197.1

Revenue Change:

- Revenue has decreased by \$138.8 associated to reductions in fee for service lift assists (private care facilities) and false alarm bells, since these programs have seen reduced usage and increased compliance respectively.

Other Significant Change:

- Staff compensation including contractual and payroll cost increases amount to \$1.4 million, making up 98% of the Fire Services expenditure increase for the 2016 budget year.

Continuous Improvement:

- Throughout 2016, Fire Services will continue to improve the collective agreement articles, staff compensation, and deployment analysis.



- In addition, Fire Services will engage partners for P3 (public-private partnership) projects (for a training facility), and better serve the citizens of Saskatoon through focus groups and build relationships with the Saskatoon Correctional Centre's Urban Camp.

Funded Capital Projects	2016	2017	2018	2019	2020
P0582 FR-APPAR-REFURB/REPL/ADD'L	260.0	268.0	276.0	284.0	293.0
P1914 FR-NEW STATION - NORTHWEST SASKATOON	0.0	0.0	0.0	0.0	800.0
P2373 FR-REPLACEMENT OF STATIONS-No. 3 AND No. 5	1,200.0	5,385.0	2,000.0	4,500.0	0.0
P2379 FR-APPARATUS REPLACEMENT	575.0	651.0	894.0	1,935.0	1,378.0
P2380 FR- FIRE STATION No. 11 - HOLMWOOD	0.0	0.0	871.0	0.0	0.0
P2504 FR-NEW EQUIPMENT	320.0	390.0	0.0	0.0	0.0
Total	2,355.0	6,694.0	4,041.0	6,719.0	2,471.0

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2506 FR- No. 1 STATION ADDITION / REFURBISHMENT	0.0	0.0	0.0	0.0	8,100.0
Total	0.0	0.0	0.0	0.0	8,100.0

Summary of Capital Investments

All Capital Projects for the replacement of fire apparatus, support vehicles, and equipment that total \$835.0 million are funded from existing Reserves.

The design, construction, and relocation of Fire Stations No. 3 and No. 5 will utilize a phased in approach. Fire Station No. 3 from 2016-2017, and Fire Station No. 5 from 2017-2019.

Construction of Fire Station No. 10 for Elk Pointe is to be coordinated with the servicing of this neighborhood as it develops.

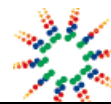
As there are currently no funding sources specifically for Fire Services at either the Provincial or Federal Government levels, funding for the new fire stations above will be a part of the Civic Facilities Funding plan. In 2013, \$400.0 was added as a contribution from the Civic Facilities Funding plan, with an additional \$200.0 in 2015 and \$200.0 in 2016. This will begin a phased-in approach to fund the operational costs of the future fire stations and until operational, these funds will contribute towards the design/construction of the fire stations capital costs.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts of \$100.0 include building lease costs of relocating Fire Station No. 5 from a City owned location (to a more optimally placed) City leased location.

Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2373 FR-REPLACEMENT OF STATIONS - No. 3 AND No. 5	0.0	0.0	0.0	100.0	0.0
Total	0.0	0.0	0.0	100.0	0.0



Emergency Measures

Overview

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

The Emergency Measures Organization (EMO) is working towards a more corporate approach in 2016. EMO will be providing a new Emergency Operations Center course focused on coordinating command and control to bring all civic departments and partnering agencies together in times of emergency. The course will follow Incident Command System principals and be offered to directors and managers.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	343.4	312.3	339.0	349.9	10.9	3.2%
Operating Cost	79.6	49.8	84.8	84.8	0.0	0.0%
Cost Recovery	(17.1)	0.0	(15.0)	(15.0)	0.0	0.0%
Total	405.9	362.1	408.8	419.7	10.9	2.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Emergency Measures	0.0	0.0	0.0	408.8	10.9	0.0	0.0	419.7	419.7

Significant Change:

- Staff compensation increased \$10.9 due to contractual and payroll cost increments.

Summary of Capital Investments

There are no capital investments for Emergency Measures.





Operating Budget
\$8.1 million

Capital Budget
\$14.7 million



STRATEGIC GOAL:



Asset & Financial Sustainability

Overview

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

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

At A Glance

This business line's key role in providing management services for the Corporation's facilities and fleet incorporates asset inventory, management, and capital renewal:

- Total building areas: 359,550 square meters
- 376 buildings maintained valued at \$1.53 billion and contents value of \$244.2 million
- Vehicle parking areas maintained and operated: 92,268 square meters
- Play structures maintained: 184 structures valued at \$8.5 million
- 28,670 park furnishings maintained in 233 parks
- Civic Water Features maintained and operated: 10 pools; 32 paddling pools; 16 spray parks
- More than 9,300 assets maintained via the Comprehensive Maintenance Program
- 1,300 vehicles and equipment in the City's fleet worth a book value of \$80.0 million
- Diesel and gasoline consumption: 8.3 million liters per year from 23 separate fueling stations
- Trunked radios on radio system: 1,435 radios and related infrastructure valued at \$15.2 million



Key Challenges and Risks

As our successful City continues to grow into the 21st Century, the infrastructure to support that growth with more buildings and structures, increasing fleet of vehicles and equipment, and a host of site amenities to create a City of prosperity and quality of life also needs to grow:

Infrastructure and Operations:

- Corporate Asset Management continues to plan for this growth, and a primary concern is maintaining the aging infrastructure of existing assets and managing the capital renewal backlog to ensure business continuity and maximizing positive citizen experience.
- Building capacity for civic facility site capital renewal and addressing deferred maintenance of the City's site infrastructure, including parking lots and entrance roadways, sidewalks and site lighting, underground infrastructure, and utilities.
- Establishing a sustainable capital renewal program for park amenities and play structures for long-term asset preservation and replacement.

Major Initiatives 2016-2018

Corporate Asset Management's priority to provide reliable and responsive service to meet the needs of our changing community is supported through the following initiatives:

Implement the Following 4-Year Priorities:

- Continue to identify opportunities within the community to improve accessibility for all citizens and incorporating accessibility into civic design standards for the built environment.
- Develop core capital renewal principles and funding strategies for facility site capital renewal, park amenities, and play structures within a long-term asset management and preservation program.

Implement the Following 10-Year Strategies:

- Construction of the new Saskatoon Transit Operations Facility and the City's first Snow Management Facility as part of the new Civic Operations Centre.

Other Ongoing Initiatives:

- Continue radio system enhancements to meet civic demand and provincial emergency communication networks, including expansion to accommodate expanded City coverage.
- Continue defining the immediate and long-term space requirements and opportunities for co-located efficiencies and the new Call Centre in our civic accommodation plans.

Continuous Improvement

While the Corporate Asset Management business line focusses on providing service quality for civic programs; ensuring continuous improvement and adaptation of those services and processes is necessary to successfully support changing program requirements:

- The Fleet Services Civic Service Review examined current operating service delivery, explored service models, and reviewed best practices for service enhancement. With its completion in 2015, an asset management plan for implementing recommendations of the review will be forthcoming.
- Revisiting the Corporate Security Plan for all civic facilities in addressing access and emergency protocols.
- Work towards mutually derived service level agreements with customers and user-groups to reflect requirements and expectations to support program delivery.



Performance Measures

Increase Visits to City Recreation and Cultural Facilities to 6,600 Visits/1,000 Residents:

- In partnership with the Major Projects Division, oversee the smooth transition of gallery operations into the new Remai Modern Art Gallery of Saskatchewan which is expected to open in early 2017.

Satisfaction with Civic Services of 90% or More:

- Work with Recreation & Sport Division to develop level of service agreements for facility cleanliness and facility maintenance to meet the expectations of users and increase their level of satisfaction.

Reduce the City of Saskatoon's Greenhouse Gas Emissions by 30% from 2006 Levels:

- Continue partnership with Environmental & Corporate Initiatives; develop energy management programs and strategies for effective management of water, electrical and natural gas consumption within civic facilities.
- The continued expansion of energy management initiatives partnered with Environmental Health including the completion of the combined heat and power projects at the Shaw Centre and Lakewood Civic Centre, energy performance contracting, and maximizing operational efficiencies through information garnered from our civic facilities energy and water monitoring project.

Budget Implications

- The Corporate Asset Management business line, in consideration of the City of Saskatoon Strategic Goal of Asset and Financial Sustainability, has incorporated budget changes related to capital expansion and rehabilitation, addressing infrastructure renewal deficit to ensure the long-term preservation of its facilities infrastructure.
- The capital investments identified in this program have targeted capital renewal and refurbishment of existing assets. Facilities Management have identified 98 projects for \$8.3 million for capital rehabilitation and replacement of existing assets including boilers, flooring, windows, roofing, and other mechanical, electrical and architectural infrastructure with civic buildings. Fleet Services have identified 64 vehicles and equipment worth \$5.5 million for life-cycle replacement within the fleet complement. As well, an investment increase of \$150.0 to the Facility Site Replacement Reserve for a total of \$200.0 in 2016 has been identified to address the replacement of assets in the areas directly adjacent to civic facilities.
- 2016 is the fifth of a six year phase-in contributing \$60.0 to the Radio Replacement and Expansion Reserve to address a shortfall in funding required for radio replacements.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Facilities Management	7,024.3	7,509.1	7,872.4	(77.1)	8,536.6	8,459.5	587.1	7.5%
Fleet Services	(21.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	(545.6)	261.3	(428.3)	(2,526.8)	2,159.3	(367.5)	60.8	-14.2%
Total	6,457.6	7,770.4	7,444.1	(2,603.9)	10,695.9	8,092.0	647.9	8.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	229.70	229.70	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Facilities Management	(89.1)	12.0	(77.1)	7,961.5	397.9	27.2	150.0	8,536.6	8,459.5
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City-Owned Property - Land	(2,536.0)	9.2	(2,526.8)	2,107.7	51.6	0.0	0.0	2,159.3	(367.5)
Total	(2,625.1)	21.2	(2,603.9)	10,069.2	449.5	27.2	150.0	10,695.9	8,092.0

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Facilities Management	9,241.0	10,325.0	19,925.0	33,426.0	34,891.0
Fleet Services	5,492.0	7,228.0	5,992.0	5,800.0	6,000.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
Total	14,733.0	17,553.0	25,917.0	39,226.0	40,891.0

Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
BORROWING	0.0	0.0	8,000.0	20,500.0	22,500.0
CANADA 150 INFRA PROGRAM	0.0	310.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	7,741.0	8,280.0	7,536.0	7,976.0	7,871.0
CIVIC RADIO REPL & EXPN RESERVE	320.0	350.0	350.0	350.0	400.0
CORPORATE CAPITAL RESERVE	550.0	550.0	550.0	550.0	550.0
FACILITY SITE REPL RES	200.0	350.0	500.0	600.0	600.0
OTHER	0.0	0.0	2,500.0	2,500.0	2,500.0
PARKS GROUNDS MTCE EQUIP ACQ RES	211.0	100.0	300.0	100.0	100.0
TRUNKED RADIO SYS INFRAS REPL RES	380.0	435.0	439.0	900.0	420.0
TU - CAPITAL RESERVE	50.0	50.0	50.0	50.0	50.0
VEHICLE EQUIPMENT REPLACE RESERVE	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
Total	14,733.0	17,553.0	25,917.0	39,226.0	40,891.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Facilities Management

Overview

Facilities Management provides support and services for civic programs and departments including building operations and maintenance services for City buildings and structures. 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(133.6)	(135.6)	(89.1)	(77.1)	12.0	-13.5%
Staff Compensation	12,175.8	11,876.1	12,551.3	13,065.4	514.1	4.1%
Operating Cost	14,122.3	19,873.1	20,331.5	20,509.0	177.5	0.9%
Debt Charges	0.0	0.0	0.0	71.2	71.2	0.0%
Cost Recovery	(25,787.5)	(30,909.2)	(32,610.2)	(33,451.4)	(841.2)	2.6%
Capital Contribution	6,647.2	6,804.7	7,688.9	8,342.4	653.5	8.5%
Total	7,024.2	7,509.1	7,872.4	8,459.5	587.1	7.5%

Staff Complement	2015	2016	Difference
Full Time Equivalents	175.60	175.60	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Facilities Management	(89.1)	12.0	(77.1)	7,961.5	397.9	27.2	150.0	8,536.6	8,459.5

Revenue Change:

- A decrease of \$12.0 in revenue due to a plan to sell the remaining two City owned properties in Civic Buildings Rentals program.

Growth:

- An increase of \$27.2 in maintenance costs as a result of operating impact from Project 1935 for Pleasant Hill spray pool upgrade.

Capital Contributions:

- Increase relates to a Radio Replacement and Expansion Reserve contribution of \$60.0 which is the fifth of a six-year phase in. This initiative was included in the Radio Infrastructure Upgrade Report which was approved by Council in March 2011.
- An allocation of \$150.0 for funding of the Facility Site Replacement Reserve created in 2015 to maintain and repair the infrastructure components which are not currently covered by the Civic Buildings Comprehensive Maintenance Reserve.

Other Significant Change:

- An increase of \$514.1 in salary and payroll costs to meet negotiated contract agreements is partially offset by cost recoveries.



Not Included:

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

- Capital renewal funding of \$620.0 in the Civic Buildings Comprehensive Maintenance Reserve, combined with cumulative funding deficit. Facilities Management has responded to this funding pressure by prioritizing facility capital renewal and planning funding accumulation strategies for major replacements.
- For the Facility Site Replacement Reserve, capital renewal needs have been identified at \$11.1 million with an annual funding of \$790.9 required. The current funding level of \$200.0 creates a shortfall of \$590.9 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.

Funded Capital Projects	2016	2017	2018	2019	2020
P0877 AF-CITY-WIDE RADIO TRUNKING SYST	380.0	435.0	439.0	900.0	420.0
P1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,741.0	8,590.0	7,536.0	7,976.0	7,871.0
P1523 AF-RADIO TRUNKING SYSTEM EXPANSION	320.0	350.0	350.0	350.0	400.0
P1557 TU-OFFICE MOD'NS/FURNITURE REPL/ UPGRADES	50.0	50.0	50.0	50.0	50.0
P1584 CIVIC OPERATIONS CENTRE	0.0	0.0	8,000.0	20,500.0	22,500.0
P1949 AF-CIVIC ACCOMMODATION	550.0	550.0	3,050.0	3,050.0	3,050.0
P2180 AF-CIVIC FACILITY SITE MAINTENANCE	200.0	350.0	500.0	600.0	600.0
Total	9,241.0	10,325.0	19,925.0	33,426.0	34,891.0

Summary of Capital Investments

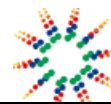
The 2016 Facilities Management Capital Investments include six funded projects totaling \$9.24 million.

Three of these projects totaling \$8.37 million are geared towards maintaining existing corporate assets. The remainder of this investment expands the existing radio trunking system and addresses civic accommodation.

The White Buffalo Youth Lodge is scheduled for roof replacement beginning in 2016 with completion in 2017. This project is 50% funded from the Canada 150 Infrastructure Program with the remainder of funding coming from the Civic Buildings Comprehensive Maintenance Reserve.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Fleet Services

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	4,736.0	4,519.6	4,686.6	4,829.7	143.1	3.1%
Operating Cost	12,919.9	11,155.7	11,794.2	11,975.1	180.9	1.5%
Cost Recovery	(24,569.8)	(21,182.3)	(22,108.5)	(22,432.5)	(324.0)	1.5%
Capital Contribution	6,892.8	5,507.0	5,627.7	5,627.7	0.0	0.0%
Total	(21.1)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	53.20	53.20	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Significant Change:

- There is an 1.7% increase in rental rates charged to the user departments, totaling \$245.0.

Funded Capital Projects	2016	2017	2018	2019	2020
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	211.0	100.0	300.0	100.0	100.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
Total	5,492.0	7,228.0	5,992.0	5,800.0	6,000.0

Summary of Capital Investments

The 2016 Fleet Services Capital Investments include the purchase of additional and replacement fleet vehicles and equipment totaling \$5.5 million.

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

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



City-Owned Property - Land

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(2,803.5)	(2,256.5)	(2,536.0)	(2,526.8)	9.2	-0.4%
Staff Compensation	40.7	54.0	56.7	58.3	1.6	2.8%
Operating Cost	1,398.3	2,463.8	1,558.6	1,608.6	50.0	3.2%
Capital Contribution	819.0	0.0	492.4	492.4	0.0	0.0%
Total	(545.5)	261.3	(428.3)	(367.5)	60.8	-14.2%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.90	0.90	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
City-Owned Property - Land	(2,536.0)	9.2	(2,526.8)	2,107.7	51.6	0.0	0.0	2,159.3	(367.5)

Revenue Changes:

- Revenue under City-Owned Property is decreasing by \$9.2. The Industrial Land Incentive Program is estimated to reduce by \$211.1 as leases under the program are converted into purchases. Farm lease revenue is forecasted to decrease by \$21.2 as a result of fewer leases. This is offset by an increase in short-term lease revenue of \$193.9 from downtown parcels currently being held for future development and \$29.2 in external Civic Square East leases.

Other Significant Change:

- Increase in lease expenses of \$44.5 is a result of higher occupancy costs and property inspection fees.

Summary of Capital Investments

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



Operating Budget

\$51.3 million

Capital Budget

\$2.1 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Culture of Continuous Improvement

Overview

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

- Governance
- Finance
- Performance

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

Corporate governance oversees legislative and legal compliance, and implements strategic corporate programs to support City Council and the Administration. Corporate governance includes the Offices of the City Manager, the City Solicitor and the City Clerk and carries out the legislated duties of the Corporation, as defined in the Saskatchewan Cities Act.

The Chief Financial Officer (CFO) provides corporate financial leadership to City Council and the Administration. The CFO reports to the City Manager and partners with General Managers on the overall development and deployment of financial plans and strategies to enable effective program and service delivery. The CFO administers the corporate Risk Based Management System, which is intended to ensure that significant risks facing the City are addressed in a positive, systematic, and productive way. The CFO is also the General Manager of the Asset and Financial Management Department.

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

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



The Corporate Governance and Finance business line contains several additional employee and organizational services that ensure corporate support functions work together to help front-line staff deliver quality services to the citizens of Saskatoon. Keeping citizens informed through community engagement and corporate communications are two important functions of the Corporate Governance and Finance business line.

Employee and organizational services include:

- Human resources
- Strategic and business planning
- Government relations
- Aboriginal affairs
- Corporate communications
- Customer service
- Information technology
- Billing and collection of revenue

At A Glance

- Total Corporate Operating Budget: \$439.1 million in 2015.
- Total Corporate Capital Budget: \$373.4 million in 2015.
- There are 11 elected officials consisting of the Mayor and 10 Ward Councillors.
- There are 12 unions and associations within the City's organizational structure.
- The 2015 assessed value of all property in Saskatoon from the preliminary roll is \$40.4 billion (taxable \$32.2 billion).
- There are 18 Joint Occupational Health and Safety Committees representing employees from every department in the City's organizational structure.
- Over 3,000 Service Alerts were issued in 2014; keeping public informed on service disruptions.
- IT supports infrastructure information for over 70,000 properties and nearly 4,000 km of roads, water, dust, and wastewater collection systems.
- IT provides infrastructure and support for over 5,000 devices and 60 locations in the Corporation.
- There are 3,571 full time equivalent (FTE) operating and capital budget positions for 2015. Currently there are 4,101 permanent employees (includes full time, part time and job share employees).
- There are approximately 30 boards, commissions, and committees.

Key Challenges and Risks

Infrastructure and Operations:

- The ability to finance the maintenance and replacement of the City's existing, aging infrastructure.

Financial:

- Developing the appropriate taxation or user fee models for service delivery funding.
- Consolidation of the City's current financial systems and applications in order to maximize efficiencies and minimize costs.
- Continued work towards aligning current budget allocations based on priorities and approved service levels including identification of funding required for baseline operations at the approved service levels.



Stakeholders:

- Expectations for increased communications, engagement, customer service, and digital programs/media are growing faster than our capacity to deliver.

Information Technology:

- Rapid, ongoing changes in technology.

People:

- Attracting top talent in a dynamic job market.
- Creating an organization that embraces a diverse and inclusive workforce that supports employees with different needs and expectations and is representative of the population being served.
- Ensuring potential and new managers are trained on critical skills, knowledge, competencies, values, and behaviours required to succeed in a leadership role within the City.

Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Develop a comprehensive business case to justify the most cost effective system to consolidate many current financial, payroll, and human resource systems.
- Develop a strategy for a new engagement process and reimagine what an engaged community can look like by implementing a wide range of tools and opportunities that will enable everyone to participate more fully in City decisions.
- Continue the transition from manual meter reading to Advanced Metering Infrastructure (AMI).
- Develop an Employee Rewards and Recognition Program in consultation with employees.
- Develop a recruitment and retention strategy to attract and retain the best available talent.
- Utilize the Succession Planning Framework to develop a succession plan for each General Manager and Director position.
- Enhance the new website through ongoing review of the third party applications and software to ensure they are meeting the digital standards. Integrate silo microsites such as “Growing Forward” into Saskatoon.ca to create a one-stop online shop for civic programs and services.
- Develop a long-term financial plan which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.
- Explore alternate sources of revenues to pay for ongoing operations.
- Develop a policy and standardized process for defining, establishing, and obtaining approval of asset and maintenance/operational service levels and associated costs for key assets outlined in the Corporate Asset Management Plan.
- Develop a life-cycle costing model which departments can utilize to provide consistent and reliable information during budget deliberations regarding major asset acquisitions.
- Review and recommend new public accountability measures for City Council.
- In collaboration with all divisions across the organization, develop a four-year plan for Civic Service Reviews and continuous improvement initiatives that are coordinated with the Internal Audit Plan and Strategic Plan to improve the effectiveness and efficiency of programs and service delivery to our citizens.
- Develop a formal tracking and reporting process for all performance improvement initiatives.

Implement the Following 10-Year Strategies:

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



Other Ongoing Initiatives:

- Articulate the vision of the role of IT for the City of Saskatoon. Leverage technology and emerging trends to reach the City's goals, serve citizens and connect meaningfully with stakeholders.
- Develop a formalized corporate fundraising strategy and/or a philanthropic policy.

Continuous Improvement

- Review processes, systems, and industry best practices to ensure the City more effectively and efficiently addresses current taxation options, and operate in a shorter reassessment cycle if required.
- Explore opportunities to convert paper records to digital to reduce current office storage requirements, allow for easier access to historical records, and assist with records security and efficiencies.
- Implement Electronic Agenda and Meeting Management components to streamline processes and improve access to information from City Council and Standing Policy Committees.
- Evaluate the use of NotifyNow and Service Alerts to eliminate redundancies and improve communication delivery to citizens during emergencies and service disruptions.
- Explore new options regarding the budgeting processes including Priority-Based Budgeting which assists in aligning resource allocations with strategic goals, economic indicators, and other relevant market information.
- Implement purchasing cards throughout the Corporation in order to reduce processing time in accounts payable and expedite the purchasing process within each department.
- Develop a Corporate Project Management System to improve consistency and efficiency in all projects across the organization.
- Develop a Corporate Training System including leadership development and technical training.
- Implement a data warehouse and business intelligence tool to enable the development of workforce analytics, collective bargaining strategies, and workforce planning.
- Implement Managed Print for the Corporation which includes partnering with a private company who would supply all printing assets and their maintenance.
- Implement a Service Catalogue with a self-service portal as a means for customers to order pre-defined, bundled goods and services from the IT division in an easy to use and efficient manner.

Performance Measures

Satisfaction with Civic Services of 90% or more:

- Increase satisfaction with civic services through implementation of Service Saskatoon and the 311/Customer Relationship Management initiative with a digital first approach; initial focus will be on services provided by Public Works.

Workforce Representative of the Diversity of Saskatoon's Population:

- Implement the Diversity and Inclusion Action Plan that supports increased workforce proportions for each of the identified diversity groups.

Zero Lost Time Incidents:

- Audit the health and safety practices of four divisions and assist in identifying and developing an action plan to address the three top priorities.

Maintain Key Civic Infrastructure at Desired Service Levels:

- Expand the Asset Management Program (AMP) with five more asset classes including bridges, facilities, fleet, and equipment. For each asset class, the AMP will include the asset inventory, condition of assets, costs to rehabilitate, and maintain the asset at the desired service level, a funding strategy, and a plan for achieving the approved service level.



Annual municipal property tax increase equal to or less than the MPI and Municipal Property Tax per Capita:

- Create a culture of continuous improvement and innovation throughout all City operations through building capacity for Civic Service Reviews and Internal Process Reviews. Reviews will identify opportunities to increase efficiencies to minimize long-term costs and improve services within each division.
- In collaboration with other divisions, identify the cost per units to deliver alternative levels of service as a base for more informed decisions on approved service levels.
- Evaluate opportunities to engage citizens to secure input on spending priorities and preferences for balancing the City of Saskatoon's budget.

Debt Supported By Taxes is less than \$1,750 per person:

- Review and provide recommendations on the current Capital Reserve Bylaw and Reserve Policies and continue debt financing in accordance with the major capital long-term funding plans.

Budget Implications

- The most significant capital initiative is the 311/Customer Relationship Management (CRM) System. A key provision of \$950.0 is required for the phased in approach of adding more than 200 Public Works services to the 311/CRM program in 2016.
- Debt charges have been increased to continue building a funding base for future debt payments through the Corporation's Civic Facilities Funding Plan. These include \$250.0 from dedicated municipal revenue sharing, \$500.0 and \$350.0 respectively from assessment growth and mill rate supported increments, and \$500.0 for the Civic Operations Centre and City Yards Phase-in.
- \$200.0 was added in 2016 for the continued phase-in of base funding for the Future Fire Hall Growth Plan.
- An increase of \$2.0 million in administrative recoveries from the Water and Wastewater Utilities is for the final year of a three year \$6.0 million phase-in (\$2.0 million/year) for roadway's infrastructure contribution. This will help ease the utilities impact on the City's road maintenance and preservation efforts due to construction and the installation of water, sewer, and storm water systems. This funding will help to support the Building Better Roads initiative.
- In 2016, net Working Capital Interest (WCI) declined \$74.7. This decrease is associated to a net Utility fund increase in the amount of \$53.2 (water, wastewater, storm, electrical, and recycling), offset by a decrease of \$127.9 in Saskatoon Land attributing to a declining fund balance.



Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,299.5	1,506.6	1,541.7	0.0	1,562.1	1,562.1	20.4	1.3%
City Manager's Office	653.8	647.1	656.4	0.0	675.4	675.4	19.0	2.9%
City Clerk's Office	2,078.8	2,251.0	2,286.4	(6.0)	2,370.4	2,364.4	78.0	3.4%
City Solicitor's Office	1,867.8	1,893.1	1,920.9	(278.0)	2,230.6	1,952.6	31.7	1.7%
Corporate Support	16,126.4	17,814.0	18,225.4	(70.8)	18,848.0	18,777.2	551.8	3.0%
General Services	(678.7)	(920.3)	(3,593.1)	(9,454.6)	6,212.4	(3,242.2)	(3,649.1)	-9.8%
Assessment & Taxation	3,274.2	3,546.7	3,556.5	(24.5)	3,672.1	3,647.6	91.1	2.6%
Revenue Services	1,748.6	1,790.9	1,843.9	(103.6)	2,029.0	1,925.4	81.5	4.4%
Financial Services	2,955.4	2,664.0	2,891.7	0.0	3,097.6	3,097.6	205.9	7.1%
Debt Servicing	18,521.6	18,521.6	19,703.5	(7,176.5)	27,736.3	20,559.8	856.3	4.3%
Total	47,847.4	49,714.7	49,033.3	(17,114.0)	68,433.9	51,319.9	(1,713.4)	-4.7%

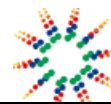
Staff Complement	2015	2016	Difference
Full Time Equivalents	400.69	400.69	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Legislative	0.0	0.0	0.0	1,541.7	20.4	0.0	0.0	1,562.1	1,562.1
City Manager's Office	0.0	0.0	0.0	656.4	19.0	0.0	0.0	675.4	675.4
City Clerk's Office	10.0	(16.0)	(6.0)	2,276.4	67.7	26.3	0.0	2,370.4	2,364.4
City Solicitor's Office	(231.8)	(46.2)	(278.0)	2,152.7	77.9	0.0	0.0	2,230.6	1,952.6
Corporate Support	(51.0)	(19.8)	(70.8)	18,276.4	495.6	76.0	0.0	18,848.0	18,777.2
General Services	(7,394.2)	(2,060.4)	(9,454.6)	3,801.1	2,211.3	200.0	0.0	6,212.4	(3,242.2)
Assessment & Taxation	(4.5)	(20.0)	(24.5)	3,561.0	111.1	0.0	0.0	3,672.1	3,647.6
Revenue Services	(76.4)	(27.2)	(103.6)	1,920.3	108.7	0.0	0.0	2,029.0	1,925.4
Financial Services	0.0	0.0	0.0	2,891.7	205.9	0.0	0.0	3,097.6	3,097.6
Debt Servicing	(7,183.1)	6.6	(7,176.5)	26,886.6	(750.3)	1,600.0	0.0	27,736.3	20,559.8
Total	(14,931.0)	(2,183.0)	(17,114.0)	63,964.3	2,567.3	1,902.3	0.0	68,433.9	51,319.9

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
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	125.0	205.0	84.0	175.0	84.0
City Solicitor's Office	0.0	0.0	0.0	0.0	0.0
Corporate Support	1,750.0	850.0	875.0	825.0	961.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	250.0	100.0	0.0	100.0	250.0
Revenue Services	0.0	0.0	300.0	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
Total	2,125.0	1,155.0	1,259.0	1,100.0	1,295.0



Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
COMPUTER EQUIPMENT REPL RES	800.0	750.0	775.0	725.0	725.0
BLDG PERMITS/INSPECT STAB RESERVE	150.0	0.0	0.0	0.0	0.0
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	0.0	0.0	0.0	136.0
CORPORATE CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
C.I.S. DEVELOPMENT RESERVE	550.0	0.0	0.0	0.0	0.0
AFM - CAPITAL RESERVE	250.0	100.0	300.0	100.0	250.0
CK - CAPITAL RESERVE	0.0	155.0	84.0	85.0	84.0
OPERATING FUND CONTRIBUTION	0.0	50.0	0.0	90.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	125.0	0.0	0.0	0.0	0.0
CY CAPITAL RESERVE	150.0	0.0	0.0	0.0	0.0
Total	2,125.0	1,155.0	1,259.0	1,100.0	1,295.0
Unfunded	1,000.0	1,000.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	15.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	10.0	0.0	0.0	0.0
Total	0.0	25.0	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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	1,010.6	1,040.3	1,052.6	1,063.9	11.3	1.1%
Operating Cost	288.9	453.3	476.1	488.2	12.1	2.5%
Transfer to/from Reserves	0.0	13.0	13.0	10.0	(3.0)	-23.1%
Total	1,299.5	1,506.6	1,541.7	1,562.1	20.4	1.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Legislative	0.0	0.0	0.0	1,541.7	20.4	0.0	0.0	1,562.1	1,562.1

Significant Change:

- An increase of \$11.3 represents adjusted staffing increments, in addition to contractual and payroll cost increases for 2016.

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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	625.4	610.9	641.0	660.0	19.0	3.0%
Operating Cost	54.7	62.5	64.1	64.9	0.8	1.2%
Cost Recovery	(56.3)	(56.3)	(58.7)	(59.5)	(0.8)	1.4%
Capital Contribution	30.0	30.0	10.0	10.0	0.0	0.0%
Total	653.8	647.1	656.4	675.4	19.0	2.9%

Staff Complement	2015	2016	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
City Manager's Office	0.0	0.0	0.0	656.4	19.0	0.0	0.0	675.4	675.4

Significant Change:

- In 2016, staffing increments including contractual and payroll cost increases accounted for this service lines total budget increase of \$19.0.

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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(38.9)	50.0	10.0	(6.0)	(16.0)	-160.0%
Staff Compensation	1,647.6	1,666.4	1,705.7	1,769.7	64.0	3.8%
Operating Cost	440.4	427.9	459.7	943.3	483.6	105.2%
Cost Recovery	(115.4)	(38.3)	(62.8)	(342.1)	(279.3)	444.7%
Capital Contribution	75.0	75.0	103.8	130.1	26.3	25.3%
Transfer to/from Reserves	70.0	70.0	70.0	(130.6)	(200.6)	-286.6%
Total	2,078.7	2,251.0	2,286.4	2,364.4	78.0	3.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	20.24	20.24	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
City Clerk's Office	10.0	(16.0)	(6.0)	2,276.4	67.7	26.3	0.0	2,370.4	2,364.4

Revenue Change:

- A decrease of \$2.0 for the Board of Revision revenue is expected based on the fourth year of the reassessment cycle, supplemented by a decrease of \$18.0 in fee refunds for successful appeals at the local and provincial appeal board levels. The net result is an increase of revenue in the amount of \$16.0 for 2016.

Capital contributions:

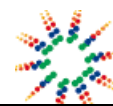
- A \$26.3 contribution to the capital reserve relates to the upgrade of the Documentum Records and Information Management Software system for hardware, software, licensing, and ongoing system support.
- A \$200.6 draw on the voting reserve is associated to administrative services work related to the 2016 election.

Other Significant Changes:

- Staffing increments, including contractual and payroll cost increases accounted for \$64.0 in 2016.
- Significant increases in advertising and administrative costs are partially offset by \$279.3 in increased cost recoveries from the school boards relating to the 2016 election.

Not Included:

- 1.0 FTE for an Access and Privacy Assistant in the amount of \$80.0. This position would support the work of the City Clerk's Office in administering the requirements of *The Local Authority Freedom of Information and Protection of Privacy Act*, in developing a more comprehensive Privacy Program. This includes developing privacy policies, an education, training program and delivery model, and to streamline the process to conduct



privacy impact assessments on new and revised projects and initiatives. The position would also assist in research and processing of Access Requests, as well as privacy enquiries. This position is currently being dealt with by adjusting existing positions to assist with some of these duties. Due to this circumstance, it may take longer to respond to formal requests. Making significant progress on delivering a comprehensive Access and Privacy Program will be deferred as a result.

Funded Capital Projects	2016	2017	2018	2019	2020
P1883 CK-ELECTRONIC RECORDS MANAGEMENT	0.0	155.0	84.0	85.0	84.0
P1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTEM	0.0	50.0	0.0	90.0	0.0
P1885 CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	125.0	0.0	0.0	0.0	0.0
Total	125.0	205.0	84.0	175.0	84.0

Summary of Capital Investments

With changes to technology, it is necessary to undertake an upgrade of current equipment and changes necessary to modernize the systems in the Council Chamber. This includes the audio/visual systems, network connections, and computer equipment to meet current business requirements of managing and providing access to meetings. Consultation with Information Technology, Corporate Accommodation, and Communications is required to ensure all project aspects are considered.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



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 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(228.9)	(222.3)	(231.8)	(278.0)	(46.2)	19.9%
Staff Compensation	2,375.5	2,398.3	2,467.3	2,587.5	120.2	4.9%
Operating Cost	1,600.6	1,592.6	1,723.3	1,730.2	6.9	0.4%
Cost Recovery	(2,829.3)	(2,825.5)	(2,637.9)	(2,487.1)	150.8	-5.7%
Transfer to/from Reserves	950.0	950.0	600.0	400.0	(200.0)	-33.3%
Total	1,867.9	1,893.1	1,920.9	1,952.6	31.7	1.7%

Staff Complement	2015	2016	Difference
Full Time Equivalents	22.00	22.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
City Solicitor's Office	(231.8)	(46.2)	(278.0)	2,152.7	77.9	0.0	0.0	2,230.6	1,952.6

Revenue Change:

- The Solicitor's Office Program has seen an increase of \$46.2 in revenue due to increased volume of files pertaining to tax enforcement proceedings.

Other Significant Changes:

- The Risk Management Program has seen a decrease of \$150.8 in cost recovery due to the Self Insured Retention Reserve reaching the cap of \$2.5 million in 2015 resulting in a further decrease of \$200.0 in transfer to reserve in 2016 (two-year overall reduction of \$550.0).

Summary of Capital Investments

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



Corporate Support

Overview

Corporate Support includes Aboriginal Relations, Communications & Media Relations, Human Resources, Information Technology, Materials Management, Strategic & Business Planning, and the Business Administration divisions supporting all four departments.

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

The Human Resources division consults and provides a wide range of employee and organizational services including: workplace safety, health and wellness, employee benefits, employee and organizational development, human resource planning, labour relations, recruitment, diversity and culture, human resource metrics, employment equity, and total rewards. These services encourage and support employees to reach their full potential to achieve the Corporations goals and objectives in addition to ensuring the provision of a qualified, competent, stable, and productive workforce for the organization.

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

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

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(156.1)	(51.0)	(51.0)	(70.8)	(19.8)	38.8%
Staff Compensation	18,514.7	18,656.0	20,217.6	20,871.8	654.2	3.2%
Operating Cost	6,237.9	7,044.1	6,735.3	6,825.0	89.7	1.3%
Cost Recovery	(9,873.5)	(9,271.4)	(10,163.5)	(10,335.8)	(172.3)	1.7%
Capital Contribution	1,397.7	1,430.6	1,481.1	1,481.1	0.0	0.0%
Transfer to/from Reserves	5.7	5.7	5.9	5.9	0.0	0.0%
Total	16,126.4	17,814.0	18,225.4	18,777.2	551.8	3.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	213.65	213.65	0.00



Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Corporate Support	(51.0)	(19.8)	(70.8)	18,276.4	495.6	76.0	0.0	18,848.0
								18,777.2

Revenue Change:

- The Business Administration division for the Transportation & Utilities department has increased revenues of \$19.8 due to an increasing trend in external billings for custom work.

Growth:

- IT has necessary increases resulting from previous capital projects totaling \$76.0 for server maintenance and fiber channel switches.

Other Significant Change:

- The Corporate Support service line has a \$654.2 increase in salary and payroll costs to meet negotiated contract agreements. These costs are partially offset with additional cost recoveries to the programs that they support.

Not Included:

- A Customer Advocate & Liaison position (within Transportation & Utilities Business Administration section) would help manage customer inquiries and complaints to City Council. This would help alleviate volumes to Councillors, and would decrease the time the Administration spends answering inquiries. The total cost of this position is \$107.1 with \$42.8 being supported by the mill rate. Currently the position exists in a temporary capacity. Securing this position on a permanent basis would ensure a smooth service on a long term basis.

Funded Capital Projects		2016	2017	2018	2019	2020
P1083	CP-CORPORATE NETWORK EQUIPMENT REPL	375.0	525.0	575.0	600.0	600.0
P1364	CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT	950.0	100.0	100.0	100.0	100.0
P1580	CY-BOOKING & REGISTRATION SYSTEM REPLACEMENT	150.0	0.0	0.0	0.0	0.0
P1581	CY-POSSE UPGRADE	150.0	0.0	0.0	0.0	0.0
P1780	CP-CORP NETWORK INFRASTRUCTURE	125.0	125.0	125.0	125.0	125.0
P1977	CP-LOCAL AREA NETWORK & DATA SECURITY	0.0	100.0	75.0	0.0	0.0
P2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	0.0	0.0	0.0	0.0	136.0
Total		1,750.0	850.0	875.0	825.0	961.0

Summary of Capital Investments

2016 Capital Investments include four asset replacement projects totaling \$800.0 to keep the network equipment and support systems current.

The fifth project totaling \$950.0 is for 311/Customer Relationship Management (CRM) project in order to continue the phased in approach of adding more than 200 Public Works services to the 311/CRM program in 2016.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts include IT storage management licensing costs of \$5.0, server hardware maintenance of \$10.0 and switch maintenance of \$10.0 in 2017.



Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	15.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	10.0	0.0	0.0	0.0
Total	0.0	25.0	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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue - Admin Recovery	(4,524.1)	(4,074.1)	(7,394.2)	(9,454.6)	(2,060.4)	27.6%
Staff Compensation	(2,284.5)	(201.2)	(430.4)	623.7	1,054.1	-244.9%
Operating Cost	2,186.2	(588.7)	781.0	787.9	6.9	0.9%
Debt Charges	590.3	590.3	397.1	322.4	(74.7)	-18.8%
Capital Contribution	3,353.4	3,353.4	3,053.4	4,478.4	1,425.0	46.7%
Total	(678.7)	(920.3)	(3,593.1)	(3,242.2)	350.9	-9.8%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
General Services	(7,394.2)	(2,060.4)	(9,454.6)	3,801.1	2,211.3	200.0	0.0	6,212.4	(3,242.2)

Revenue Changes:

- A \$2.0 million increase in Administrative Recovery revenue associated to the final year of a three year \$6.0 million phase-in (\$2.0 million/year) for the roadway's infrastructure contribution. This was created to offset the utilities' impact on the City's road maintenance and preservation efforts. The expenditures are reflected in the Road Maintenance service line to support the Building Better Roads initiative.
- Administrative recoveries have increased by \$52.6 (Utilities), \$8.9 (Library), and decreased \$1.1 (building permits) for a net increase of \$60.4.

Growth:

- A 2016 increase of \$200.0 was budgeted for the future fire hall growth plan. This is to build base funding for the operating costs of future fire halls and will be used in the meantime as funding for capital projects.

Other Significant Changes:

- Net Working Capital Interest (WCI) declined \$74.7. This decrease is associated to a net Utility fund increase in the amount of \$53.2 (water, wastewater, storm, electrical, and recycling), offset by a decrease of \$127.9 in the land bank program attributing to a declining fund balance.
- Capital contributions have increased \$800.0 related to future fire hall operating costs. \$600.0 is a transfer from debt servicing as it relates to building an operating base for future fire hall operating expenditures (added in prior budget years). The \$200.0 additional increase is for the 2016 base allocation. Additionally, \$625.0 was added for monies previously committed to the Transit Dart System improvement project which was completed in 2015.



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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5.4)	(4.5)	(4.5)	(24.5)	(20.0)	444.4%
Staff Compensation	2,769.5	2,997.3	3,076.3	3,167.4	91.1	3.0%
Operating Cost	524.5	565.2	498.8	498.8	0.0	0.0%
Cost Recovery	(20.1)	(17.0)	(20.0)	0.0	20.0	-100.0%
Transfer to/from Reserves	5.7	5.7	5.9	5.9	0.0	0.0%
Total	3,274.2	3,546.7	3,556.5	3,647.6	91.1	2.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	37.00	37.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Assessment & Taxation	(4.5)	(20.0)	(24.5)	3,561.0	111.1	0.0	0.0	3,672.1
								3,647.6

Revenue Change:

- An increase of \$20.0 is due to a reclassification from a cost recovery to revenue in this service line.

Significant Change:

- Staffing compensation increased by \$91.1 for contractual salary and payroll costs.

Funded Capital Projects	2016	2017	2018	2019	2020
P2079 AF-PROPERTY REASSESSMENT	250.0	100.0	0.0	100.0	250.0
Total	250.0	100.0	0.0	100.0	250.0

Summary of Capital Investments

The 2016 Capital Investment is required to address the costs associated with the upcoming 2017 reassessment. This capital project provides funding to contract specialists to assist in the determination and defense of assessment values for complex properties. The project also includes funds for the increased costs of assessment notices (four times the average year), updating of website information and the appeal costs related to a reassessment.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2016 Capital Projects.



Revenue Services

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(77.6)	(73.8)	(76.4)	(103.6)	(27.2)	35.6%
Staff Compensation	4,861.5	4,997.4	5,066.9	5,213.5	146.6	2.9%
Operating Cost	2,872.2	3,002.1	3,145.8	3,326.2	180.4	5.7%
Cost Recovery	(5,907.5)	(6,134.8)	(6,292.4)	(6,510.7)	(218.3)	3.5%
Total	1,748.6	1,790.9	1,843.9	1,925.4	81.5	4.4%

Staff Complement	2015	2016	Difference
Full Time Equivalents	72.70	72.70	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Revenue Services	(76.4)	(27.2)	(103.6)	1,920.3	108.7	0.0	0.0	2,029.0	1,925.4

Revenue Changes:

- Revenue increased by \$27.2 including a reclassification of \$15.0 from cost recovery, taxi licensing fees of \$7.2, and bank tax search of \$5.0.

Other Significant Changes:

- Increase in contractual salary and payroll costs of \$146.6.
- Information technology expenses have increased by \$28.4.
- Postage costs for utility billings, animal licensing and general mail have increased by \$213.0 which has been partially off-set by a transfer from utility uncollectibles of \$45.0.
- These expenses are partially off-set with increased cost recoveries of \$218.3.

Funded Capital Projects	2016	2017	2018	2019	2020
P2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	0.0	0.0	300.0	0.0	0.0
Total	0.0	0.0	300.0	0.0	0.0

Summary of Capital Investments

There are no 2016 capital investments for Revenue Services.



Financial Services

Overview

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

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	2,381.5	2,168.6	2,431.2	2,640.0	208.8	8.6%
Operating Cost	359.1	308.9	299.4	299.4	0.0	0.0%
Cost Recovery	(10.2)	(38.5)	(108.9)	(111.8)	(2.9)	2.7%
Capital Contribution	225.0	225.0	270.0	270.0	0.0	0.0%
Total	2,955.4	2,664.0	2,891.7	3,097.6	205.9	7.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	27.10	27.10	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Financial Services	0.0	0.0	0.0	2,891.7	205.9	0.0	0.0	3,097.6	3,097.6

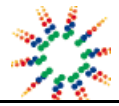
Significant Changes:

- In 2016, staff compensation costs including contractual and payroll cost increases accounted for \$188.3.
- Due to operational changes and to increase efficiencies, an existing FTE has been redeployed to a Staff Accountant position for an additional \$20.5. This position will enhance business analysis, increase efficiencies, assist in mitigating financial risks and allow for strategic decisions to be made on a timely basis.
- These expenditures were marginally offset by increased cost recoveries to Land and Capital Projects in the amount of \$2.9.

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1829 AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	1,000.0	1,000.0	0.0	0.0	0.0
Total	1,000.0	1,000.0	0.0	0.0	0.0

Summary of Capital Investments

The 2016 Capital Investment is to support the corporate initiative of implementing an Enterprise Resource Planning (ERP) System. The ERP is for a centralized and integrated corporate financial system to replace the current general



ledger system and the many payroll, purchasing, work order, human resource, and manual systems currently existing throughout the Corporation. The current capital request is an estimate at this time and will be refined throughout the development of the business case.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2016 Capital Project.



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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue - Gas Tax	(7,161.9)	(7,181.0)	(7,183.1)	(7,176.5)	6.6	-0.1%
Debt Charges	25,683.5	25,702.6	26,886.6	27,736.3	849.7	3.2%
Total	18,521.6	18,521.6	19,703.5	20,559.8	856.3	4.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Debt Servicing	(7,183.1)	6.6	(7,176.5)	26,886.6	(750.3)	1,600.0	0.0	27,736.3	20,559.8

Revenue Change:

- The portion of gas tax revenue used to pay for debt interest is decreasing (\$209.7) slightly more than its portion used to pay for the increase in debt principal (\$203.1). The net result is a marginal \$6.6 decrease in revenue.

Growth:

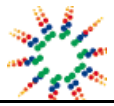
- \$1,600.0 in Debt charges have been increased to continue building a funding base for future debt payments through the Corporation's Civic Facilities Funding Plan. These include \$250.0 from dedicated municipal revenue sharing, \$500.0 and \$350.0 respectively from assessment growth and mill rate supported increments, and \$500.0 for the Civic Operations Centre and City Yards phase-in.

Other Significant Change:

- \$600.0 was transferred out of debt servicing to general services (capital contributions) as it is base funding for future fire halls and was not a cost of debt (see the General Services service line).

Summary of Capital Investments

There are no capital investments for Debt Servicing.



Operating Budget

\$(357.7) million

Capital Budget

\$0.0 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Economic Diversity & Prosperity

Overview

The property levy is the amount required from property taxes to balance the operating budget. The operating budget changes on an annual basis due to service level changes, growth impacts and inflation among other variables. The 2016 budget saw expenditures increase by \$22.5 million (5.18%) while operating revenues increased by \$15.1 million (3.47%), creating a funding gap of \$7.5 million. In order to balance the operating budget and reduce the funding gap to zero, a 3.95% property tax increase is included within this preliminary budget.

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

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

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

At A Glance

Preliminary Assessment Roll for 2015:

Total Assessment for Saskatoon: \$ 40,414,997,500

Total Number of Properties: 89,838

Total Taxable Residential Condos: 19,817



Total Taxable Residential (less than 4 units): 62,938

Total Taxable Assessment: \$32,216,927,200

Taxable portion: \$24,839,375,364 (77.1% of total)

Exempt portion: \$7,377,551,836 (22.9% of total)

Key Challenges and Risks

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

Major Initiatives 2016-2018

Implement the Following 10-Year Strategy:

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

Performance Measures

Satisfaction with Civic Services of 90% or more:

- Increase citizen satisfaction by implementing a tax estimator on the website, developing a video explaining the impact of Assessment and Taxation to citizens, increasing online payment functionality, and completing a project charter for Automated Metering Infrastructure (AMI).

Municipal Property Tax as a Percentage of Total Municipal Revenues (Indicator):

- Identify new revenue sources to reduce reliance on municipal property taxes.

Annual Municipal Property Tax Increase Equal to or Less than the Municipal Price Index:

- Maintain the integrity of the assessment process through working with the Solicitor's Office to mitigate for potential losses through appeals.

Budget Implications

- The Property tax increase is \$7.5 million or 3.95% which includes \$3.7 million (or 1.95%) for the amounts dedicated to "Building Better Roads" as well as \$0.4 million (or 0.2%) dedicated to the debt repayment for Traffic Noise Attenuation.
- The total 2016 expenditure increase for tax-supported services is 5.3%. This increase includes the \$3.7 million and \$0.4 million described above.
- Assessment growth estimated at \$5.5 million which includes the boundary road annexation properties incorporated into the City on September 1, 2015. This adjustment is linked to the increased building activity in the city over the past few years which continues to favorably impact the assessment base.
- The Municipal Revenue Sharing Grant has been increased by \$1.1 million for a total of \$48.5 million in 2016.
- Grants in Lieu of Taxes from civic utilities and the Saskatoon Land have increased by \$832.9 over 2015.
- An increased return on investment (ROI) from the utilities of \$3.0 million is anticipated in 2016 due to the first year of an ROI for the Water and Wastewater Utilities.

Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget
Preliminary 2016

Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Property Levy	(177,863.7)	(177,752.5)	(192,301.7)	(205,368.8)	646.0	(204,722.8)	(12,421.1)	6.5%
Grants in Lieu of Taxes	(33,134.1)	(32,836.5)	(34,524.4)	(35,739.2)	0.0	(35,739.2)	(1,214.8)	3.5%
Municipal Revenue Sharing Grant	(45,954.7)	(46,250.0)	(47,439.3)	(48,533.3)	0.0	(48,533.3)	(1,094.0)	2.3%
General Revenue	(55,732.6)	(51,984.8)	(54,333.1)	(59,504.8)	0.0	(59,504.8)	(5,171.7)	9.5%
Fines and Penalties	(7,880.0)	(7,214.6)	(8,252.7)	(12,501.7)	4,233.5	(8,268.2)	(15.5)	0.2%
Other Levies	(908.7)	(569.2)	(839.0)	(1,993.1)	1,049.5	(943.6)	(104.6)	12.5%
Total	(321,473.8)	(316,607.6)	(337,690.2)	(363,640.9)	5,929.0	(357,711.9)	(20,021.7)	5.9%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Property Levy	(192,744.2)	(12,624.6)	(205,368.8)	442.5	0.0	203.5	0.0	646.0	(204,722.8)
Grants in Lieu of Taxes	(34,524.4)	(1,214.8)	(35,739.2)	0.0	0.0	0.0	0.0	0.0	(35,739.2)
Municipal Revenue Sharing Grant	(47,439.3)	(1,094.0)	(48,533.3)	0.0	0.0	0.0	0.0	0.0	(48,533.3)
General Revenue	(54,333.1)	(5,171.7)	(59,504.8)	0.0	0.0	0.0	0.0	0.0	(59,504.8)
Fines and Penalties	(12,086.2)	(415.5)	(12,501.7)	3,833.5	400.0	0.0	0.0	4,233.5	(8,268.2)
Other Levies	(1,872.3)	(120.8)	(1,993.1)	1,033.3	16.2	0.0	0.0	1,049.5	(943.6)
Total	(342,999.5)	(20,641.4)	(363,640.9)	5,309.3	416.2	203.5	0.0	5,929.0	(357,711.9)

Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Property Levy	0.0	0.0	0.0	0.0	0.0
Grants in Lieu of Taxes	0.0	0.0	0.0	0.0	0.0
Municipal Revenue Sharing Grant	0.0	0.0	0.0	0.0	0.0
General Revenue	0.0	0.0	0.0	0.0	0.0
Fines and Penalties	0.0	0.0	0.0	0.0	0.0
Other Levies	0.0	0.0	0.0	0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0



Property Levy

Overview

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

The expenditures shown are related to Tax Loss Compensation 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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Property Levy	(174,576.5)	(174,083.7)	(189,069.2)	(201,993.8)	(12,924.6)	6.8%
Supplementary Prop Levy	(3,368.5)	(3,750.0)	(3,675.0)	(3,375.0)	300.0	-8.2%
Operating Cost	81.2	81.2	442.5	646.0	203.5	46.0%
Total	(177,863.8)	(177,752.5)	(192,301.7)	(204,722.8)	(12,421.1)	6.5%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Property Levy	(192,744.2)	(12,624.6)	(205,368.8)	442.5	0.0	203.5	0.0	646.0	(204,722.8)

Revenue Growth:

- Assessment growth of \$5.5 million for 2016 including the new properties annexed in 2015.
- An adjustment to reduce supplementary taxation by \$300.0 is estimated for 2016 which is comparable to prior year results for the properties that come into the Assessment base part way through the year that are not included in the property levy.

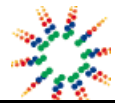
Expenditure Growth:

- Tax loss compensation has increased by \$203.5 due to the 2015 annexation.

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 2016, expenditures increased by \$22.5 million while operating revenues increased by \$15.0 million creating an overall funding gap of \$7.5 million. A property tax increase of \$7.5 million (3.95% increase over 2015) is required to balance the budget. This increase is made up of the following:

- Dedicated Road Increase:** An increase dedicated to roads of \$3.7 million or 1.95% has been added. This is the third year of a four year phase-in of the increase dedicated to Building Better Roads.
- Traffic Noise Attenuation Increase:** An increase to the property taxes of \$378.1 or 0.2% has been added for debt repayment on future traffic noise attenuation projects. This is the third year of a four year phase-in of the increase dedicated to Traffic Noise Attenuation.



- Remaining Civic Services: An increase of \$3.4 million or 1.8% is required to for all remaining civic services, including Policing.

Summary of Capital Investments

There are no capital investments for Property Levy.



Grants in Lieu of Taxes

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(4,779.0)	(4,450.0)	(4,980.0)	(5,180.0)	(200.0)	4.0%
Grant-in-Lieu Taxes Civic Utilities/Land	(28,355.1)	(28,386.5)	(29,544.4)	(30,559.2)	(1,014.8)	3.4%
Total	(33,134.1)	(32,836.5)	(34,524.4)	(35,739.2)	(1,214.8)	3.5%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Grants in Lieu of Taxes	(34,524.4)	(1,214.8)	(35,739.2)	0.0	0.0	0.0	0.0	0.0	(35,739.2)

Revenue Changes:

- Federal and Provincial grants-in-lieu of taxation have increased \$200.0 due to the 2016 mill rate increase.
- The Saskatoon Land grants-in-lieu of taxation has increased by \$74.4 due to higher land inventory in new areas of the City.
- The total 2016 Civic Utility grants-in-lieu of taxation increased by \$453.0 for the Water Utility, \$220.5 for the Waste Water Utility and \$266.9 for Saskatoon Light & Power for a total increase of \$940.4

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.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(45,954.7)	(46,250.0)	(47,439.3)	(48,533.3)	(1,094.0)	2.3%
Total	(45,954.7)	(46,250.0)	(47,439.3)	(48,533.3)	(1,094.0)	2.3%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Municipal Revenue Sharing Grant	(47,439.3)	(1,094.0)	(48,533.3)	0.0	0.0	0.0	0.0	0.0	(48,533.3)

Revenue Change:

- The Municipal Revenue Sharing Grant from the Province of Saskatchewan has been estimated for 2016 at \$48.5 million which is a \$1.1 million increase from the 2015 budget based on an increase in Provincial sales tax revenue to the Province of Saskatchewan.

Summary of Capital Investments

There are no capital investments for Municipal Revenue Sharing Grant.



General Revenue

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(24,065.8)	(23,896.2)	(23,539.7)	(26,600.7)	(3,061.0)	13.0%
Prov Utility Franchise Fees	(21,390.5)	(18,820.0)	(19,735.0)	(21,752.5)	(2,017.5)	10.2%
Interest Earnings	(10,142.8)	(9,151.0)	(10,915.5)	(11,008.7)	(93.2)	0.9%
Grant-in-Lieu of Taxes - Prov Utility	(158.9)	(142.9)	(142.9)	(142.9)	0.0	0.0%
Transfer to/from Reserves	25.3	25.3	0.0	0.0	0.0	0.0%
Total	(55,732.7)	(51,984.8)	(54,333.1)	(59,504.8)	(5,171.7)	9.5%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

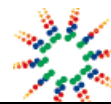
Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
General Revenue	(54,333.1)	(5,171.7)	(59,504.8)	0.0	0.0	0.0	0.0	0.0
								(59,504.8)

Revenue Changes:

- Return on Investment (ROI) has increased by \$3.0 million for the 2016 budget year (\$1.7 million from the Water Utility and \$1.3 million from the Wastewater Utility). 2016 is the first year of a five year phase-in plan to establish an ROI from the Water and Wastewater Utilities based on 10 percent of metered and fixed revenue.
- An increase of \$2.0 million in Provincial Utility Franchise Fees is attributed to an expected increase in the SaskPower Franchise Fee resulting from an overall 2.0% rate increase (Sept. 2015), infill growth, and increased consumption. SaskEnergy and Trans-Gas franchise fees are expected to remain constant for the 2016 budget year.
- Interest Earnings is anticipating an increase of \$93.2 due to slightly higher cash balances held at financial institutions. The interest stabilization reserve remains in a sufficient balance, so no transfer is necessary in 2016 allowing for a marginal mill rate benefit.
- Licenses and permits are anticipated to increase by \$19.0 based on the estimated number of contractors in the City.
- Tax searches and certificates are expected to increase by \$12.0 based on the current number of users requesting searches.
- Commissions and other revenue are anticipating an increase of \$30.0 due to the actual number of non-sufficient-funds (NSF), stale-dates and other revenues/fees being received.

Summary of Capital Investments

There are no capital investments for General Revenues.



Fines and Penalties

Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(4,893.7)	(4,558.0)	(5,158.0)	(5,158.0)	0.0	0.0%
Parking Bylaw Violations	(4,492.4)	(4,000.0)	(4,600.0)	(4,600.0)	0.0	0.0%
Other Bylaw Violations	(242.8)	(230.1)	(228.2)	(243.7)	(15.5)	6.8%
Operating Cost	3,409.8	2,600.9	2,833.5	3,233.5	400.0	14.1%
Capital Contribution	1,185.7	700.0	1,000.0	1,000.0	0.0	0.0%
Traffic Automated Enforcement (RLC)	(2,846.7)	(1,727.4)	(2,100.0)	(2,500.0)	(400.0)	19.0%
Total	(7,880.1)	(7,214.6)	(8,252.7)	(8,268.2)	(15.5)	0.2%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Fines and Penalties	(12,086.2)	(415.5)	(12,501.7)	3,833.5	400.0	0.0	0.0	4,233.5	(8,268.2)

Revenue Changes:

- Automated traffic enforcement revenue (red light cameras) is expected to increase \$400.0 based on an anticipated increase in the number of violations.
- Animal bylaw violations are anticipating an increase of \$15.5 based on the anticipated number of violations that we are currently seeing.

Other Significant Change:

- Cost increases of \$400.0 (justice system administration costs, prisoner escort costs, and collection agency costs) to reflect the current and projected revenue/cost structure relating to automated traffic enforcement (red light cameras).

Summary of Capital Investments

There are no capital investments for Fine and Penalties.



Other Levies

Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(1,992.3)	(1,604.0)	(1,872.3)	(1,993.1)	(120.8)	6.5%
Operating Cost	0.0	6.5	6.5	3.6	(2.9)	-44.6%
Capital Contribution	885.0	836.4	885.0	885.0	0.0	0.0%
Transfer to/from Other Operating	198.7	191.9	141.8	160.9	19.1	13.5%
Total	(908.6)	(569.2)	(839.0)	(943.6)	(104.6)	12.5%

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Other Levies	(1,872.3)	(120.8)	(1,993.1)	1,033.3	16.2	0.0	0.0	1,049.5
								(943.6)

Revenue Changes:

- Net revenue increases of \$120.8 resulting from an increase of \$100.0 in property tax penalties based on trending historical results, \$6.0 increase in combined trailer occupancy and amusement tax revenues and an increase of \$14.8 in municipal service agreements.

Summary of Capital Investments

There are no capital investments in Other Levies.



Schedule I General Revenues

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
TAX-SUPPORTED SERVICES				
Taxation				
Property Levy	177,944.9	177,833.7 ⁽¹⁾	192,744.2	205,368.8
Municipal Services Agreement	204.1	195.2	216.3	231.1
Trailer Occupancy	95.1	87.8	85.0	90.0
Amusement	74.4	71.0	71.0	72.0
Taxation	178,318.5	178,187.7	193,116.5	205,761.9
Grants In Lieu Of Taxes				
Saskatoon Land	277.8	237.3	295.6	370.0
Own Utilities	28,077.4	28,149.2	29,248.8	30,189.2
Senior Governments & Agencies	4,779.0	4,450.0	4,980.0	5,180.0
Grants In Lieu Of Taxes	33,134.1	32,836.5	34,524.4	35,739.2
General Revenues				
Administration Recovery	4,524.1 ⁽³⁾	4,074.1 ⁽³⁾	7,394.2 ⁽³⁾	9,454.6
Fines & Penalties	12,475.6	10,515.5	12,086.2	12,501.7
Franchise Fees	21,549.3	18,962.9	19,877.9	21,895.4
Interest Earnings	10,341.5	9,335.3	11,109.2	11,208.8
Licences & Permits	1,310.0	1,403.8	1,368.9	1,453.2
Other (Grants)	107.7	10.4	10.4	10.4
Other Revenue	466.7	206.8	228.6	526.6
Property Rentals	2,917.1	2,393.1	2,641.1	2,604.9
R.M. Of Corman Park	75.0	75.0	75.0	130.2
Tax Penalties	1,618.7	1,250.0	1,500.0	1,600.0
Utilities-Return On Investment	23,409.7	23,409.7	23,059.7	26,059.7
General Revenues	78,795.5	71,636.6	79,351.2	87,445.5
User Fees				
Access Transit	230.8	245.3	245.3	245.3
Albert Community Centre	179.4	113.3	157.3	157.3
Ball Fields	—	30.3	—	—
Cemeteries	1,123.4	1,150.0	1,145.7	1,227.3
Community Partnerships	—	—	15.0	16.8
Environmental Protection	29.8	—	8.2	8.2
Fire	242.5	143.1	656.2	462.2
Forestry Farm Park	896.2	769.2	836.0	900.9
Legal Fees	228.9	222.3	231.8	278.0
Marr Residence	—	0.5	0.5	0.5
Outdoor Sports Fields	415.3	504.1	535.1	573.1
Outdoor Swimming Pools	417.9	419.3	440.3	447.3



**Schedule I (cont.)
General Revenues**

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Parking	5,735.4	5,603.3	6,907.3	5,907.3
Planning	233.2	323.4	347.0	410.9
Policing	1,662.4	1,144.3	1,233.8	1,319.3
Recreation/Competitive Fac-Programng	6,006.0	6,401.6	6,272.3	6,586.2
Recreation/Competitive Fac-Rentals	5,783.1	5,747.3	5,854.1	6,187.7
River Landing	356.5	143.1	115.5	180.7
Skating Rinks	2,031.5	2,031.9	2,060.2	2,014.5
Solid Waste Management	6,179.5	7,843.7	6,348.2	6,540.0
Tax Searches & Enforcement	219.2	203.0	203.0	215.0
Transit Operations	11,857.8	14,638.5	14,637.0	13,823.3
User Fees	43,828.8	47,677.5	48,249.8	47,501.8
Transfers From Other Governments	63,909.8	63,914.2	66,095.4	67,377.9
TOTAL TAX-SUPPORTED SERVICES	397,986.7	394,252.5	421,337.3	443,826.3
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	6,109.1	6,545.4	6,590.4	6,647.9
Business Licenses	781.0	812.7	994.2	1,004.9
Golf Courses	3,524.8	3,780.0	3,935.9	3,896.6
Gordon Howe Campsite	590.5	552.6	585.2	627.6
Impound Lot	758.4	802.3	825.0	530.3
PotashCorp Playland	—	—	348.2	577.4
TOTAL NON TAX-SUPPORTED SERVICES	11,763.8	12,493.0	13,278.9	13,284.7
TOTAL REVENUES⁽²⁾	409,750.5	406,745.5	434,616.2	457,111.0

(1) River Landing Property Levy was reclassified from General Revenues (Property Levy) to General Expenditures (River Landing) in the 2015 budget and forward. The reclassification has been adjusted for in the 2014 budget figures.

(2) This schedule does not include Land Development which is presented in a separate document.

(3) Building Better Roads, approved in 2013, included a \$6.0 million contribution from the Utilities to be phased in over 3 years (\$2.0 million each year for 2014-2016). In previous years, this was recorded as a transfer from Utilities directly to the capital infrastructure reserve. In 2016, an accounting change was made to flow the \$6.0 million transfer through the operating budget. The revenues have been increased by \$2.0 million for 2014 actuals and 2014 budget and \$4.0 million in the 2015 budget with corresponding increases to the Road Maintenance service line in Schedule II General Expenditures.



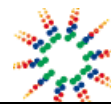
Schedule II General Expenditures

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
TAX-SUPPORTED SERVICES				
Arts, Culture & Events Venues				
Mendel Art Gallery- Remail Modern Art Gallery	3,069.5	3,069.5	3,661.1	5,026.1
SaskTel Centre	498.6	498.6	558.8	558.8
TCU Place	1,490.3	1,490.4	1,621.6	1,621.6
Arts, Culture & Events Venues	5,058.4	5,058.5	5,841.5	7,206.5
Community Support				
Animal Services	1,114.6	1,212.0	1,239.4	1,277.9
Community Development	3,160.8	3,168.0	3,376.1	3,518.0
Community Investments & Supports	9,036.3	8,775.6	9,495.7	9,533.4
Cemeteries	1,465.6	1,458.3	1,516.1	1,568.5
Community Support	14,777.4	14,613.9	15,627.3	15,897.8
Corporate Asset Management				
Facilities Management	7,157.9	7,644.7	7,961.5	8,536.6
Fleet Services	(21.1)	—	—	—
City-Owned Property- Land	2,257.9	2,517.8	2,107.7	2,159.3
Corporate Asset Management	9,394.8	10,162.5	10,069.2	10,695.9
Corporate Governance & Finance				
Legislative	1,299.5	1,506.6	1,541.7	1,562.1
City Manager's Office	653.8	647.1	656.4	675.4
City Clerk's Office	2,117.6	2,201.0	2,276.4	2,370.4
City Solicitor's Office	2,096.7	2,115.4	2,152.7	2,230.6
Corporate Support	16,282.5	17,865.0	18,276.4	18,848.0
General Services	3,845.4	3,153.8	3,801.1	6,212.4
Assessment & Taxation	3,279.7	3,551.2	3,561.0	3,672.1
Revenue Services	1,826.2	1,864.7	1,920.3	2,029.0
Financial Services	2,955.4	2,664.0	2,891.7	3,097.6
Subtotal Before Debt Servicing	34,356.9	35,568.8	37,077.7	40,697.6
Debt Servicing				
Debt Servicing	25,683.5	25,702.6	26,886.6	27,736.3
Corporate Governance & Finance	60,040.4	61,271.4	63,964.3	68,433.9
Environmental Health				
Environmental Program	541.8	501.1	474.2	480.4
Urban Forestry	3,260.9	3,365.5	3,504.8	3,565.8
Waste Reduction & Resource Recovery	951.5	799.9	823.7	890.0



Schedule II (cont.) General Expenditures

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Waste Handling Service	13,418.5	13,513.8	13,669.2	13,342.4
Pest Management	774.1	825.4	868.2	921.8
Environmental Health	18,946.9	19,005.7	19,340.1	19,200.4
Fire Services				
Fire Services	43,538.6	42,139.1	45,403.0	46,885.2
Emergency Measures	405.9	362.1	408.8	419.7
Fire Services	43,944.5	42,501.2	45,811.8	47,304.9
Policing				
Saskatoon Police Service	85,036.6	84,729.0	89,589.9	94,155.8
Policing	85,036.6	84,729.0	89,589.9	94,155.8
Recreation & Culture				
Spectator Ballfields	125.8	136.4	151.4	153.0
Marketing Services	570.1	586.3	599.2	609.4
Community Partnerships	311.8	249.6	356.8	369.0
Forestry Farm Park & Zoo	2,395.3	2,352.2	2,435.5	2,517.4
Indoor Rinks	2,240.3	2,314.0	2,333.3	2,373.8
Kinsmen Park Rides	46.7	40.6	—	—
Outdoor Pools	1,116.4	1,151.3	1,247.0	1,293.3
Outdoor Sports Fields	815.6	863.1	885.7	960.0
Parks Maintenance & Design	12,481.3	12,479.2	12,785.9	13,165.6
Playground & Recreation Areas	819.4	858.6	879.1	904.9
Program Research & Design	217.3	203.9	213.5	217.4
Rec/Competitive Facilities - Program	9,975.4	9,868.7	9,949.1	10,482.5
Rec/Competitive Facilities - Rentals	9,736.2	9,784.6	10,053.2	10,235.7
Targetted Programming	570.3	588.6	589.3	592.9
Albert Community Centre	232.9	238.7	226.9	228.4
Marr Residence	20.5	21.3	21.8	22.1
River Landing	356.5	143.1 ⁽¹⁾	115.5	180.7
Recreation & Culture	42,031.9	41,880.2	42,843.2	44,306.1
Taxation & General Revenues				
Property Levy ⁽⁴⁾	81.2	81.2	442.5	646.0
General Revenue	25.3	25.3	—	—
Fines & Penalties	4,595.5	3,300.9	3,833.5	4,233.5
Other Levies	1,083.7	1,034.8	1,033.3	1,049.5
Taxation & General Revenues	5,785.8	4,442.2	5,309.3	5,929.0
Transportation				
Transit Operations	37,294.0	38,489.7	40,104.7	40,827.3



**Schedule II (cont.)
General Expenditures**

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Access Transit	4,614.2	4,479.2	4,653.7	4,691.2
Transportation Services	7,574.8	7,108.3	7,757.2	8,400.9
Road Maintenance	26,792.7 ⁽³⁾	27,615.2 ⁽³⁾	33,560.1 ⁽³⁾	39,396.2
Snow & Ice Management	13,085.2	10,735.6	11,618.0	12,243.6
Street Cleaning & Sweeping	4,114.0	3,119.5	3,320.0	3,799.4
Bridges, Subways, Overpasses	4,083.4	4,162.8	5,163.3	5,323.2
Street Lighting	5,862.9	5,649.5	5,994.0	5,911.3
Parking	2,267.9	2,224.7	3,682.7	2,738.4
Engineering	610.7	741.0	745.5	764.1
Transportation	106,299.9	104,325.5	116,599.2	124,095.6
Urban Planning & Development				
Attainable Housing	358.1	422.0	424.3	424.9
Business Improvement Districts	107.7	107.7	107.7	107.7
Development Review	1,112.1	1,162.9	1,194.9	1,268.4
Regional Planning	334.7	349.5	358.5	366.9
Bylaw Compliance	512.9	502.2	500.6	641.5
Long Range Planning	264.1	278.0	292.0	297.0
Neighborhood Planning	511.6	524.8	538.6	549.0
Research & Mapping	393.1	429.8	439.4	459.5
Urban Design	2,560.0	2,485.5	2,485.5	2,485.5
Urban Planning & Development	6,154.3	6,262.4	6,341.5	6,600.4
TOTAL TAX-SUPPORTED SERVICES	397,470.8	394,252.5	421,337.3	443,826.3
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	6,109.1	6,545.4	6,590.4	6,647.9
Business Licenses	783.1	812.7	994.2	1,004.9
Golf Courses	3,524.8	3,780.0	3,935.9	3,896.6
Gordon Howe Campsite	590.5	552.6	585.2	627.6
Impound Lot	719.4	802.3	825.0	530.3
PotashCorp Playland	—	—	348.2	577.4
TOTAL NON TAX-SUPPORTED SERVICES	11,726.9	12,493.0	13,278.9	13,284.7
TOTAL EXPENDITURES⁽²⁾	409,197.7	406,745.5	434,616.2	457,111.0

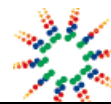
- (1) River Landing Property Levy was reclassified from General Revenues (Property Levy) to General Expenditures (River Landing) in the 2015 budget and forward. The reclassification has been adjusted for in the 2014 budget figures.
- (2) This schedule does not include Land Development which is presented in a separate document.
- (3) Building Better Roads, approved in 2013, included a \$6.0 million contribution from the Utilities to be phased in over 3 years (\$2.0 million each year for 2014-2016). In previous years, this was recorded as a transfer from Utilities directly to the capital infrastructure reserve. In 2016, an accounting change was made to flow the \$6.0 million transfer through the operating budget. The expenditures have been increased by \$2.0 million for 2014 actuals and 2014 budget and \$4.0 million in the 2015 budget with corresponding increases to Administration Recover line in Schedule I General Revenues.
- (4) The Property Levy service line expenditures is for Tax Loss Compensation for the East Sector and Boundary Alteration Annexation.



Schedule III Water Utility

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Revenues:				
Metered Revenue	50,034.8	50,773.4	53,752.0	58,786.4
Infrastructure Levy	7,106.3	7,169.0	9,006.9	10,862.5
Miscellaneous	297.0	135.8	137.2	138.6
Fire Protection Charge	681.5	681.5	696.6	715.1
Late Payment Penalties	139.3	152.0	153.5	155.0
Total Revenues	58,258.8	58,911.7	63,746.2	70,657.6
Expenditures:				
General	9,254.8	8,922.0	10,053.3	10,542.5
Laboratory	(98.7)	—	—	—
Treatment and Pumping	9,098.6	10,565.9	11,061.1	12,019.2
Buildings and Grounds	798.8	954.4	914.9	935.8
Meters	1,453.5	1,514.0	1,533.2	1,668.5
Watermains	8,559.4	7,200.8	7,535.1	7,929.1
Hydrants	584.7	1,309.5	1,335.2	1,365.3
Services	2,666.7	2,311.8	2,409.6	2,564.6
Contribution to Capital Reserves	14,432.5	14,504.2	19,642.4	20,802.1
Transfer to Stabilization Reserve	(332.4)	—	—	—
Debt Charges	11,840.9	11,629.1	9,261.4	11,090.5
Total Expenditures	58,258.8	58,911.7	63,746.2	68,917.6
SURPLUS (DEFICIT)⁽¹⁾	0.0	0.0	0.0	1,740.0

(1) 2016 is 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)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Revenues:				
Metered Revenue	36,113.7	36,716.1	40,461.0	42,910.6
Infrastructure Levy	9,813.4	9,900.0	12,438.1	18,921.7
Late Payment Penalties	92.9	100.0	101.0	102.0
Miscellaneous Revenue	1,620.3	973.9	769.2	905.8
Flood Protection Levy	3,768.8	3,300.0	3,697.0	—
Total Revenues	51,409.1	50,990.0	57,466.3	62,840.1
Expenditures:				
General	6,485.5	6,755.5	7,330.5	7,837.6
Laboratory	(18.9)	—	—	—
Lift Stations	1,762.5	1,289.3	1,395.6	1,741.9
Pollution Control Plant	7,056.7	7,445.0	7,694.9	7,594.6
Sludge Handling & Disposal	1,590.5	1,956.1	2,001.6	1,959.5
Sewer Engineering	304.2	416.5	434.1	451.3
Sewer Inspections	314.8	609.4	635.2	643.8
Sewer Maintenance	3,581.6	4,238.0	4,417.3	4,724.0
Service Connections	1,702.8	2,380.3	2,481.0	2,557.4
Debt Charges	6,194.6	6,338.2	4,244.7	5,096.1
Contribution to Capital Reserves	19,934.5	19,561.7	26,831.4	28,973.9
Transfer to Stabilization Reserve	2,500.2	—	—	—
Total Expenditures	51,409.1	50,990.0	57,466.3	61,580.1
SURPLUS (DEFICIT)⁽¹⁾	0.0	0.0	0.0	1,260.0

(1) 2016 is 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)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Revenues:				
Metered Revenue	134,643.2	135,239.6	138,457.2	140,201.5
Municipal Surcharge	13,464.3	13,394.1	13,842.7	14,020.2
Service Connection Fees	439.2	450.0	435.0	435.0
Miscellaneous	539.9	559.0	594.0	593.4
Tax Collection Commission	1.8	1.8	1.8	1.8
Late Payment Penalties	232.2	245.0	260.0	275.0
Landfill Gas Generation Revenue	848.0	616.4	1,100.0	1,332.0
Green Power Revenue	6.4	—	7.5	6.3
Total Revenues	150,175.0	150,505.9	154,698.2	156,865.2
Expenditures:				
General	25,143.1	25,428.5	26,109.5	26,439.9
Equipment	(213.6)	—	—	—
Custom Work	156.4	—	—	—
Power Purchased	77,360.4	78,811.8	81,555.8	83,335.6
Buildings and Grounds	756.3	772.4	792.4	807.1
Poles, Lines and Feeders	4,722.4	4,733.7	4,942.2	5,055.8
Substations	985.1	931.8	995.7	1,022.9
Street Lighting	1,552.8	1,136.4	1,283.5	1,323.6
Meters	1,139.8	1,288.3	1,343.8	1,367.0
System Operations	199.4	194.2	181.8	181.5
Landfill Gas Generation	848.0	616.4	1,100.0	1,332.0
Provision for Capital Extension	5,995.7	5,995.7	6,278.8	5,935.1
Provision for Capital Replacement	7,187.0	7,187.0	7,055.0	7,005.0
Transfer to Stabilization Reserve	—	—	—	—
Total Expenditures	125,833.0	127,096.2	131,638.5	133,805.5
SURPLUS (DEFICIT)⁽¹⁾	24,342.0	23,409.7	23,059.7	23,059.7

(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 Utility

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Revenues:				
Metered Revenue	5,368.8	6,056.1	6,184.2	6,000.0
Late Payment Penalties	9.5	10.1	10.1	10.6
Total Revenues	5,378.3	6,066.2	6,194.3	6,010.6
Expenditures:				
General	229.2	233.6	211.4	166.2
Storm Sewers Engineering	269.4	291.5	407.0	416.8
Storm Sewers Maintenance	1,314.3	1,756.4	1,830.7	1,857.7
Drainage	813.5	756.7	788.7	878.6
Contribution to Capital Reserves	3,028.0	3,028.0	2,956.5	2,691.3
Transfer to Stabilization Reserve	(276.1)	—	—	—
Total Expenditures	5,378.3	6,066.2	6,194.3	6,010.6
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VII Waste Services Utility

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Revenues:				
Residential Recycling Revenue	3,868.0	3,979.5	4,120.8	4,243.2
Compost Revenue	—	—	479.2	379.2
Multi-Unit Recycling Revenue	77.7	—	2,333.3	2,009.2
Leaves & Grass Revenue	708.5	942.7	275.0	357.5
Total Revenues	4,654.2	4,922.2	7,208.3	6,989.1
Expenditures:				
General	581.7	676.9	783.6	679.9
Contractor Services	4,293.7	3,991.2	6,092.7	5,977.2
Contribution to Capital Reserve	(130.6)	90.5	182.0	182.0
Transfer to Stabilization Reserve	(90.6)	163.6	150.0	150.0
Total Expenditures	4,654.2	4,922.2	7,208.3	6,989.1
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VIII Summary of Staff Years in Full-Time Equivalents (FTEs)

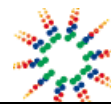
(FTEs)	2015 Budget	2016 Budget	FTE Change
TAX-SUPPORTED SERVICES			
Civic Operations			
Community Support	30.6	30.6	—
Corporate Asset Management	229.7 ⁽¹⁾	229.7	—
Corporate Governance & Finance	400.7	400.7	—
Environmental Health	106.3	107.3	1.0
Fire	334.0	334.0	—
Recreation & Culture	291.9 ⁽¹⁾	293.2	1.3
Transportation	603.3	603.1	(0.2)
Urban Planning & Development	42.7	41.6	(1.1)
Civic Operations	2,039.2	2,040.2	1.0
Boards			
Police	640.1	644.8	4.7 ⁽²⁾
Mendel Art Gallery-Remai Modern Art Gallery	28.7	31.1	2.4 ⁽³⁾
SaskTel Centre	47.7	47.7	—
TCU Place	65.6	65.4	(0.2)
Boards	782.1	789.0	6.9
TOTAL TAX-SUPPORTED SERVICES	2,821.3	2,829.2	7.9
NON TAX-SUPPORTED SERVICES			
Building and Plumbing Permits & Standards	57.0	57.0	—
Business Licenses	9.3	9.1	(0.2)
Golf Courses	24.8	24.8	—
Impound Lot	0.8	0.8	—
Potash Corp Playland	3.8	4.3	0.5
Gordon Howe Campsite	2.6	2.7	0.1
Utilities	337.4	338.4	1.0
TOTAL NON TAX-SUPPORTED SERVICES	435.7	437.1	1.4
CAPITAL	313.7	315.8	2.1
FTE TOTAL^(4,5)	3,570.7	3,582.1	11.4

- (1) The 2015 FTEs for Corporate Asset Management increased by 4.0 FTEs and Recreation and Culture decreased by 4.0 FTEs compared to the 2015 Approved Budget. The 4.0 FTEs were erroneously included in the Recreation and Culture business line and should have been included under the Corporate Asset Management business line.
- (2) The 4.7 FTEs increase includes an addition of 5.7 FTEs which is prorated for the 2016 budget year with an FTE increase impact to the 2017 budget of 2.3 FTEs. 4 Constables will be hired in January and 4 in August.
- (3) The addition of 2.4 FTEs is prorated for the 2016 budget year with an FTE increase impact to the 2017 budget of 5.2 FTEs. The 2.4 equivalent FTEs will be hired throughout 2016 to accommodate the Remai Modern Art Gallery's expected opening date of March 2017.
- (4) This schedule does not include Land Development which is presented in a separate document
- (5) This schedule does not include Saskatoon Public Library.



Schedule IX Future Operating Impacts of 2016 Funded Capital Projects

(\$000's)	2017	2018	2019
Corporate Governance & Finance			
1083 - CP-CORPORATE NETWORK EQUIPMENT REPL	15.0	—	—
1780 - CP-CORP NETWORK INFRASTRUCTURE	10.0	—	—
Corporate Governance & Finance	25.0	0.0	0.0
Fire Services			
2373 - FR-REPLACEMENT OF STATIONS - #3 AND #5	—	—	100.0
Fire Services	0.0	0.0	100.0
Policing			
2499 - POLICE-TECHNOLOGY REPLACEMENT	48.0	—	—
2611 - POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	52.0	—	—
Policing	100.0	0.0	0.0
Recreation & Culture			
1595 - CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	8.4	—	—
1658 - CY-PARKS NEW SATELLITE MTNC BLDG	11.4	9.0	—
1664 - CY-GORDON HOWE COMPLEX PARKING UPGRADE	10.0	—	—
2354 - CY-ACCESSIBLE PLAYGROUNDS	22.0	—	—
2528 - CY-DOG PARK DEVELOPMENT	9.0	—	—
Recreation & Culture	60.8	9.0	0.0
Transportation			
1522 - TU-TRAFFIC NOISE ATTENUATION	116.3	116.2	—
2265 - TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	37.9	—	—
2318 - TR-MAINTENANCE MANAGEMENT SYSTEM	25.0	—	—
Transportation	179.2	116.2	0.0
Urban Planning and Development			
2460 - CY-REGIONAL PLANNING	150.0	—	—
Urban Planning and Development	150.0	0.0	0.0
TOTAL OPERATING IMPACTS	515.0	125.2	100.0



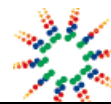
Schedule X Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
SERVICE LINE ORDER BASED ON CIVIC SURVEY RESULTS			
Road Maintenance		Base Budget	29,292.0
		Revenue Increase	13.3
	Inflation	Expenditure Increase	4,149.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 1.95% Dedicated Road Levy (0.09% back lanes & boundary roads, 0.65% primary network & 1.21% neighbourhood network) & final phase-in of utility contribution to roadways.	5,686.9
		Total Expenditure Increase	9,836.1
		2016 Budget	39,114.8
Snow & Ice Management		Base Budget	11,084.8
		Revenue Increase	26.3
	Inflation	Expenditure Increase	188.3
	Internal Transfers	Expenditure Decrease: 0.01 FTE staffing transfer to Bylaw Compliance (Bylaw Inspector).	(7.7)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Expanded anti-icing & sidewalk clearing programs.	445.0
		Total Expenditure Increase	625.6
		2016 Budget	11,684.1
Street Cleaning & Sweeping		Base Budget	3,320.0
		Revenue Change	—
	Inflation	Expenditure Increase	479.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	479.4
		2016 Budget	3,799.4
Bridges, Subways, Overpasses		Base Budget	5,163.3
		Revenue Change	—
	Inflation	Expenditure Increase	9.9
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Increase to Bridge Major Repairs Reserve (committed capital phase-in).	150.0
	Service Level Adj		—
		Total Expenditure Increase	159.9
		2016 Budget	5,323.2



Schedule X (cont.)
Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
Policing		Base Budget	80,066.2
		Revenue Increase	308.2
	Inflation	Expenditure Increase	3,488.6
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: 8 new constables, police building CBCM reserve phase-in, operating impacts for e-ticket computer support & payroll system software, and video camera maintenance. Cost saving reductions were identified for the use of vehicles and office equipment.	839.3
	Service Level Adj	Expenditure Increase: Centre of Responsibility program and staffing costs, one Automated Speed Enforcement staff, partially offset by the decrease of two government seconded staff.	238.0
		Total Expenditure Increase	4,565.9
		2016 Budget	84,323.9
Transportation Services		Base Budget	7,643.3
		Revenue Increase	184.6
	Inflation	Expenditure Increase	200.8
	Internal Transfers	Expenditure Decrease: 0.90 FTE staffing transfer to Bylaw Compliance (Bylaw Inspector).	(103.5)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Increase contribution to Traffic Noise Attenuation Reserve (0.20% of property tax), and Active Transportation Reserve (0.10% of property tax).	546.4
		Total Expenditure Increase	643.7
		2016 Budget	8,102.4
Fire Services		Base Budget	44,576.1
		Revenue Decrease	(138.8)
	Inflation	Expenditure Increase	1,482.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1,482.2
		2016 Budget	46,197.1
Water Utility		Base Budget	—
		Revenue Increase	6,911.4
	Inflation	Expenditure Increase	5,872.3
	Internal Transfers	Expenditure Increase: Utilities contribution to Road Maintenance (fully offset in revenue).	843.6
	Growth/Cont Impr	Expenditure Increase: Watermain maintenance & Hydrant contractual services, fleet costs, equipment maintenance and material increases, chemicals.	250.5
	Service Level Adj	Expenditure Decrease: Equipment consulting services for pumping storage (reduced requirement).	(55.0)
		Total Expenditure Increase	6,911.4
		2016 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
Wastewater Utility		Base Budget	—
		Revenue Increase	5,373.8
	Inflation	Expenditure Increase	3,949.9
	Internal Transfers	Expenditure Increase: Utilities contribution to Road Maintenance (fully offset in revenue).	994.1
	Growth/Cont Impr	Expenditure Increase: New lift station cleaning, 1.0 FTE (stores supervisor), sewer maintenance, inspections & service connection contractual services, supplies & asset purchases.	429.8
	Service Level Adj		—
		Total Expenditure Increase	5,373.8
		2016 Budget	—
Transit Operations		Base Budget	24,612.6
		Revenue Decrease	(900.0)
	Inflation	Expenditure Increase	598.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Operating costs for increased service to Evergreen neighbourhood (includes 1.0 FTE).	123.7
		Total Expenditure Increase	722.6
		2016 Budget	26,235.2
Long Range Planning		Base Budget	291.1
		Revenue Change	—
	Inflation	Expenditure Increase	5.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	5.0
		2016 Budget	296.1

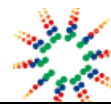
Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
REMAINING SERVICE LINES ARE GROUPED ALPHABETICALLY BY BUSINESS LINE			
Arts, Culture & Events Venues			
Mendel Art Gallery-Remai Modern Art Gallery		Base Budget	3,661.1
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: To accommodate the requirements to operate the new gallery once fully operational.	1,365.0
	Service Level Adj		—
		Total Expenditure Increase	1,365.0
		2016 Budget	5,026.1



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
SaskTel Centre		Base Budget	558.8
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2016 Budget	558.8
TCU Place		Base Budget	1,621.6
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2016 Budget	1,621.6
Community Support			
Animal Services		Base Budget	596.4
		Revenue Decrease	(3.7)
	Inflation	Expenditure Increase	30.5
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Operating cost of the Dog Park Development capital project.	8.0
	Service Level Adj		—
		Total Expenditure Increase	38.5
		2016 Budget	638.6
Cemeteries		Base Budget	176.7
		Revenue Increase	88.0
	Inflation	Expenditure Increase	24.7
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Purchase of two new Columbaria.	27.7
		Total Expenditure Increase	52.4
		2016 Budget	141.1
Community Development		Base Budget	3,179.3
		Revenue Increase	6.0
	Inflation	Expenditure Increase	139.5
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Annual grant funding for the new Rosewood & Evergreen Association.	2.4
	Service Level Adj		—
		Total Expenditure Increase	141.9
		2016 Budget	3,315.2



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Community Investments & Supports		Base Budget	9,495.7
		Revenue Change	—
	Inflation	Expenditure Decrease	(24.5)
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Cultural and social grant increase.	42.2
	Service Level Adj	Expenditure Increase: First year (of five) phase-in of the Public Art policy annual contribution.	20.0
		Total Expenditure Increase	37.7
		2016 Budget	9,533.4

Corporate Asset Management

City-Owned Property - Land		Base Budget	(428.3)
		Revenue Decrease	(9.2)
	Inflation	Expenditure Increase	51.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	51.6
		2016 Budget	(367.5)
Facilities Management		Base Budget	7,872.4
		Revenue Decrease	(12.0)
	Inflation	Expenditure Increase	397.9
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Operating impacts from Pleasant Hill spray pool upgrade for utilities, maintenance & reserve contribution.	27.2
	Service Level Adj	Expenditure Increase: Increased contribution to Facility Site Replacement Reserve.	150.0
		Total Expenditure Increase	575.1
		2016 Budget	8,459.5
Fleet Services		Base Budget	—
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2016 Budget	—

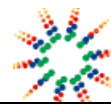
Corporate Governance & Finance

Assessment & Taxation		Base Budget	3,556.5
		Revenue Increase	20.0
	Inflation	Expenditure Increase	91.1
	Internal Transfers	Expenditure Increase: Reclassification of cost recovery to revenue.	20.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	111.1
		2016 Budget	3,647.6



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
City Clerk's Office		Base Budget	2,286.4
		Revenue Increase	16.0
	Inflation	Expenditure Increase	67.7
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Operating impacts of capital projects.	26.3
	Service Level Adj		—
		Total Expenditure Increase	94.0
		2016 Budget	2,364.4
City Manager's Office		Base Budget	656.4
		Revenue Change	—
	Inflation	Expenditure Increase	19.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	19.0
		2016 Budget	675.4
City Solicitor's Office		Base Budget	1,920.9
		Revenue Increase	46.2
	Inflation	Expenditure Increase	77.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	77.9
		2016 Budget	1,952.6
Corporate Support		Base Budget	18,225.4
		Revenue Increase	19.8
	Inflation	Expenditure Increase	496.6
	Internal Transfers	Expenditure Decrease: Transfer of office expense & cell phone costs to Bylaw Compliance.	(1.0)
	Growth/Cont Impr	Expenditure Increase: Operating impacts of capital projects.	76.0
	Service Level Adj		—
		Total Expenditure Increase	571.6
		2016 Budget	18,777.2
Debt Servicing		Base Budget	19,703.5
		Revenue Decrease	(6.6)
	Inflation	Expenditure Decrease	(14.5)
	Internal Transfers	Expenditure Decrease: Reclassification of a debt charge to a capital contribution (future fire hall phase-in), & transfer additional funds to General Payroll.	(735.8)
	Growth/Cont Impr	Expenditure Increase: Capital investments associated to the Civic Facilities funding plan phase-ins.	1,600.0
	Service Level Adj		—
		Total Expenditure Increase	849.7
		2016 Budget	20,559.8



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Financial Services		Base Budget	2,891.7
		Revenue Change	—
	Inflation	Expenditure Increase	205.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	205.9
		2016 Budget	3,097.6
General Services		Base Budget	406.9
		Revenue Increase	6,060.4
	Inflation	Expenditure Increase	1,190.5
	Internal Transfers	Expenditure Increase: Reclassification of a debt charge to a capital contribution (future fire hall phase-in) & additional funds to RCE for completion of the Transit Dart System (P2320). Partially decreased by one-time funding to Mendel.	1,020.8
	Growth/Cont Impr	Expenditure Increase: Increased contribution for the Future Fire Hall growth plan.	200.0
	Service Level Adj		—
		Total Expenditure Increase	2,411.3
		2016 Budget	(3,242.2)
Legislative		Base Budget	1,541.7
		Revenue Change	—
	Inflation	Expenditure Increase	20.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	20.4
		2016 Budget	1,562.1
Revenue Services		Base Budget	1,843.9
		Revenue Increase	27.2
	Inflation	Expenditure Increase	93.7
	Internal Transfers	Expenditure Increase: Reclassification of cost recovery to revenue.	15.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	108.7
		2016 Budget	1,925.4

Environmental Health

Environmental Program		Base Budget	474.2
		Revenue Change	—
	Inflation	Expenditure Increase	6.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	6.2
		2016 Budget	480.4



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Pest Management		Base Budget	863.2
		Revenue Change	—
	Inflation	Expenditure Increase	53.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	53.6
		2016 Budget	916.8
Urban Forestry		Base Budget	3,504.8
		Revenue Change	—
	Inflation	Expenditure Increase	61.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	61.0
		2016 Budget	3,565.8
Waste Handling Service		Base Budget	7,321.0
		Revenue Increase	191.8
	Inflation	Expenditure Decrease	(320.6)
	Internal Transfers	Expenditure Decrease: WCB reduction.	(3.9)
	Growth/Cont Impr	Expenditure Decrease: Increased metal recovery at the landfill, providing a cost savings/reduction.	(2.3)
	Service Level Adj		—
		Total Expenditure Decrease	(326.8)
		2016 Budget	6,802.4
Waste Reduction & Resource Recovery		Base Budget	815.5
		Revenue Change	—
	Inflation	Expenditure Increase	78.3
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Decrease: No longer provide a separate program for milk jug & tin bin collection (at the recycling depots).	(12.0)
		Total Expenditure Increase	66.3
		2016 Budget	881.8
Fire Services			
Emergency Measures		Base Budget	408.8
		Revenue Change	—
	Inflation	Expenditure Increase	10.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.9
		2016 Budget	419.7



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Recreation & Culture			
Albert Community Centre		Base Budget	69.6
		Revenue Change	—
	Inflation	Expenditure Increase	1.5
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1.5
		2016 Budget	71.1
Community Partnerships		Base Budget	341.8
		Revenue Increase	1.8
	Inflation	Expenditure Increase	10.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Advertising to businesses for the delivery of recreation programs & services in parks (100% revenue recovered).	1.8
		Total Expenditure Increase	12.2
		2016 Budget	352.2
Forestry Farm Park & Zoo		Base Budget	1,599.5
		Revenue Increase	64.9
	Inflation	Expenditure Increase	84.1
	Internal Transfers	Expenditure Decrease: WCB reduction.	(2.2)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	81.9
		2016 Budget	1,616.5
Golf Courses		Base Budget	—
		Revenue Decrease	(39.3)
	Inflation	Expenditure Decrease	(39.3)
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(39.3)
		2016 Budget	—
Gordon Howe Campsite		Base Budget	—
		Revenue Increase	42.4
	Inflation	Expenditure Increase	42.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	42.4
		2016 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Indoor Rinks		Base Budget	276.7
		Revenue Decrease	(46.2)
	Inflation	Expenditure Increase	39.2
	Internal Transfers	Expenditure Increase: WCB decrease offset by advertising increase.	1.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	40.5
		2016 Budget	363.4
Marketing Services		Base Budget	599.2
		Revenue Change	—
	Inflation	Expenditure Increase	10.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.2
		2016 Budget	609.4
Marr Residence		Base Budget	21.3
		Revenue Change	—
	Inflation	Expenditure Increase	0.3
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.3
		2016 Budget	21.6
Outdoor Pools		Base Budget	806.7
		Revenue Increase	7.0
	Inflation	Expenditure Increase	46.3
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	46.3
		2016 Budget	846.0
Outdoor Sports Fields		Base Budget	347.0
		Revenue Increase	38.5
	Inflation	Expenditure Increase	39.4
	Internal Transfers	Expenditure Increase: Staffing increases, partially offset by the Speedskating facility's operating reductions.	0.9
	Growth/Cont Impr	Expenditure Increase: Operating impacts of Gordon Howe upgrades & sportfield improvements.	34.0
	Service Level Adj		—
		Total Expenditure Increase	74.3
		2016 Budget	382.8



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Parks Maintenance & Design		Base Budget	12,633.4
		Revenue Increase	3.5
	Inflation	Expenditure Increase	349.7
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Park pathway & shelter belt maintenance (to better meet public expectations).	30.0
		Total Expenditure Increase	379.7
		2016 Budget	13,009.6
Playground & Recreation Areas		Base Budget	879.1
		Revenue Change	—
	Inflation	Expenditure Increase	13.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: New recreation program leader for Willowgrove spray pad (includes 0.3 FTE).	12.2
		Total Expenditure Increase	25.8
		2016 Budget	904.9
PotashCorp Playland		Base Budget	—
		Revenue Increase	229.2
	Inflation	Expenditure Decrease	(14.2)
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Operational costs associated to the new facility (staffing, advertising, maintenance, contractual services, etc.).	243.4
		Total Expenditure Increase	229.2
		2016 Budget	—
Program Research & Design		Base Budget	213.5
		Revenue Change	—
	Inflation	Expenditure Increase	3.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.9
		2016 Budget	217.4
Rec-Competitive Facilities - Program		Base Budget	3,676.8
		Revenue Increase	313.9
	Inflation	Expenditure Increase	531.5
	Internal Transfers	Expenditure Increase: Transfer from Rec-Competitive Facilities - Rentals.	1.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	533.4
		2016 Budget	3,896.3



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Rec-Competitive Facilities - Rentals		Base Budget	4,199.1
		Revenue Increase	333.6
	Inflation	Expenditure Increase	184.4
	Internal Transfers	Expenditure Decrease: Transfer to Rec-Competitive Facilities - Program.	(1.9)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	182.5
		2016 Budget	4,048.0
River Landing		Base Budget	—
		Revenue Increase	65.2
	Inflation	Expenditure Increase	65.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	65.2
		2016 Budget	—
Spectator Ballfields		Base Budget	151.4
		Revenue Change	—
	Inflation	Expenditure Increase	1.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1.6
		2016 Budget	153.0
Targeted Programming		Base Budget	578.9
		Revenue Change	—
	Inflation	Expenditure Increase	3.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.6
		2016 Budget	582.5

Taxation & General Revenues

Fines and Penalties		Base Budget	(8,252.7)
		Revenue Increase	415.5
	Inflation	Expenditure Increase	400.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	400.0
		2016 Budget	(8,268.2)
General Revenue		Base Budget	(54,333.1)
		Revenue Increase	5,171.7
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2016 Budget	(59,504.8)



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Grants in Lieu of Taxes		Base Budget	(34,524.4)
		Revenue Increase	1,214.8
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
	Total Expenditure Change		—
	2016 Budget		(35,739.2)
Municipal Revenue Sharing Grant		Base Budget	(47,439.3)
		Revenue Increase	1,094.0
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
	Total Expenditure Change		—
	2016 Budget		(48,533.3)
Other Levies		Base Budget	(839.0)
		Revenue Increase	120.8
	Inflation	Expenditure Increase	16.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
	Total Expenditure Increase		16.2
	2016 Budget		(943.6)
Property Levy		Base Budget	(192,301.7)
		Revenue Increase	12,624.6
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Tax loss compensation for municipal boundary annexation.	203.5
	Service Level Adj		—
	Total Expenditure Increase		203.5
	2016 Budget		(204,722.8)

Transportation

Access Transit		Base Budget	3,412.8
		Revenue Change	—
	Inflation	Expenditure Increase	37.5
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
	Total Expenditure Increase		37.5
	2016 Budget		3,450.3
Engineering		Base Budget	745.5
		Revenue Change	—
	Inflation	Expenditure Increase	18.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
	Total Expenditure Increase		18.6
	2016 Budget		764.1



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Impound Lot		Base Budget	—
		Revenue Decrease	(294.7)
	Inflation	Expenditure Increase	5.1
	Internal Transfers	Expenditure Decrease: Reclassification of revenues to cost recovery.	(299.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(294.7)
		2016 Budget	—
Parking		Base Budget	(3,224.6)
		Revenue Decrease	(1,000.0)
	Inflation	Expenditure Decrease	(834.3)
	Internal Transfers	Expenditure Decrease: A reduction in revenue for River Landing parking correlates to this decrease in the transfer to reserve.	(110.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(944.3)
		2016 Budget	(3,168.9)
Street Lighting		Base Budget	5,964.4
		Revenue Increase	1.5
	Inflation	Expenditure Decrease	(109.7)
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Electrical costs of street lights for new development areas.	27.0
	Service Level Adj		—
		Total Expenditure Decrease	(82.7)
		2016 Budget	5,880.2

Urban Planning & Development

Attainable Housing		Base Budget	424.3
		Revenue Change	—
	Inflation	Expenditure Increase	0.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.6
		2016 Budget	424.9
Building and Plumbing Permits & Standards		Base Budget	—
		Revenue Increase	57.5
	Inflation	Expenditure Increase	57.5
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	57.5
		2016 Budget	—



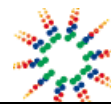
Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Business Improvement Districts		Base Budget	107.7
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2016 Budget	107.7
Business Licenses		Base Budget	—
		Revenue Increase	10.7
	Inflation	Expenditure Increase	45.7
	Internal Transfers	Expenditure Decrease: Transfer staffing costs to recreation facilities.	(35.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.7
		2016 Budget	—
Bylaw Compliance		Base Budget	394.3
		Revenue Increase	23.4
	Inflation	Expenditure Increase	22.1
	Internal Transfers	Expenditure Increase: 1.0 FTE staffing transfer from Transportation Services and Snow & Ice Mgmt (bylaw inspector).	118.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	140.9
		2016 Budget	511.8
Development Review		Base Budget	463.2
		Revenue Increase	103.0
	Inflation	Expenditure Increase	38.5
	Internal Transfers	Expenditure Increase: 0.20 FTE staffing transfer from Business Licenses (manager of Planning & Development).	35.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	73.5
		2016 Budget	433.7
Neighbourhood Planning		Base Budget	538.6
		Revenue Change	—
	Inflation	Expenditure Increase	10.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.4
		2016 Budget	549.0



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Regional Planning		Base Budget	358.5
		Revenue Change	—
	Inflation	Expenditure Increase	8.0
	Internal Transfers	Expenditure Increase: Increase in office expense.	0.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	8.4
		2016 Budget	366.9
Research & Mapping		Base Budget	422.1
		Revenue Change	—
	Inflation	Expenditure Increase	20.1
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	20.1
		2016 Budget	442.2
Urban Design		Base Budget	2,485.5
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2016 Budget	2,485.5
Utilities			
Saskatoon Light & Power		Base Budget	—
		Revenue Increase	2,167.0
	Inflation	Expenditure Increase	2,118.2
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Fleet costs due to new development areas.	48.8
	Service Level Adj		—
		Total Expenditure Increase	2,167.0
		2016 Budget	—
Storm Water Management		Base Budget	—
		Revenue Decrease	(183.7)
	Inflation	Expenditure Decrease	(185.4)
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Storm sewer maintenance staff training.	1.7
	Service Level Adj		—
		Total Expenditure Decrease	(183.7)
		2016 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Waste Services Utility		Base Budget	—
		Revenue Decrease	(219.2)
	Inflation	Expenditure Decrease	(373.0)
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Residential recycling contractual fee increases & the Leaves & Grass program costs of collection calendars.	153.8
	Service Level Adj		—
		Total Expenditure Decrease	(219.2)
		2016 Budget	—
TOTAL CIVIC SERVICES		Base Budget	—
		Revenue Increase	26,494.8
	Inflation		14,469.8
	Internal Transfers		(86.7)
	Growth/Cont Impr		4,598.6
	Service Level Adj		7,513.1
		Total Expenditure Increase	26,494.8
		2016 Budget	—
TOTAL UTILITIES		Base Budget	—
		Revenue Increase	14,049.3
	Inflation		11,382.0
	Internal Transfers		1,837.7
	Growth/Cont Impr		884.6
	Service Level Adj		(55.0)
		Total Expenditure Increase	14,049.3
		2016 Budget	—

Saskatoon Public Library

Library Property Levy		Base Budget	(19,273.2)
		Revenue Increase	1,873.0
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2016 Budget	(21,146.2)
Saskatoon Public Library		Base Budget	19,273.2
		Revenue Decrease	(1.8)
	Inflation	Expenditure Increase	480.6
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: 8.0 new FTE's, lease & maintenance costs for the new Stonebridge branch. 7.0 additional FTE's due to city growth. Increased costs for research, surveys, consultants & computer upgrades.	1,209.8
	Service Level Adj	Expenditure Increase: Staff training, updated copier services & increased program offerings.	180.8
		Total Expenditure Increase	1,871.2
		2016 Budget	21,146.2



Schedule X *(cont.)*
Summary of Operating Budget Changes *[Part 2]*

Service Line	Change Type	Explanation	(\$000's)
TOTAL SASKATOON PUBLIC LIBRARY		Base Budget	—
		Revenue Increase	1,871.2
	Inflation		480.6
	Internal Transfers		—
	Growth/Cont Impr		1,209.8
	Service Level Adj		180.8
		Total Expenditure Increase	1,871.2
		2016 Budget	—



Schedule XI Summary of Pressure Points Not Included

(\$000's)

SERVICE LINE ORDER BASED ON CIVIC SURVEY RESULTS

Road Maintenance

40% of three additional Engineering Technologist positions required to assist with the management and administration of the contract work related to Building Better Roads initiative.	91.4
Training Department Superintendent \$100.0; \$50.0 mill rate impact if this position is required to oversee the expanding Public Works equipment operator training program.	50.0
Costs associated with operating equipment, cleanup of illegally dumped rubble and maintenance of an expanded roadway infrastructure and boundary roads.	445.8

Snow & Ice Management

40% of three additional Engineering Technologist positions required to assist with the management and administration of the contract work related to Building Better Roads initiative.	91.4
Costs associated with the staff training, vehicles and equipment rentals, maintenance and operation of expanded roadways.	665.0

Street Cleaning & Sweeping

20% of three additional Engineering Technologist positions required to assist with the management and administration of the contract work related to Building Better Roads initiative.	45.7
Costs associated with equipment repairs and rental, sign management and towing, maintenance and operation of expanded roadways.	499.0

Transportation Services

Costs associated with the new transportation model; a shortfall in the provision for staff training at the Sign Shop; and increased costs for Myovision traffic counting services.	28.1
\$45.2 required to maintain and operate traffic signals and signage plus the phase in of \$88.5 for LED signal change outs.	133.7

Transit Operations

Four additional positions required to increase customer satisfaction, comfort and cleanliness of buses. These positions include an Integrated Transportation System (ITS) Technologist, two Labourers and a Supervisor position.	277.6
Inflationary increases for various costs including licenses, insurance and software contracts.	481.0

REMAINING SERVICE LINES ARE GROUPED ALPHABETICALLY BY BUSINESS LINE

COMMUNITY SUPPORT

Cemeteries

The budget provided for the burial of a deceased person with limited financial means of \$35.0 is approximately \$18.0 less than the 2014 actual expenditures.	18.0

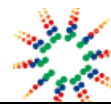
Community Investments and Support

The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival, special runs, etc.) that require civic services, road closures, onsite garbage cans, street sweeping, etc.	111.0
In August 2014, City Council approved a recommendation for civic administration to negotiate a \$70.0 programming partnership with the Children's Discovery Museum. This program services agreement is to be in place by 2018. Not included is the first year phase-in of this annual program grant.	20.0
The process for receiving and approving requests for the Stand Alone Grants Program was approved in 2015 for implementation in 2016. The grant recipients have requested an increase in funding. A modest increase of 3% would amount to a total increase of \$15.2.	15.2



Schedule XI (cont.) Summary of Pressure Points Not Included

	(\$000's)
CORPORATE ASSET MANAGEMENT	
Facilities Management	
Capital renewal funding in the Civic Buildings Comprehensive Maintenance Reserve, combined with cumulative funding deficit.	620.0
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 \$200.0.	590.9
CORPORATE GOVERNANCE & FINANCE	
City Clerk's Office	
1.0 FTE for an Access and Privacy Assistant. This position would support the work of the City Clerk's Office in administering the requirements of The Local Authority Freedom of Information and Protection of Privacy Act.	80.0
Corporate Support	
A Customer Advocate & Liaison position (within Transportation & Utilities Business Administration Division) would help manage customer inquiries and complaints to City Council. The total cost of this position is \$107.1 with \$42.8 being supported by the mill rate.	42.8
ENVIRONMENTAL HEALTH	
Urban Forestry	
Although \$25.0 in funding has been identified for Dutch Elm Disease (DED) under Pest Management, this is just the first phase to prevent the loss of trees to DED and to increase public awareness. Not included is \$170.0 for elm tree maintenance and public awareness.	170.0
Additional contract tree maintenance in the order of \$80.0 is required to maintain the desired pruning cycle service level of 1 in 7 years for new tree inventory added in 2015 and 2016.	80.0
Waste Reduction & Resource Recovery	
Although \$50.0 has been added to the HHW program in 2016, based on current success and participation levels, an additional \$50.0 in funding will be required in 2017 (as identified in the March 23rd report to City Council).	50.0
RECREATION AND CULTURE	
Parks Maintenance & Design	
New parks and open space growth area in 2016 is approximately 29 hectares, including 10 hectares of irrigated space, which has a higher maintenance cost than areas without irrigation. Not included in the budget are the costs to maintain these new parks for staffing, water, supplies, maintenance and equipment.	270.0
In dry years, the irrigation budget is not sufficient to maintain the existing park inventory in a reasonable state, which requires one inch of irrigation water per week even in years of normal rainfall.	206.0
Rec-Competitive Facilities-Rentals	
A Facility Equipment Reserve is required to purchase new fitness equipment that is worn out. This will maintain an appropriate lifecycle replacement program and meet customer expectations.	27.4
TRANSPORTATION	
Access Transit	
Three additional buses, with operators, for an operating impact of \$392.4 plus a one-time capital allocation of \$375.0. This would increase the service capacity and allow for a decrease in service denials from the current level of 8.0%. Canadian Urban Transit Association notes the acceptable range to be around 2.0%.	767.4



Schedule XI (cont.)
Summary of Pressure Points Not Included

(\$000's)

URBAN PLANNING & DEVELOPMENT

Bylaw Compliance

Bylaw Inspector (1.0 FTE; \$81.6) and a Customer Service Clerk (1.0 FTE; \$68.4) are needed in order to meet the prescribed mandate of the Community Standards Division, and meet reasonable citizen expectations. It is anticipated that \$60.0 would be cost recovered through new fees and charges, resulting in a net mill rate increase of \$90.0.

90.0

TOTAL⁽¹⁾ **5,967.4**

(1) For further details on the risk and how the Not Included items summarized above are being addressed in the 2016 budget, please see the operating budget summary in each service line.



Schedule XII Capital Reserve Sufficiency

	Forecast	2016		Balance	2017		Balance	2018-2020		Balance	Unfunded	Total
(\$000's)	Jan 1/16	Source	Appl	Dec/16	Source	Appl	Dec/17	Source	Appl	Dec/20	Projects	Dec/20
Civic Departments:												
Access Transit Reserve ⁽²⁾	36	418	(425)	29	253	(250)	32	758	(750)	40	—	40
Active Transportation Reserve	39	500	(525)	14	500	(500)	14	1,500	(1,500)	14	(3,900)	(3,886)
Animal Services Reserve	68	30	(30)	68	30	—	98	90	(120)	68	—	68
Auto Garbage Container Repl	19	346	(244)	121	358	(256)	223	1,153	(847)	529	—	529
Bridge Major Repairs	1,547	4,684	(6,231)	—	6,359	(789)	5,570	11,627	(16,680)	517	(9,484)	(8,967)
Campsite ^(1, 9)	478	104	(250)	332	118	—	450	436	—	886	—	886
Civic Bldgs Comp Mtnce	832	7,441	(7,741)	532	7,799	(8,330)	1	24,581	(23,433)	1,149	(625)	524
Civic Radio Replace & Expansion	20	300	(320)	—	360	(350)	10	1,090	(1,100)	—	—	—
Civic Veh & Equip Disp/Acq'n	—	—	—	—	—	—	—	—	—	—	—	—
Civic Vehicles & Equip Repl	350	5,281	(5,281)	350	6,797	(7,128)	19	20,400	(17,292)	3,127	—	3,127
Computer Equipment Repl	378	657	(800)	235	673	(750)	158	2,122	(2,225)	55	—	55
Corporate Capital Reserves	654	2,390	(2,455)	589	2,440	(2,450)	580	7,376	(5,358)	2,598	—	2,598
Dedicated Lands	2,395	47	(825)	1,617	39	(450)	1,206	106	—	1,312	—	1,312
Dedicated Roadways	887	15	—	902	15	—	917	45	—	962	—	962
Facilities Site Repl	—	200	(200)	—	350	(350)	—	1,700	(1,700)	—	—	—
Fire Apparatus	900	844	(575)	1,169	870	(651)	1,388	2,769	(4,206)	(49)	—	(49)
Fire - Small Equipment Repl	118	260	(258)	120	268	(228)	160	853	(969)	44	—	44
Forestry Farm Auditorium	35	6	—	41	7	—	48	19	—	67	—	67
Forestry Farm Development ⁽¹⁾	101	48	(61)	88	48	(78)	59	143	(83)	119	—	119
Forestry Farm Park & Zoo Capital	10	162	(150)	22	162	(150)	34	486	(270)	250	—	250
Golf Course Capital Reserve ⁽¹⁾	842	452	(830)	464	460	(250)	674	472	(500)	646	—	646
Grounds Maintenance Equip Repl	187	347	(320)	214	357	(432)	139	1,138	(1,035)	242	—	242
Heritage Fund Reserve	141	48	(67)	122	48	(54)	116	143	(53)	206	—	206
Infra Expansion - Transp ⁽⁷⁾	1,532	1,971	(2,770)	733	1,971	(1,300)	1,404	5,913	(4,280)	3,037	(5,810)	(2,773)
Infra Repl - Parks	(1,344)	941	—	(403)	953	—	550	2,931	—	3,481	—	3,481
Infra Repl - Storm	3,611	2,692	(5,414)	889	2,692	(2,520)	1,061	8,076	(8,001)	1,136	—	1,136
Infra Repl - W & S ⁽⁸⁾	(11,264)	19,978	(16,076)	(7,362)	20,057	(15,942)	(3,247)	52,251	(47,894)	1,110	—	1,110
IT Digital Data Res	10	42	—	52	43	(70)	25	137	(75)	87	—	87
IT Systems Development	691	124	(550)	265	124	—	389	373	—	762	—	762
Landfill Replacement ⁽⁵⁾	(2,294)	2,813	(1,250)	(731)	3,038	(1,410)	897	9,520	(15,650)	(5,233)	—	(5,233)
Leisure Serv Equip Repl ⁽²⁾	893	363	(115)	1,141	364	(115)	1,390	1,091	(345)	2,136	—	2,136
Park Enhancement Reserve ^(1, 4)	133	299	(102)	330	299	(379)	250	899	(1,033)	116	—	116
Parking Capital Reserve	814	135	(595)	354	135	(100)	389	405	(310)	484	—	484
Parks (Grounds Maint) Equip Acq Res	211	163	(211)	163	163	(100)	226	490	(500)	216	—	216
Paved Roadways Infra Reserve	38	29,010	(29,010)	38	29,010	(29,010)	38	87,030	(87,030)	38	(1,300)	(1,262)
Printing and Mail Equipment Repl	166	20	—	186	20	—	206	60	(136)	130	—	130
Public Works Bldgs Civic Facilities	76	15	—	91	15	—	106	45	—	151	—	151
Riverlanding Capital Reserve	226	73	(10)	289	73	(10)	352	220	(30)	542	—	542
Saskatoon Light & Power Extension	(4,943)	5,940	(5,894)	(4,897)	5,961	(5,455)	(4,391)	17,762	(17,679)	(4,308)	—	(4,308)
Saskatoon Light & Power Repl	6,986	7,005	(7,260)	6,731	6,473	(7,175)	6,029	19,027	(20,590)	4,466	—	4,466
Snow & Ice Mgmt Equip Reserve	2	265	—	267	265	—	532	795	—	1,327	—	1,327
Street Clean/Sweep Equip Acq'n Res	131	27	—	158	27	—	185	81	—	266	—	266
Streetscape - BID ⁽¹⁾	3,027	2,461	(2,686)	2,802	2,461	(4,102)	1,161	7,383	(8,343)	201	—	201
Streetscape - City Wide ⁽¹⁾	524	12	—	536	—	—	536	—	—	536	—	536



Schedule XII (cont.) Capital Reserve Sufficiency

	Forecast	2016		Balance	2017		Balance	2018-2020		Balance	Unfunded	Total
(\$000's)	Jan 1/16	Source	Appl	Dec/16	Source	Appl	Dec/17	Source	Appl	Dec/20	Projects	Dec/20
Traffic Noise Attenuation	2,002	1,849	(3,446)	405	1,849	(1,900)	354	5,547	(5,700)	201	—	201
Traffic Safety Reserve	227	1,100	(1,120)	207	1,100	(995)	312	3,300	(3,005)	607	(4,760)	(4,153)
Trans Infra Reserve	(13)	3,535	(3,522)	—	3,514	(3,514)	—	10,542	(10,542)	—	(4,680)	(4,680)
Transit Additional Veh Repl	134	100	—	234	100	—	334	300	(490)	144	(490)	(346)
Transit Capital Projects ⁽⁶⁾	107	957	(940)	124	857	(850)	131	2,571	(2,250)	452	—	452
Transit Vehicles Repl	272	895	(850)	317	996	(1,040)	273	2,987	(3,120)	140	—	140
Transportation Equip Acquisition Res	217	59	(150)	126	59	(75)	110	177	(175)	112	—	112
Trunked Radio System Infr Res	304	401	(380)	325	441	(435)	331	1,529	(1,759)	101	—	101
Unified Communications Reserve	150	50	(25)	175	50	(25)	200	150	(75)	275	—	275
Waste Minimization ⁽¹⁾	—	—	—	—	—	—	—	—	—	—	—	—
Wastewater Coll & Treat Repl	1,583	3,210	(4,476)	317	3,176	(2,752)	741	9,655	(8,848)	1,548	—	1,548
Wastewater Treatment Capital	8,658	6,842	(15,054)	446	8,013	(8,387)	72	29,844	(19,930)	9,986	—	9,986
Water Supply Repl	2,274	1,953	(1,195)	3,032	1,838	(3,270)	1,600	5,154	(5,862)	892	—	892
Waterworks Capital Projects Res	3,846	8,010	(11,630)	226	13,058	(13,226)	58	69,005	(52,614)	16,449	—	16,449
Subtotal	29,024	127,891	(142,319)	14,595	137,506	(127,602)	24,499	434,257	(404,387)	54,369	(31,049)	23,320
Boards and Commissions:												
Albert Comm Centre Repair	7	22	(20)	9	—	—	9	90	(90)	9	—	9
SaskTel Centre Equip Repl	358	230	(263)	325	230	(198)	357	690	(379)	668	—	668
SaskTel Centre Fac. Enhancement	1,393	530	(500)	1,423	530	(500)	1,453	1,590	(1,500)	1,543	—	1,543
Remai Modern Art Gallery Cap Equip Repl	11	71	(73)	8	71	(53)	25	212	(213)	23	—	23
Police Radio	542	273	(325)	490	273	(325)	438	819	(975)	282	—	282
Police Facility Renovations	530	150	(200)	480	150	(150)	480	450	(200)	730	—	730
Police Oper Equip & Tech Adv.	171	1,188	(1,221)	138	1,188	(1,928)	(602)	3,564	(3,570)	(608)	—	(608)
Public Library Capital Expan	13,192	537	—	13,729	545	—	14,274	1,651	(2,150)	13,775	—	13,775
Public Library Equip Repl	1,871	160	(201)	1,830	160	(200)	1,790	478	(600)	1,668	—	1,668
Public Library Francis Morrison Mtnc	1,146	330	(261)	1,215	331	(261)	1,284	997	(784)	1,497	—	1,497
Public Library JS Wood Mtnc	139	56	(30)	166	77	(30)	214	233	(88)	358	—	358
Public Library Mayfair Mtnc	31	15	(12)	34	20	(12)	43	62	(35)	70	—	70
Public Library Alice Turner Mtnc	539	99	(77)	561	99	(77)	584	300	(231)	653	—	653
Public Library New Central Library	6,075	1,852	—	7,928	2,376	—	10,304	10,439	(4,350)	16,393	—	16,393
Public Library Information Technology	249	3	(66)	186	4	(66)	125	4	—	128	—	128
TCU Place Capital Exp	2,375	231	—	2,606	231	—	2,837	693	—	3,530	—	3,530
TCU Place Equipment Repl	3,659	534	(459)	3,734	536	(291)	3,979	1,625	(1,438)	4,166	—	4,166
Subtotal	32,289	6,281	(3,707)	34,862	6,820	(4,090)	37,592	23,895	(16,603)	44,884	0	44,884
TOTAL RESERVE SUFFICIENCY	61,313	134,172	(146,027)	49,458	144,326	(131,693)	62,091	458,152	(420,990)	99,253	(31,049)	68,204

- (1) Applications include contributions to operations
- (2) Subject to operating budget approval
- (3) Applications include commitment to innovative housing incentives
- (4) Applications include commitment to community cost-shared projects
- (5) Source includes a portion of tipping fees
- (6) Source includes debt retirement
- (7) Opening balance reflects \$5.884M for P2000 which is to be repaid over 5 years (ending year 2015)
- (8) Includes the Flood Protection Program
- (9) Applications include contributions to capital projects



Schedule XIII Funded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
Arts, Culture and Events Venues						
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	460	291	59	1,299	80	2,189
1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	263	198	73	183	123	840
1834 REMAI ART GALLERY- EQUIPMENT PURCHASES	73	53	41	86	86	339
Arts, Culture and Events Venues	796	542	173	1,568	289	3,368
Community Support						
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	150	—	—	—	—	150
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	100	—	50	—	50	200
Community Support	250	0	50	0	50	350
Corporate Asset Management						
0877 AF-CITY-WIDE RADIO TRUNKING SYST	380	435	439	900	420	2,574
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,741	8,590	7,536	7,976	7,871	39,714
1356 AF-V&E ADD'L VEHICLES & EQUIPT	211	100	300	100	100	811
1357 AF-V&E REPL'T VEHICLES & EQUIPT	5,281	7,128	5,692	5,700	5,900	29,701
1523 AF-RADIO TRUNKING SYSTEM EXPANSION	320	350	350	350	400	1,770
1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	50	50	50	50	50	250
1584 CIVIC OPERATIONS CENTRE	—	—	8,000	20,500	22,500	51,000
1949 AF-CIVIC ACCOMMODATION	550	550	3,050	3,050	3,050	10,250
2180 AF-CIVIC FACILITY SITE MAINTENANCE	200	350	500	600	600	2,250
Corporate Asset Management	14,733	17,553	25,917	39,226	40,891	138,320
Corporate Governance & Finance						
1083 CP-CORPORATE NETWORK EQUIPMENT REPL	375	525	575	600	600	2,675
1364 CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT	950	100	100	100	100	1,350
1580 CY-BOOKING & REGISTRATION SYSTEM REPLACEMENT	150	—	—	—	—	150
1581 CY-POSSE UPGRADE	150	—	—	—	—	150
1780 CP-CORP NETWORK INFRASTRUCTURE	125	125	125	125	125	625
1883 CK-ELECTRONIC RECORDS MANAGEMENT	—	155	84	85	84	408
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	—	50	—	90	—	140
1885 CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	125	—	—	—	—	125
1977 CP-LOCAL AREA NETWORK & DATA SECURITY	—	100	75	—	—	175
2079 AF-PROPERTY REASSESSMENT	250	100	—	100	250	700
2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT	—	—	—	—	136	136
2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	—	—	300	—	—	300
Corporate Governance & Finance	2,125	1,155	1,259	1,100	1,295	6,934
Environmental Health						
1475 US-AUTO'D GARBAGE CONTAINER REPL	346	358	371	384	398	1,857



Schedule XIII (cont.) Funded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1662 CY-ELM TREE INVENTORY	50	50	—	—	—	100
2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	—	1,000	2,500	1,500	—	5,000
2051 US-LANDFILL OPTIMIZATION	1,000	—	700	3,000	6,500	11,200
2184 US-WASTE CHARACTERIZATION STUDY	250	—	—	—	—	250
2186 US-WASTE MANAGEMENT STRATEGIC PLAN	—	410	—	—	—	410
Environmental Health	1,646	1,818	3,571	4,884	6,898	18,817
Fire Services						
0582 FR-APPAR-REFURB/REPL/ADD'L	260	268	276	284	293	1,381
1914 FR-NEW STATION - NORTHWEST SASKATOON	—	—	—	—	800	800
2373 FR-REPLACEMENT OF STATIONS - #3 AND #5	1,200	5,385	2,000	4,500	—	13,085
2379 FR-APPARATUS REPLACEMENT	575	651	894	1,935	1,378	5,433
2380 FR- FIRE STATION #11 - HOLMWOOD	—	—	871	—	—	871
2504 FR-NEW EQUIPMENT	320	390	—	—	—	710
Fire Services	2,355	6,694	4,041	6,719	2,471	22,280
Policing						
2119 POLICE-RADIO REPLACEMENT	325	325	325	325	325	1,625
2389 POLICE-FLEET ADDITIONS	250	470	170	170	170	1,230
2489 POLICE-FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	55	349	58	74	418	954
2498 POLICE-EQUIPMENT EXPANSION	300	390	—	50	—	740
2499 POLICE-TECHNOLOGY REPLACEMENT	706	664	869	399	1,307	3,945
2610 POLICE-TECHNOLOGY EXPANSION	160	525	110	135	150	1,080
2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	100	—	—	—	—	100
2614 POLICE-OPERATIONAL REVIEW	200	—	—	—	—	200
2615 POLICE - PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM	50	100	50	—	—	200
Policing	2,196	2,873	1,632	1,203	2,420	10,324
Recreation & Culture						
0677 AF-ALBERT COMM CENTRE RENOS	50	—	—	60	—	110
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	320	432	410	265	360	1,787
0706 CY-LEIS SERV-FACILITY EQUIP REPL	115	115	115	115	115	575
1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	152	—	—	—	—	152
1637 CY-GORDON HOWE CAMPGROUND EAST WASHROOM	250	—	—	—	—	250
1648 CY-PARK IRRIGATION UPGRADES	575	—	—	—	—	575
1653 CY-PARK DRAINAGE	150	—	—	—	—	150
1658 CY-PARKS NEW SATELLITE MTNC BLDG	445	270	90	810	—	1,615
1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	100	—	—	—	—	100
1665 CY-ICE ARENA PARTNERSHIP	1,000	—	—	—	—	1,000
1876 AF-TENNIS COURT-ACRYLIC SURFACE	—	50	—	50	—	100



**Schedule XIII (cont.)
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1938 AF-PLAY STRUCTURE UPGRDE AND REPL	100	900	—	—	—	1,000
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	600	—	—	—	—	600
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	200	200	150	120	—	670
2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	830	250	500	200	210	1,990
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	—	330	335	275	275	1,215
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	140	—	—	—	—	140
2354 CY-ACCESSIBLE PLAYGROUNDS	400	—	—	—	—	400
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	415	—	—	—	—	415
2474 CY-HUDSON BAY AREA DISTRICT PARKS	50	—	—	—	—	50
2528 CY-DOG PARK DEVELOPMENT	150	—	60	—	60	270
Recreation & Culture	6,042	2,547	1,660	1,895	1,020	13,164
Saskatoon Public Library						
0838 LIBR-EQUIPMENT REPLACEMENT	201	200	200	200	200	1,001
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	—	—	—	6,000	500	6,500
Saskatoon Public Library	201	200	200	6,200	700	7,501
Transportation						
0583 TR-REPLACE/REFURB BUSES	850	6,290	1,340	1,340	1,340	11,160
0584 TR-ADDITIONAL BUSES	—	—	—	490	—	490
0631 TU-TRAFFIC SAFETY IMPROVEMENTS	100	100	100	100	100	500
0671 TR-AUXILIARY VEH/EQUIP	100	100	100	100	100	500
0832 CY-CENTER MEDIAN REHABILITATION	—	224	224	224	224	896
0835 TU-COLLECTOR ROAD PRESERVATION	4,700	4,700	4,700	4,700	4,700	23,500
0836 TU-ARTERIAL ROAD PRESERVATION	6,100	6,100	6,100	6,100	6,100	30,500
0837 TU-LANE REHAB & DRAINAGE IMPROV	1,647	1,800	1,800	1,800	1,800	8,847
0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD	150	150	150	150	150	750
0959 TU-UPGRADE BOUNDARY ROADS	280	260	260	260	260	1,320
1036 TU-TRAFFIC CONTROL UPGRADES	100	300	300	300	300	1,300
1041 TU-BENCHMARK REHABILITATION	50	—	50	—	50	150
1137 TU-BICYCLE FACILITIES	375	425	375	425	425	2,025
1194 TR- ENGINE OVERHAUL	300	350	350	350	350	1,700
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	50	75	50	75	50	300
1504 TU-TRAFFIC PLAN IMPLEMENTATION	310	260	200	250	200	1,220
1505 TU-TRAFFIC SIGNAL UPGRADE-INFRA	390	375	375	375	375	1,890
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	390	375	375	375	375	1,890
1507 TU-GUARDRAILS	110	100	100	100	100	510
1512 TU-NEIGHBOURHOOD TRAFFIC REVIEW	350	250	250	250	250	1,350
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	200	180	180	180	180	920
1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	495	100	60	60	60	775
1522 TU-TRAFFIC NOISE ATTENUATION	15,455	—	—	—	—	15,455
1526 TU-CIRCLE DR BRIDGE REPAIR	—	—	200	2,470	—	2,670



Schedule XIII (cont.)
Funded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1531 TU-LOCAL ROADS PRESERVATION	10,600	11,700	11,700	11,700	11,700	57,400
1532 TU-SIDEWALK PRESERVATION	3,910	2,810	2,810	2,810	2,810	15,150
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	500	300	6,955	—	—	7,755
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	100	100	100	100	100	500
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	—	—	100	1,714	1,814
1890 TU-EXPRESSWAY ROAD PRESERVATION	4,636	3,700	3,700	3,700	3,700	19,436
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	50	100	—	—	—	150
2043 TU-CURB REPLACEMENT/REHABILITATION	505	200	200	200	200	1,305
2044 TU-GRAVEL STREETS UPGRADES	1,000	1,000	1,000	1,000	—	4,000
2095 ACCESS TRANSIT-BUS REPLACEMENTS	375	250	250	250	250	1,375
2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	100	100	100	100	230	630
2234 TU-WALKWAY MANAGEMENT	110	90	90	90	90	470
2235 TU-INTERSECTION IMPROVEMENTS	1,750	500	350	400	300	3,300
2241 TU-TRUCK ENFORCEMENT/EDUCATION	50	—	50	—	50	150
2257 TU-CIRCLE DR OVER 33RD ST NB/SB	—	200	1,924	—	—	2,124
2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	150	75	50	75	50	400
2267 TU-IDYLWYLD DR FWY OVER RUTH ST	5,500	—	—	—	—	5,500
2269 TU-ACCOMMODATION CONSTRUCTION	50	50	50	50	50	250
2273 TU-108TH ST OVER CIRCLE DRIVE	—	—	—	100	1,200	1,300
2317 TR-SHELTERS/BENCHES	200	200	100	100	100	700
2318 TR-MAINTENANCE MANAGEMENT SYSTEM	250	—	—	—	—	250
2322 TR-COUNT ROOM EQUIPMENT	50	—	—	—	—	50
2323 TR-RIDERSHIP GROWTH INITIATIVES	150	200	200	200	200	950
2393 TU-TAYLOR/CIRCLE DRIVE	—	—	—	900	—	900
2395 TU-CIRCLE DRIVE/14TH ST-NB	—	—	—	—	150	150
2398 TU-ATTRIDGE DR/CIRCLE DR OVERPASS	—	—	—	—	100	100
2404 TU-CIRCLE DRIVE/IDYLWYLD	231	—	—	—	—	231
2406 TU-MINOR BRIDGE REPAIRS	—	289	289	289	289	1,156
2421 TU-MINOR INTERSECTION IMPROVEMENTS	—	100	50	50	50	250
2428 TU-FUNCTIONAL PLANNING STUDIES	50	—	—	—	—	50
2429 CY-LICENSE PLATE RECOGNITION SYSTEM	—	—	—	65	65	130
2433 TU-8TH STREET & CPR GRADE SEPARATION	—	—	—	20,000	—	20,000
2434 TU-HWY 11 & HWY 16 CLOVERLEAF	200	—	—	—	—	200
2436 TU-CORRIDOR PLANNING STUDIES	75	75	75	—	—	225
2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	100	—	—	—	—	100
2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	100	120	170	170	170	730
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	—	—	300	900	—	1,200
2448 TU-ADVANCED TRAVELER INFORMATION SYS	120	—	—	—	—	120
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	600	—	—	—	—	600
2546 CY-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	100	—	—	—	—	100



**Schedule XIII (cont.)
Funded Capital Investments**

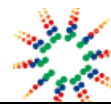
(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
2548 TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	150	150	150	150	100	700
2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	—	—	50	—	—	50
2588 ACCESS TRANSIT- BUS ADD ON	50	—	—	—	—	50
2589 TR-TECHNOLOGY PLAN	190	—	—	—	—	190
Transportation	64,504	44,823	48,352	63,973	41,157	262,809

Urban Planning and Development

2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210	—	—	—	—	210
2162 CY-URBAN DESIGN - BIDS	1,700	3,100	1,600	1,600	2,035	10,035
2460 CY-REGIONAL PLANNING	371	—	—	—	—	371
2551 CY-ACTIVE TRANSPORTATION PLAN	75	—	—	—	—	75
Urban Planning and Development	2,356	3,100	1,600	1,600	2,035	10,691

Utilities

0687 WWT-ASSET REPLACEMENT	4,476	2,752	2,391	2,990	3,469	16,078
0720 SL&P-CAPACITOR INSTALLATIONS	—	—	150	—	—	150
0724 SL&P-REVENUE METER-NEW & REPLACEMENT	1,700	1,650	250	250	250	4,100
0736 SL&P-CUSTOMER UPGRADES AND EXTENSIONS	2,750	2,400	2,400	2,400	2,600	12,550
0812 SL&P-GEOGRAPHIC INFORMATION SYSTEM GIS	100	—	—	—	—	100
0825 SL&P-STREET LIGHT UPGRADES	60	160	160	265	265	910
1016 SL&P-NEIGHBOURHOOD STREET LIGHT UPGRDS	200	—	200	—	200	600
1018 SL&P-MONITORING SYSTEM UPGRADE (SCADA)	210	150	150	150	750	1,410
1019 SL&P-SUBSTATION UPGRADE-W. J. BUNN	—	—	50	500	500	1,050
1054 WTP-ASSET REPLACEMENT	1,195	3,271	1,517	715	3,630	10,328
1055 WTP-AUTOMATIC METER READING CONV	2,600	2,756	2,921	3,024	—	11,301
1174 SL&P-STREET LIGHTS-LAND DEVELOPMENT	2,958	1,500	1,500	1,500	1,500	8,958
1210 WTP-FILTER PLANT UPGRADE/EXPANSION	—	—	899	8,373	—	9,272
1243 WWT- LIFT STATION UPGRADES	4,087	3,248	873	1,189	1,805	11,202
1250 SL&P-ADVANCED METERING INFRASTRUCTURE	350	—	—	—	—	350
1251 SL&P-SUBSTATION-138 kV SWITCHING	350	350	50	50	50	850
1253 SL&P-SUBSTATION UPGRADE-NORTH CENTRAL	—	—	—	—	300	300
1255 SL&P-DISTRIBUTION-EQUIPMENT UPGRADE	250	200	300	200	100	1,050
1257 SL&P-SUBSTATION SECURITY IMPROVEMENTS	120	120	120	120	120	600
1259 SL&P-SUBSTATION TAP CHANGER OIL TREAT.	75	75	—	—	—	150
1268 SL&P-NETWORK VAULTS	50	—	—	—	—	50
1269 SL&P-NORTH DOWNTOWN DEVELOPMENT	—	—	—	720	720	1,440
1272 SL&P-BUILDINGS & GROUNDS	450	250	375	250	250	1,575
1281 SL&P-SUSTAIN POWER GENERATION OPTIONS	200	200	200	200	200	1,000
1282 SL&P-STREET LIGHTS-MITIGATION	900	870	870	770	780	4,190
1283 SL&P-15KV FDR UPGRADE-RIVER CROSSING	100	100	—	—	—	200
1286 SL&P-ELEC SYS PLANNING STUDIES	—	—	205	—	205	410



**Schedule XIII (cont.)
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1295 SL&P-NETWORK-MAJOR ASSETS	400	—	400	—	400	1,200
1296 SL&P-NETWORK-CIVIL INFRASTRUCTURE	300	300	300	300	300	1,500
1297 SL&P-NETWORK-PRIMARY LINES	600	200	600	200	—	1,600
1298 SL&P-NETWORK-SECONDARY LINES	—	60	60	60	—	180
1299 SL&P- NETWORK-PROTECTION & CONTROL	260	260	260	260	260	1,300
1301 SL&P-SUBSTATION COMMUNICATION UPGRADE	300	250	250	250	250	1,300
1303 SL&P-AVE C FEEDER #2-TRAFFIC BRIDGE	—	150	—	—	—	150
1305 SL&P-FEEDER UPGRADES/REPLACEMENT	2,025	1,875	1,875	1,875	1,875	9,525
1308 SL&P-15 KV CONV-INTERMED SUBSTATIONS	1,150	500	800	950	1,000	4,400
1310 SL&P-UTILITY-RESEARCH & DEVELOPMENT	50	140	140	145	145	620
1315 SL&P-138 KV TRANSMISSION LINE UPGRADE	—	1,750	1,750	1,750	1,750	7,000
1316 SL&P-TRANSMIS POLE/STRUCTURE UPGRADES	100	100	120	120	—	440
1326 SL&P-SUBSTATION MONITORING SYS UPGRADE	200	250	200	250	200	1,100
1329 SL&P-SUBSTATION RELAY UPGRADES	—	350	500	250	500	1,600
1332 SL&P-SUBSTATION SERVICE LIFE EXTENSION	415	400	300	300	300	1,715
1350 SL&P-SUBSTATION BUILDING & GROUND RENO	—	150	150	100	100	500
1352 SL&P-LIFE CYCLE MANAGEMENT	150	100	—	—	—	250
1353 SL&P-EQUIPMENT UPGRADE & REPLACEMENT	235	247	635	185	635	1,937
1493 TU-EAST RIVERBANK STABILIZATION	3,200	250	300	250	300	4,300
1501 TU-UPGRD FLETCHER RD SANITARY LIFT STATN	3,300	—	—	—	—	3,300
1615 TU-WATER DISTRIBUTION	7,335	7,335	7,335	7,335	7,335	36,675
1616 TU-WASTE WATER COLLECTION	4,815	4,815	4,815	4,815	4,815	24,075
1617 TU-PRIMARY WATER MAINS	1,900	1,900	1,900	1,900	1,900	9,500
1618 TU-SANITARY SEWER TRUNKS	1,792	1,792	1,792	1,792	1,792	8,960
1619 TU-STORM SEWER TRUNK	879	901	923	947	970	4,620
1620 TU-STORM SEWER COLLECTION	835	856	877	899	921	4,388
1621 TU-STORM SEWER POND PRESERVATION	350	359	367	377	386	1,839
1677 TU-STORM WATER MGMT UTILITY BILLING	150	154	158	161	165	788
2053 WWT-SCREEN REPLACEMENT	2,517	—	—	—	—	2,517
2197 WTP-WATER CONSERVATION INITIATIVE	75	—	—	—	—	75
2214 WTP-WATER SYSTEM ASSESSMENT	—	—	—	—	200	200
2219 WTP-N.E. SECTOR RESERVOIR	—	—	2,809	26,515	27,322	56,646
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	—	2,827	1,124	1,163	—	5,114
2224 WWT-LIQUID WASTE HAULERS STATION	3,500	—	—	—	—	3,500
2229 WWT-PRIMARY 25kVa Loop	2,500	—	—	—	—	2,500
2230 WWT-EXPECTED UPGRADES	—	530	562	2,907	3,009	7,008
2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	200	100	100	100	100	600
2555 WTP-PCS & ICT RISK ELIMINATION	1,500	—	—	—	—	1,500
2559 WTP-SAND SEPARATORS	—	4,240	—	—	—	4,240
2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	1,000	—	—	—	—	1,000
2561 WTP-EXPECTED UPGRADES	500	1,590	1,685	5,815	6,018	15,608



Schedule XIII (cont.)
Funded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
2563 WTP-LOW LIFT UPGRADE	1,000	4,240	—	—	—	5,240
2564 WTP-DRAIN LINE	1,500	—	—	—	—	1,500
2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	11,305	7,208	—	—	—	18,513
2567 WWTP-RELINING CELL	—	2,120	3,933	—	—	6,053
2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	—	—	—	3,198	3,310	6,508
2573 WTP-ROOF REPAIR	500	—	—	—	—	500
2577 WWTP-PEP 6TH PUMP	—	409	—	—	—	409
2578 WWTP-DOWNSTREAM USER STUDY	—	—	337	—	—	337
2579 WWTP-DIGESTER TANK 4	—	8,480	12,389	—	—	20,869
2580 WWTP-DIGESTER CLEANING FACILITY	—	—	—	2,326	—	2,326
Utilities	80,019	77,240	65,327	91,161	83,952	397,699
TOTAL FUNDED CAPITAL PROJECTS	177,223	158,545	153,782	219,529	183,178	892,257



Schedule XIV Unfunded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
Community Support						
1650 CY-NEW MUNICIPAL CEMETERIES	—	80	—	—	—	80
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	—	150	150	150	150	600
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	475	275	325	550	—	1,625
Community Support	475	505	475	700	150	2,305
Corporate Governance & Finance						
1829 AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	1,000	1,000	—	—	—	2,000
Corporate Governance & Finance	1,000	1,000	0	0	0	2,000
Fire Services						
2506 FR- 1 HALL ADDITION / REFURBISHMENT	—	—	—	—	8,100	8,100
Fire Services	0	0	0	0	8,100	8,100
Recreation & Culture						
1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	—	300	350	350	350	1,350
1635 CY-DIEFENBAKER PARK MASTER PLAN	—	200	—	—	—	200
1648 CY-PARK IRRIGATION UPGRADES	—	400	295	625	—	1,320
1653 CY-PARK DRAINAGE	—	100	50	50	50	250
1658 CY-PARKS NEW SATELLITE MTNC BLDG	—	135	—	—	—	135
1938 AF-PLAY STRUCTURE UPGRADE AND REPL	—	—	675	675	675	2,025
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	—	—	800	—	800	1,600
1940 AF-GREENHOUSE REPLACEMENT	150	1,350	—	—	—	1,500
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	—	125	425	150	—	700
2114 CY-VICTORIA PARK - UPGRADES	420	375	310	—	—	1,105
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	—	250	250	—	—	500
2352 CY-PERMANENT BOAT LAUNCH SITE	—	130	—	—	—	130
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	—	605	520	235	—	1,360
2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	—	55	495	—	—	550
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	—	—	2,745	—	—	2,745
2474 CY-HUDSON BAY AREA DISTRICT PARKS	—	65	1,620	1,665	2,140	5,490
2476 CY-NEW RECREATION COMPLEX	—	—	—	—	3,500	3,500
2528 CY-DOG PARK DEVELOPMENT	—	230	40	—	40	310
2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	—	2,000	9,800	10,000	—	21,800
Recreation & Culture	570	6,320	18,375	13,750	7,555	46,570
Transportation						
0584 TR-ADDITIONAL BUSES	—	490	—	—	—	490
0832 CY-CENTER MEDIAN REHABILITATION	—	151	—	176	76	403
0837 TU-LANE REHAB & DRAINAGE IMPROV	117	—	—	—	—	117



**Schedule XIV (cont.)
Unfunded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD	200	200	200	200	200	1,000
0959 TU-UPGRADE BOUNDARY ROADS	255	275	275	275	275	1,355
1036 TU-TRAFFIC CONTROL UPGRADES	200	—	—	—	—	200
1137 TU-BICYCLE FACILITIES	200	150	200	150	150	850
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	350	25	50	25	—	450
1504 TU-TRAFFIC PLAN IMPLEMENTATION	410	140	200	150	200	1,100
1507 TU-GUARDRAILS	210	220	225	225	225	1,105
1512 TU-NEIGHBOURHOOD TRAFFIC REVIEW	—	100	100	100	100	400
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	170	180	120	65	65	600
1526 TU-CIRCLE DR BRIDGE REPAIR	—	—	—	1,900	—	1,900
1528 TU-SPADINA CRES BRIDGE	—	—	566	—	—	566
1531 TU-LOCAL ROADS PRESERVATION	1,100	—	—	—	—	1,100
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	—	—	2,635	—	—	2,635
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	234	—	—	—	234
1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	343	—	—	—	—	343
1638 TU-BACK LANE TREE TRIMMING	50	50	50	50	50	250
1893 TU-IDYLWYLD DRIVE/51ST ST OVERPASS REHAB	—	1,633	—	—	—	1,633
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	100	—	—	—	—	100
2020 TU-17TH STREET CORRIDOR EXTENSION	—	—	—	2,475	—	2,475
2037 TU-SNOW MANAGEMENT FACILITIES	—	—	7,729	50	150	7,929
2040 TU-UNDERWATER PIER INSPECTIONS	105	—	—	—	—	105
2043 TU-CURB REPLACEMENT/REHABILITATION	—	275	275	275	275	1,100
2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	150	150	130	130	—	560
2234 TU-WALKWAY MANAGEMENT	40	—	—	—	—	40
2251 CY-IMPOUND LOT	—	—	100	1,640	—	1,740
2259 TU-PW SATELLITE YARDS	—	—	6,082	50	100	6,232
2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	327	—	—	—	—	327
2401 TU-PEDESTRIAN CROSSING STRUCTURES	—	—	347	—	—	347
2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	155	—	—	—	—	155
2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	—	—	164	—	—	164
2404 TU-CIRCLE DRIVE/IDYLWYLD	1,075	—	—	—	—	1,075
2421 TU-MINOR INTERSECTION IMPROVEMENTS	350	200	200	200	200	1,150
2425 TU-UNDERGROUND ENCROACHMENTS	100	100	—	—	—	200
2428 TU-FUNCTIONAL PLANNING STUDIES	—	50	50	50	50	200
2436 TU-CORRIDOR PLANNING STUDIES	25	25	25	—	—	75
2437 TU-11TH STREET REALIGNMENT	—	—	—	—	5,600	5,600
2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	400	—	—	—	—	400
2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	70	50	—	—	—	120
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	1,500	—	1,800	—	—	3,300
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	—	11,000	19,250	29,300	29,050	88,600



**Schedule XIV (cont.)
Unfunded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	450	400	400	400	400	2,050
Transportation	8,452	16,098	41,173	37,886	37,166	140,775
Urban Planning and Development						
1508 CY-CITY ENTRANCE SIGNS	—	—	150	—	150	300
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	—	210	210	210	210	840
2166 CY-URBAN DESIGN - CITY-WIDE	—	—	4,000	—	—	4,000
Urban Planning and Development	0	210	4,360	210	360	5,140
TOTAL UNFUNDED CAPITAL PROJECTS	10,497	24,133	64,383	52,546	53,331	204,890



Schedule XV Reserve for Capital Expenditures

RCE FUNDED (\$000's)	2016		2017		2018		2019		2020		Operating Impact		
	Cost	Budget	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	2017	2018	2019
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS*	600	600	—	—	800	800	—	—	800	800			
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION*	575	50	275	—	375	—	550	—	50	—			
2541 CY-GROWTH PLAN TO HALF MILLION IMPLEMENTATION*	600	600	13,700	700	19,250	750	29,300	250	29,050	250			
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION*	210	210	210	210	210	210	210	210	210	210			
2471 CY-KINSMEN PARK & AREA - MASTER PLAN*	415	415	—	—	2,745	2,745	—	—	—	—			
2528 CY-DOG PARK DEVELOPMENT*	150	120	230	230	100	40	—	—	100	40	9		
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE*	150	150	150	150	150	150	150	150	150	150			
1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE*	100	100	—	—	—	—	—	—	—	—	10		
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT*	140	140	605	605	520	520	235	235	—	—			
2354 CY-ACCESSIBLE PLAYGROUNDS**	400	285	—	—	—	—	—	—	—	—	22		
1885 CK-COUNCIL CHAMBER UPGRADE*	125	125	—	—	—	—	—	—	—	—			
TOTAL RCE FUNDED REQUESTS (\$2.795 million)	3,465	2,795	15,170	1,895	24,150	5,215	30,445	845	30,360	1,450	41	0	0

RCE UNFUNDED (\$000's)	2016		2017		2018		2019		2020		Operating Impact		
	Cost	Budget	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	2017	2018	2019
2114 CY-VICTORIA PARK - UPGRADES*	420	420	375	375	310	310	—	—	—	—			
1658 CY-PARKS NEW SATELLITE MTNC BLDG*	445	—	405	135	90	—	810	—	—	—	11	9	
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION*	200	—	325	125	575	425	270	150	—	—			
1938 AF-PLAY STRUCTURE UPGRADE AND REPL*	100	—	900	—	675	675	675	675	675	675			
2474 CY-HUDSON BAY AREA DISTRICT PARKS*	50	—	65	65	1,620	1,620	1,665	1,665	2,140	2,140			
1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING*	—	—	300	300	350	350	350	350	350	350			
1635 CY-DIEFENBAKER PARK MASTER PLAN*	—	—	200	200	—	—	—	—	—	—			
1650 CY-NEW MUNICIPAL CEMETERIES**	—	—	80	80	—	—	—	—	—	—			
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE*	—	—	250	250	250	250	—	—	—	—			
2352 CY-PERMANENT BOAT LAUNCH SITE*	—	—	130	130	—	—	—	—	—	—			
2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS*	—	—	55	55	495	495	—	—	—	—			
1508 CY-CITY ENTRANCE SIGNS*	—	—	—	—	150	150	—	—	150	150			
2166 CY-URBAN DESIGN - CITY-WIDE*	—	—	—	—	4,000	4,000	—	—	—	—			
2251 CY-IMPOUND LOT**	—	—	—	—	100	100	1,640	1,640	—	—			
2476 CY-NEW RECREATION COMPLEX**	—	—	—	—	—	—	—	—	3,500	3,500			
TOTAL RCE UNFUNDED REQUESTS	1,215	420	3,085	1,715	8,615	8,375	5,410	4,480	6,815	6,815	11	9	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

City of Saskatoon

2016 Preliminary

CAPITAL PROJECT DETAILS

FOR CITY COUNCIL REVIEW,
NOVEMBER 30, DECEMBER 1 & 3, 2015

The projects contained in this section are sorted by project number order. An index is included at the back of the section that cross references the Business Lines these projects are budgeted within.

0582 FR-APPAR-REFURB/REPL/ADD'L

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Morgan Hackl
Asset Type	Fire Apparatus	Est. End Date	-

Project Description

This project provides the replacement, refurbishment, and/or addition of fire fighting equipment, in accordance with the Capital Reserves Bylaw.

General Comments

The estimates include the replacement of Self Contained Breathing Apparatus (SCBA) (\$25,000), Radio equipment (\$67,000), thermal imaging camera (\$12,000), Rescue Tools (\$52,000), Fire Hose (\$32,000), EMS Defibrillator and equipment (\$3,000), water rescue equipment including dive packs, regulators, vests (\$10,000), dangerous goods equipment including detectors, monitors, chemicals (\$24,000), technical equipment including high angle rescue, trench rescue, HUSAR rescue (\$10,000), and apparatus equipment including nozzles, sawzalls, airbags (\$52,000) from the small equipment reserve.

The estimated reserve balance at the end of 2016 is \$120,000.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Fire Small Equipment Replacement	260.0	268.0	276.0	284.0	293.0
Total	260.0	268.0	276.0	284.0	293.0
FINANCING DETAILS					
FIRE SMALL EQUIPMENT REPL RESERVE	260.0	268.0	276.0	284.0	293.0
Total	260.0	268.0	276.0	284.0	293.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0583 TR-REPLACE/REFURB BUSES

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Paul Bracken
Asset Type	Transit Buses	Est. End Date	-

Project Description

This project provides for the scheduled replacement and/or refurbishment of existing buses in order to maintain an in-service fleet size of 153 buses. This will be accomplished by purchasing replacement buses and by refurbishing buses when it makes economic sense to do so.

General Comments

A conventional (low floor) bus is estimated at \$490,000 and an articulated bus at \$790,000. Refurbishments are estimated at \$85,000 per bus. Good used buses have been estimated at approximately \$75,000 each; however, Transit strives to procure used buses at the most economic price possible.

It is planned to refurbish 10 buses per year over the next ten years.

Transit will continue to follow a bus procurement strategy that combines the purchase of both new and used buses until a more sustainable long-term funding plan is established.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Funded Bus Replacement/Refurbs	850.0	6,290.0	1,340.0	1,340.0	1,340.0
Total	850.0	6,290.0	1,340.0	1,340.0	1,340.0
FINANCING DETAILS					
INFRA GAS TAX PROGRAM	0.0	4,950.0	0.0	0.0	0.0
TRANSIT VEHICLE REPLACEMENT RESERVE	850.0	1,040.0	1,040.0	1,040.0	1,040.0
US - CAPITAL RESERVE	0.0	300.0	300.0	300.0	300.0
Total	850.0	6,290.0	1,340.0	1,340.0	1,340.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0584 TR-ADDITIONAL BUSES

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Paul Bracken
Asset Type	Transit Buses	Est. End Date	-

Project Description

This project provides for the expansion of the in-service fleet to provide new service to new and existing subdivisions, the University of Saskatchewan, high schools, or to provide additional service on routes with capacity problems.

General Comments

The current cost of a new articulated bus is \$790,000 and the cost of a new conventional (low floor) bus is \$490,000. The cost of a new mid-sized low floor bus is \$150,000.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Additional Buses Purchases	0.0	490.0	0.0	490.0	0.0
Total	0.0	490.0	0.0	490.0	0.0
FINANCING DETAILS					
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	0.0	490.0	0.0
UNFUNDED TAVR	0.0	490.0	0.0	0.0	0.0
Total	0.0	490.0	0.0	490.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0631 TU-TRAFFIC SAFETY IMPROVEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Shirley Matt
Asset Type		Est. End Date	-

Project Description

This is an annual project which includes various traffic/pedestrian safety improvements throughout the City including pedestrian corridor and actuated signal installations, intersection and right-of-way improvements, safety messages and the development and implementation of the Traffic Safety Plan.

General Comments

This project supports the City of Saskatoon's long-term 'Moving Around' strategy as traffic safety devices provide safety to motorists, cyclists and pedestrians. The program proposed for the budget year includes the following:

1. Pedestrian facilities including installation of new pedestrian actuated signals and active pedestrian corridors.
2. Roadway geometric improvements proposed at various locations throughout the City, primarily at the intersections with high collision counts and school sites.
3. Right-of-way improvements including the maintenance or installation of bollards or other barriers on city right-of-way.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
CONSTRUCTION	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0671 TR-AUXILIARY VEH/EQUIP

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Paul Bracken
Asset Type		Est. End Date	-

Project Description

This project involves the ongoing purchase/upgrade/replacement of non-fleet Transit System vehicles and equipment in accordance with the Capital Reserves Bylaw.

General Comments

Funding in 2016 includes the purchase of a hoist (est. \$50,000), two TIG welders (est. \$20,000) and other equipment required to assist in continuing with the refurbishment program and any further equipment or tools required in the maintenance shop.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Purchase	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0677 AF-ALBERT COMM CENTRE RENOS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	David Hude
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves identifying and completing the necessary major repair or replacement expenditures as required by the Facility's Comprehensive Maintenance Program.

General Comments

Current emergent needs include roofing access improvements and building envelope capital renewal. Planning for portions of this major renewal will require project funding to accrue until sufficient funding is in place.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Repairs	50.0	0.0	0.0	60.0	0.0
Total	50.0	0.0	0.0	60.0	0.0
FINANCING DETAILS					
ALBERT MAJOR REPAIR RES	50.0	0.0	0.0	60.0	0.0
Total	50.0	0.0	0.0	60.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0679 AF-GROUNDS MTNCE-EQUIPMENT REPL

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Jason Kennon
Asset Type		Est. End Date	-

Project Description

This project involves the purchase of replacement equipment in accordance with Capital Reserves Bylaw #6774. Replacements are required as the units have reached or passed their scheduled life spans and are experiencing unacceptable maintenance and repair costs, excessive downtime and/or a loss in productivity.

General Comments

The pieces of equipment to be replaced will be disposed of by public auction, by public tender or as trade-ins. The pieces of equipment scheduled for replacement are as follows:

- 1 Turf Sweeper - \$50,000
- 1 Blower - \$300
- 3 Trailers (2 axle) - \$24,000
- 19 Weed Trimmers - \$12,000
- 3 Hedge Trimmers - \$1,800
- 1 6' Mower - \$30,000
- 6 Foggers - \$6,000
- 1 Bobcat - \$55,000
- 1 11' Mower - \$69,000
- 1 Sod Cutter - \$5,000
- 1 Mini-Haul Truck (4x4) - \$14,000
- 1 Chainsaw (under 50cc) - \$650
- 1 Chainsaw (over 50cc) - \$1,000
- 1 Rototiller - \$1,250
- 1 Water Pump - \$1,000
- 1 Snow Blower - \$2,500
- 1 Mini-Haul Truck - \$13,500
- 1 Tractor (over 60hp) - \$29,000
- 1 Tamper - \$4,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	320.0	432.0	410.0	265.0	360.0
Total	320.0	432.0	410.0	265.0	360.0
FINANCING DETAILS					
GROUND MAINTENANCE EQUIPMENT RES	320.0	432.0	410.0	265.0	360.0
Total	320.0	432.0	410.0	265.0	360.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0687 WWT- ASSET REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of deteriorating Wastewater Treatment Plant assets (in accordance with the Capital Reserves Bylaw) that have reached the end of their useful life. The assets are replaced by similar equipment or equipment with a similar function.

General Comments

The asset group defined by the project are subject to a review to determine condition and eligibility. The project includes an item labelled Existing System Replacements. This provides funding for assets that experience premature failure and require immediate return to service.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
BIO - Aer Diff - Tran 1 & 2	55.0	0.0	0.0	0.0	0.0
Bioreactors - Pumps & Processes	0.0	547.0	292.0	0.0	0.0
Chain Replacement	150.0	159.0	169.0	175.0	181.0
Digester - Pumps	50.0	265.0	90.0	145.0	812.0
Existing System Replacements	900.0	795.0	843.0	872.0	903.0
Fermentor - Pumps & Processes	26.0	31.0	46.0	30.0	31.0
Grit & Screen - Pump and Processes	0.0	0.0	16.0	582.0	602.0
Heating Bldg - Pumps/Piping/Processes	1,100.0	530.0	0.0	0.0	120.0
MCC - 02	1,712.0	0.0	0.0	0.0	0.0
PEP - Pumps	125.0	0.0	0.0	0.0	0.0
Primary Basins - Pumps & Processes	95.0	0.0	0.0	70.0	469.0
Roof - Chlorine Building	0.0	121.0	0.0	0.0	0.0
Sec Clarifiers - Pumps & Processes	75.0	80.0	787.0	0.0	0.0
Thickener - Pumps	46.0	42.0	45.0	1,012.0	48.0
Thickener Chain	50.0	0.0	0.0	0.0	0.0
Utility - Processes	0.0	90.0	0.0	0.0	102.0
UV - Processes & Electrical	92.0	92.0	103.0	104.0	201.0
Total	4,476.0	2,752.0	2,391.0	2,990.0	3,469.0
FINANCING DETAILS					
SEWAGE COLL & TRTMNT REPL RES	4,476.0	2,752.0	2,391.0	2,990.0	3,469.0
Total	4,476.0	2,752.0	2,391.0	2,990.0	3,469.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0706 CY-LEIS SERV-FACILITY EQUIP REPL

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Dylan Czarnecki
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of major pieces of equipment for the Recreation and Sport division of the Community Services Department in accordance with the Capital Reserves Bylaw.

General Comments

The 2016 budget includes the replacement of fitness equipment at the indoor leisure facilities.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Purchase	115.0	115.0	115.0	115.0	115.0
Total	115.0	115.0	115.0	115.0	115.0
FINANCING DETAILS					
LEISURE SERVICES EQUIPMENT REPL RES	115.0	115.0	115.0	115.0	115.0
Total	115.0	115.0	115.0	115.0	115.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0720 SL&P - CAPACITOR INSTALLATIONS

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Mehmoosh Janbakhsh
Asset Type		Est. End Date	-

Project Description

The objective of this project is to provide power factor correction to reduce the peak electrical demand of the electrical distribution system. The installation of capacitors reduces power demands and the associated cost of bulk power purchases. With the completion of the Smart Meter installations, more information on voltage at the customer end-points will be available and allow for a more systematic approach to demand reduction and power delivery efficiencies.

General Comments

Traditionally, capacitor banks are installed on the electric distribution lines to offset power characteristics from transformers, motors, and other loads that result in less efficient power delivery. There are a variety of approaches available depending on the operating requirements, real-time data available, and economic conditions. This project will include a review of these requirements and use the available data to determine a more optimal system operating condition that could result in significant savings to the utility. Typical system improvements result in reduction of line losses from 2%-5%.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Volt/Var Demand Reduction	0.0	0.0	150.0	0.0	0.0
Total	0.0	0.0	150.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	150.0	0.0	0.0
Total	0.0	0.0	150.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0724 SL&P - REVENUE METER - NEW & REPLACEMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Moussa Fadlilmawla
Asset Type		Est. End Date	-

Project Description

This project is for the installation of electrical revenue meters. The electronic meters being installed provide greater accuracy and comply with Measurement Canada requirements. They also provide the opportunity for the collection of additional engineering data to enhance the operation of the electric system (part of a Smart Grid implementation).

General Comments

Many of the revenue meters currently in service use older electromechanical technology. The accuracy of an electromechanical meter declines as the mechanical components wear out. As a result, the amount of power registered by the meter is less than is actually used. When meters fail to meet Measurement Canada accuracy standards, replacement is mandatory.

Electronic meters (referred to as 'smart' meters) will replace all the existing electromechanical meters and form the basis of Saskatoon Light & Power's Advanced Metering Infrastructure (AMI) system. The smart meters are able to securely send revenue metering data and other engineering information to a central location for verification, analysis and billing. The engineering data can provide status information which can be used to detect power disturbances, outages and restoration.

Since 2008, approximately 50% of the 59,000 meters have been upgraded. The upgrades are expected to be complete by the end of 2017. After 2017, funding is required to maintain the upgraded population of meters and to meet the demand for new metered electric services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Meters - Growth & maintenance	0.0	0.0	250.0	250.0	250.0
Smart Meters	1,700.0	1,650.0	0.0	0.0	0.0
Total	1,700.0	1,650.0	250.0	250.0	250.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	350.0	325.0	250.0	250.0	250.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	1,350.0	1,325.0	0.0	0.0	0.0
Total	1,700.0	1,650.0	250.0	250.0	250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Ashish Pattanashetty
Asset Type		Est. End Date	-

Project Description

This project is for upgrades and extensions of the electrical distribution system due to customer demand for new electrical service or electrical load growth. The load types include residential, industrial, commercial, and institutional throughout the electrical service area of Saskatoon Light & Power.

General Comments

The budget for this project is developed from a generalized expectation of demand for new services and upgrades to existing services. The electrical facilities normally provided under this project are an electric transformer and cabling from the primary system to the electrical point of service.

The work required for a particular service may extend beyond the property being served. However, the scope of work is expected to remain within the immediate locale of that service. The scope of this project excludes work identified under the scope of other active capital projects.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Customer Connections	2,750.0	2,400.0	2,400.0	2,400.0	2,600.0
Total	2,750.0	2,400.0	2,400.0	2,400.0	2,600.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	1,250.0	1,050.0	1,050.0	1,050.0	1,100.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	600.0	500.0	500.0	500.0	600.0
SL&P CUSTOMER CONTRIBUTION	900.0	850.0	850.0	850.0	900.0
Total	2,750.0	2,400.0	2,400.0	2,400.0	2,600.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Pam Kilgour
Asset Type		Est. End Date	-

Project Description

This project provides for the repair or replacements of TCU Place equipment.

General Comments

Building repairs are not part of this project and are provided for under the Civic Buildings Comprehensive Maintenance Reserve, which is under the jurisdiction of the Facilities Management service line within the Corporate Asset Management business line.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Caretaking and Maintenance	40.0	52.0	6.0	0.0	16.0
Computer	52.0	43.0	53.0	183.0	55.0
Furnishings and Misc	23.0	0.0	0.0	559.0	9.0
Kitchen	345.0	0.0	0.0	67.0	0.0
Lighting	0.0	126.0	0.0	323.0	0.0
Sound	0.0	0.0	0.0	167.0	0.0
Theatre	0.0	70.0	0.0	0.0	0.0
Total	460.0	291.0	59.0	1,299.0	80.0
FINANCING DETAILS					
TCU PLACE EQUIPMENT RESERVE	460.0	291.0	59.0	1,299.0	80.0
Total	460.0	291.0	59.0	1,299.0	80.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Nick Apostolakis
Asset Type		Est. End Date	-

Project Description

This project is for conversion of the electrical system maps into a Geographic Information System (GIS). A system model is to be established and then data entered into the model prior to its use as a mapping system. The development of the GIS will be coordinated with corporate GIS initiatives. The project includes both hardware and specialized software. It also includes training and labour resources to establish the system model, input the system data, and develop system tools.

General Comments

Information regarding poles, transformers, cables and electrical apparatus is included in the GIS database. In addition to the mapping interface, more advanced modelling and tools will use the available data for engineering analysis and asset tracking. Additional information regarding fibre optic cables and components will be added to the database.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Implementation of GIS	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0825 SL&P - STREET LIGHT UPGRADES

Project Status	Open	Year Identified	2010
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project involves the upgrading of street lighting on roadways (not associated with roadway projects).

General Comments

The lighting upgrades are typically in response to public safety issues regarding roadway intersection, railway crossings and mid-block lighting. Provision is also made for unanticipated requests by City Council, Saskatoon Police Service or special interest groups for lighting upgrades related to public safety concerns requiring immediate attention.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
LED Conversion	0.0	100.0	100.0	200.0	200.0
Lighting Upgrade	60.0	60.0	60.0	65.0	65.0
Total	60.0	160.0	160.0	265.0	265.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	60.0	70.0	70.0	85.0	85.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	90.0	90.0	180.0	180.0
Total	60.0	160.0	160.0	265.0	265.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0832 CY-CENTER MEDIAN REHABILITATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves the redevelopment of various centre medians along major arterial streets. The work consists of curb replacements where required, hard surfacing, installation of irrigation systems, tree planting and flower pots.

General Comments

Priorities are established annually in consultation with the various divisions of the Community Services and Transportation and Utilities Departments. Prior years actual costs have been apportioned approximately 75% for curb and utility replacements, and 25% for landscaping.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Street Medians	0.0	375.0	224.0	400.0	300.0
Total	0.0	375.0	224.0	400.0	300.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	0.0	224.0	224.0	224.0	224.0
UNFUNDED TRANSPORTATION INFRA RES	0.0	151.0	0.0	176.0	76.0
Total	0.0	375.0	224.0	400.0	300.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0835 TU-COLLECTOR ROAD PRESERVATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project funds annual preservation, restoration and rehabilitation programs for collector roads as well as the reconstruction of locations displaying excessive cracking or pavement deformation. This is intended to reduce the deferred maintenance backlog. This project also funds the data collection required to rate the current condition of the collector road network. These roads collect traffic from residential roads within each neighborhood and are considered as part of the Primary Roadway Network. The objective of this program is to minimize the life cycle cost of preserving the collector roads, subject to minimum acceptable levels of service. This program has been in place since 1988.

General Comments

Collector roads represent about 18% of all of Saskatoon's roads. The proposed programs are based on the most recent surface rating data and selective structural condition assessment and are updated as new information becomes available.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	4,700.0	4,700.0	4,700.0	4,700.0	4,700.0
Total	4,700.0	4,700.0	4,700.0	4,700.0	4,700.0
FINANCING DETAILS					
PAVED ROADWAYS INFRASTRUCTURE RESERVE	4,700.0	4,700.0	4,700.0	4,700.0	4,700.0
Total	4,700.0	4,700.0	4,700.0	4,700.0	4,700.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0836 TU-ARTERIAL ROAD PRESERVATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project funds annual preservation, restoration and rehabilitation programs on arterial roads as well as the reconstruction of locations displaying excessive cracking or pavement deformation. This is intended to reduce the deferred maintenance backlog. This project also funds the data collection required to rate the current condition of the arterial road network. These high volume roads interconnect neighbourhoods and are considered part of the Primary Roadway Network. The objective is to minimize the life cycle cost of preserving these roads subject to minimum acceptable levels of service. This program has been in place since 1981.

General Comments

Arterial roads represent about 18% of all Saskatoon roads. Over the past several years, traffic volumes, loads and the number of axles (which accelerates deterioration) have been increasing. This, along with increasing treatment costs and age, will necessitate increases in funding to sustain this infrastructure. The structural condition of these roads is being monitored along with the surface condition. The proposed programs are based on the most recent surface rating data and structural condition assessment and are updated as new information becomes available.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	6,100.0	6,100.0	6,100.0	6,100.0	6,100.0
Total	6,100.0	6,100.0	6,100.0	6,100.0	6,100.0
FINANCING DETAILS					
PAVED ROADWAYS INFRASTRUCTURE RESERVE	6,100.0	6,100.0	6,100.0	6,100.0	6,100.0
Total	6,100.0	6,100.0	6,100.0	6,100.0	6,100.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0837 TU-LANE REHAB & DRAINAGE IMPROV

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project involves lane rehabilitation on both paved lanes and gravelled lanes. Rehabilitation is to the original service level of load capacity, ride, drainage and grade elevation.

General Comments

A more selective process has been implemented to rehabilitate gravel lanes which involves a localized reconstruction program.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Drainage Improvement	106.0	142.0	142.0	142.0	142.0
Gravelled Lanes	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
Paved Lanes	658.0	658.0	658.0	658.0	658.0
Total	1,764.0	1,800.0	1,800.0	1,800.0	1,800.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	1,647.0	1,800.0	1,800.0	1,800.0	1,800.0
UNFUNDED TRANSPORTATION INFRA RES	117.0	0.0	0.0	0.0	0.0
Total	1,764.0	1,800.0	1,800.0	1,800.0	1,800.0
Incremental Operating Impacts (000's)					
	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0838 LIBR-EQUIPMENT REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Erinn Timpson
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of equipment associated with the Public Library in accordance with Policy 03-019 (Equipment Reserve Fund - Public Library).

General Comments

The 2016 funding request is to complete the signage replacement project, renovate a circulation desk, and replace obsolete equipment.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Purchase	201.0	200.0	200.0	200.0	200.0
Total	201.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
PUBLIC LIBRARY EQUIP REPL RES	201.0	200.0	200.0	200.0	200.0
Total	201.0	200.0	200.0	200.0	200.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0877 AF-CITY-WIDE RADIO TRUNKING SYST

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Del Ehlert
Asset Type	Communication systems	Est. End Date	-

Project Description

This project involves the upgrade and maintenance of the core infrastructure for the City's trunked radio system. The trunking system infrastructure is a corporate resource that is shared by all user departments. The system provides radio communications for Police, Fire, Transportation and Utilities, and other civic departments.

General Comments

This project includes the purchase of equipment for planned repairs and replacements of existing infrastructure components of the City's trunked radio system, in accordance with Capital Reserves Bylaw #6774.

This project provides funding for the design and subsequent construction of infrastructure components and equipment to meet the needs identified in the design phase. Planned expansion of additional repeater towers throughout the City's growing neighbourhoods.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	0.0	0.0	0.0	500.0	0.0
Design	0.0	50.0	50.0	0.0	0.0
Infrastructure Replacement	380.0	385.0	389.0	400.0	420.0
Total	380.0	435.0	439.0	900.0	420.0
FINANCING DETAILS					
TRUNKED RADIO SYS INFRAS REPL RES	380.0	435.0	439.0	900.0	420.0
Total	380.0	435.0	439.0	900.0	420.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Shirley Matt
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of new sidewalks or pathways adjacent to existing arterial roadways, collector roads or local streets.

General Comments

Currently, there are 32 outstanding sidewalk/pathway locations requested by residents, some dating back to 2007, at a total combined length of 8,559 metres and an estimated cost of \$3.5 million. Priority for construction will be given to those locations identified by the Neighbourhood Traffic Review and Corridor Study.

For 2016 the immediate priorities for the program are:

- 1) Alberta Avenue from 33rd Street to 34th Street (220 metres, one side only)
- 2) Quebec Avenue from 33rd Street to 40th Street (1,800 metres, one side only)

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	350.0	350.0	350.0	350.0	350.0
Total	350.0	350.0	350.0	350.0	350.0
FINANCING DETAILS					
ACTIVE TRANSPORTATION RESERVE	150.0	150.0	150.0	150.0	150.0
UNFUNDED ACTIVE TRANSPORTATION RESERVE	200.0	200.0	200.0	200.0	200.0
Total	350.0	350.0	350.0	350.0	350.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0959 TU-UPGRADE BOUNDARY ROADS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project involves the upgrading of interim stage gravel roads throughout the City. Treatments could include seal treatment, recycled asphalt, temporary hard surfacing, ditch grading and culvert installation.

General Comments

Boundary roads are the roads that are between the built up area of the City and the municipal boundary. Most of these roadways are gravel rural grid roads. The size of the boundary roadway network has grown significantly with recent increases in the municipal boundary.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	535.0	535.0	535.0	535.0	535.0
Total	535.0	535.0	535.0	535.0	535.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	280.0	260.0	260.0	260.0	260.0
UNFUNDED TRANSPORTATION INFRA RES	255.0	275.0	275.0	275.0	275.0
Total	535.0	535.0	535.0	535.0	535.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS

Project Status	Open	Year Identified	2010
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project involves upgrading of street lighting in established neighbourhoods. The purpose is to improve the lighting in older established neighbourhoods to match those of neighbourhoods being developed now.

General Comments

The layout of street lights in established neighbourhoods is essentially a light at the street corners and one light at midblock. This project will improve the lighting level for the entire block. The light now at midblock will be relocated and a new light installed. The two midblock lights will be approximately evenly spaced in the block. There are variations of street layouts such as centre medians, non-grid layouts, and street width variations where the upgraded lighting layout will be more complicated.

Timing for neighbourhoods is dependent upon a variety of factors including other streetscape projects, neighbourhood traffic patterns, and roadways projects. The following areas are proposed for upgrades to the neighbourhood street lighting: Sutherland, Adelaide/Churchill, North Park, Avalon, Nutana Park, C.N. Industrial, North Industrial, Southwest Industrial, Central Industrial, West Industrial, University Heights Industrial, and Airport Business Park.

Periodic reassessment of the project will occur to determine specific neighbourhoods for the budget year.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Neighbourhood Lighting Upgrade	200.0	0.0	200.0	0.0	200.0
Total	200.0	0.0	200.0	0.0	200.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	160.0	0.0	160.0	0.0	160.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	40.0	0.0	40.0	0.0	40.0
Total	200.0	0.0	200.0	0.0	200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)

Project Status	Open	Year Identified	2011
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Don McPhee
Asset Type		Est. End Date	-

Project Description

The Supervisory Control and Data Acquisition (SCADA) system is a critical component for the management and operation of the electric distribution system. It is necessary to upgrade this system on a regular basis to take advantage of improvements in electronic hardware and to utilize the features incorporated in the latest proprietary software. The scope of this project includes all software and equipment for the SCADA system located at the electrical Operations Centre.

General Comments

The Supervisory Control and Data Acquisition system will require upgrading. This may include separating critical data and control from other engineering data and control features which are valuable, but not critical. The data handling requirement is steadily increasing due to more equipment in the substations and distribution system that can report status. It is expected that distribution system automation and the proposed smart grid implementation will greatly increase data handling, reporting, and storage.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Scada System Upgrade	210.0	150.0	150.0	150.0	750.0
Total	210.0	150.0	150.0	150.0	750.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	120.0	90.0	90.0	90.0	250.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	90.0	60.0	60.0	60.0	500.0
Total	210.0	150.0	150.0	150.0	750.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN

Project Status	Open	Year Identified	2012
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Trevor Bell
Asset Type		Est. End Date	-

Project Description

This project provides for the replacement of the existing outdoor shelter clad switchgear and additional transformation capacity at the W.J. Bunn Substation, near the Saskatoon Forestry Farm Park and Zoo.

General Comments

Development within the Saskatoon Light & Power service area for W.J. Bunn Substation has been forecast to exceed the capacity of the existing substation. The existing shelter clad switchgear was installed in 1983 and is nearing the end of its useful life. Additional feeders may be needed in addition to refurbishing/replacing the remaining original equipment. Load growth is being monitored with a detailed design expected to begin in 2018.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
WJ Bunn Switchgear	0.0	0.0	50.0	500.0	500.0
Total	0.0	0.0	50.0	500.0	500.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	50.0	250.0	250.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	0.0	250.0	250.0
Total	0.0	0.0	50.0	500.0	500.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1036 TU-TRAFFIC CONTROL UPGRADES

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project upgrades existing traffic controls at one or more locations per year. Upgrades may include installation of new traffic signals or roundabouts or upgrades to existing signals.

General Comments

A priority list of potential locations for traffic signals is maintained and reviewed annually.

A report will be presented to Council outlying how corridors will be prioritized for this project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	300.0	300.0	300.0	300.0	300.0
Total	300.0	300.0	300.0	300.0	300.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	100.0	300.0	300.0	300.0	300.0
UNFUNDED TRANSPORTATION INFR EXPANSION	200.0	0.0	0.0	0.0	0.0
Total	300.0	300.0	300.0	300.0	300.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1041 TU-BENCHMARK REHABILITATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Kuntz
Asset Type		Est. End Date	-

Project Description

This project encompasses the construction, replacement and maintenance of a network of benchmark monuments within the City that provide essential horizontal and vertical control for private and public construction purposes.

General Comments

Included under the terms of this project are:

- Establishing and maintaining an electronic benchmark database layer within the Enterprise GIS framework
- Providing auxiliary GPS definitions for the benchmark network
- Replacement of damaged or destroyed monuments
- Regular inspection of monuments for condition assessment
- Vertical control verification
- Development and maintenance of information distribution and tracking formats

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	50.0	0.0	50.0	0.0	50.0
Total	50.0	0.0	50.0	0.0	50.0
FINANCING DETAILS					
GENERAL PPD SERV-ENGINEERING	16.0	0.0	16.0	0.0	16.0
INFRA RES-WTR & SAN SWR	34.0	0.0	34.0	0.0	34.0
Total	50.0	0.0	50.0	0.0	50.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1054 WTP-ASSET REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of deteriorating Water Treatment Plant assets (in accordance with the Capital Reserves Bylaw) that have reached the end of their useful life. The assets are replaced by similar equipment or equipment with a similar function.

General Comments

The asset group defined by the project are subject to a review to determine condition and eligibility.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Acadia Reservoir Structural Repair	0.0	0.0	0.0	465.0	0.0
Chemical Feeding System	0.0	64.0	0.0	87.0	0.0
Clarifier Refurbishment	120.0	0.0	0.0	0.0	0.0
Electrical/Mechanical Replacements	0.0	0.0	0.0	0.0	722.0
Filter Plant Refurbishment	0.0	2,067.0	0.0	0.0	662.0
Low Lift Pumping	0.0	0.0	0.0	0.0	2,246.0
Plant HVAC	1,075.0	1,140.0	1,236.0	105.0	0.0
Screen Chamber	0.0	0.0	0.0	58.0	0.0
West Basin	0.0	0.0	281.0	0.0	0.0
Total	1,195.0	3,271.0	1,517.0	715.0	3,630.0
FINANCING DETAILS					
WATER SUPPLY REPL RES	1,195.0	3,271.0	1,517.0	715.0	3,630.0
Total	1,195.0	3,271.0	1,517.0	715.0	3,630.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1055 WTP-AUTOMATIC METER READING CONV

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Collin Hoffman
Asset Type		Est. End Date	-

Project Description

An AMI system is used to transmit electricity and water consumption data from the individual meters to the utilities. An AMI system uses smart electricity and water meters that measure and record actual power and water usage by time intervals throughout the day. The information is then transmitted wirelessly over a secure network to a central database, which allows for remote meter reading. Greenhouse gas emissions and labour costs tied to manual meter reading would also be reduced. It is estimated that 35 tonnes of CO₂e tied to vehicle use would be reduced each year, and reductions from decreased water use are estimated at 3,300 tonnes CO₂e the equivalent of removing over 685 vehicles from Saskatoon roads each year.

General Comments

Investigation has confirmed an AMI system offers many benefits for our customers and the City. Customers would receive monthly bills based on the actual amount of water they use. This would eliminate reliance on estimated usage between meter readings, and help residents manage their water use and detect unusual consumption patterns which could impact their bill. An AMI system means the City will benefit from more precise metering and reduced revenue losses caused by meter failure.

In order to take advantage of the many benefits of the AMI system, Saskatoon Water will accelerate its meter and communication module deployment program to be completed by 2019.

Customers who have already received their new smart meters will have their meters read electronically and will begin receiving monthly bills based on actual, not estimated, usage by the end of 2015. As the deployment of smart meters continues, the balance of customers will be converted to the AMI system.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Operating Impact

Total capital costs are estimated at \$24.3 million and system operation costs are estimated at \$22.1 million. Over a 20-year period, the total projected savings are estimated to be \$76.1 million. The project is expected to pay for itself within 11.43 years with an internal rate of return of 11 per cent.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Automatic Meter Reading Conversion	2,600.0	2,756.0	2,921.0	3,024.0	0.0
Total	2,600.0	2,756.0	2,921.0	3,024.0	0.0
FINANCING DETAILS					
BORROWING	0.0	2,480.0	2,629.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	276.0	292.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	2,600.0	0.0	0.0	3,024.0	0.0
Total	2,600.0	2,756.0	2,921.0	3,024.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1083 CP-CORPORATE NETWORK EQUIPMENT REPL

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Robert Moncur
Asset Type	Network	Est. End Date	-

Project Description

This project provides for the replacement/upgrading of corporate servers for the ongoing operation of the corporate local area network, corporate Internet access and the corporate database server environment. With ongoing demand for storage, additional backup capacity is required and the replacement of aging servers that no longer meet the corporation's needs will continue.

General Comments

This project will enable the City to keep the client/server hardware environment operating at an acceptable level of performance and to ensure there are adequate backup facilities.

Details for 2016:

- Servers - \$150,000
- Storage Area Network (SAN) - \$150,000
- Tape Backup - \$75,000
- Total - \$375,000

Operating Impact

- 2017 Storage Management Licenses - \$5,000
- 2017 Server Hardware Maintenance - \$10,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Electronic Equipment Replacement	375.0	525.0	575.0	600.0	600.0
Total	375.0	525.0	575.0	600.0	600.0
FINANCING DETAILS					
COMPUTER EQUIPMENT REPL RES	375.0	525.0	575.0	600.0	600.0
Total	375.0	525.0	575.0	600.0	600.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	15.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Tim Halstead
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves planned expenditures from the Civic Buildings Comprehensive Maintenance Reserve for major replacements and repairs in accordance with the comprehensive maintenance program.

General Comments

A comprehensive maintenance program includes a preventative maintenance element and identifies a scheduled refurbishment of the major components of the facilities infrastructure. The preventative maintenance is necessary to ensure facilities are maintained to established standards. The scope of the work involves all major categories of the infrastructure (i.e. electrical, mechanical, carpentry and painting).

The facilities covered under the program are identified below:

Boards - TCU Place, Mendel Art Gallery & Conservatory, SaskTel Centre, River Landing, Libraries located in the Leisure Centers and various parks along the river bank.

Offices - City Hall, Civic Square East, John Deere Building and Saskatoon Police Service Building.

Pools - All indoor and outdoor pools except Shaw Centre.

Program Facilities - Vic Rempel Yards, all Fire Halls, Derrick Carrol Building, Transit Buildings, Electronics and Sign Shop, Woodlawn Cemetery, SPCA and satellite facilities.

Recreation Facilities - All Arenas, Saskatoon Field House, Forestry Farm Park & Zoo, Gordie Howe Complex, golf course club houses, as well as recreation units, washrooms and other storage buildings in those parks that do not have pools or any other water feature.

Maintenance Support - Facility management programs.

Shaw Centre & Parks with Aquatic Features - Shaw Centre, as well as recreation units, washrooms and other storage buildings in those parks that have pools or any other water feature.

Special Note

The Canada 150 Community Infrastructure Program combined with the CBCM will provide \$620,000 in a joint initiative to replace the roof at the White Buffalo Youth Lodge. The replacement of the roof ensures the facility remains a viable multipurpose community facility for community programming and to be able to host local and national events.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Boards and Agencies	2,299.0	3,332.0	1,230.0	2,351.0	3,156.0
Maintenance Support	325.0	310.0	310.0	310.0	310.0
Offices	664.0	721.0	1,142.0	436.0	701.0
Pools	961.0	1,608.0	1,688.0	1,376.0	1,565.0
Program Facilities	545.0	467.0	1,012.0	1,401.0	644.0
Recreation Facilities	1,667.0	1,401.0	1,817.0	1,941.0	955.0
Shaw Centre and Parks with Aquatic Features	1,230.0	181.0	337.0	161.0	540.0
WBYL - Roof Replacement	50.0	570.0	0.0	0.0	0.0
Total	7,741.0	8,590.0	7,536.0	7,976.0	7,871.0
FINANCING DETAILS					
CANADA 150 INFRA PROGRAM	0.0	310.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	7,741.0	8,280.0	7,536.0	7,976.0	7,871.0
Total	7,741.0	8,590.0	7,536.0	7,976.0	7,871.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1137 TU-BICYCLE FACILITIES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project involves the implementation of the Comprehensive Bicycle Plan (2002) and Bicycle Facilities Network Plan (2003).

General Comments

The goals of this project are part of the development of an integrated transportation network that is practical and useful for vehicles, buses, bikes and pedestrians. For 2015 - 2018 the priorities for this project are guided, in part, by the Cycling Advisory Group.

The delivery of a Bike Education Program (\$100,000), construction of the Preston Multi-Use Pathway (\$300,000) and construction of permanent devices for the 23rd Street Bike Boulevard Project (\$175,000) are planned for 2016.

Prior Budget Approvals

\$4,293,000

Prior budget approvals were for design and construction.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
CONSTRUCTION	575.0	575.0	575.0	575.0	575.0
Total	575.0	575.0	575.0	575.0	575.0
FINANCING DETAILS					
ACTIVE TRANSPORTATION RESERVE	300.0	350.0	300.0	350.0	350.0
TRANSP INFRAS EXPANSION	75.0	75.0	75.0	75.0	75.0
UNFUNDED ACTIVE TRANSPORTATION RESERVE	200.0	150.0	200.0	150.0	150.0
Total	575.0	575.0	575.0	575.0	575.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project reflects the gross costs of installing street lighting in prepaid subdivisions in Saskatoon and identifies Saskatoon Light & Power's capital reserve funding contribution.

General Comments

On an annual basis this project is adjusted to reflect land development plans.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Blairmore	140.0	0.0	0.0	0.0	0.0
St Ltg Aspen Ridge	525.0	0.0	0.0	0.0	0.0
St Ltg Elk Point	508.0	0.0	0.0	0.0	0.0
St Ltg Hampton Industrial	35.0	0.0	0.0	0.0	0.0
St Ltg Holmwood	1,155.0	0.0	0.0	0.0	0.0
St Ltg Kensington Neighbourhood	140.0	0.0	0.0	0.0	0.0
Street Ltg - Neighbourhood Development	0.0	1,500.0	1,500.0	1,500.0	1,500.0
Street Ltg - Rosewood	350.0	0.0	0.0	0.0	0.0
Street Ltg - Silverwood Industrial	105.0	0.0	0.0	0.0	0.0
Total	2,958.0	1,500.0	1,500.0	1,500.0	1,500.0
FINANCING DETAILS					
COST RECOVERY PPD LAND DEVELOPMENT	2,704.0	1,372.0	1,372.0	1,372.0	1,372.0
ELECTRICAL DISTRIBUTION EXTENSION RES	254.0	128.0	128.0	128.0	128.0
Total	2,958.0	1,500.0	1,500.0	1,500.0	1,500.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1194 TR- ENGINE OVERHAUL

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Paul Bracken
Asset Type	Transit Repair shop	Est. End Date	-

Project Description

This project involves the ongoing overhaul of transit bus engines.

General Comments

To maintain the existing fleet 15 engine overhauls are required on an annual basis. The life expectancy of an overhauled engine is eight to nine years.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Engine Overhaul	300.0	350.0	350.0	350.0	350.0
Total	300.0	350.0	350.0	350.0	350.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	0.0	350.0	350.0	350.0	350.0
US - CAPITAL RESERVE	300.0	0.0	0.0	0.0	0.0
Total	300.0	350.0	350.0	350.0	350.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1210 WTP - FILTER PLANT UPGRADE/EXPANSION

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Larry Schultz
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves the design and construction of additional filtration capacity to meet the Phase 2 peak day design flow of 300 MLD identified in the 2009 Long Term Capital Development and Expansion Plan (LTCDEP).

General Comments

Additional filtration will be required following the clarifier construction in Project 2562 (WTP-Clarifier Construction). The LTCDEP identified increased clarifier capacity to meet the Phase 1 peak design flow of 245 MLD.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Filter Plant Upgrade	0.0	0.0	899.0	8,373.0	0.0
Total	0.0	0.0	899.0	8,373.0	0.0
FINANCING DETAILS					
BORROWING	0.0	0.0	809.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	90.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	8,373.0	0.0
Total	0.0	0.0	899.0	8,373.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1243 WWT- LIFT STATION UPGRADES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Ross Elliott
Asset Type		Est. End Date	-

Project Description

The lift station upgrades are a continuation of work from past years. There are about 30 lift stations in the City of Saskatoon with many being decades old and in need of upgrades. The project involves some design and then construction based on a priority list of importance and need. Lift stations are a critical part of the wastewater process to prevent sewer backups and therefore the mechanical and electrical systems must be upgraded to ensure they continue working. The control system at the WWTP has been upgraded and now the controls for each lift station must be changed to meet this new standard.

General Comments

Work for 2016 includes general concrete repair and pump and valve replacement at the Spadina lift station. This work follows the completion of the 2015 full flow bypass project at the Spadina site. Smaller scale mechanical replacements are scheduled for other locations in the lift station network.

Operating Impact

The operating costs will be approximately the same for any replacement of equipment of the lift station. Where equipment added will cause the utility costs to increase.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Lift Station Upgrades	4,087.0	3,248.0	873.0	1,189.0	1,805.0
Total	4,087.0	3,248.0	873.0	1,189.0	1,805.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	4,087.0	3,248.0	873.0	1,189.0	1,805.0
Total	4,087.0	3,248.0	873.0	1,189.0	1,805.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1250 SL&P - ADVANCED METERING INFRASTRUCTURE

Project Status	Open	Year Identified	2010
Project Type	SUPPORT SYSTEMS	Manager	Moussa Fadlelmawla
Asset Type		Est. End Date	-

Project Description

The intent of this project is to collect revenue metering information and other engineering information from new electric (Smart Meters) installed by Capital Project 0724 (SL&P - Revenue Meter - New & Replacement) and digital water meters via a system of remote collectors. An RFP for consulting services was issued in 2013 and a second RFP was issued for the Advanced Metering Infrastructure system which will be installed in 2015 & 2016.

General Comments

The Advanced Metering Infrastructure system will take digital metering information from a customer's Smart Electricity and Water meters and deliver it to the City of Saskatoon's Customer Information System which is then used for revenue billing, and advanced engineering applications.

The supplier of this system will be providing ongoing support for training, data collection, management of data, and programming of equipment. Additional servers (computers) will be installed specifically for this program. This project covers all facilities and additional communication facilities from the Smart Meters to the City of Saskatoon's internal communication system.

The electric revenue meters (Smart Meters), will be installed by Capital Project 0724 (SL&P - Revenue Meter - New & Replacement).

The Advanced Metering Infrastructure System will facilitate the utilization of the full potential of the Smart Meters. This includes accurate measurement of electrical power purchased and the potential to provide engineering data to better manage the electrical distribution system which is referred to as Smart Grid.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
AMI implementation	350.0	0.0	0.0	0.0	0.0
Total	350.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	175.0	0.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	175.0	0.0	0.0	0.0	0.0
Total	350.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1251 SL&P - SUBSTATION - 138 kV SWITCHING

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type	Electrical Substations	Est. End Date	-

Project Description

This project is for the installation and renovation of high voltage switches and breakers for the 138 kV bulk power system.

General Comments

The existing configuration for the 138 kV bulk power system relies heavily on SaskPower's protection system to clear system faults on the 138 kV transmission circuits. As such, for a transmission power disruption (most commonly lightning strikes), the entire transmission line experiences the outage. By adding breakers at strategic points, the number of customers affected by a transmission outage event will be limited to a smaller area and power can be restored quicker. Renovation of existing switches and breakers may be required to accommodate these changes and to ensure reliable operation of the devices.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Substation 138kV Breakers	300.0	300.0	0.0	0.0	0.0
Substation 138kV Switches	50.0	50.0	50.0	50.0	50.0
Total	350.0	350.0	50.0	50.0	50.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	175.0	175.0	25.0	25.0	25.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	175.0	175.0	25.0	25.0	25.0
Total	350.0	350.0	50.0	50.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1253 SL&P - SUBSTATION UPGRADE - NORTH CENTRAL

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type	Electrical Substations	Est. End Date	-

Project Description

Electrical load growth in the City's downtown core will require the expansion of the North Central Substation at 1st Avenue and Princess Street. This project includes the acquisition of land and installation of high and medium voltage switchgear, power transformers, communication and controls, building expansion and all related infrastructure and connections.

General Comments

Long range electrical load forecasts which include planned development such as the North Downtown area and other possible downtown development indicate the need for substantially more capacity from the electric system in this area. A significant expansion of the North Central Substation is proposed to meet this increased power demand.

Timing for construction will be dependent upon actual load growth in the area and coordination with transmission projects in Capital Project 1315 (SL&P - 138kV Transmission Line Upgrade).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Substation - North Central - 138kV	0.0	0.0	0.0	0.0	300.0
Total	0.0	0.0	0.0	0.0	300.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	0.0	0.0	150.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	0.0	0.0	150.0
Total	0.0	0.0	0.0	0.0	300.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE

Project Status	Open	Year Identified	2016
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project is for the upgrade and installation of various types of electrical distribution equipment on existing underground and overhead systems. Typical equipment includes switches, capacitors, transformers, pedestals, and fault indicators. As existing distribution equipment reaches end of life and when safer equipment is available, equipment will be replaced or upgraded. Work will be coordinated with other distribution projects and priorities established based on safety implications, system performance, and other risk factors.

Installation of equipment on new line construction or voltage upgrades will be part of those specific projects. This project does not include the downtown secondary network system.

General Comments

With development of the SL&P communication networks and control (SCADA) systems there is opportunity to upgrade existing field devices to ones with communication capabilities that allow for remote control, monitoring, and data acquisition. This will improve the efficiency of day-to-day operations and can also reduce the safety hazards associated with equipment operation and speed restoration times in the event of outages.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
DISTRIBUTION- EQUIPMENT UPGRADE	250.0	200.0	300.0	200.0	100.0
Total	250.0	200.0	300.0	200.0	100.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	130.0	80.0	180.0	80.0	100.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	120.0	120.0	120.0	120.0	0.0
Total	250.0	200.0	300.0	200.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS

Project Status	Open	Year Identified	2012
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project provides for security improvements at SL&P facilities.

General Comments

Recent copper theft and vandalism incidents have occurred at SL&P substations. To combat this, video monitoring has been put in place at key and vulnerable substation facilities. Improved monitoring capabilities and monitoring at additional locations, as well as card access functions, are required for future security improvements. Other considerations to prevent copper theft include the use of a copper clad steel (which has essentially no salvage value) instead of the normal copper used in substation grounding.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
S/S - Accessories/Security/CCTV	120.0	120.0	120.0	120.0	120.0
Total	120.0	120.0	120.0	120.0	120.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	120.0	70.0	70.0	70.0	70.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	50.0	50.0	50.0	50.0
Total	120.0	120.0	120.0	120.0	120.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project is for the installation of a system to recondition transformer tap changer oil at the bulk power substations. There are typically two bulk power transformers per substation with two stations having three transformers. The project includes the purchase of the oil reconditioning system and the modifications required to attach it to the transformer tap changer compartment.

General Comments

Like engine oil, the oil in the power transformer tap changer compartment breaks down and gets dirty from mechanical and electrical stress. By periodically filtering the oil, the life of the transformer can be extended. Performing this filtering while the transformer is energized avoids the downtime necessary if the oil were replaced. Maintaining the oil condition also greatly reduces the maintenance required on the tap changer. This means improved reliability and improved time in service.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Tap changer/Oil conditioner - Modifications	75.0	75.0	0.0	0.0	0.0
Total	75.0	75.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	50.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	25.0	25.0	0.0	0.0	0.0
Total	75.0	75.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1268 SL&P - NETWORK VAULTS

Project Status	Open	Year Identified	2012
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Vince Chan
Asset Type		Est. End Date	-

Project Description

New vault projects consist of the installation of new underground electrical network vaults complete with transformers, protectors, moulded-vacuum interrupters, control (RTU) cabinets, and all ancillary equipment. A quantity of ducts and manholes may also be constructed depending on the area and customer requirements. All new vault projects are confined to the boundaries of the network, and each project will be confined to a street that is delineated by two intersecting streets.

General Comments

Underground electrical network vault construction is unique to the downtown area and is a highly reliable distribution system. The construction of new vaults depends upon the addition of new customers to the network, or the transferring of existing customers from the overhead electrical system to the underground network. Planning studies indicate that a number of new vaults may be required within the next 10 years to meet the forecasted customer electrical loads downtown.

This project will be reviewed periodically and assessed based on customer growth in the downtown area.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Vault - Future	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1269 SL&P - NORTH DOWNTOWN DEVELOPMENT

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

The project provides the Electrical Distribution System for electrical service to the area known as the North Downtown. The area which this project will cover may extend beyond the area being consider by the City's Urban Planning Groups. The boundaries under Urban Planning are shown in the North Downtown Master Plan.

This project will put in place the electrical distribution infrastructure necessary to provide service to the North Downtown including that area which would be a natural extension of the system supply. This will include all duct lines, structures, cables and facilities for the primary distribution and the secondary mains. The actual electrical service to a property will be charged to another project.

General Comments

The North Downtown Master Plan is being prepared to develop property which will become available as a result of the relocations of the City Works Yards and adjacent property which could be redeveloped. Electrical distribution new construction and upgrades will include all the area described in the North Downtown Master Plan and the natural extension of the electrical system into adjoining property. Consequently, the area covered by this project has an approximate boundary of 23rd Street in the South side, Idylwyld Drive on the West, 33rd Street on the North side, and 3rd Avenue on the East side.

This project will provide the duct systems, conductors, transformers, other structures, and other facilities necessary for primary distribution and the secondary mains. The capital project for customer upgrades and extensions will provide the actual service to a building. The electrical distribution system is intended to be underground, but overhead may be necessary for an extended period as development occurs. A potential cause for overhead would be in the event of the permanent right of way being uncertain at the time an electrical customer requires service. Outside the North Downtown Master Plan boundary, the overhead construction is in place and may have to be retained indefinitely.

Charges to this project will include all work required inside the Master Plan boundary and the natural extension into surrounding neighbourhoods and commercial property. Also, new and upgraded facilities up to but not including the supply substation(s) which provide the electrical service to the North Downtown are part of this project.

Coordination is required with the following:

Capital Project #0736 - SL&P - Customer Upgrades and Extensions

Capital Project #1325 - SL&P - Distribution Extension 25th St.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Elec Lines - North Downtown Development	0.0	0.0	0.0	720.0	720.0
Total	0.0	0.0	0.0	720.0	720.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	0.0	400.0	400.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	0.0	100.0	100.0
SL&P CUSTOMER CONTRIBUTION	0.0	0.0	0.0	220.0	220.0
Total	0.0	0.0	0.0	720.0	720.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1272 SL&P - BUILDINGS & GROUNDS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Kevin Hudson
Asset Type		Est. End Date	-

Project Description

This project covers the building and grounds for the Electrical Operations Centre, 322 Brand Road and the Electrical Service Centre 619 Avenue N South. Renovation and expansion is required at the Electrical Operations Centre for infrastructure improvements and to meet operational requirements. The Electrical Service Centre was leased in 2008 and renovations are required to meet the expected usage.

General Comments

Office layouts, washrooms, change rooms, workstations, and storage need to change to better match the present business operation and staffing levels. Heating, ventilation, electrical and other systems are in need of renewal or replacement.

The Electrical Service Centre is used for storage and training. The majority of renovations to meet the space usage requirements are now complete. The lease has been renewed with intent to review the requirements for a permanent facility. The development of the City's Civic Operations Centre will likely affect this project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Bldgs/Grnds - Operation Centre	450.0	250.0	250.0	250.0	250.0
Bldgs/Grnds - Training Service Centre	0.0	0.0	125.0	0.0	0.0
Total	450.0	250.0	375.0	250.0	250.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	100.0	50.0	100.0	50.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	350.0	200.0	275.0	200.0	200.0
Total	450.0	250.0	375.0	250.0	250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1281 SL&P - SUSTAIN POWER GENERATION OPTIONS

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Nathan Ziegler
Asset Type		Est. End Date	-

Project Description

This project investigates new power supply options for Saskatoon Light & Power. It will cover the cost of consulting services to prepare cost benefit analyses of various power supply options and green power. It also provides funding to review power generation alternatives in general. This may include coordination with electrical energy consumers to curtail excess consumption or energy returned to the electrical system by a consumer.

General Comments

Specific projects are expected to have joint funding from the Saskatoon Light & Power reserves and others. Other sources of funding may consist of green loans, SaskPower grants, and partnerships with other agencies which may include other corporate entities.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Investigate New Power Supply	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1282 SL&P - STREET LIGHTS - MITIGATION

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project provides for the inspection and mitigation required for steel street light poles and related street light equipment throughout the city. Poles will be repaired when practical, otherwise they will be replaced. The scope of this project includes repairs and replacement to the concrete base and the steel pole as well as to street light controllers and deteriorated wiring.

General Comments

Deterioration of steel lighting poles and equipment is primarily a result of corrosion. The corrosion of particular concern is at the base of the pole where the mechanical loading is the greatest. Periodic inspections of the street lights will be performed to determine their condition. The objective will be to deal with the most serious corrosion deterioration first.

Motor vehicle incidents are also a significant cause of pole failures. Insurance money will be collected where possible in these cases.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
St. Lights - Mitigation	300.0	250.0	250.0	150.0	150.0
St. Lights - Steel Pole - Traffic Cause	600.0	620.0	620.0	620.0	630.0
Total	900.0	870.0	870.0	770.0	780.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	200.0	105.0	105.0	105.0	110.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	500.0	560.0	560.0	460.0	460.0
SL&P CUSTOMER CONTRIBUTION	200.0	205.0	205.0	205.0	210.0
Total	900.0	870.0	870.0	770.0	780.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING

Project Status	Open	Year Identified	2011
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Joe Lee
Asset Type		Est. End Date	-

Project Description

This project is for upgrades to the 15kV overhead electric distribution line that crosses the river between the University of Saskatchewan and Queen Street just north of the University Bridge.

General Comments

The poles, conductors and apparatus associated with the crossing are nearing their life expectancy and need replacement. Consideration will be given to both overhead and underground replacement solutions. The project work will be coordinated with the Meewasin Valley Authority.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
14.4Kv Queen St. River Crossing	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	50.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	50.0	50.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1286 SL&P - ELEC SYS PLANNING STUDIES

Project Status	Open	Year Identified	2014
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Kevin Hudson
Asset Type		Est. End Date	-

Project Description

This project will fund studies of the electrical distribution system where the services of consulting firms are required.

General Comments

Saskatoon Light & Power will undertake planning studies on multiple subject matters utilizing the services of consulting firms where applicable. It is expected that consulting firms will bring to SL&P experience gained from performing similar studies for other electrical utilities.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Electrical Systems Planning Studies	0.0	0.0	205.0	0.0	205.0
Total	0.0	0.0	205.0	0.0	205.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	75.0	0.0	75.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	130.0	0.0	130.0
Total	0.0	0.0	205.0	0.0	205.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1295 SL&P - NETWORK - MAJOR ASSETS

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the purchase, installation, maintenance, refurbishment, and upgrade costs associated with all major assets in the electrical network, including network transformers, network protectors, and network moulded-vacuum interrupters (MVIs).

All new major assets attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

Saskatoon Light & Power currently owns and maintains 52 network transformers, 52 network protectors, and 35 network interrupters. Future costs will include:

- An additional 17 interrupters
- Refurbishing or replacing end-of-life electrical assets
- Upgrading electrical assets with new sensor technologies

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
NETWORK - MAJOR ASSETS	400.0	0.0	400.0	0.0	400.0
Total	400.0	0.0	400.0	0.0	400.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	0.0	50.0	0.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	350.0	0.0	350.0	0.0	350.0
Total	400.0	0.0	400.0	0.0	400.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the installation and maintenance of all network civil structures, including vaults, manholes, and ducts. Structural upgrades and sidewalk/street reconditioning are within the scope of this project.

All civil work attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

Saskatoon Light & Power currently owns and maintains 20 network vaults, 65 manholes, and approximately 19 km of duct within the boundaries of the Central Business District. Many of these assets were first installed in 1966, and the network has since expanded to accommodate downtown development.

General deterioration of the network civil structures necessitates repair and upgrades to meet current standards and to ensure public and worker safety. All network civil structures will be inspected to determine the severity of the deterioration and to develop a schedule that prioritizes repairs. It is expected that a minimum of two vaults per year will require upgrading or major maintenance.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
NETWORK - CIVIL INFRASTRUCTURE UPGRADES	300.0	300.0	300.0	300.0	300.0
Total	300.0	300.0	300.0	300.0	300.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	50.0	50.0	50.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	250.0	250.0	250.0	250.0	250.0
Total	300.0	300.0	300.0	300.0	300.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1297 SL&P - NETWORK - PRIMARY LINES

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the installation, connection, and maintenance of electrical primary feeder cables in the network system. To accommodate load growth, enhance reliability, and to assist with maintenance and scheduling in the network, a fourth feeder will be installed from both substations to each downtown vault. In addition to the additional cables, existing primary cables and cable splices will be remediated upon engineering assessment.

All new primary cables attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

The entire downtown network is powered by three primary (14.4kV) feeder cables from the Avenue C Substation and three primary feeder cables from the North Central Substation. From both substations, these cables are brought to every vault in the Central Business District.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
NETWORK - PRIMARY LINES	600.0	200.0	600.0	200.0	0.0
Total	600.0	200.0	600.0	200.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	300.0	100.0	300.0	100.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	300.0	100.0	300.0	100.0	0.0
Total	600.0	200.0	600.0	200.0	0.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1298 SL&P - NETWORK - SECONDARY LINES

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the installation, connection, and maintenance of secondary cables in the network distribution system, excluding new customer connections to the network. The scope of this project includes, but is not limited to, the sectionalizing, tying, or installing secondary switches between spot-networks, upgrades to vault and ring main bus cable, and upgrades to network services that require a higher cable capacity.

General Comments

The majority of the downtown core businesses and facilities are serviced by the network distribution system. The network is currently comprised of 20 vaults, with each vault containing 2-3 transformers. A spot network is a group of vaults that are connected by their secondary cables, ensuring reliable power to the customers who are also supplied from the network via secondary cables.

The existing spot-networks of the downtown network distribution system will be sectionalized. Restructuring the network system into a greater number of smaller spot-networks will lower the fault currents, provide a greater level of safety to workers and the public, and increase system reliability. Spot-networks may also be temporarily tied together, or connected by a secondary switch, in order to complete certain work.

All secondary cable work pertaining to new customers will be budgeted in a separate customer project. Existing customers that require an upgrade may be processed through this project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
NETWORK - SECONDARY LINES	0.0	60.0	60.0	60.0	0.0
Total	0.0	60.0	60.0	60.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	20.0	20.0	20.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	40.0	40.0	40.0	0.0
Total	0.0	60.0	60.0	60.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1299 SL&P - NETWORK - PROTECTION & CONTROL

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project provides for all protective, communicative, or controlling devices for the downtown underground electrical network system. This includes control (RTU) cabinets, protector relays, fuses, cable protectors, modelling software, and all engineering design costs within the network system.

All new protective, communicative, or controlling devices attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

The downtown network distribution system requires multiple levels of protection and coordination to ensure safety and reliability. Controllers and communicative devices will be implemented in each vault in order to remotely (SCADA) monitor customer loads and vault data, and to control large assets by utilizing protective devices such as interrupters and protector relays. Each vault requires a control (RTU) cabinet to allow the operations staff to fully control and monitor the vault equipment.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
NETWORK- PROTECTION & CONTROL	260.0	260.0	260.0	260.0	260.0
Total	260.0	260.0	260.0	260.0	260.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	180.0	180.0	180.0	180.0	180.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	80.0	80.0	80.0	80.0	80.0
Total	260.0	260.0	260.0	260.0	260.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1301 SL&P - SUBSTATION COMMUNICATION UPGRADE

Project Status	Open	Year Identified	2011
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project provides for an upgrade to the communication system between remotely located substations and interrupters and the master control facility located at the Brand Road Operations Center.

General Comments

Existing remote terminal units at substations and at remote switches are aging. Communication difficulties and failures are occurring. The installation of wireless and fiber optic Ethernet equipment will improve communication reliability.

Component 01 involves the upgrade of the communication infrastructure at substations. Fiber optic connections are to be made where fiber optic connection is available.

Component 02 involves the upgrade of communications infrastructure at padmounted interrupter switches. Wireless Ethernet equipment is to be installed and commissioned.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Elec - S/S - Station RTU Upgrade Comm	300.0	250.0	250.0	250.0	250.0
Total	300.0	250.0	250.0	250.0	250.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	150.0	100.0	100.0	100.0	100.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	150.0	150.0	150.0	150.0	150.0
Total	300.0	250.0	250.0	250.0	250.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE

Project Status	Open	Year Identified	2011
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Dave McKinna
Asset Type		Est. End Date	-

Project Description

This project involves changes to the electrical primary distribution lines crossing the Traffic Bridge (Avenue C Substation Feeder 2). With reconstruction of the Traffic Bridge, the feeder will need to be temporarily relocated and reinstalled once bridge construction is complete.

General Comments

Avenue C Feeder 2 is one of several 15 kV feeders that supplies power to the Main Street substation. This feeder is also critically important as a backup source to loads in Nutana, Buena Vista and Exhibition area. Work will be coordinated with the schedule for reconstruction of the Traffic Bridge.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Ave C - Fdr #2 - Mitigation	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1305 SL&P - FEEDER UPGRADES/REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Mehmooosh Janbakhsh
Asset Type		Est. End Date	-

Project Description

This project includes the upgrading, replacement, and extension of primary and secondary electrical circuits. This project is to enhance/maintain system reliability, and maintain service within the existing distribution area. The primary objective is to repair the critical deficiencies found through inspections of the existing electrical distribution system.

A component of this project provides for switches at the junction points between feeders and load transfer points. The purpose of these switches is to provide faster transfer capability, reducing restoration time following a power outage.

Excluded from the scope of this project are extensions of the distribution system for new electrical services.

General Comments

Distribution system line inspections will identify system assets which need major maintenance or replacement in the budget year. Additionally, work performed by other utilities such as Shaw Cable or SaskTel may provide opportunities to complete upgrades. Consequently, this project scope is general. Typical work includes pole replacements, line upgrades and underground cable replacement.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Feeder Upgrades Construction	1,950.0	1,800.0	1,800.0	1,800.0	1,800.0
Telecom Upgrades	75.0	75.0	75.0	75.0	75.0
Total	2,025.0	1,875.0	1,875.0	1,875.0	1,875.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	625.0	475.0	375.0	375.0	375.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	1,350.0	1,350.0	1,450.0	1,450.0	1,450.0
SL&P CUSTOMER CONTRIBUTION	50.0	50.0	50.0	50.0	50.0
Total	2,025.0	1,875.0	1,875.0	1,875.0	1,875.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS

Project Status	Open	Year Identified	2011
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Mehmoosh Janbakhsh
Asset Type		Est. End Date	-

Project Description

The objective of this project is to progressively convert the existing 4.16kV primary electric distribution to 14.4kV distribution. There are 14, 4.16kV intermediate substation service areas that supply over 30 different neighbourhoods.

This project is related to Project Number 1332 - SL&P - Substation Service Life Extension and does not include work within existing substations.

General Comments

Voltage conversions are a means of providing additional system capacity within the same equipment footprint. As such, the timing of voltage conversions is linked to the load growth in a specific area. Densification projects, infill development and other land use changes may have significant impact on the requirement and schedule for voltage conversions.

Timing of voltage conversions is generally driven by the combination of system load growth and the age/condition of the pole, transformer, and cable assets. Conversions are typically performed in stages and may be triggered by the addition of new large customers/loads on the electric system.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Garfield 4.16/14.4 Kv conversion	1,150.0	500.0	800.0	950.0	1,000.0
Total	1,150.0	500.0	800.0	950.0	1,000.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	350.0	100.0	200.0	250.0	300.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	800.0	400.0	600.0	700.0	700.0
Total	1,150.0	500.0	800.0	950.0	1,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT

Project Status	Open	Year Identified	2010
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project will fund Saskatoon Light & Power's participation in research and development. Activity is primarily directed through the Centre for Energy Advancement Through Technological Innovation (CEATI) International in cooperation with other electric utilities.

General Comments

Research is directed through the following technical areas: Distribution Assets Life Cycle Management (DALCM) and Life Cycle Management of Substations Equipment and Apparatus (LCMSEA). These groups identify and manage research and development projects that include smart grid, grounding and lightning, protection and coordination, and transmission line assets. The participants of the interest groups co-fund these projects.

Saskatoon Light & Power co-funds research and development with other Canadian, American, and international electric utilities. Some of these utilities are: SaskPower, Manitoba Hydro, Hydro One, Fortis, EpCor, Enmax, BC Hydro, Toronto Hydro, Hydro Quebec, Newfoundland Power, American Electric Power, Duke Energy, Consolidated Edison New York, and others.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
R & D Dist & Trans	50.0	90.0	90.0	90.0	90.0
R & D Station & Apparatus	0.0	50.0	50.0	55.0	55.0
Total	50.0	140.0	140.0	145.0	145.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	140.0	140.0	145.0	145.0
Total	50.0	140.0	140.0	145.0	145.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Joe Lee
Asset Type		Est. End Date	-

Project Description

Saskatoon Light & Power is currently supplied by five transmission lines at 138kV. These transmission lines are the conduits for bulk power supply to the nine major substations. This project provides for the expansion of the transmission capacity and operational flexibility required to continue to support load growth and system operation requirements for Saskatoon Light & Power.

Planned project components include the addition of a new transmission line from the North side of the franchise area and a new transmission connection centrally between Avenue C Substation and North Central Substation. There are also long term requirements for upgrades to the existing transmission lines to increase capacity.

General Comments

The objective for Saskatoon Light & Power is to have transmission backup capacity from various sources. In particular, the north supply is needed for risk mitigation since all the other transmission lines originate from a single source at the SaskPower Queen Elizabeth Switching Station.

SaskPower has long range plans for multiple transmission lines around Saskatoon, including an additional switching station near Martensville. This provides Saskatoon Light & Power an opportunity for another 138kV supply point in the northwest sector.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
138kV Line - North Supply	0.0	1,750.0	1,750.0	1,750.0	1,750.0
Total	0.0	1,750.0	1,750.0	1,750.0	1,750.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	1,000.0	1,000.0	1,000.0	1,000.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	750.0	750.0	750.0	750.0
Total	0.0	1,750.0	1,750.0	1,750.0	1,750.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

Saskatoon Light & Power operates transmission lines at 138,000 Volts. There are four basic construction types which are wood pole, steel monopole, steel lattice tower, and underground insulated cable. This project is for repair, refurbishing, and replacement of the structural components of these lines. The typical problems are corrosion, metal failure, and insulator deterioration.

General Comments

The failure of a transmission line has significant consequences, impairing the ability to supply bulk power via the transmission system. While rapid deterioration of components is not expected, remedial action is required to ensure continuous reliable operation of the bulk power supply system. A variety of techniques for assessment, maintenance, and remediation of the system components will be employed.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
138 Kv Insulator Mitigation	50.0	0.0	0.0	0.0	0.0
138 Kv Transmission Foundation	50.0	100.0	120.0	120.0	0.0
Total	100.0	100.0	120.0	120.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	10.0	0.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	90.0	100.0	120.0	120.0	0.0
Total	100.0	100.0	120.0	120.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1326 SL&P - SUBSTATION MONITORING SYS UPGRADE

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project puts in place a communication network and the supporting communication equipment for the electrical distribution system.

General Comments

A fiber optic communication network is being expanded to permit high speed data transmission from the electrical substation and remote equipment to the central SCADA system. The SCADA (System Control And Data Acquisition) facilities are located at the SL&P Operations Centre. The substations and certain distribution equipment report their status along with other engineering information and have remote control capability.

The scope of this project is for the provision of the fiber optic system inclusive of head end equipment and intermediate equipment. The scope of this project does not include any specifically identified scope or component of any other active project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Communication Equipment	75.0	50.0	0.0	50.0	0.0
Communication Network	125.0	200.0	200.0	200.0	200.0
Total	200.0	250.0	200.0	250.0	200.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	200.0	250.0	200.0	250.0	200.0
Total	200.0	250.0	200.0	250.0	200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1329 SL&P - SUBSTATION RELAY UPGRADES

Project Status	Open	Year Identified	2012
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project involves upgrades to electrical substation protective relaying equipment. Many substations are using electromechanical relays for detection of system disturbances and operation of the protective equipment. These relays are subject to mechanical wear and degradation over time. Other substations are using microprocessor-based protective relays that have reached end of life.

This project will provide for the replacement of these relays and any associated upgrades to related substation equipment and communication systems. Periodic testing and in-service performance will be used to determine the priority for the upgrades. Work may be accelerated or delayed based on other project work planned for specific substations.

General Comments

The extended capabilities of microprocessor-based relays also allow for implementation of more comprehensive protection schemes resulting in better protection of personnel and equipment. These relays have metering and remote communication capabilities that can be used for additional functions. This project is part of the overall strategy for substation protection, on-line monitoring, and SCADA control.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Substation Relay Upgrades	0.0	350.0	500.0	250.0	500.0
Total	0.0	350.0	500.0	250.0	500.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	150.0	100.0	50.0	100.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	200.0	400.0	200.0	400.0
Total	0.0	350.0	500.0	250.0	500.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project covers reliably extending the service life of existing bulk power substations and medium voltage substations. The apparatus and equipment installed in an electrical substation is expected to be in service in excess of 40 years. Major system apparatus and equipment can be expected to fail over its service life and particularly as useful/economic life is nearing its end or has been exceeded. It is unreasonable to allow such failures to compromise general system reliability. Equipment failure for similar assets is typically random, so sufficient redundancy and reliable protective equipment must be in place.

General Comments

Planned substation upgrades and replacements are covered by specific projects. Minor failures are covered through funding from operating budgets.

The typical work covered by this project would include but is not limited to the following:

- Repairs to power transformers which may include components such as online tap changers, bushings, seals and gaskets,
- Repairs to switchgear, communication, metering, protective equipment, etc,
- Repairs to the substation infrastructure which may include the building and yards with the various system structures and components,
- Repairs to the utilities serving the substation which includes electrical, water, sewer, etc.

These repairs may be required at more than one substation in the budget year.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Bulk Power S/S Mitigation	265.0	250.0	150.0	150.0	150.0
Medium Voltage S/S Mitigation	150.0	150.0	150.0	150.0	150.0
Total	415.0	400.0	300.0	300.0	300.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	150.0	150.0	50.0	50.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	265.0	250.0	250.0	250.0	250.0
Total	415.0	400.0	300.0	300.0	300.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1350 SL&P - SUBSTATION BUILDING & GROUND RENO

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project involves renovation of electrical substation infrastructure not directly associated with the electrical distribution. This includes the building foundation, structures, security and access system, fencing, etc.

General Comments

There is significant infrastructure associated with substations that is physically different than the electrical utility equipment. This project will require periodic inspections by a qualified consultant to determine corrective actions for each substation. Major restoration work will be identified through the inspection and remedial work scheduled in subsequent years. Minor ongoing substation infrastructure maintenance will be charged to the operating budget.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Substation Assessment	0.0	0.0	50.0	0.0	0.0
Substation Infrastructure	0.0	150.0	100.0	100.0	100.0
Total	0.0	150.0	150.0	100.0	100.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	150.0	150.0	100.0	100.0
Total	0.0	150.0	150.0	100.0	100.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1352 SL&P - LIFE CYCLE MANAGEMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Glen McDonald
Asset Type		Est. End Date	-

Project Description

This project is to put the formal asset management structure in place to ensure equipment is available and in service as needed. This program will include policies, procedures, and criteria to assess the transmission, substation, distribution and lighting systems. The intent of the asset management system is to help ensure assets are used in the most efficient manner, and that the systems provide reliable service at an economical cost. This program will set standards for inspections, maintenance, and replacement of system components.

Some of the major components of the electrical system may require an additional detailed condition assessment and the analysis of the condition/capacity that is needed.

The purchase of software systems and their integration will be coordinated with other corporate information technology initiatives.

General Comments

The electrical and lighting systems consist of many pieces of equipment and subsystems. Specific equipment can, in general, be expected to be in service for well over 30 years. To obtain this performance, maintenance and/or mitigation is required.

This program will provide information for the long range planning of the electric power and lighting systems. It is not expected to identify capital works that would be the result of system expansion or generalized load growth.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
SL&P - Environmental Mgt.	150.0	0.0	0.0	0.0	0.0
System Life Cycle Management-Implementation	0.0	100.0	0.0	0.0	0.0
Total	150.0	100.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	75.0	50.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	75.0	50.0	0.0	0.0	0.0
Total	150.0	100.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Don McPhee
Asset Type		Est. End Date	-

Project Description

This project provides for the planned purchase of vehicles and equipment required for electric system construction and maintenance. Saskatoon Light & Power employs the use of various vehicles, trailers and mobile equipment for overhead and underground construction and maintenance. In addition, other equipment is necessary to support operations at the SL&P Operations Centre and the SL&P Service Centre.

The equipment covered by this project would include the following:

Costly test equipment which may be portable or located at either the Operations Centre or Service Centre

Line equipment including trailers, trailers with motorized equipment, or self-propelled equipment

Costly motorized equipment such as front end loaders, fork lifts, sweepers, etc.

Vehicles - expanding the SL&P fleet (Capital funding for acquisition)

General Comments

This equipment is normally durable in nature. This project covers major refurbishing needed to maximize useful life. This project also covers replacement cost for the equipment directly under the control of SL&P.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Mobile Equipment	100.0	0.0	300.0	0.0	300.0
Test Equipment	135.0	135.0	135.0	135.0	135.0
Vehicles	0.0	112.0	200.0	50.0	200.0
Total	235.0	247.0	635.0	185.0	635.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	160.0	247.0	360.0	185.0	360.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	75.0	0.0	275.0	0.0	275.0
Total	235.0	247.0	635.0	185.0	635.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1356 AF-V&E ADD'L VEHICLES & EQUIPT

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Jason Kennon
Asset Type	V&E vehicles	Est. End Date	-

Project Description

This project provides for the purchase of additional fleet vehicles and equipment in accordance with Section 18.1 of the Capital Reserves Bylaw #6774. These vehicles or pieces of equipment have been requested by various departments as additions to the previous years' permanently assigned complement which are required due to increased demand resulting from the City's growth and/or to provide improved service.

Bylaw #6774 also states that funds may be used to finance the purchase or construction of capital assets required to maintain the fleet.

General Comments

Where applicable, final approval of this project is subject to City Council's approval of the rental of the equipment in the appropriate departmental Operating Budget.

The units to be purchased are as follows:

Parks Grounds Maintenance Equipment Acquisition Reserve:

1 - Brush Chipper - \$45,000

2 - 6' Mowers - \$60,000

1 - Pull behind Turf Sweeper - \$40,000

1 - Tractor (40-50hp) - \$50,000

1 - Groomer - \$16,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Parks Equipment Purchase	211.0	100.0	300.0	100.0	100.0
Total	211.0	100.0	300.0	100.0	100.0
FINANCING DETAILS					
PARKS GROUNDS MTCE EQUIP ACQ RES	211.0	100.0	300.0	100.0	100.0
Total	211.0	100.0	300.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1357 AF-V&E REPL'T VEHICLES & EQUIPT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Jason Kennon
Asset Type	V&E vehicles	Est. End Date	-

Project Description

This project involves the purchase of replacement fleet vehicles and equipment in accordance with Capital Reserves Bylaw #6774. Replacements are required as the units are experiencing unacceptable maintenance and repair costs, excessive downtime, and/or a loss in productivity, and have reached or passed their scheduled life spans.

General Comments

The units to be replaced will be disposed of as trades, by public auction, or by public tender. The units scheduled for replacement, within reserve funding available, are as follows:

6 - 1 Ton Dump Box - \$315,000
 1 - 3/4 Ton Reg Cab 2WD LB - \$45,000
 4 - Asphalt Patcher (Thermo Lay) - \$320,000
 2 - Garbage Truck 3 Axle (Ma 26 Yd) - \$600,000
 3 - Mid Size SUV - \$80,000
 2 - Packer - \$80,000
 2 - Sweeper (3 Wheel) - \$440,000
 14 - Sedan Heavy - \$525,000
 10 - Sedan Light - \$250,000
 3 - Sweeper (3 Wheel) - \$640,000
 2 - Skid Steer - \$110,000
 2 - Motor Grader - \$700,000
 1 - 1 Ton Dump Box 2WD - \$61,000
 1 - Skid Steer - \$55,000
 1 - Utility Trailer (L) - \$30,000
 1 - Wheel Backhoe (3/4 Yd) - \$300,000
 1 - Wheel Loader - \$400,000
 2 - Wheel Sidewalk Cleaner - \$330,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
Total	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
FINANCING DETAILS					
VEHICLE EQUIPMENT REPLACE RESERVE	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
Total	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1364 CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT

Project Status	Open	Year Identified	2015
Project Type	SUPPORT SYSTEMS	Manager	Rob Gilhuly
Asset Type		Est. End Date	-

Project Description

Service Saskatoon is the overall strategy for the City to provide responsive and reliable services to citizens. One of the planned initiatives under the provision of personalized access is the implementation of a 311/Customer Relationship Management System. 311 is a coordinated approach to responding to citizens' phone calls and inquiries on programs and services. It is an easy-to-remember telephone number that provides citizens with simplified access to non-emergency government services. It eliminates the need for a caller to understand which department provides a service and finding a number for that service. CRM is a software application that is used to track interactions with residents on an ongoing basis and manages data and information effectively. The 311/CRM will be integrated with the digital strategy the City is currently developing.

General Comments

The 2016 costs include a variety of processes, technology and support in order to begin the transition the 200 services in Public Works to the Service Saskatoon 311/CRM model:

Proposed for 2016:

Technology (systems development and configuration) - \$500,000

Processes - \$250,000

Project Management - \$100,000

Communications and Engagement - \$50,000

Equipment, Supplies and Other Costs - \$45,000

Research and Training - \$5,000

Total - \$950,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Project Implementation	950.0	100.0	100.0	100.0	100.0
Total	950.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
C.I.S. DEVELOPMENT RESERVE	550.0	0.0	0.0	0.0	0.0
COMPUTER EQUIPMENT REPL RES	300.0	0.0	0.0	0.0	0.0
CORPORATE CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
Total	950.0	100.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project provides funding for the installation of railway crossing improvements undertaken by Canadian National and Canadian Pacific Railways at level crossings within City limits. Under the current funding agreement with Transport Canada and Pacific Railways, each party is responsible for a percentage of the costs associated with safety upgrades done at level crossings, i.e. gates and automated warning systems.

General Comments

These crossing improvements are typically mandated by Transport Canada through the issuance of a 'Notice of Order' and as such the City is required to participate in funding a portion of the improvement. This program also includes an annual inspection program for signage, independent safety inspections required for whistle cessation requests and the installation of an uninterruptible power supply at various locations. It should also be noted that changing regulations by Transport Canada have resulted in increased funding requirements as the warrant system for railway gate installations has changed.

The unfunded component in 2016 includes upgrades to the crossing on Highway 7 to install gates which are now required due to increased traffic volumes and train activity. Upgrades are required prior to making application for whistle cessation.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
CONSTRUCTION	400.0	100.0	100.0	100.0	50.0
Total	400.0	100.0	100.0	100.0	50.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	50.0	75.0	50.0	75.0	50.0
UNFUNDED TRAFFIC SAFETY RES	350.0	25.0	50.0	25.0	0.0
Total	400.0	100.0	100.0	100.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1475 US-AUTO'D GARBAGE CONTAINER REPL

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Michelle Jelinski
Asset Type	Garbage Collection Containers	Est. End Date	-

Project Description

This project involves the provision of new or replacement roll-out garbage carts used for automated waste collection.

General Comments

Each year approximately 5,000 garbage containers require replacement and approximately 1,500 new containers are required to service new households. This translates to an annual commitment of \$400,000 to \$450,000.

Prior Budget Approval

\$4,202,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	346.0	358.0	371.0	384.0	398.0
Total	346.0	358.0	371.0	384.0	398.0
FINANCING DETAILS					
AUTO GARBAGE CONTAINER REPL RES	346.0	358.0	371.0	384.0	398.0
Total	346.0	358.0	371.0	384.0	398.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1493 TU-EAST RIVERBANK STABILIZATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

This project is an annual program to provide for the rehabilitation of slope failures and slope stability monitoring instrumentation of the City's east river bank sites. The term 'site(s)' should be interpreted as a section of river bank land or City owned land, and not in relation to any private site or private property.

General Comments

Riverbank monitoring and spring site inspection is conducted yearly to develop an asset management plan for the City's east river bank (along the Meewasin conservation area, up to and including some City streets). Remediation construction projects are implemented as required.

For 2016, funding of \$2.5 million is estimated to be used for a potential slope stability remediation. This will include the section of the City's riverbank and City owned land between 15th and 16th Street East. The situation will be closely monitored and if necessary an intervention will be initiated based on the developing conditions. In addition, funding of \$0.2 million is estimated to be used for site monitoring and engineering analysis for stabilization locations along the City's east river bank area. This area would also include river bank slope stability sites between 11th and 15th Street as well as improvements to slope monitoring at other east side sites along the river bank (up to and including any affected roadways).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Subdrain Monitoring & Instrumentation System	700.0	90.0	100.0	90.0	100.0
Subdrain Preservation & Slope Stabilization	2,500.0	160.0	200.0	160.0	200.0
Total	3,200.0	250.0	300.0	250.0	300.0
FINANCING DETAILS					
INFRA RES - STORM WATER	3,200.0	250.0	300.0	250.0	300.0
Total	3,200.0	250.0	300.0	250.0	300.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1501 TU-UPGRD FLETCHER RD SANITARY LIFT STATN

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Cal Sexsmith
Asset Type		Est. End Date	-

Project Description

This project includes the replacement of the current lift station and forcemain. The current lift station pumps are approaching the end of their service life and require replacement. Rather than replace the existing pumps it is proposed that the lift station be upgraded or replaced. A new forcemain is also required to replace the existing forcemain which has experienced failures on more than one occasion.

General Comments

The Fletcher Road sanitary lift station services the South West Industrial area. Construction of the Mitchell's processing plant north of Fletcher Road introduced sanitary flows to this lift station that were never accounted for during design. The South West Industrial area had been originally conceived as a relatively dry industrial area.

On a regular basis, both of the lift station's two pumps operate concurrently in order to keep up with incoming sewage flows. Lift stations are designed such that one pump can address incoming flow. The second pump is a backup pump to be used upon failure of the first pump. In its current state, the reliable operation of this lift station cannot be assured. No new development or substantial redevelopment can occur in this area until the capacity of the lift station is increased.

The funding of \$3.3 million allocated for 2016 is required to replace the existing forcemain which has experienced multiple failures. The new forcemain will be built in conjunction with the proposed twinning of the sanitary trunk on Fletcher Avenue between Buckle Avenue and New Lift Station.

Prior Budget Approval

\$3,144,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Upgrade Fletcher Road Sanitary Lift Station and Forcemain	3,300.0	0.0	0.0	0.0	0.0
Total	3,300.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PROPERTY REALIZED RES	1,600.0	0.0	0.0	0.0	0.0
WASTEWATER TRTMNT CAP RES	1,700.0	0.0	0.0	0.0	0.0
Total	3,300.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1504 TU-TRAFFIC PLAN IMPLEMENTATION

Project Status	Open	Year Identified	2015
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Shirley Matt
Asset Type		Est. End Date	-

Project Description

The purpose of this project is to accomplish the permanent construction of the temporary traffic calming devices per neighbourhood.

General Comments

This project is designed for the construction of the temporary traffic calming devices that were recommended and implemented from the Neighbourhood Traffic Management plans for each of the neighbourhoods. Only traffic calming devices such as curb extensions, median islands, etc. will be funded from this capital project.

2016 Program includes the following neighbourhoods, if fully funded:

- 1) Hudson Bay Park: \$64,000
- 2) Westmount: \$138,000
- 3) Holliston: \$66,000
- 4) Haultain: \$72,000
- 5) City Park: \$90,000
- 6) Brevoort Park: \$30,000
- 7) Nutana: \$152,000
- 8) Caswell Hill: \$108,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction & Design	720.0	400.0	400.0	400.0	400.0
Total	720.0	400.0	400.0	400.0	400.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	310.0	260.0	200.0	250.0	200.0
UNFUNDED TRAFFIC SAFETY RES	410.0	140.0	200.0	150.0	200.0
Total	720.0	400.0	400.0	400.0	400.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1505 TU-TRAFFIC SIGNAL UPGRADE-INFRA

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project involves essential maintenance of the City's traffic signal system and life cycle replacement of major electronic and hardware components.

General Comments

The City currently has 275 signalized intersections, of which many are under centralized computer control. There is a need to continually upgrade the aging infrastructure in order to maintain safe and reliable traffic signal operations.

High priority has been given to replacement of major hardware components, such as traffic controllers, conflict monitors, signal heads, poles and communications cables. This funding is critical for essential intersection repairs and upgrades, including underground conduit/cable replacement, communications network expansion, vehicle detector repairs, incorporation of non-intrusive detection, replacement of older cabinets and electronics as required.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	390.0	375.0	375.0	375.0	375.0
Total	390.0	375.0	375.0	375.0	375.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	390.0	375.0	375.0	375.0	375.0
Total	390.0	375.0	375.0	375.0	375.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1506 TU-TRAFFIC SIGNING REPLACE-INFRA

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Cory Funk
Asset Type		Est. End Date	-

Project Description

This project involves the upgrade and rehabilitation of the City's traffic signs.

General Comments

This program will develop and implement the following programs on an annual basis:

- 1) Stop and yield sign program: review, inspect and replace stop and yield signs to ensure that all signs meet standards;
- 2) Arterial roadway sign program: review, assess, and replace the City's regulatory and warning signs on major arterial roads;
- 3) Prepare as-built drawings in a digital format, compatible with the City's GIS system, for all programs;
- 4) Street name plate replacement program;
- 5) Pedestrian/School signing replacement program;
- 6) Guide sign and overhead sign structure replacement program;
- 7) Tree trimming program to ensure adequate visibility of control devices at intersections.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	390.0	375.0	375.0	375.0	375.0
Total	390.0	375.0	375.0	375.0	375.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	390.0	375.0	375.0	375.0	375.0
Total	390.0	375.0	375.0	375.0	375.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1507 TU-GUARDRAILS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the installation of new guardrail for public safety, as well as the inspection and replacement of existing guardrail (and crash cushions) that have deteriorated to the point where structural integrity is compromised.

General Comments

The list of locations requiring either guardrail installation or replacement has grown significantly and will require several years of funding to complete. Guardrail will be installed and/or replaced at specific locations in order of priority as determined through the ranking system.

An in-service safety review has been done in 2015 for all existing safety systems along all high-speed roadways and structures including guardrails, crash cushions, pole and pier safety systems. In-service road safety reviews are detailed engineering studies of existing infrastructure and facilities which focus on mitigating measures to reduce collision frequency and/or severity for all road users. These types of studies are based on reviews of collision history, traffic volumes, and on-site observation and roadway geometry and traffic operations.

The next phase scheduled for 2016 includes the rehabilitation and/or replacement of safety systems identified in the study to the extend of available funding.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Guardrail Rehab&Replacement	200.0	200.0	200.0	200.0	200.0
Installation/Replacement	120.0	120.0	125.0	125.0	125.0
Total	320.0	320.0	325.0	325.0	325.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	110.0	100.0	100.0	100.0	100.0
UNFUNDED TRANSPORTATION INFRA RES	210.0	220.0	225.0	225.0	225.0
Total	320.0	320.0	325.0	325.0	325.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1508 CY-CITY ENTRANCE SIGNS

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Lesley Anderson
Asset Type		Est. End Date	-

Project Description

This project is a program for the installation of city entry signs welcoming the travelling public to the City of Saskatoon.

General Comments

The following primary highway signs have been completed or are scheduled to be completed under this project:

Airport Drive (completed in 2005)

Highway 11 South (completed in 2006)

Highway 16 NW (completed in 2007)

Highway 16 SE (completed in 2007)

Highway 11 N (completed 2010)

Blairmore Overpass Sign (Highway 7 W) (completed 2011)

Highway 7 (completed 2014)

Highway 12 (on hold for land acquisition)

Highway 5 East (on hold for land acquisition)

Highway 14 (on hold for land acquisition)

The 2018 proposal will involve the design, construction and installation of a sign at Highway 219.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	0.0	0.0	130.0	0.0	130.0
Design	0.0	0.0	20.0	0.0	20.0
Total	0.0	0.0	150.0	0.0	150.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	0.0	150.0	0.0	150.0
Total	0.0	0.0	150.0	0.0	150.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1512 TU-NEIGHBOURHOOD TRAFFIC REVIEW

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Shirley Matt
Asset Type		Est. End Date	-

Project Description

This project will follow the guidelines that were established under the new procedures outlined in the Traffic Calming Guidelines and Tools Manual and the Speed Management Program addressing shortcutting, speeding and safety issues through the use of traffic calming measures on local and collector streets. The overall objective of this project is to undertake an area-wide review for each neighbourhood in the City of Saskatoon considering these new procedures. The goal is to review 8 neighbourhoods per year.

General Comments

The budget supports the City of Saskatoon long-term strategy of Moving Around as traffic calming devices provides safety for motorists, cyclists and pedestrians.

This program will include:

- 1) The review of 8 neighbourhoods per year.
- 2) Conducting traffic studies and holding neighbourhood meetings (early spring and late fall) to determine and develop the traffic management plan.
- 3) Maintenance of the existing temporary traffic calming locations.
- 4) Implementation of the completed neighbourhood traffic calming plans.

In addition, funding will be required starting in 2016 to construct permanent traffic calming if the temporary measures prove effective.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	350.0	350.0	350.0	350.0	350.0
Total	350.0	350.0	350.0	350.0	350.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	350.0	250.0	250.0	250.0	250.0
UNFUNDED TRAFFIC SAFETY RES	0.0	100.0	100.0	100.0	100.0
Total	350.0	350.0	350.0	350.0	350.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1513 TU-PAVEMENT MARKING PROGRAM-INFRA

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Cory Funk
Asset Type		Est. End Date	-

Project Description

This project involves the installation and rehabilitation of permanent pavement markings that have been installed on freeway/expressway and arterial roadways over the last 20 years.

General Comments

There is no provision for this work in any operating program and rehabilitation of the markings has only been conducted under the arterial resurfacing program. Many of the permanent markings which have been installed have exceeded their design life and in areas of heavy travel, such as weave areas and intersections, the markings are completely gone.

The program includes the review, assessment and replacement of:

- Permanent markings on freeway/expressway roadways as required;
- Permanent markings on arterial roadways as required;
- Crosswalk and stop line markings on the above roads;
- Guideline, continuity line and chevrons on the above roads.

This program is also responsible for the placement of semi-permanent markings on the roadways rehabilitated by arterial resurfacing and micro surfacing.

This program is an on-going, annual program.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	370.0	360.0	300.0	245.0	245.0
Total	370.0	360.0	300.0	245.0	245.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	200.0	180.0	180.0	180.0	180.0
UNFUNDED TRANSPORTATION INFRA RES	170.0	180.0	120.0	65.0	65.0
Total	370.0	360.0	300.0	245.0	245.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1518 CY-PAY STATION PURCHASES & IMPLEMENTATION

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Andrew Hildebrandt
Asset Type		Est. End Date	-

Project Description

This project provides for the conversion to a new pay-by-plate parking system.

General Comments

To replace the aging coin meters, a new electronic pay station parking system was implemented in 2015. The project supports the purchase of the new system, as well as additional pay stations for future expansion. It also provides the necessary resources to retrofit the parking services program to better adapt to the changing needs of the new system.

The 2016 budget will provide funding for project management to lead the continued implementation of the new parking system. This will include the purchase of technician vehicles, maintenance equipment, and IT equipment, while also allowing for meter expansion in new areas.

The 2017 plan will provide funding for additional meter expansion as new areas are defined.

Prior Budget Approval

\$100,000 Implementation

\$4,577,000 Contractual agreement with Cale Systems Inc.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Implementation	495.0	100.0	60.0	60.0	60.0
Total	495.0	100.0	60.0	60.0	60.0
FINANCING DETAILS					
PARKING RESERVE	495.0	100.0	60.0	60.0	60.0
Total	495.0	100.0	60.0	60.0	60.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1522 TU-TRAFFIC NOISE ATTENUATION

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of traffic noise attenuation devices to reduce the negative impacts of vehicle related noise on abutting residential properties.

General Comments

Complaints regarding traffic noise have been received from a number of areas within the City. The traffic noise attenuation project is designed to address those residential areas that are adjacent to high volume roadways. New traffic noise attenuation warrant was developed in 2008 resulting in an updated priority list. Funding shown in 2016 and beyond will be applied to the construction financing of the traffic noise attenuation, as per approved priority list, as well as ongoing monitoring of traffic noise levels throughout the City.

As per the Council directed "Retrofit Sound Attenuation Borrowing Option" report, submitted by the CFO & General Manager of Asset & Financial Management Department on November 26, 2013, the amount of \$15.45 million will be borrowed in 2016, and repaid over ten years, to complete the following projects:

- Circle Drive West (29th Street to 31st Street)
- Circle Drive West (Milton Street to Avenue W)
- College Drive (Central Avenue to McKercher Drive)
- College Drive (McKercher Boulevard to CPR Bridge)
- McKercher Drive (Boychuk Drive to College Drive)
- Circle Drive East (Taylor Street to Highway 16 - both sides)
- 22nd Street (Haviland Crescent to Michener Crescent)
- Boychuk Drive (Taylor Street to Heritage Crescent)

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Operating Impacts

Contribution to Traffic Noise Attenuation Reserve: 2017 - \$100,000 and 2018 - \$100,000

Labour and equipment: 2017 - \$16,300 and 2018 - \$16,200

Prior Budget Approvals

\$9,766,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Retrofit Noise Attenuation	15,455.0	0.0	0.0	0.0	0.0
Total	15,455.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
BORROWING	13,909.0	0.0	0.0	0.0	0.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	1,546.0	0.0	0.0	0.0	0.0
Total	15,455.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	116.3	116.2	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1523 AF-RADIO TRUNKING SYSTEM EXPANSION

Project Status	Open	Year Identified	2011
Project Type	SUPPORT SYSTEMS	Manager	Del Ehlert
Asset Type	Communication systems	Est. End Date	-

Project Description

This project involves the replacement of all analog radio's to digital. This involves the replacement of City owned portable and mobile radios from analog to digital and replacement of radios due to end of life cycle.

General Comments

This project provides funding for the replacement of Corporate radio's.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
EQUIPMENT PURCHASE	320.0	350.0	350.0	350.0	400.0
Total	320.0	350.0	350.0	350.0	400.0
FINANCING DETAILS					
CIVIC RADIO REPL & EXPN RESERVE	320.0	350.0	350.0	350.0	400.0
Total	320.0	350.0	350.0	350.0	400.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1526 TU-CIRCLE DR BRIDGE REPAIR

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Dan Willems
Asset Type		Est. End Date	-

Project Description

This project involves rehabilitation of the Circle Drive North Bridge, both eastbound and westbound.

General Comments

The Circle Drive North Bridge consists of two separate bridge decks (eastbound and westbound) founded on a shared pier system. The eastbound and westbound bridge structures are curved, five span, three lane steel girder bridges. The estimated replacement cost for each structure is approximately \$45.1 million.

Proactive rehabilitation work planned for 2019 includes removal and replacement of the asphalt wearing surface and membranes, spot repairs to the concrete decks, replacement of the expansion joints and spot repairs to concrete surfaces. The design and engineering services for the rehabilitation work is planned in 2018.

If a 'Do Nothing' approach were taken with preservation of the two bridge superstructures, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2035, requiring complete replacement of the superstructures. The cost estimate for deck replacement is approximately \$18 million for each structure.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
	0.0	0.0	200.0	4,370.0	0.0
Total	0.0	0.0	200.0	4,370.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	200.0	2,470.0	0.0
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	0.0	1,900.0	0.0
Total	0.0	0.0	200.0	4,370.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1528 TU-SPADINA CRES BRIDGE

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Dan Willems
Asset Type		Est. End Date	-

Project Description

This project includes the rehabilitation of the Spadina Crescent Bridge.

General Comments

The Spadina Crescent Bridge is a three span, two lane continuous concrete deck slab bridge, originally constructed in 1930. The estimated replacement cost for this structure is approximately \$1.16 million.

Rehabilitation work planned for 2018 includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of a portion of the concrete deck, spot repairs to concrete surfaces, installation of galvanic protection on the substructure, application of silane sealer to the walkway and substructure, filling voids on the abutments and improving erosion protection.

If a 'Do Nothing' approach were taken with preservation of this bridge, service life prediction modeling indicates that structural failure of the deck, necessitating costly emergency repairs, can be expected to occur by the year 2024, with complete replacement of the bridge required by the year 2029 at a cost of approximately \$1.16 million.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Repairs	0.0	0.0	566.0	0.0	0.0
Total	0.0	0.0	566.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	566.0	0.0	0.0
Total	0.0	0.0	566.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1531 TU-LOCAL ROADS PRESERVATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project funds annual preservation, restoration and rehabilitation of local residential roads as well as the reconstruction of locations displaying cracking or pavement deformation. This is intended to reduce the deferred maintenance backlog. This project also funds the data collection required to rate the current condition of the local road network. Local roadways are considered part of the Neighbourhood Roadway Network, primarily serving residents of the neighbourhood. The objective of this program is to minimize the life cycle cost of preserving the local roads, subject to minimum acceptable levels of service. This program has been in place since 1996.

General Comments

Local roads represent about 51% of all of Saskatoon's roads. The primary program focus is on preservation of the roads within each neighbourhood. The proposed programs are based on the most recent surface rating data and are updated as new information becomes available.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	11,700.0	11,700.0	11,700.0	11,700.0	11,700.0
Total	11,700.0	11,700.0	11,700.0	11,700.0	11,700.0
FINANCING DETAILS					
PAVED ROADWAYS INFRASTRUCTURE RESERVE	10,600.0	11,700.0	11,700.0	11,700.0	11,700.0
UNFUNDED PAVED ROADWAYS INFR RES	1,100.0	0.0	0.0	0.0	0.0
Total	11,700.0	11,700.0	11,700.0	11,700.0	11,700.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1532 TU-SIDEWALK PRESERVATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This long term project is required to restore sidewalks to a 'safe' condition. Sidewalk preservation is divided between neighbourhood assets and primary assets. As a neighbourhood asset, the sidewalks primarily serve the residents of that neighbourhood. Sidewalks classified as a primary asset serve a broader range of people.

General Comments

The plan for this project is to make sidewalks safer by replacing, in whole or in part, panels of sidewalks having trip hazards or missing sections. Locations will be prioritized based on sidewalk use and planned neighbourhood renewal locations. Locations where parking meters exist will be given higher priority along with sidewalks near schools, hospitals and care homes. The estimated repair cost for sidewalks in 2016 is \$600 per lineal metre.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction Neighbourhood Program	2,530.0	1,825.0	1,825.0	1,825.0	1,825.0
Construction Primary Program	1,380.0	985.0	985.0	985.0	985.0
Total	3,910.0	2,810.0	2,810.0	2,810.0	2,810.0
FINANCING DETAILS					
PAVED ROADWAYS INFRASTRUCTURE RESERVE	3,910.0	2,810.0	2,810.0	2,810.0	2,810.0
Total	3,910.0	2,810.0	2,810.0	2,810.0	2,810.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1553 TU-SID BUCKWOLD BRIDGE REPAIRS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project includes rehabilitation of the Sid Buckwold Bridge.

General Comments

The Sid Buckwold Bridge is a three span, six lane post-tensioned concrete girder bridge, originally constructed in 1965. The estimated replacement cost for this structure is approximately \$66.1 million.

Design and Engineering Services required for the rehabilitation in 2018 is work planned for 2016 & 2017. Rehabilitation work planned for 2018 includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of a portion of the concrete deck, increasing the concrete cover over the rebar on the deck by 70 mm, removal and replacement of the median and interior traffic rails, replacement of the expansion joints, spot repairs to concrete surfaces, application of silane sealer to the walkway, and replacement of the pedestrian railing.

If a 'Do Nothing' approach were taken with preservation of this bridge, service life prediction modeling indicates that structural failure of the deck, necessitating costly emergency repairs, can be expected to occur by the year 2027, with complete replacement of the deck and barriers required by the year 2032. The cost estimate for emergency deck repairs and subsequent deck rehabilitation is approximately \$40.8 million.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Bridge Deck Resurfacing	500.0	300.0	9,590.0	0.0	0.0
Total	500.0	300.0	9,590.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	500.0	300.0	6,955.0	0.0	0.0
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	2,635.0	0.0	0.0
Total	500.0	300.0	9,590.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1556 TU-SYSTEM UPGRADES/REPLACEMENTS

Project Status	Open	Year Identified	2012
Project Type	SUPPORT SYSTEMS	Manager	Galen Heinrichs
Asset Type		Est. End Date	-

Project Description

This project is to fund the investigation, procurement and implementation of system replacements or upgrades required in the Transportation and Utilities Department.

General Comments

There are many internal systems used by Transportation and Utilities which are integral to its operations. These systems eventually need upgrading, or need to be able to realize efficiencies by taking advantage of available advanced technology.

Funds are required in 2016 to automate roadway activity coordination processes within the sign shop while integrating with existing systems.

Prior Budget Approvals

\$50,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Design and Implementation	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
TU - CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES

Project Status	Open	Year Identified	2011
Project Type	EQUIPMENT REPLACEMENT	Manager	Shelley Korte
Asset Type	Building Contents	Est. End Date	-

Project Description

This project is to provide funding to address identified office modifications and required replacements and/or upgrades to systems furniture for open office areas in the Transportation and Utilities Department.

General Comments

Major modifications to office space in the Transportation and Utilities Department have been identified. As well, the existing systems furniture is dated and no longer manufactured - any required upgrades or modifications are not compatible with the existing furniture.

Prior Budget Approvals

\$50,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Office Furniture System Replacement	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
TU - CAPITAL RESERVE	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS

Project Status	Open	Year Identified	2015
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves preservation activities for the College Drive westbound over CPR overpass.

General Comments

College Drive westbound over CPR overpass was bestowed to the City of Saskatoon in late 2011 by the Saskatchewan Ministry of Highways. The structure is a two lane, three span, steel girder bridge, originally constructed in 1965.

The substance preservation work planned in 2017 includes engineering services, spot repairs to abutments and piers and application of the galvanic protection system.

The rehabilitation of the structure is planned for 2020 and includes engineering services, removal of asphalt wearing surface and membrane, removal and replacement of portions of the concrete deck, spot repairs, the concrete surface and installation of new membrane and wearing surface.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
College Drive Westbound Over CPR Overpass	0.0	234.0	0.0	100.0	1,714.0
Total	0.0	234.0	0.0	100.0	1,714.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	100.0	1,714.0
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	234.0	0.0	0.0	0.0
Total	0.0	234.0	0.0	100.0	1,714.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS

Project Status	Open	Year Identified	2015
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves preservation activities for the College Drive eastbound over CPR overpass.

General Comments

The College Drive eastbound over CPR overpass was bestowed by the City of Saskatoon in late 2011 by the Saskatchewan Ministry of Highways. The structure is a two lane, three span, steel girder bridge, originally constructed in 1993.

The unfunded substructure preservation work that would be planned for 2016 includes engineering services, spot repairs to abutments and piers and application of a galvanic protection system.

The rehabilitation of the structure is planned for 2023 and includes engineering services, removal of asphalt wearing surface and membrane, removal and replacement of 112 mm of the concreted deck, spot repairs to the concrete surface and installation of the new membrane and wearing surface.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
College Drive Eastbound Over CPR Overpass	343.0	0.0	0.0	0.0	0.0
Total	343.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	343.0	0.0	0.0	0.0	0.0
Total	343.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1580 CY-BOOKING & REGISTRATION SYSTEM REPLACEMENT

Project Status	Open	Year Identified	2016
Project Type	SUPPORT SYSTEMS	Manager	Greg Ives
Asset Type	Software	Est. End Date	-

Project Description

This project involves replacing the existing computer program used by the Recreation and Sport division for program registrations and facility bookings.

General Comments

The Recreation and Sport division currently uses the Class system, developed by Active Network, for registrations and facility bookings. Active Network announced that the Class application will be decommissioned and support will end November 2017. To continue offering automated registrations and facility bookings (including online registrations), a replacement system will be selected and purchased based on the best fit with the business model and customer service requirements.

In 2014, the Recreation and Sport division processed 20,297 program registrations and 65,133 facility bookings through Class.

Operating Impact

It is not anticipated that there will be an operating impact associated with the new system as it is expected that the licensing fees for the new system will approximate that of the existing Class system.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Software Replacement	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
CY CAPITAL RESERVE	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1581 CY-POSSE UPGRADE

Project Status	Open	Year Identified	2016
Project Type	SUPPORT SYSTEMS	Manager	Greg Ives
Asset Type	Software	Est. End Date	-

Project Description

This project involves upgrading and converting the existing POSSE Workflow Management System and existing applications to the POSSE Winchester platform.

General Comments

The Building Standards division utilizes the POSSE Workflow Management Platform to build applications, such as the City of Saskatoon's Building Permit and Plumbing Permit applications. To continue receiving support from the vendor and to access new versions and features of the product, the platform needs to be upgraded. In doing so, the City will be in a better position to respond to changes to the business model and customer service requirements.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
POSSE Upgrade	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
BLDG PERMITS/INSPECT STAB RESERVE	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1584 CIVIC OPERATIONS CENTRE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Linda Andal
Asset Type	Buildings	Est. End Date	-

Project Description

This project consists of the relocation of Transit, Public Works, City Yards, Transportation & Utilities Department occupying the Third Floor City Hall and Major Projects to a new combined location.

This project will likely have two phases of construction:

Phase One will include the relocation of Transit from Caswell Hill. Relocating Transit will allow for decommissioning and the redevelopment of the vacated portion of Caswell Hill which has been identified as a Council priority. Decommissioning and clean up of the current Transit site will occur in late 2016, with an estimated cost of \$1.0 million. This Phase will also include the first permanent Snow Storage Facility. This facility will manage snow melt water and meet environmental regulations. Phase One construction is anticipated to occur in 2015/16.

Phase Two of this project will move the remaining occupants to the new location. Moving City Yards allows for the redevelopment of the vacated portion of the Warehouse District which has also been identified as a priority. Moving the other Divisions to this facility allows for a more streamlined operation, and in some cases means leased space will no longer be required. This phase may see construction occurring in 2018-2021.

General Comments

This project reflects Phase Two of the Civic Operations Centre which is for the relocation of the City Yard Operations. This phase is included in the Civic Facilities funding plan. The project will only proceed as funds are available.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Prior Budget Approvals

\$131,426,000 Prior budget approvals funded an environmental assessment, a feasibility study, relocation studies, a P3 business case and a communication plan. Also includes Phase One for the Transit and Snow Storage Facility.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
City Yards	0.0	0.0	0.0	20,500.0	22,500.0
Transit/Snowdump	0.0	0.0	8,000.0	0.0	0.0
Total	0.0	0.0	8,000.0	20,500.0	22,500.0
FINANCING DETAILS					
BORROWING	0.0	0.0	8,000.0	20,500.0	22,500.0
Total	0.0	0.0	8,000.0	20,500.0	22,500.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Mike Libke
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of park enhancements in existing neighbourhood parks where the community has identified a need for new park amenities. These parks are not part of the ten-year plan for upgrading under the Park Upgrading - Neighbourhood (P901). The enhancements typically add components to existing park amenities and reflect the greatest need in the neighbourhood (e.g. park benches, trees and shrubs, picnic areas, lighting, playground equipment additions).

General Comments

The City receives requests from Community Associations for park enhancements, some of which are significant and fall under the capital budget parameters. These projects are funded through a combination of Community Association contributions and the Park Enhancement Reserve.

Each year, project requests are brought forward by the Community Associations and undergo an approved adjudication process. All project applications and cost estimates are then returned to the Community Associations with a request for a formal commitment to the project, including their financial contribution to the project. The finalized list of approved projects is completed once the operating budget amount for the Park Enhancement Reserve has been approved.

The 2016 park enhancement projects include the following:

1. Adult Fitness Equipment - This park enhancement project involves the design and construction of adult fitness equipment in W. J. L. Harvey Park North and will be a partnership between the Silverwood Heights Community Association and the City of Saskatoon.
2. Lakeview Playground - The Lakeview Community Association is partnering with the Lakeview Playground Enhancement Committee and the City of Saskatoon to install new playground equipment in Lakeview Park to complement the existing amenities.

Special Note

These projects are contingent on receiving contributions from the Community Associations.

Operating Impact

\$3,400 Maintenance of fitness equipment

\$5,000 Maintenance of playground equipment

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Adult Fitness Equipment	62.0	0.0	0.0	0.0	0.0
Lakeview Playground	90.0	0.0	0.0	0.0	0.0
Total	152.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PARK ENHANCE RES	28.0	0.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	124.0	0.0	0.0	0.0	0.0
Total	152.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	8.4	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1615 TU-WATER DISTRIBUTION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of water mains and appurtenances in the water distribution system.

General Comments

The network management component of this project involves the evaluation and planning to manage overall condition and capacity of the water distribution system.

The preservation program involves the project level design, construction administration and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. Future years' preservation budgets reflect the cost to replace mains and service connections that are anticipated to reach the economic life in the respective year subject to a maximum 12 breaks.

The capacity program is directed at ensuring adequate pressure and volumes. Capacity improvements are typically driven by the need to meet minimum fire flow standards for fire suppression and to ensure adequate water pressure during flushing and water quality programming.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The lead connection program involves the construction administration and construction/contract activities for the replacement of lead connection on an emergency basis as well as in conjunction with roadway preservation and homeowner requests.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Capacity Programs	200.0	200.0	200.0	200.0	200.0
Capital Operations	165.0	165.0	165.0	165.0	165.0
Flow Monitoring	20.0	20.0	20.0	20.0	20.0
General Support	35.0	35.0	35.0	35.0	35.0
Lead Connections	1,605.0	1,605.0	1,605.0	1,605.0	1,605.0
Network Management	150.0	150.0	150.0	150.0	150.0
Preservation Program	5,160.0	5,160.0	5,160.0	5,160.0	5,160.0
Total	7,335.0	7,335.0	7,335.0	7,335.0	7,335.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	7,335.0	7,335.0	7,335.0	7,335.0	7,335.0
Total	7,335.0	7,335.0	7,335.0	7,335.0	7,335.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1616 TU-WASTE WATER COLLECTION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of waste water sewer mains and appurtenances in the waste water collection system.

General Comments

The network management component of this project involves the evaluation and planning to manage the overall condition and capacity of the waste water collection system.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. The preservation program is directed at replacement and rehabilitation of sewer mains and service connections that are structurally unsound and pose a high risk of failure leading to sewer backup. The capacity improvement program is directed at mains that are undersized due to development intensification and wet weather inflow.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The connection replacement program involves the construction administration and construction/contract activities for the replacement of sewer connections.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Capital Operations	150.0	150.0	150.0	150.0	150.0
Connection Replacements	615.0	615.0	615.0	615.0	615.0
Flow Monitoring	40.0	40.0	40.0	40.0	40.0
General Support	35.0	35.0	35.0	35.0	35.0
Network Management	275.0	275.0	275.0	275.0	275.0
Preservation Program	3,700.0	3,700.0	3,700.0	3,700.0	3,700.0
Total	4,815.0	4,815.0	4,815.0	4,815.0	4,815.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	4,815.0	4,815.0	4,815.0	4,815.0	4,815.0
Total	4,815.0	4,815.0	4,815.0	4,815.0	4,815.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1617 TU-PRIMARY WATER MAINS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of the pipelines and appurtenances in the large diameter transmission system.

General Comments

The network management component of this project involves the evaluation, inspection and planning to manage the capacity in relation to demand, and the overall condition of the primary water main system. The work on this network will focus on demand/capacity modeling, cathodic protection and condition assessment.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs.

The program will continue to focus on corrosion protection on the primary water mains to control corrosion failures, a common cause of leaks on these large diameter mains. A second component of the program includes the replacement and retrofitting of control valves/chambers to provide for the shutdown and isolation of the primary water main for maintenance and operations. A third component of this program is the major rehabilitation or replacement of primary water main sections.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Capacity Programs	230.0	230.0	230.0	230.0	230.0
Flow Monitoring	20.0	20.0	20.0	20.0	20.0
General Support	30.0	30.0	30.0	30.0	30.0
Network Management	100.0	100.0	100.0	100.0	100.0
Operating Programs	25.0	25.0	25.0	25.0	25.0
Preservation Program	1,495.0	1,495.0	1,495.0	1,495.0	1,495.0
Total	1,900.0	1,900.0	1,900.0	1,900.0	1,900.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	1,900.0	1,900.0	1,900.0	1,900.0	1,900.0
Total	1,900.0	1,900.0	1,900.0	1,900.0	1,900.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1618 TU-SANITARY SEWER TRUNKS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of waste water trunk sewers and appurtenances in the large diameter waste water collection system.

General Comments

The network management component of this project involves the evaluation and planning to manage the overall condition and capacity of the waste water trunk sewer system. The planning work will focus on demand/capacity modeling and the inspection of critical trunk sewers.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. Trunk sewers are critical sewers that cannot readily be taken out of service and in the event of a failure have a major environmental impact. The preservation program is directed at preventing failures through early rehabilitation or replacement.

The capacity improvement program is directed at mains that are undersized due to development intensification and where loading exceeds capacity. Other capacity funding is allocated to programming to reduce wet weather inflow, which leads to local sanitary sewer overflows to the river.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Capacity Programs	160.0	160.0	160.0	160.0	160.0
Capital Operations	40.0	40.0	40.0	40.0	40.0
Flow Monitoring	40.0	40.0	40.0	40.0	40.0
General Support	30.0	30.0	30.0	30.0	30.0
Network Management	230.0	230.0	230.0	230.0	230.0
Preservation Program	1,292.0	1,292.0	1,292.0	1,292.0	1,292.0
Total	1,792.0	1,792.0	1,792.0	1,792.0	1,792.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	1,792.0	1,792.0	1,792.0	1,792.0	1,792.0
Total	1,792.0	1,792.0	1,792.0	1,792.0	1,792.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1619 TU-STORM SEWER TRUNK

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation, upgrade or replacement of trunk storm sewer mains and appurtenances in the large diameter storm sewer collection system.

General Comments

The Network Management component of this project involves the evaluation and planning required to support the Preservation and Capacity Improvement components.

The Preservation and Capacity Improvement components involve the project level design, administration and contract activities to deliver the annual preservation program.

The Capital Operations component provides support to operating programs.

The General Support component provides support to continued development of GIS.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Capacity Program	325.0	333.0	341.0	350.0	359.0
Capital Operations	74.0	76.0	78.0	80.0	82.0
General Support	10.0	10.0	10.0	11.0	11.0
Network Management	130.0	133.0	137.0	140.0	143.0
Preservation Program	340.0	349.0	357.0	366.0	375.0
Total	879.0	901.0	923.0	947.0	970.0
FINANCING DETAILS					
INFRA RES - STORM WATER	879.0	901.0	923.0	947.0	970.0
Total	879.0	901.0	923.0	947.0	970.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1620 TU-STORM SEWER COLLECTION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation, upgrade or replacement of collection storm sewer mains and appurtenances in the smaller diameter storm sewer collection system.

General Comments

The Network Management component of this project involves the evaluation and planning required to support the Preservation and Capacity Improvement components.

The Preservation and Capacity Improvement components involve the project level design, administration and contract activities to deliver the annual preservation program.

The Capital Operations component provides support to operating programs.

The General Support component provides support to continued development of GIS.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Capacity Programs	325.0	333.0	341.0	350.0	359.0
Capital Operations	50.0	51.0	53.0	54.0	55.0
General Support	10.0	10.0	10.0	11.0	11.0
Network Management	110.0	113.0	116.0	118.0	121.0
Preservation Program	340.0	349.0	357.0	366.0	375.0
Total	835.0	856.0	877.0	899.0	921.0
FINANCING DETAILS					
INFRA RES - STORM WATER	835.0	856.0	877.0	899.0	921.0
Total	835.0	856.0	877.0	899.0	921.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1621 TU-STORM SEWER POND PRESERVATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

This program is an annual program to undertake major rehabilitation of storm water retention ponds and appurtenances. There are 28 storm retention ponds, 20 are wet and eight are dry. An annual program of pond rehabilitation is required to ensure continued protection of private property from storm events and ensure water quality.

General Comments

The Network Management component of this project involves the evaluation and planning required to support the Preservation and Capacity Improvement components.

The Preservation and Capacity Improvement components involve the project level design, administration and contract activities to deliver the annual preservation program.

The Capital Operations component provides support to operating programs.

The General Support component provides support to continued development of GIS.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Capacity Programs	150.0	154.0	158.0	161.0	165.0
Capital Operations	35.0	36.0	37.0	38.0	39.0
General Support	10.0	10.0	10.0	11.0	11.0
Network Management	50.0	51.0	52.0	54.0	55.0
Preservation Program	105.0	108.0	110.0	113.0	116.0
Total	350.0	359.0	367.0	377.0	386.0
FINANCING DETAILS					
INFRA RES - STORM WATER	350.0	359.0	367.0	377.0	386.0
Total	350.0	359.0	367.0	377.0	386.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves the design, installation and maintenance of appropriate landscaping along the entrance roadways into the City, based on recommendations and staging as noted in the comprehensive City Entrances Landscape Development Master Plan.

General Comments

This project would provide funding to design, install, establish and maintain landscaping including trees, shrubs, shelterbelt replacements and other landscaping materials required to aesthetically enhance the entrance roadways in the City.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Design and Construction	0.0	300.0	350.0	350.0	350.0
Total	0.0	300.0	350.0	350.0	350.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	300.0	350.0	350.0	350.0
Total	0.0	300.0	350.0	350.0	350.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1635 CY-DIEFENBAKER PARK MASTER PLAN

Project Status	Open	Year Identified	2016
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves a site survey, an analysis of current amenities, and the development of a Master Plan for Diefenbaker Park to guide current and future usage of the park.

General Comments

Diefenbaker Park has been identified as an important City-wide Special Use Park within Saskatoon. With the increase in population and number of events taking place in Saskatoon, Diefenbaker Park usage will continue to grow. Currently, Diefenbaker Park has three allocated green spaces that host festivals and events. The park also has one baseball diamond, an eighteen hole disc golf course, a public toboggan hill, and is the future home of a new Winter Recreation Park.

As events continue to increase in size, number and duration, a plan is needed to guide park usage as well as highlight the importance of Diefenbaker Park as a festival and event site. A Master Plan will identify and maximize the unique features available in and around Diefenbaker Park. Diefenbaker Park is well positioned geographically with access to the South Saskatchewan River, Meewasin Valley Authority trails and other nearby amenities.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Diefenbaker Park Master Plan	0.0	200.0	0.0	0.0	0.0
Total	0.0	200.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	200.0	0.0	0.0	0.0
Total	0.0	200.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1637 CY-GORDON HOWE CAMPGROUND EAST WASHROOM

Project Status	Open	Year Identified	2016
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Roxane Melnyk
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves demolishing and replacing the existing East washroom at the Gordon Howe Campground.

General Comments

The existing East washroom has reached the end of its life cycle and is unsafe due to the beginning of structural failure. During an annual inspection in 2014, it was determined that further repairs to the facility would not be sufficient to maintain the structure beyond 2015 and it is becoming a safety concern for campers. This washroom facility services approximately 50 of the 136 camping sites at the campground. The new facility will be fully accessible at ground level and provide male and female washroom facilities. The facility will also provide a small sink with access to water for the campers as a dish washing station.

Operating Impact

Net operating impacts for utilities and preventative maintenance will be determined as specific features of the facility are designed.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
GH Campground East Washroom	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
CAMPSITE RESERVE	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1638 TU-BACK LANE TREE TRIMMING

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Andrew Hildebrandt
Asset Type		Est. End Date	-

Project Description

The project involves the pruning and/or removal of trees in back lanes.

General Comments

There is a need to maintain access/egress from back lanes and this will provide an additional funding source to deal with public concerns.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Tree Trimming	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
UNFUNDED TRANSPORTATION INFRA RES	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1648 CY-PARK IRRIGATION UPGRADES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

The need for park irrigation upgrades is based on historical data collected through the turf and irrigation maintenance programs.

General Comments

The need for an upgrade is based on public and staff safety concerns, the high cost of annual maintenance repairs on antiquated systems (25+ years), inadequate coverage (poor turf quality), and high utility costs associated with inadequate irrigation systems.

The 2016 budget will allow for the replacement of the irrigation system in Nutana Kiwanis Park (\$500,000) and Cumberland Park (\$75,000). The irrigation systems are over 25 years old and past their useful life. The irrigation system of these parks are not able to provide baseball, soccer and football user groups with reliable irrigation to adequately support playing conditions for local, and provincial level competitions. Timely and accurate water applications by a modern irrigation system are necessary to provide the ongoing playing conditions that are required.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
District Parks	575.0	0.0	0.0	0.0	0.0
Neighbourhood Parks	0.0	400.0	295.0	0.0	0.0
Riverbank Parks	0.0	0.0	0.0	625.0	0.0
Total	575.0	400.0	295.0	625.0	0.0
FINANCING DETAILS					
DEDICATED LANDS RESERVE	575.0	0.0	0.0	0.0	0.0
UNFUNDED INFRA RES - PARKS	0.0	400.0	295.0	625.0	0.0
Total	575.0	400.0	295.0	625.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1650 CY-NEW MUNICIPAL CEMETERIES

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Kim Berge
Asset Type	Cemeteries - Land Improvement	Est. End Date	-

Project Description

The 2005 Woodlawn Cemetery Value for Money Audit confirmed that the City of Saskatoon should remain in the cemetery business in order to meet the objectives of ensuring protection of public health and access to cemetery products and services at reasonable and relatively stable market prices.

In 2005 it was estimated that Woodlawn Cemetery had an estimated remaining life of between 30 and 35 years.

General Comments

This project provides funding for the development of a Saskatoon Municipal Cemetery Service Master Plan. The Master Plan will provide high level guidance with regard to an accurate count of the years of available gravesites remaining in Woodlawn Cemetery and provide a report that would outline the future needs including, but not limited to: interment demand; land purchase and capital cost estimates; location; and management strategies.

Operating Impact

The future operating impact will be identified in the Master Plan.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Feasibility Study	0.0	80.0	0.0	0.0	0.0
Total	0.0	80.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	80.0	0.0	0.0	0.0
Total	0.0	80.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1653 CY-PARK DRAINAGE

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves drainage remediation in parks throughout the City. Drainage remediation is required due to high water tables, as well as sump and storm water discharge from private properties bordering park areas. The excess moisture results in:

- loss of plant material in parks and greenspaces (flooded-out);
- standing water which is unsightly, creates anoxic soil (foul smell), and exacerbates mosquito breeding;
- slipping hazards on park pathways due to algae and ice;
- erosion of slopes and granular pathways;
- premature deterioration of asphalt pathways, as well as other hard park infrastructure such as fence posts and signs;
- soft park conditions that are not able support regular mowing activities; and
- water intrusion onto private property.

General Comments

Drainage installation involves the installation of subsurface (French drain tile or surface, culverts, or drainage systems) or the re-grading of existing landscape surfaces to ensure positive drainage to appropriate discharge points.

2015 drainage installations improved park conditions throughout various locations including: Birkmaier Park, Montgomery Park, Morris T. Cherneski Park and Grace Adam Park.

The 2016 budget includes drainage installations in Roulliard Park, Wallace Park, Parkridge, Al Anderson Park and Anita Langford Park.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	150.0	100.0	50.0	50.0	50.0
Total	150.0	100.0	50.0	50.0	50.0
FINANCING DETAILS					
DEDICATED LANDS RESERVE	150.0	0.0	0.0	0.0	0.0
UNFUNDED INFRA RES - PARKS	0.0	100.0	50.0	50.0	50.0
Total	150.0	100.0	50.0	50.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE

Project Status	Open	Year Identified	2012
Project Type	REJUVENATION	Manager	Kim Berge
Asset Type	Cemeteries - Land Improvement	Est. End Date	-

Project Description

This project involves the upgrading of existing roadway infrastructure to accommodate increased vehicular traffic and provide access to future burial areas.

General Comments

Road conditions at Woodlawn Cemetery were assessed in 2014 with 4,950 square metres of cemetery roadway rated as being in poor condition and requiring major upgrade. Upgrades to approximately 1,700 square meters of the heavily used poor condition roadways in Woodlawn Cemetery were completed in 2015. Funding identified in 2016 will allow roadway upgrades to continue on another 850 square meters of cemetery roadways that have been identified as being in poor condition and requiring major upgrade.

Phased upgrades have been planned over an eight year period in an effort to bring all roadways within Woodlawn Cemetery to good condition.

Upgraded roadways ensure Woodlawn Cemetery is safely accessible for all citizens using all modes of transportation.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	150.0	150.0	150.0	150.0	150.0
Total	150.0	150.0	150.0	150.0	150.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	150.0	0.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	150.0	150.0	150.0	150.0
Total	150.0	150.0	150.0	150.0	150.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1658 CY-PARKS NEW SATELLITE MTNC BLDG

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Darren Crilly
Asset Type		Est. End Date	-

Project Description

This project is based on service review findings that indicate an expansion of Park maintenance buildings will be necessary as the area of City parks and open space continues to grow.

General Comments

To improve operating efficiencies of the Parks Maintenance program, a new service delivery model is required that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods. This will reduce travel time to and from existing maintenance facilities to the parks, and will result in more effective use of staff resources and be safer for workers that travel on City roadways.

Special Note

This project is subject to the approval of the Parks & Recreation Levy.

Operating Impacts

Three new buildings constructed in 2016 will require \$1,600 per building in contribution to the Civic Building Comprehensive Maintenance Reserve (CBCM), and an estimated \$2,200 per unit in utilities costs in 2017.

\$4,800 CBCM

\$6,600 Utilities

Two satellite maintenance buildings that are being designed in 2016 will result in operating impacts of \$9.0 and will be realized in 2018.

Prior Budget Approval

Design of \$50,000 for satellite maintenance buildings located in Kinsmen Park, Lakewood Park and Peter Zakreski Park; funded from the Community Services Capital Reserve.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Evergreen District	15.0	135.0	0.0	0.0	0.0
Holmewood Sector	0.0	0.0	90.0	810.0	0.0
Hyde Park	150.0	0.0	0.0	0.0	0.0
Kensington Neighbourhood	15.0	135.0	0.0	0.0	0.0
Kinsmen Park	0.0	135.0	0.0	0.0	0.0
Lakewood Park	135.0	0.0	0.0	0.0	0.0
Peter Zakreski Park	130.0	0.0	0.0	0.0	0.0
Total	445.0	405.0	90.0	810.0	0.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY	445.0	270.0	90.0	810.0	0.0
UNFUNDED RCE	0.0	135.0	0.0	0.0	0.0
Total	445.0	405.0	90.0	810.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	11.4	9.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1662 CY-ELM TREE INVENTORY

Project Status	Open	Year Identified	2016
Project Type	PREPAID LAND DEVELOPMENT	Manager	Michelle Chartier
Asset Type		Est. End Date	-

Project Description

This project involves creating an inventory database of elm trees situated on public and private property. An accurate inventory is required to help prevent the spread of Dutch elm disease within Saskatoon.

General Comments

Dutch elm disease is a fungal disease that is transmitted by bark beetles and through root grafts. It blocks water movement and can cause rapid decline of elm trees. The City of Saskatoon's first confirmed case of Dutch elm disease was identified in a privately owned elm tree in July, 2015.

The Urban Forestry section uses an inventory system to manage approximately 30,000 elm trees located on boulevards and parks. Currently there is no inventory of the number and distribution of elm trees on private property and on public land that is not under management by urban forestry (e.g. golf courses, cemeteries, campgrounds and the river valley). Expanding the current elm tree inventory to identify trees located on both public and private property is a necessary step to ensure that all elm trees are managed within a comprehensive Dutch Elm Disease Management Plan.

Special Note

This project is funded by the Deferred Tree Replacement Account.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Elm Tree Inventory	50.0	50.0	0.0	0.0	0.0
Total	50.0	50.0	0.0	0.0	0.0
FINANCING DETAILS					
OTHER	50.0	50.0	0.0	0.0	0.0
Total	50.0	50.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE

Project Status	Open	Year Identified	2016
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Roxane Melnyk
Asset Type	Parking Lots	Est. End Date	-

Project Description

This project will provide upgrades to the existing parking facilities that support programming and events at the Gordon Howe Complex, including the Saskatoon Minor Football Field (SMF Field) and Gordon Howe #1 softball diamond.

General Comments

With the installation of the artificial turf at SMF Field and the extension of the operating season, the parking facilities at Gordon Howe Complex are seeing a significant increase in activity. Programming at the SMF Field has increased from 110 hours annually in 2013 to an estimated 1,400 hours in 2016. The additional programming has increased vehicle traffic and usage of the parking facilities at the Gordon Howe Complex. These facilities also serve as parking and overflow parking for Glen Reeves softball diamonds, Cairns baseball diamond, Bob Van Impe softball diamond, and Kinsmen Arena.

Parking facility upgrades and improvements are required to prevent further deterioration and increasing costs to repair and maintain the existing parking lot. The work required to upgrade the parking facilities includes but is not limited to: additional gravel, grading, paving of the disabled parking spots, and a dust control application which will reduce dust in the area and in the neighbourhood.

Operating Impact

\$10,000 Annual maintenance

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Parking Lot	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	10.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1665 CY-ICE ARENA PARTNERSHIP

Project Status	Open	Year Identified	2016
Project Type		Manager	Lynne Lacroix
Asset Type		Est. End Date	-

Project Description

Community input and research from the Recreation and Sport Master Plan indicate there is a shortage of one indoor ice arena within Saskatoon. This shortage was determined based on the existing capacity of the publicly accessible indoor arenas in Saskatoon and the surrounding area, and the growing demand for access to both indoor leisure drop-in ice time and more ice time for organized sports. With continued growth in Saskatoon and increased demands for indoor ice, the Administration is exploring partnership opportunities for the design and construction of a new indoor arena.

General Comments

This project could include contribution of the land required for the arena and/or a capital contribution to the overall cost of construction.

This would be considered a one-time capital contribution.

Operating Impact

The ongoing operating costs will be covered by the owner or operator of the facility.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Ice Arena Partnership	1,000.0	0.0	0.0	0.0	0.0
Total	1,000.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
NEIGHBOURHOOD LAND DEVELOPMENT FUND	1,000.0	0.0	0.0	0.0	0.0
Total	1,000.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1677 TU-STORM WATER MGMT UTILITY BILLING

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

The Storm Water Management Utility Billing project involves modifications to the corporate billing system to allow billing of parcel owners for storm water management based on parcel area. This project also includes an integrity check of the data for billing purposes.

General Comments

This project involves projecting, managing and business planning of the revenue from the Storm Water Utility Program. It includes upgrades to the Equivalent Runoff Unit (ERU) assessment program and potential for an ERU credit program.

Prior Budget Approval

\$1,100,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Utility Billing Management	150.0	154.0	158.0	161.0	165.0
Total	150.0	154.0	158.0	161.0	165.0
FINANCING DETAILS					
INFRA RES - STORM WATER	150.0	154.0	158.0	161.0	165.0
Total	150.0	154.0	158.0	161.0	165.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Carol Cooley
Asset Type		Est. End Date	-

Project Description

This project involves the development of a new Central Library in Saskatoon's city core.

General Comments

The New Central Library will replace the aging Frances Morrison Public Library building and provide state of the art library services to Saskatoon's growing and diverse population. In the 2015 budget, it was approved that \$6.0 million would be spent on the land purchase for the New Central Library. The land purchase is no longer expected to occur in 2015 and has been pushed forward to future budget years. The 2015 approved funding of \$6.0 million from the Public Library Capital Expansion Fund and New Central Library reserve was returned to source per Board approval.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
New Central Library Construction	0.0	0.0	0.0	6,000.0	500.0
Total	0.0	0.0	0.0	6,000.0	500.0
FINANCING DETAILS					
PUBLIC LIB CAP EXP'N FUND	0.0	0.0	0.0	2,150.0	0.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	0.0	0.0	0.0	3,850.0	500.0
Total	0.0	0.0	0.0	6,000.0	500.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1780 CP-CORP NETWORK INFRASTRUCTURE

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Robert Moncur
Asset Type	Network	Est. End Date	-

Project Description

This project involves enhancements to the corporate network infrastructure in civic facilities and the implementation of network management tools. This may include the replacement of obsolete network switches and routers, improvements to wiring closets and upgrades to the Corporate Network backbone.

General Comments

The proposed expenditures are for switch and router upgrades.

Details for 2016:

End of Life Switches \$25,000

10GB Switches for Datacenters \$100,000

Total \$125,000

Operating Impact

2017 - Switch Maintenance \$10,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	125.0	125.0	125.0	125.0	125.0
Total	125.0	125.0	125.0	125.0	125.0
FINANCING DETAILS					
COMPUTER EQUIPMENT REPL RES	125.0	125.0	125.0	125.0	125.0
Total	125.0	125.0	125.0	125.0	125.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	10.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1812 SASKTEL CENTRE-EQUIPMENT PURCHASES

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Sheryl McRorie
Asset Type		Est. End Date	-

Project Description

This project reflects equipment replacement purchases at SaskTel Centre in accordance with SaskTel Centre Reserve Fund Policy 01-0006.

General Comments

The 2016 funding is for equipment such as outdoor signage, vehicles, box office system, etc.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Box Office System	10.0	0.0	10.0	0.0	10.0
Computers	0.0	10.0	0.0	10.0	0.0
Concession - Heaters & Poppers	0.0	0.0	20.0	0.0	0.0
Concession Equipment	20.0	0.0	0.0	0.0	20.0
Custodial Equipment	0.0	0.0	0.0	60.0	0.0
Electrical Equipment	70.0	50.0	0.0	0.0	0.0
Forklift - 10 Ton	80.0	0.0	0.0	0.0	0.0
Forklift- 5 Ton	0.0	40.0	0.0	80.0	40.0
Ice Decking System	8.0	8.0	8.0	8.0	8.0
Mower	0.0	0.0	10.0	0.0	0.0
Office Furniture & Equipment	0.0	10.0	0.0	0.0	0.0
Outdoor Signage	20.0	0.0	0.0	0.0	0.0
POS System	5.0	5.0	5.0	5.0	5.0
Radios	10.0	10.0	10.0	10.0	10.0
Scissorlift	15.0	15.0	0.0	0.0	0.0
Sound System	0.0	20.0	0.0	0.0	0.0
Staging	0.0	10.0	0.0	0.0	10.0
Tables & Draping System	0.0	10.0	0.0	0.0	10.0
Vehicles	15.0	0.0	0.0	0.0	0.0
Video Equipment	10.0	10.0	10.0	10.0	10.0
Total	263.0	198.0	73.0	183.0	123.0
FINANCING DETAILS					
SASKTEL CENTRE EQUIPMENT REPL	263.0	198.0	73.0	183.0	123.0
Total	263.0	198.0	73.0	183.0	123.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1829 AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

Project Status	Open	Year Identified	2015
Project Type	SUPPORT SYSTEMS	Manager	Clae Hack
Asset Type	Software	Est. End Date	-

Project Description

This project is for the implementation of a centralized and integrated corporate financial system to replace the current general ledger system and the many payroll, purchasing, work order, human resource and manual systems throughout the corporation.

General Comments

Contingent on the outcome of the business case being developed with the 2015 funding, a Request for Information will be developed and issued for potential solutions and estimated costs. The 2016 and 2017 capital components of this project are unfunded and the costs are only estimates. Refinement of the scope, costs, funding and timing will occur throughout the course of the development of the business case and investigation of the feasibility of the project in consultation with departments.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
ERP System Design	1,000.0	1,000.0	0.0	0.0	0.0
Total	1,000.0	1,000.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	1,000.0	1,000.0	0.0	0.0	0.0
Total	1,000.0	1,000.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1834 REMAI ART GALLERY- EQUIPMENT PURCHASES

Project Status	Open	Year Identified	2015
Project Type	EQUIPMENT REPLACEMENT	Manager	
Asset Type		Est. End Date	-

Project Description

This project reflects equipment replacement purchases at Remai Modern Art Gallery of Saskatchewan in accordance with Reserve Fund Policy C03-016.

General Comments

The 2016 funding is for equipment such as a point of sale system, electronic equipment and system upgrades.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Replacement	73.0	53.0	41.0	86.0	86.0
Total	73.0	53.0	41.0	86.0	86.0
FINANCING DETAILS					
REMAI ART GALLERY EQUIPMENT REPLACEMENT	73.0	53.0	41.0	86.0	86.0
Total	73.0	53.0	41.0	86.0	86.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1876 AF-TENNIS COURT-ACRYLIC SURFACE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Gord Hundebby
Asset Type		Est. End Date	-

Project Description

This cyclical renewal project provides for the reapplication of the acrylic protective coating to existing tennis courts to prevent deterioration of the asphalt base and reapplication of the court lines.

General Comments

Future funding identified is for the repair of tennis courts based on condition assessments at the time.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Surface Coating	0.0	50.0	0.0	50.0	0.0
Total	0.0	50.0	0.0	50.0	0.0
FINANCING DETAILS					
CIVIC BLDGS COMPR MTNCE	0.0	50.0	0.0	50.0	0.0
Total	0.0	50.0	0.0	50.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1883 CK-ELECTRONIC RECORDS MANAGEMENT

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Diane Kanak
Asset Type	Software	Est. End Date	-

Project Description

To continue the implementation of the electronic records management system throughout the corporation.

General Comments

The City has had an electronic records management system (Documentum Records Manager) in place since 2000. The system is fully utilized in the City Clerk's Office and has been implemented within each department. In 2015 the City Clerk's Office undertook a major upgrade to Documentum, and will continue with the SharPoint integration portion of that project in 2016. The City Clerk's Office will also continue with the implementation of the electronic records management system in other departments to manage the continued growth of electronic records and to follow the Retention and Disposition Schedules pursuant to The Cities Act.

Expenditures for the years 2017 through 2020 are for minor upgrades and additional Electronic Records Management software licensing for new users.

Prior Budget Approval

\$645,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Purchase	0.0	155.0	84.0	85.0	84.0
Total	0.0	155.0	84.0	85.0	84.0
FINANCING DETAILS					
CK - CAPITAL RESERVE	0.0	155.0	84.0	85.0	84.0
Total	0.0	155.0	84.0	85.0	84.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM

Project Status	Open	Year Identified	2012
Project Type	SUPPORT SYSTEMS	Manager	Diane Kanak
Asset Type	Software	Est. End Date	-

Project Description

To implement an Electronic Agenda and Meeting Management System.

General Comments

The City Clerk's Office will continue with the implementation of the electronic agenda and meeting management system, to streamline processes and improve access to information from City Council and Standing Policy Committee meetings. Further enhancements will be pursued in 2017. In 2019, the five-year agreement will be reviewed.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
EQUIPMENT PURCHASES	0.0	50.0	0.0	90.0	0.0
Total	0.0	50.0	0.0	90.0	0.0
FINANCING DETAILS					
OPERATING FUND CONTRIBUTION	0.0	50.0	0.0	90.0	0.0
Total	0.0	50.0	0.0	90.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1885 CK-COUNCIL CHAMBER EQUIPMENT UPGRADE

Project Status	Open	Year Identified	2016
Project Type	SUPPORT SYSTEMS	Manager	Diane Kanak
Asset Type	Building Contents	Est. End Date	-

Project Description

The Implementation, and Installation of audio and visual Technology requirements to provide improved meeting processes.

General Comments

With changes to technology, it is necessary to undertake an upgrade of current equipment and changes necessary to modernize the systems in the Council Chamber.

This includes the audio/visual systems, network connections, and computer equipment to meet current business requirements of managing and providing access to meetings.

Consultation with Information Technology, Corporate Accommodation, and Communications is required to ensure all project aspects are considered.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Chamber AV Upgrades	125.0	0.0	0.0	0.0	0.0
Total	125.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	125.0	0.0	0.0	0.0	0.0
Total	125.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1890 TU-EXPRESSWAY ROAD PRESERVATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project funds annual preservation, restoration and rehabilitation on high volume, limited access expressways as well as the reconstruction of locations displaying excessive cracking or pavement deformation. This is intended to reduce the deferred maintenance backlog. This project also funds the data collection required to rate the current condition of the expressways road network. Expressways are considered part of the Primary Roadway Network. The objective is to minimize the life cycle cost of preserving expressways, subject to minimum acceptable levels of service. The current level service is maintained at a high level due to high traffic volumes and speeds. This program has been in place since 1999.

General Comments

Expressways represent approximately 12% of Saskatoon's roads by surface area. The structural condition of these roads is being monitored along with surface condition. The proposed programs are based on the most recent surface rating data and structural condition assessment and are updated as new information becomes available.

Funding identified from the Ministry of Highways and Infrastructure is for rehabilitation of Idylwyld Drive from 39th Street to 51st Street.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
CONSTRUCTION	3,700.0	3,700.0	3,700.0	3,700.0	3,700.0
IDYLWYLD DRIVE - 39TH STREET TO 51ST STREET	936.0	0.0	0.0	0.0	0.0
Total	4,636.0	3,700.0	3,700.0	3,700.0	3,700.0
FINANCING DETAILS					
MINISTRY OF HIGHWAYS AND INFRA	936.0	0.0	0.0	0.0	0.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	3,700.0	3,700.0	3,700.0	3,700.0	3,700.0
Total	4,636.0	3,700.0	3,700.0	3,700.0	3,700.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1893 TU-IDYLYLD DRIVE/51ST ST OVERPASS REHAB

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves rehabilitation of the Idylwyld Drive/51st Street overpass.

General Comments

The 51st Street over Idylwyld Drive overpass is a four lane, two span, steel girder bridge, originally constructed in 1990. The estimated replacement cost for this structure is approximately \$14.0 million.

The unfunded proactive rehabilitation work that would be planned for 2017 includes engineering services, removal and replacement of the asphalt wearing surface and membrane, replacement of the expansion joints, spot repairs to concrete surfaces and repairs to the slope protection.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2037, with complete replacement of the superstructure required by the year 2042. The cost estimate for emergency deck repairs and replacement is approximately \$7.0 million.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Rehabilitation	0.0	1,633.0	0.0	0.0	0.0
Total	0.0	1,633.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	1,633.0	0.0	0.0	0.0
Total	0.0	1,633.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1914 FR-NEW STATION - NORTHWEST SASKATOON

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Morgan Hackl
Asset Type	Fire Stations	Est. End Date	-

Project Description

This project provides for the construction of a standard fire station, No. 10, to be located in North West Saskatoon and the purchase of a fully equipped fire apparatus.

General Comments

On October 6, 2003, City Council adopted Standard NFPA 1710 which establishes benchmark response times of 4 minutes for the 'first-in' unit or single unit response and 8 minutes for all apparatus dispatched to a full first alarm assignment. This standard specifies safe and effective emergency response standards for all services provided by the Saskatoon Fire Department (SFD) in the City of Saskatoon. To achieve that standard, the placement of the fire station is key to the effective and efficient delivery of emergency services to residents in all areas of the City.

For the Northwest Development Area to meet the future response benchmarks, the new location of Claypool Drive and Latrace Road will provide service within the 4-minute first-in response to the existing areas of Elk Pointe, Blairmore, Hampton Village, Dundonald, Westview, Hudson Bay Park, a portion of Kensington and to annexed lands in North West Saskatoon. It will also be strategically placed to contribute to the 8-minute full first alarm response in all areas west of Warman Road/Wanuskewin Drive and North of 22nd Street, in compliance with NFPA 1710. By positioning Fire Station No.10 in this new location, an additional station will not be required in the West sector until community development west of Neault Road is planned.

The estimated cost of design, construction of a station in this area and equipment will be \$6,085,000. Design and construction will commence in 2020 with \$300,000 for design and \$500,000 in construction costs to be incurred later in that year. The remaining construction cost of \$4,660,000 will be incurred in 2021 with planned completion by the fall of 2021. The estimated cost of a fully equipped fire apparatus is \$625,000.00. This project will be funded through the Civic Facilities funding plan.

Operating Impacts

The station is projected to be completed by the fall of 2021. The annual cost for 20 additional fully-equipped fire fighters is \$1,974,800. The impact to the operating costs for the apparatus and building maintenance is \$194,000 per year on a continual basis. One time operating impact of \$90,000 for protective clothing requirements.

2021 (prorated from Sept/2020)

- \$768,000 (FTE)
- \$64,020 (building operations)

2022 and on-going

- \$1,151,900 (FTE)
- \$194,000 (building operations)

Prior Budget Approval

\$650,000 in 2010 for land acquisition.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	0.0	0.0	0.0	0.0	500.0
Design	0.0	0.0	0.0	0.0	300.0
Total	0.0	0.0	0.0	0.0	800.0
FINANCING DETAILS					
OPERATING FUND CONTRIBUTION	0.0	0.0	0.0	0.0	800.0
Total	0.0	0.0	0.0	0.0	800.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1938 AF-PLAY STRUCTURE UPGRDE AND REPL

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Gord Hundebay
Asset Type	Parks Equipment	Est. End Date	-

Project Description

This project involves the repair and modification of the City's play structures located throughout the City's playgrounds to address safety concerns, and the phased rebuilding or replacement of old wooden structures that cannot be repaired. This project also involves the incorporation of accessible components such as gradual ramps, transfer stations, and play features, as well as some accessible resilient surfaces in and around the new or rebuilt play structures.

General Comments

The budgeted amount for general repairs represents funds to repair and modify various play structures as recommended by the consultant who was retained to assess the condition of all the play structures throughout the City. The replace/rebuild component will be allocated on a priority basis to the replacement and rebuilding of specific structures that are heavily utilized but can no longer be repaired.

Play structures in W.J.L Harvey Park, James Anderson Park, Westmount Park (2 play structures), Albert Park (2 play structures), Victoria Park, and Henry Kelsey Park are examples of priority areas that are scheduled for replacement in 2016 to the extent funding is available.

Special Note

The Canada 150 Community Infrastructure Program in collaboration with the City of Saskatoon will provide a combined funding contribution for the replacement of 8 playground structures in 2016, and 2017. The design phase will be completed in 2016, followed by construction in 2017 of these play structures for a combined total of \$1.0 million.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Replace/Rebuild Playstructures	100.0	900.0	675.0	675.0	675.0
Total	100.0	900.0	675.0	675.0	675.0
FINANCING DETAILS					
CANADA 150 INFRA PROGRAM	50.0	450.0	0.0	0.0	0.0
DEDICATED LANDS RESERVE	50.0	450.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	0.0	675.0	675.0	675.0
Total	100.0	900.0	675.0	675.0	675.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1939 AF-PADDLING/SPRAY POOL REPLACEMENTS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Randy Haeusler
Asset Type		Est. End Date	-

Project Description

This project consists of the replacement of older paddling pools and spray pools.

General Comments

The City operates paddling pools and spray pools with associated recreation buildings. This project continues with the phased replacement of the older facilities when it is no longer feasible and economic to continue to maintain and operate the existing facilities. Paddling and spray pools are planned for upgrades/repairs based on priority needs and prior condition assessment audits.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	600.0	0.0	800.0	0.0	800.0
Total	600.0	0.0	800.0	0.0	800.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	600.0	0.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	0.0	800.0	0.0	800.0
Total	600.0	0.0	800.0	0.0	800.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1940 AF-GREENHOUSE REPLACEMENT

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Tim Halstead
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of the existing greenhouse facility at 1101 Avenue P North. Prior Facility assessments indicated replacement of this greenhouse will be required within the next 5 years. Consulting services from industry experts will be necessary to ensure efficient greenhouse design and function is achieved. Funding identified in 2016 will support greenhouse replacement by providing project evaluation, greenhouse design with associated cost options as well as the development of a business case to support future operations.

General Comments

The greenhouse operations provide plant propagation and plant maintenance services that are necessary to support the display of live plant material at the Civic Conservatory, City Hall, Leisure Centres, over 900 BID /center median flower pots, and over 800 m2 of park and open space flower beds. The current level of plant display services would not be maintained without a dedicated greenhouse facility providing necessary plant propagation and plant maintenance services. The risks associated with not designing and constructing a replacement greenhouse facility would include, the potential of facility closure due to poor structural condition forcing the discontinuation or suspension of live plant display services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	150.0	1,350.0	0.0	0.0	0.0
Total	150.0	1,350.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	150.0	1,350.0	0.0	0.0	0.0
Total	150.0	1,350.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1949 AF-CIVIC ACCOMMODATION

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Scott McCaig
Asset Type	Buildings	Est. End Date	-

Project Description

The purpose of this project is to ensure suitable and sufficient office accommodations are available for the on-going operations of the City of Saskatoon. Included in this is the ongoing evaluation of current and future space requirements, analysis of existing facilities, functional planning and space design. Space improvements in various City facilities will occur alongside the identified space requirements.

General Comments

Continued efforts will include space improvements at City Hall, Civic Square East, and other Civic office buildings. The primary focus will be the 2nd floor of Civic Square East as this space has been identified as being the next step in relieving the Corporations office space pressures.

Special Note

The Other funding source identified for future years is a funding strategy consists mainly of gas tax, borrowing and operating contributions. Funding for this project is tracking through the Civic Facilities Funding Plan.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Civic Accommodation	550.0	550.0	3,050.0	3,050.0	3,050.0
Total	550.0	550.0	3,050.0	3,050.0	3,050.0
FINANCING DETAILS					
CORPORATE CAPITAL RESERVE	550.0	550.0	550.0	550.0	550.0
OTHER	0.0	0.0	2,500.0	2,500.0	2,500.0
Total	550.0	550.0	3,050.0	3,050.0	3,050.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Angela Gardiner
Asset Type	Buildings	Est. End Date	-

Project Description

This project addresses the identified priorities of the Accessibility Service Level Guidelines approved in principle by City Council on September 2, 2008 and supported by the recommendations presented in the Accessibility Implementation Action Plan.

General Comments

The City of Saskatoon has been addressing access issues for persons in need of accessibility services on an on-going basis. Numerous initiatives have been undertaken involving City of Saskatoon Civic Departments, including the input of persons with disabilities and community advocate groups, for the purpose of improving access for persons with disabilities.

In 2008, Inshtrix Research worked with the Accessibility Advisory Committee in developing short and long term goals for improving accessibility to City of Saskatoon services, facilities and infrastructure. They used the Accessibility Planning - Strategy document and the Checklist for Accessibly Planning document as a guide for actions and to prioritize the recommendations within the action plan, provide rough order of magnitude costs for the implementation of the recommendations, and estimated timelines.

The results of this research were presented to Council in a report titled Accessibility Implementation Plan. Within this report there were 8 recommendations for implementation, with priority given to formalizing the facility design standards, infrastructure, snow removal and transit.

For 2016, the priority projects for implementation include the following:

- \$50,000 for the review and update of accessibility action plan
- \$50,000 for the installation of audible pedestrian signals
- \$75,000 for the assessment and repairs of existing civic facilities; and
- \$400,000 for the curb ramp installation and repairs required to address priority two locations. Priority one locations will be completed.

The installation of Audible Pedestrian Signals (APS) at key intersections is required to improve mobility for the visually impaired. A list of desired locations has been developed in conjunction with input from the National Foundation of the Blind: Advocates for Equality, the CNIB and the general public. It is the intent of this project to cover the cost of retrofitting five signalized intersections with APS devices every year. To date, this annual quota has been met and approximately 90 intersections are now equipped with APS in accordance with national implementation and design guidelines. Funding will be requested on a bi-annual basis (\$50,000 per year).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Assessments, Repairs & Modifications	75.0	75.0	75.0	0.0	0.0
Audible Pedestrian Signals - New Locations	50.0	0.0	50.0	0.0	50.0
Curb Ramp Installations	400.0	200.0	200.0	200.0	0.0
John Deere Building Accessibility	0.0	0.0	50.0	350.0	0.0
Policy & Guidelines Development	50.0	0.0	0.0	0.0	0.0
Total	575.0	275.0	375.0	550.0	50.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	50.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	50.0	0.0	50.0	0.0	50.0
UNFUNDED CIVIC BLDGS COMP MNTCE	75.0	75.0	125.0	350.0	0.0
UNFUNDED TRANSPORTATION INFRA RES	400.0	200.0	200.0	200.0	0.0
Total	575.0	275.0	375.0	550.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1977 CP-LOCAL AREA NETWORK & DATA SECURITY

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Kevin Shewchuk
Asset Type	Network	Est. End Date	-

Project Description

This project provides for the improved physical and electronic security of Information Technology to ensure that there is no unauthorized access to City servers, network infrastructure, applications and data.

General Comments

The need to improve the security of the computing environment and protect the City applications\data from unauthorized access is based on the City's ever increasing reliance. Upgrades are required to protect against new threat types, increased operations on the Internet, as well as internal threats (either accidental, or malicious).

Details for 2017:

SPAM and virus management software upgrades \$60,000

Server/Network Log monitoring replacement \$40,000

Total \$100,000

Operating Impact

The operating impact from the 2017 and 2018 plans as follows:

2018 - SPAM/virus software maintenance \$3,000

2018 - Log monitoring replacement \$3,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Local Area Network & Data Security	0.0	100.0	75.0	0.0	0.0
Total	0.0	100.0	75.0	0.0	0.0
FINANCING DETAILS					
COMPUTER EQUIPMENT REPL RES	0.0	100.0	75.0	0.0	0.0
Total	0.0	100.0	75.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2011 TU-TRANSPORTATION MODEL IMPLEMENTATION

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project is for the ongoing development of the Transportation Model to support the Growing Forward Shaping Saskatoon, and other transportation planning and development initiatives.

General Comments

This project consists of the following phases:

- The first phase was for the purchase of a new transportation modelling software package, staff training and the development of a new City Transportation Model.
- The second phase involved the completion of a household travel survey (or, Origin-Destination study) in the fall of 2013. The information from the survey has been used to support the ongoing development of a detailed, multi-modal transportation model which supports the Growth Plan and other transportation planning and development initiatives.
- The next phase of model design, which starts in 2016 and will continue in 2017, is the ongoing model maintenance and development to align with the growth and employment plans.

Prior Budget Approvals

\$969,000

Prior budget has been used for software purchase and model development.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Model Maintenance and Development	150.0	100.0	0.0	0.0	0.0
Total	150.0	100.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	50.0	100.0	0.0	0.0	0.0
UNFUNDED TRANSPORTATION INFR EXPANSION	100.0	0.0	0.0	0.0	0.0
Total	150.0	100.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2020 TU-17TH STREET CORRIDOR EXTENSION

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project involves the extension of 17th Street from Avenue P to 11th Street West.

General Comments

The initial stage of this project involved the construction of a linear green space and pathway system along 17th Street between 11th Street West and Spadina Crescent. The work will also include the installation of new street lighting from Spadina Crescent to 11th Street West.

Long term plans include the extension of 17th Street from its present terminus at Avenue P to 11th Street West. Future work will include intersection modifications at 17th Street and Spadina, 17th Street and Avenue H, 17th Street and Avenue P, 17th Street and Avenue W and 17th Street and 11th Street West.

Prior Budget Approvals

\$116,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
17th Street Corridor Reconstruction/Extension	0.0	0.0	0.0	2,475.0	0.0
Total	0.0	0.0	0.0	2,475.0	0.0
FINANCING DETAILS					
UNFUNDED TRANSPORTATION INFR EXPANSION	0.0	0.0	0.0	2,475.0	0.0
Total	0.0	0.0	0.0	2,475.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2034 CY-LAP & NBHD SAFETY IMPLEMENTATION

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Lesley Anderson
Asset Type		Est. End Date	-

Project Description

This project involves the implementation of recommendations contained in approved Local Area Plans (LAP) and completed Safety Audits.

Local Area Plans Adopted:	Safety Audits Completed:
Sutherland (1999)	Pleasant Hill (2005)
Nutana (2001)	King George (2009)
King George (2001)	Nutana (2009)
Caswell Hill (2002)	Sutherland (2010)
Warehouse District (2002)	Mendel Site (2011)
Airport Business Area (2002)	Optimist Park (2011)
Pleasant Hill (2002)	Recessed Doorways (2011)
West Industrial (2004)	
Riversdale (2008)	
City Park (2010)	
Westmount (2011)	
Varsity View (2014)	
Mayfair (2015)	
Kelsey Woodlawn (2015)	
Meadowgreen and Montgomery Place are currently in progress.	

General Comments

LAPs and Safety Audits contain development and safety recommendations that are intended to improve an existing neighbourhood over the medium to long term based on community input. Each LAP requires temporary resources, usually above normal operating resources, to fulfill the recommendations of each LAP. Some safety recommendations are included within LAPs. This project funds 2.4 positions, along with advertising and implementation costs.

The implementation of LAP recommendations sometimes leads to the development of new concept plans and revitalization projects for areas within and between neighbourhood boundaries. These concept plans often contain strategies to deal with the reclamation and redevelopment of contaminated and industrial sites.

As of May 2015, 363 of 523 LAP recommendations have been completed, which includes 143 of 200 safety recommendations.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
LAP Implementation	210.0	210.0	210.0	210.0	210.0
Total	210.0	210.0	210.0	210.0	210.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	210.0	0.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	210.0	210.0	210.0	210.0
Total	210.0	210.0	210.0	210.0	210.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2037 TU-SNOW MANAGEMENT FACILITIES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Eric Quail
Asset Type		Est. End Date	-

Project Description

This project will involve the design, environmental monitoring and construction of three permanent snow management facilities. A fourth facility is being constructed as part of the Civic Operations Centre project and is outside the scope of this project.

General Comments

A need for three permanent sites for snow management facilities are required for 2017/2018 snow season and to stop the existing inefficient operation of snow storage areas and disruption to the community due to the ongoing relocation of sites each season. Once land is secured, funding opportunities for the development of facilities are possible.

The first phase is site evaluation, land purchase, and snow storage area set up for operation as currently practiced until 2021 when the proposed plan for development begins (phase 1 starts with securing the Southeast site, followed by the Northwest, and then the Northeast). The 2018 plan is for preliminary set up on the Southeast Development site including access to the city's storm collection system as well as to secure land for the Southeast, Northwest and Northeast quadrants of the city in advance of city development.

Operating Impacts

2021 - \$44,300

2022 - \$44,300

2023 - \$44,300

Proposed Rehabilitation Reserve Transfers

2021 - \$15,000

2022 - \$15,000

2023 - \$15,000

Prior Budget Approvals

\$1,110,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
NorthEast Facility Development	0.0	0.0	902.0	0.0	0.0
Northwest Facility Development	0.0	0.0	902.0	0.0	50.0
SouthEast Facility Development	0.0	0.0	5,925.0	50.0	100.0
Total	0.0	0.0	7,729.0	50.0	150.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	7,729.0	50.0	150.0
Total	0.0	0.0	7,729.0	50.0	150.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2040 TU-UNDERWATER PIER INSPECTIONS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

Regular inspection of all river piers is required to ensure the capacity of river bridges as well as monitor scour around the piers.

General Comments

Inspection of river piers are done every five years as per recommendations by National Bridge Inspection Standards.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Inspections - Consultants	105.0	0.0	0.0	0.0	0.0
Total	105.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	105.0	0.0	0.0	0.0	0.0
Total	105.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2043 TU-CURB REPLACEMENT/REHABILITATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project provides for the replacement of long sections of curbing. This work will be done in conjunction with other surface and boulevard rehabilitation or in conjunction with other stand alone locations where future rehabilitation of adjacent structures will not impact the curbing alignment and grade.

General Comments

Estimated costs for the removal and replacement of curbs is \$250 per lineal metre.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Curb Replacement/Rehabilitation	505.0	475.0	475.0	475.0	475.0
Total	505.0	475.0	475.0	475.0	475.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	505.0	200.0	200.0	200.0	200.0
UNFUNDED TRANSPORTATION INFRA RES	0.0	275.0	275.0	275.0	275.0
Total	505.0	475.0	475.0	475.0	475.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2044 TU-GRAVEL STREETS UPGRADES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Cory Funk
Asset Type		Est. End Date	-

Project Description

This project facilitates the completion of surface infrastructure and required underground remediation in various areas of the City as directed by City Council on February 9, 2004.

General Comments

Following is the list of locations identified, not prioritized. The intent is that the Neighbourhood Surface Improvements program funding will be used each year until the list of locations is exhausted. Each year, Community Services and Transportation & Utilities will establish the locations that are feasible and rank as priority with City Council and the community.

Funding identified in 2016 is planned for the upgrades in the following locations:

Nutana: 11th Street East - 100 Block

Nutana: Idylwyld Place

Meadowgreen: 19th Street West - Winnipeg Avenue to Vancouver Avenue

Adelaide/Churchill: Cascade Street - Clarence Avenue to Churchill Park

Locations planned for upgrades in future years:

West Industrial: Avenue U - Schulyer to Dudley

West Industrial: Avenue U - 11th Street to Dudley

West Industrial: Weldon Avenue North of 16th Street

Pleasant Hill: 19th Street West - Avenue N to Avenue O

Kelsey/Woodlawn: Alberta Avenue - 2 Blocks

Kelsey/Woodlawn: 40th Street East - 1 Block

West Industrial: Avenue R - 11th Street to Garfield Street

West Industrial: Garfield Street - Avenue P to Avenue R

Special Note

The Other funding source identified in this project is a funding strategy consists mainly of gas tax, borrowing and operating contributions. Funding for gravel streets upgrades is tracking through the Major Transportation Infrastructure Funding Plan.

Prior Budget Approvals

\$1,539,000 for Local Area Plan Surface Deficiencies

\$7,158,000 for Gravel Streets Upgrades

\$726,000 for Underground Remediation

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Neighborhood Surface Improvements	1,000.0	1,000.0	1,000.0	1,000.0	0.0
Total	1,000.0	1,000.0	1,000.0	1,000.0	0.0
FINANCING DETAILS					
OTHER	1,000.0	1,000.0	1,000.0	1,000.0	0.0
Total	1,000.0	1,000.0	1,000.0	1,000.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION

Project Status	Open	Year Identified	2006
Project Type	REJUVENATION	Manager	John Moran
Asset Type	Buildings(Parks & Open Spaces)	Est. End Date	-

Project Description

This project involves the implementation of the Forestry Farm Park & Zoo Master Plan.

General Comments

Stantec Consulting was contracted in June 2005 to develop a new Master Plan based upon the approved Program Plan, the Branding and Visual Identity Plan, and an independent assessment of existing exhibits and facilities within the Park and Zoo. This Master Plan process was approved by City Council in April 2006.

The 2016 budget provides for the emergency replacement of the sewer line near the Lions Event Centre.

Prior Budget Approval

\$50,000 Design of Park Entry Road

\$250,000 Construction of Park Entry Road

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Aviaries	0.0	50.0	0.0	0.0	0.0
Kinsmen Express Overhaul	0.0	0.0	0.0	80.0	0.0
New Washroom in Zoo	0.0	0.0	150.0	0.0	0.0
Park Entrance Road Rebuild	0.0	275.0	425.0	0.0	0.0
Pathway Improvements - Zoo	0.0	0.0	0.0	40.0	0.0
Replace Trailer Washrooms - Park & Zoo	0.0	0.0	0.0	150.0	0.0
Sewer Line Replacement	200.0	0.0	0.0	0.0	0.0
Total	200.0	325.0	575.0	270.0	0.0
FINANCING DETAILS					
FORESTRY FARM PARK DEVELOPMENT RES	50.0	50.0	0.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	150.0	150.0	150.0	120.0	0.0
UNFUNDED RCE	0.0	125.0	425.0	150.0	0.0
Total	200.0	325.0	575.0	270.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR

Project Status	Open	Year Identified	2009
Project Type	ENVIRONMENTAL PROTECTION	Manager	Josh Quintal
Asset Type	Landfill	Est. End Date	-

Project Description

This project involves the development of a Construction and Demolition (C&D) Waste Management Centre (WMC) also known as Recovery Park.

General Comments

This site was temporarily closed due to Circle Drive South related construction. The site adjacent to the Landfill had been collecting inert materials including building demolition material (concrete, asphalt, and masonry), roadway material, glass and porcelain. This material was being used in road construction projects throughout the City offsetting the costs (time and fuel) and emissions associated with virgin aggregate production and hauling. Opportunities exist for revenue including tipping fees and proceeds from the sale of sorted or processed construction and demolition materials.

Future plans for the site include the acceptance and processing of all recyclable or reusable construction materials, inclusion of a public waste transfer station, and the possible establishment of a reuse facility. The site may also manage soils and/ or compostable materials based on City-wide soils handling and composting requirements.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction & Demolition (Waste Mgmt Centre)	0.0	1,000.0	2,500.0	1,500.0	0.0
Total	0.0	1,000.0	2,500.0	1,500.0	0.0
FINANCING DETAILS					
LANDFILL REPLACEMENT RESERVE	0.0	1,000.0	2,500.0	1,500.0	0.0
Total	0.0	1,000.0	2,500.0	1,500.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2051 US-LANDFILL OPTIMIZATION

Project Status	Open	Year Identified	2011
Project Type	ENVIRONMENTAL PROTECTION	Manager	Scott Theede
Asset Type	Landfill	Est. End Date	-

Project Description

This project includes items identified in the Integrated Landfill Management Plan of 2011 that will be required to increase the available airspace and maximize the overall life of the Landfill.

General Comments

Capital requirements for Landfill optimization include filling inefficiently filled areas of the Landfill to recapture airspace for use. A variety of safety and environmental improvements are also required including improving surface water management and improving site conditions and customer service.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Landfill Optimization	1,000.0	0.0	700.0	3,000.0	6,500.0
Total	1,000.0	0.0	700.0	3,000.0	6,500.0
FINANCING DETAILS					
LANDFILL REPLACEMENT RESERVE	1,000.0	0.0	700.0	3,000.0	6,500.0
Total	1,000.0	0.0	700.0	3,000.0	6,500.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2053 WWT-SCREEN REPLACEMENT

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Reid Corbett
Asset Type	Wastewater Treatment Plant	Est. End Date	-

Project Description

This project involves upgrading the screens at the Wastewater Treatment Plant (WWTP) headworks where sewage effluent enters the treatment process.

General Comments

Sewage from the collection system first enters the WWTP at the headworks where grit is settled and screens remove solids and rags. Screens are a continuous use equipment item subject to a high wear rate. The replacement screens will be easier to service and have a longer service life.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Screen Replacement	2,517.0	0.0	0.0	0.0	0.0
Total	2,517.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	2,517.0	0.0	0.0	0.0	0.0
Total	2,517.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2079 AF-PROPERTY REASSESSMENT

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Darcy Huisman
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project is to provide for the implementation and defence of a reassessment that is required to be completed every four years in the Province of Saskatchewan. Reassessments have been completed every four years since 1997.

General Comments

In 2009, a new valuation approach was introduced in the property assessment process. Income producing properties were valued utilizing income (rental) approaches to value where appropriate.

This capital project provides funding to contract specialists to assist in the determination of (and some assistance in the defence of) assessment values for high-value, complex properties. As well, a reassessment requires that all properties receive an assessment notice which requires increased associated paper and postage costs. As in past reassessments the generation and mailing of preview letters is also included.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Property Reassessment	250.0	100.0	0.0	100.0	250.0
Total	250.0	100.0	0.0	100.0	250.0
FINANCING DETAILS					
AFM - CAPITAL RESERVE	250.0	100.0	0.0	100.0	250.0
Total	250.0	100.0	0.0	100.0	250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2095 ACCESS TRANSIT-BUS REPLACEMENTS

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Bob Howe
Asset Type	Transit Buses	Est. End Date	-

Project Description

This project provides for the ongoing scheduled replacement of existing lift-equipped buses used in the Access Transit System.

General Comments

With the expansion of the fleet over the last few years, Transit has been able to increase the useful life (mechanical and structural integrity) of the fleet from a five year to a seven year life cycle. An accessible bus is \$125,000 which includes a radio and a mobile data terminal (MDT).

Replacements over the next ten years are planned as follows:

2016 - 3 buses

2017 - 2 buses

2018 - 2 buses

2019 to 2025 - 12 buses

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Access Transit Bus Replacement	375.0	250.0	250.0	250.0	250.0
Total	375.0	250.0	250.0	250.0	250.0
FINANCING DETAILS					
ACCESS TRANSIT CAPITAL RESERVE	375.0	250.0	250.0	250.0	250.0
Total	375.0	250.0	250.0	250.0	250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Andrew Roberts
Asset Type	Golf Courses	Est. End Date	-

Project Description

During 1998, City Council approved the Golf Course Program value-for-money audit recommendation that management develop a long-term capital plan with sufficient cash flow to fund and finance capital replacement expenditures for the three municipal golf courses (Holiday Park, Silverwood and Wildwood golf courses). In response to the audit recommendations, in March 2002 City Council approved the Golf Course Capital Reserve (Bylaw No. 6774). The purpose of the reserve is to finance long-term capital plans that included replacement of equipment and vehicles, and expansion and redevelopment of course facilities and services.

General Comments

The capital projects for 2016 are:

Equipment Replacement

Holiday Park Golf Course:

\$65,000 - Diesel Self-Propelled Fairway Mower

\$75,000 - Heavy Duty Utility Vehicles (2) + Core Harvester Attachment

Silverwood Golf Course:

\$30,000 - Diesel Self-Propelled Rotary Deck Mower

Wildwood Golf Course:

\$30,000 - Diesel Self-Propelled Rotary Deck Mower

Improvements:

\$630,000 - Cart Path, Tee Box and Green Redevelopment at Holiday Park Golf Course

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Golf Course Equipment Replacement	200.0	200.0	200.0	200.0	210.0
HPGC Cart Path Redevelopment	630.0	0.0	0.0	0.0	0.0
WWGC Parking Lot/Cart Path Paving	0.0	0.0	300.0	0.0	0.0
WWGC Tee Box Redesign Plan	0.0	50.0	0.0	0.0	0.0
Total	830.0	250.0	500.0	200.0	210.0
FINANCING DETAILS					
GOLF COURSE CAPITAL RESERVE	830.0	250.0	500.0	200.0	210.0
Total	830.0	250.0	500.0	200.0	210.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves the development and upgrading of sport fields and amenities in Multi-District, District, and Special Use Parks to ensure the quality of playing fields for the safety and enjoyment of all participants.

General Comments

The Multi-District and District Parks accommodate the recreational requirements of the sport user groups, including minor and adult sport leagues, City-wide programs, and national/international competitions.

As part of the long-term development plan focusing on the continual redevelopment of the City's sport fields, Administration is working in conjunction with the sport field user groups and residents to identify both immediate and long-term facility program and amenity priorities and requirements.

WJL Harvey District Park (2017)

The 2017 plan involves improvements to the WJL Harvey South District Park. Multi-purpose field #16 will be converted into a softball diamond.

WJL Harvey District Park (2018)

The 2018 plan involves improvements to the WJL Harvey South District Park. Multi-purpose field #15 will be shifted to the west to remove the desire lines and to make this field safe for use.

Kistikan Parking Lot Construction (2019)

The 2019 plan involves a parking lot upgrade to Kistikan Park and would include parking for minor sport user groups and address reoccurring parking concerns with neighbourhood residents.

W. A. Reid Parking Lot Expansion (2020)

The 2020 plan involves the expansion of the existing parking lot at W. A. Reid Park to accommodate adult league and tournament play.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Kistikan Parking Lot	0.0	0.0	0.0	275.0	0.0
William A. Reid Park	0.0	0.0	0.0	0.0	275.0
WJL Harvey District Park	0.0	330.0	335.0	0.0	0.0
Total	0.0	330.0	335.0	275.0	275.0
FINANCING DETAILS					
PARK ENHANCE RES	0.0	330.0	335.0	275.0	275.0
Total	0.0	330.0	335.0	275.0	275.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2114 CY-VICTORIA PARK - UPGRADES

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves Victoria Park upgrades as outlined in the Victoria Park Program Plan, adopted by City Council in June 2004. This upgrade is planned to be an extension of the River Landing Phase II development, which will connect Victoria Park to River Landing.

General Comments

Public and stakeholder consultation occurred in 2009 on the program plan for the City Gardener's Site and to confirm the program plan requirements originally approved in the 2004 Victoria Park Program Plan. Through the Recreation and Sport Master Plan, festivals and parks were both ranked highly in residents' opinions. Of the residents surveyed, 79% felt the need for more festival space was a high priority. The development of Victoria Park will address this need and provide residents with adequate parking for festivals, recreational activities, and better linkage for pedestrian traffic.

The 2016 plan includes the development of a parking lot which will address existing and future parking needs, as well as the need for overflow parking during large special events and festivals.

The 2017 plan includes pathway linkages to improve pedestrian circulation within the park. This pathway system will give pedestrians access along Spadina Crescent and better connectivity to the existing site amenities.

The 2018 plan involves the addition of site furniture and pathway lighting.

Operating Impact

The future operating impact would be \$3,000 for annual site maintenance if this project is funded.

Prior Budget Approval

\$513,000 Design and construction of the City Gardener's Site (1.13 acres) and approximately 5 acres of Victoria Park, including the festival site.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction - Park	420.0	375.0	310.0	0.0	0.0
Total	420.0	375.0	310.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	420.0	375.0	310.0	0.0	0.0
Total	420.0	375.0	310.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2119 POLICE-RADIO REPLACEMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Don Bodnar
Asset Type	Communication systems	Est. End Date	-

Project Description

This project provides for the replacement and/or addition of police radio equipment.

General Comments

Radio communication is critical to police operations. The current fleet of police portable and in-car mobile radios have an anticipated useful life of approximately 9 years. This project addresses the eventual replacement of these essential communication assets. The 2016 capital budget is for the replacement of both portable and in-car mobile radios at an estimated cost of \$325,000.

Operating Impact

No increase anticipated for 2016.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchases	325.0	325.0	325.0	325.0	325.0
Total	325.0	325.0	325.0	325.0	325.0
FINANCING DETAILS					
POLICE RADIO RESERVE	325.0	325.0	325.0	325.0	325.0
Total	325.0	325.0	325.0	325.0	325.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2162 CY-URBAN DESIGN - BIDS

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Lesley Anderson
Asset Type		Est. End Date	-

Project Description

This project includes the design and construction of comprehensive streetscape projects within the Downtown, Broadway, and Riversdale Business Improvement Districts. The priority of projects over the next number of years will be determined by the need to coordinate streetscape projects with underground utility replacement programs, the River Landing development, partnering opportunities, and with opportunities to promote multi-modal transportation by improving pedestrian conditions, transit and cycling conditions and facilities, and creating on-street parking facilities to increase parking revenues.

General Comments**Streetscape Rehabilitation:**

This project involves replacing aging amenities (benches, garbage cans, poster boards, and tree grates) on 21st Street, 2nd Avenue, 20th Street West and potentially other locations within the BID boundaries. These areas are some of the earliest streetscape projects in the City and busiest pedestrian areas in the City centre with up to 7,000-8,000 pedestrians using the streets per day. The amenities are heavily used and are in need of major repairs or replacement.

Idylwyld Drive Streetscape Master Plan:

The City Centre Plan, the North Downtown Master Plan and the Growing Forward! Plan all indicate that an improved streetscape along the length of Idylwyld Drive is needed. The project involves the design and construction of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive. This capital budget will only account for construction from the Senator Sid Buckwold Bridge to 25th Street.

This project will involve a traffic study, an environmental site assessment, and the design of a streetscape improvement plan, as well as phased construction which may utilize an incremental approach to capitalize on the time-sensitivity of interventions. The redevelopment of Idylwyld Drive as an enhanced multi-modal corridor will contribute to pedestrian, cyclist, and transit use.

3rd Avenue - 19th Street Intersection & Adjoining Roadways:

This project involves streetscaping 19th Street; between 2nd and 3rd Avenue. The streetscaping of 3rd Avenue north of 22nd Street will become part of the Growing Forward! initiative. The 19th Street intersection will be constructed in 2020 and will be coordinated with River Landing Parcel Y construction.

Operating Impact (2018)

\$3,000 for Phase 1 Idylwyld Drive construction

Prior Budget Approvals

\$4,832,000 3rd Avenue: 19th Street to 20th Street

\$300,000 Idylwyld Drive Master Plan

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
3rd Avenue: 19th Street Intersection	0.0	0.0	0.0	0.0	2,035.0
Idylwyld Drive: Bridge to Circle Drive	200.0	1,600.0	1,600.0	1,600.0	0.0
Streetscape Rehabilitation Project	1,500.0	1,500.0	0.0	0.0	0.0
Total	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
FINANCING DETAILS					
STREETSCAPE RESERVE-BID	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
Total	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2166 CY-URBAN DESIGN - CITY-WIDE

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Lesley Anderson
Asset Type		Est. End Date	-

Project Description

This project includes the design and construction of comprehensive streetscape projects outside the Downtown, Broadway and Riversdale Business Improvement Districts. Projects are defined in terms of pedestrian amenity improvements, safety, and support for multi-modal travel through the City.

General Comments

Approved by City Council in 2009, the Central Avenue Master Plan called for streetscape improvements from 107th Street to 115th Street, including the commercial and industrial properties along Gray Avenue. Phases 1 and 2 of the Central Avenue streetscaping have been completed. The final phase, planned for 2018, will address the pedestrian crossing of the railway to improve pedestrian safety, complete the North portion of Central Avenue to 115th Street, and complete the South portions from 107th Street to 109th Street.

Completion of the final phase will depend on funding availability and negotiation with the railway company. The \$4.0 million estimate includes \$400,000 for design.

Operating Impact

Operating impacts will be determined once specific design elements are identified and will include maintenance, snow removal, irrigation/maintenance of plant material, and street lighting.

Prior Budget Approval

\$2,650,000 Central Avenue detailed streetscape design and construction

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Central Avenue	0.0	0.0	4,000.0	0.0	0.0
Total	0.0	0.0	4,000.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	0.0	4,000.0	0.0	0.0
Total	0.0	0.0	4,000.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2180 AF-CIVIC FACILITY SITE MAINTENANCE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Tim Halstead
Asset Type	Parking Lots	Est. End Date	-

Project Description

This project provides for a three phased approach to bring the parking lot, private roadway and underground service requirements at the civic leisure centres up to standard and maintaining them at that standard.

Phase 1 - Conditional Assessment - Assess the condition of the parking lots, private roadways and underground services to determine the scope of the work required to bring these areas up to standard. Priorities will be established based on condition of the infrastructure and its impact to and by the customer.

Phase 2 - Undertake the work to bring the parking lots and paved areas to standard.

Phase 3 - Creation of a Civic Facility Site Replacement Reserve.

General Comments

Currently, the process for capital construction of new facilities does not include a future budget to maintain, repair or replace infrastructure components such as water/sewer lines, storm lines, manholes, signs, curbs, sidewalks, fencing, lot lighting, roads and paving, at the end of their life cycle. Repairs or replacements are done when a component has completely failed.

An \$11.0 million deficit has been identified in the maintenance, repair and/or replacement of infrastructure site components which are at or near the end of their life cycle and will soon need to be addressed. With prior budget approvals funding, a condition assessment has been carried out to determine the scope of the work required and to establish priorities.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Design & Constr'n - Civic Leisure Centres	100.0	250.0	400.0	500.0	500.0
Other Civic Property	100.0	100.0	100.0	100.0	100.0
Total	200.0	350.0	500.0	600.0	600.0
FINANCING DETAILS					
FACILITY SITE REPL RES	200.0	350.0	500.0	600.0	600.0
Total	200.0	350.0	500.0	600.0	600.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2184 US-WASTE CHARACTERIZATION STUDY

Project Status	Open	Year Identified	2010
Project Type	ENVIRONMENTAL PROTECTION	Manager	Amber Jones
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project involves waste audits and other measurement activities to determine the effectiveness of recycling and organics diversion initiatives.

General Comments

This project includes studying the waste composition before and after the implementation of new programs such as the recycling programs.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Waste Characterization Study	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
LANDFILL REPLACEMENT RESERVE	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2186 US-WASTE MANAGEMENT STRATEGIC PLAN

Project Status	Open	Year Identified	2009
Project Type	ENVIRONMENTAL PROTECTION	Manager	Amber Jones
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project involves strategies for reducing waste that have been set out in the Saskatoon Waste and Recycling Plan.

General Comments

Saskatoon Recycles and other waste reduction programs reduce the amount of waste headed for the Landfill. Public education initiatives also help toward the achievement of waste reduction goals.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Waste Management Strategic Plan	0.0	410.0	0.0	0.0	0.0
Total	0.0	410.0	0.0	0.0	0.0
FINANCING DETAILS					
LANDFILL REPLACEMENT RESERVE	0.0	410.0	0.0	0.0	0.0
Total	0.0	410.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2197 WTP - WATER CONSERVATION INITIATIVE

Project Status	Open	Year Identified	2009
Project Type	ENVIRONMENTAL PROTECTION	Manager	Amber Jones
Asset Type		Est. End Date	-

Project Description

This project involves the development and implementation of a comprehensive water conservation awareness program.

General Comments

This project will be rolled out in 3 phases: Phase 1 occurred in 2013 and targeted outdoor residential use; future phases are expected to target the Industrial, Commercial, and Institutional (ICI) sectors and indoor residential use.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Water Conservation Study	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2214 WTP - WATER SYSTEM ASSESSMENT

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Reid Corbett
Asset Type		Est. End Date	-

Project Description

This project consists of an independent assessment by a consulting engineer to determine waterworks performance, condition, capacity and maintenance.

General Comments

The assessment is required by Provincial legislation dealing with the protection of water and water quality. The Act requires an independent engineering assessment of all permitted waterworks be conducted once every five years. Previous assessments were completed in 2005 and 2010. The 2015 assessment will meet the five year mandate.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Water System Assessment	0.0	0.0	0.0	0.0	200.0
Total	0.0	0.0	0.0	0.0	200.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	0.0	200.0
Total	0.0	0.0	0.0	0.0	200.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2219 WTP-N.E. SECTOR RESERVOIR

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Reid Corbett
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project consists of the construction of a reservoir and pumping facility in the NE sector to meet the demands from growth in the sector.

General Comments

The project was initially scheduled for 2015 however upgrades to the 42nd Street reservoir and pumping facility allowed for a delay until 2018. The reservoir is planned to have a 40 million litre capacity and the pumping station an output of 1600 litres per second.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
N.E. Sector Reservoir	0.0	0.0	2,809.0	26,515.0	27,322.0
Total	0.0	0.0	2,809.0	26,515.0	27,322.0
FINANCING DETAILS					
BORROWING	0.0	0.0	2,528.0	21,960.0	8,550.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	281.0	2,340.0	950.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	2,215.0	17,822.0
Total	0.0	0.0	2,809.0	26,515.0	27,322.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Reid Corbett
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves upgrading the mechanical components of the 1957 (6 filters), the 1964 (9 filters), and 1928 (6 filters) filter banks at the WTP

General Comments

The work includes replacing the underdrains, process piping upgrades, valves and actuators, and automating their operation. Similar work was successfully completed on the 1911 (6 filters) in 2011/2012.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Filter Plant Underdrain Upgrade	0.0	2,827.0	1,124.0	1,163.0	0.0
Total	0.0	2,827.0	1,124.0	1,163.0	0.0
FINANCING DETAILS					
BORROWING	0.0	0.0	1,012.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	112.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	2,827.0	0.0	1,163.0	0.0
Total	0.0	2,827.0	1,124.0	1,163.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2224 WWT-LIQUID WASTE HAULERS STATION

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Ross Elliott
Asset Type		Est. End Date	-

Project Description

This project includes determining a location, design, and construction of a new liquid waste hauler facility to replace the existing station at the Wastewater Treatment Plant. The new facility will accommodate multiple simultaneous unloads and will be located where truck traffic is in an industrial setting.

General Comments

Over the past 5 years, there has been significant growth in the number of liquid waste haulers unloading at the Wastewater Treatment Plant. New environmental regulations have affected the process for handling grit. The new facility will be designed to receive/process grit and will be located to reduce increasing truck traffic from residential to industrial areas.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Liquid Waste Haulers Station	3,500.0	0.0	0.0	0.0	0.0
Total	3,500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	3,500.0	0.0	0.0	0.0	0.0
Total	3,500.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2229 WWT-PRIMARY 25kVa Loop

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Reid Corbett
Asset Type	Wastewater Treatment Plant	Est. End Date	-

Project Description

This project involves construction of a continuous power supply to the treatment areas on the south side of the Wastewater Treatment Plant (WWTP).

General Comments

The newer north side of the WWTP has a circular electrical distribution link that combined with individual treatment area electrical distribution ensures continuous power to the facilities. This project will provide the same level of service to the treatment facilities on the south side of the plant.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Primary 25 kVa Loop	2,500.0	0.0	0.0	0.0	0.0
Total	2,500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	2,500.0	0.0	0.0	0.0	0.0
Total	2,500.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2230 WWT-EXPECTED UPGRADES

Project Status	Open	Year Identified	2013
Project Type	EQUIPMENT REPLACEMENT	Manager	Reid Corbett
Asset Type	Wastewater Treatment Plant	Est. End Date	-

Project Description

This project involves upgrades of equipment and infrastructure at the main plant, biosolids storage area, and pumping stations that do not warrant a separate capital project.

General Comments

Wastewater treatment facilities have a severe service rating due to the corrosive nature of sewage. Failures of equipment and infrastructure are not predictable however it is known that random failures will occur. This project funds upgrades that are immediately required.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Expected Upgrades	0.0	530.0	562.0	2,907.0	3,009.0
Total	0.0	530.0	562.0	2,907.0	3,009.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	530.0	562.0	2,907.0	3,009.0
Total	0.0	530.0	562.0	2,907.0	3,009.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project provides capital funding toward the expansion of the City's Advanced Traffic Management System (ATMS), enabling upgrades of communication lines and required replacement of signal cabinets and controllers. This project also facilitates procurement of Intelligent Transportation Systems (ITS) such as traffic monitoring cameras, variable message boards, traffic priority, incident management systems, Weigh-In-Motion (WIM) devices and Road-side Weather Information Systems (RWIS). These systems complement the ATMS.

General Comments

The incorporation of ITS into the transportation network allows existing City streets to meet increasing capacity demands without the requirement for major additional construction. ITS is an integral component of network growth that improves motorist safety while helping to alleviate increased commute times, congestion and transport-related emissions.

The 2016 budget request is for further expansion of the broadband wireless communication system between the traffic management centre and field devices.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	250.0	250.0	230.0	230.0	230.0
Total	250.0	250.0	230.0	230.0	230.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	100.0	100.0	100.0	100.0	230.0
UNFUNDED TRANSPORTATION INFR EXPANSION	150.0	150.0	130.0	130.0	0.0
Total	250.0	250.0	230.0	230.0	230.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2234 TU-WALKWAY MANAGEMENT

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Shirley Matt
Asset Type		Est. End Date	-

Project Description

The purpose of this project is to manage the assessment of walkways and to make improvements to the existing infrastructure.

General Comments

This project supports the City of Saskatoon strategic goal "Quality of Life" as it will help to deal with the reduction and prevention of crime in the neighbourhood.

The general management of walkways will consist of CPTED reviews, crack repairs, drainage issues, replacement of broken or missing bollards and other upgrades.

Prior Budget Approvals

\$403,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Walkway Management	150.0	90.0	90.0	90.0	90.0
Total	150.0	90.0	90.0	90.0	90.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	110.0	90.0	90.0	90.0	90.0
UNFUNDED TRAFFIC SAFETY RES	40.0	0.0	0.0	0.0	0.0
Total	150.0	90.0	90.0	90.0	90.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2235 TU-INTERSECTION IMPROVEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project involves the implementation of major geometric and operational modifications at localized intersections to ensure the safe and efficient movement of vehicles.

General Comments

This project addresses intersections in need of immediate operational and capacity improvements due to potentially significant safety hazards and/or unacceptable levels of service. It covers the costs of design, land acquisition (if required) and construction of major intersection improvements.

The list of intersections will be evaluated on an annual basis and prioritized based on collision rates, vehicular delays and coordination with other projects.

Prior Budget Approvals

\$903,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
General Provision	1,750.0	500.0	350.0	400.0	300.0
Total	1,750.0	500.0	350.0	400.0	300.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	1,750.0	500.0	350.0	400.0	300.0
Total	1,750.0	500.0	350.0	400.0	300.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2241 TU-TRUCK ENFORCEMENT/EDUCATION

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Nick Bakker
Asset Type		Est. End Date	-

Project Description

This project will develop awareness and enforcement programs for commercial transport within City limits.

General Comments

The objective of this project is to protect the City's transportation infrastructure by preparing an educational program for the commercial transportation and construction industries. The program includes advertisements, truck route maps and truck monitoring for preservation and design purposes and enforcement initiatives.

Prior Budget Approvals

\$160,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Education Program	50.0	0.0	50.0	0.0	50.0
Total	50.0	0.0	50.0	0.0	50.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	50.0	0.0	50.0	0.0	50.0
Total	50.0	0.0	50.0	0.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2251 CY-IMPOUND LOT

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Roxanne Christian
Asset Type		Est. End Date	-

Project Description

This project involves the construction of a new impound lot.

General Comments

Funding requested in 2018 is required for the design of a permanent building as part of the relocation of the impound lot site, with construction scheduled to occur in 2019.

Operating Impact

Operating impacts for utilities and preventative maintenance will be determined as specific features of the facility are more clearly defined.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
New Impound Lot	0.0	0.0	100.0	1,640.0	0.0
Total	0.0	0.0	100.0	1,640.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	0.0	100.0	1,640.0	0.0
Total	0.0	0.0	100.0	1,640.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING

Project Status	Open	Year Identified	2015
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	McCANNELL, AJ
Asset Type		Est. End Date	-

Project Description

This project identifies the need for water and sewer capacity analysis and master planning for infill/redevelopment and future development areas. This will ensure that a consistent level of service for water distribution and sewer collection in residential, commercial and other areas of the city is maintained and possibly improved.

General Comments

System capacity analysis and maintenance is a key factor in sustainable management of water and sewer utilities. The city's growth must be supported by various elements including efficient and cost-effective water and sewer utilities. Maximizing the use of existing system capacities and identifying areas where new infrastructure is necessary will ensure the best value for the citizens of Saskatoon.

This project would be ongoing to address continual infill/redevelopment and rezoning applications. The master planning component will be complete by mid of 2016 and thereafter periodic updates will be required. The intent is to assess the needs under this project on a yearly basis. The estimated yearly funding is \$100,000 with the main source of funding coming from redevelopment levy to W&S Infrastructure Reserve. The allocation for 2016 is \$200,000 which cumulates two years of funding.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Design	200.0	100.0	100.0	100.0	100.0
Total	200.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	200.0	100.0	100.0	100.0	100.0
Total	200.0	100.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2257 TU-CIRCLE DR OVER 33RD ST NB/SB

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project includes rehabilitation of the northbound and southbound overpass structures at Circle Drive over 33rd Street.

General Comments

The Circle Drive northbound over 33rd Street overpass is a two lane, four span, curved concrete girder bridge, originally constructed in 1992. The Circle Drive southbound over 33rd Street overpass is a two-lane, four-span, concrete girder bridge, originally constructed in 1980. The estimated replacement cost for each structure is approximately \$8.2 million.

Rehabilitation of the southbound structure substructure is planned for 2018 and includes engineering services, spot repairs to concrete surfaces, application of a galvanic protection system to areas exposed to splash or leaking expansion joints and application of silane sealer to the concrete wearing surface. Rehabilitation of the superstructure of this overpass is planned for 2027 and includes engineering services, removal and replacement of concrete wearing surface to the top of the concrete box girders and replacement of the expansion joints.

If a 'Do Nothing' approach were taken with preservation of the southbound superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2030, with replacement of most of the superstructure required by the year 2035. The cost estimate for emergency deck repairs and replacement is approximately \$6 million.

Rehabilitation of the northbound structure is planned for 2018 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of the top 30 mm of concrete deck and increasing the concrete cover over the rebar, and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the northbound superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2038, with complete replacement of the superstructure required by the year 2043. The cost estimate for emergency deck repairs and replacement is approximately \$10 million.

Prior Budget Approvals

\$150,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Repairs to NB structure	0.0	200.0	1,544.0	0.0	0.0
Repairs to SB Structure	0.0	0.0	380.0	0.0	0.0
Total	0.0	200.0	1,924.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	200.0	1,924.0	0.0	0.0
Total	0.0	200.0	1,924.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2259 TU-PW SATELLITE YARDS

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Carla Figg
Asset Type	Buildings	Est. End Date	-

Project Description

Land for three permanent Public Works satellite yard sites is required immediately to facilitate current emergency Water & Sewer operations and Roadways maintenance activities. Once land is secured, funding opportunities for the development of the sites are possible.

General Comments

The satellite yards are required for:

- Sweepings stockpile, sand recycling
- Fill material handling, stockpiling recycling
- Satellite yard with parking, vehicle storage, and buildings
- Scale, wash bay
- Hydro-vac tailings disposal
- Container handling for garbage and recycling (except at the Southwest site)

Locations that have been identified will accommodate other functions including future snow management facilities (Project 2037). Funding required for the Northwest and Northeast sites is to secure the land in advance of city development.

Funding shown for the Southeast site is required once the site is approved for development and the land purchase agreement is completed. Relocation from Nicolson Yards is imminent and a properly designed, constructed, and managed site is the goal for the proposed Public Works satellite yard in the southeast.

Funding for the Southwest site is required to relocate the current site, which is the future Recovery Park site, to the permanent location on the Civic Operations Centre Phase 2 land.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Northeast PW Yards Development	0.0	0.0	1,416.0	0.0	0.0
Northwest PW Yards Development	0.0	0.0	1,416.0	50.0	100.0
Southeast PW Yards Development	0.0	0.0	2,950.0	0.0	0.0
Southwest PW Yards Development	0.0	0.0	300.0	0.0	0.0
Total	0.0	0.0	6,082.0	50.0	100.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	6,082.0	50.0	100.0
Total	0.0	0.0	6,082.0	50.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS

Project Status	Open	Year Identified	2015
Project Type	EQUIPMENT REPLACEMENT	Manager	Cory Funk
Asset Type		Est. End Date	-

Project Description

This project provides for the purchase of additional equipment to be used by Sign Shop for various projects in Detouring, Sign Maintenance and Crosswalk Painting programs.

General Comments

This project is to ensure adequate equipment is in place to cope with the increase in Detouring, Sign Maintenance and Crosswalk Painting programs due to city expansion. The benefit of adding new equipment will increase productivity and improve customer service levels to both internal and external customers.

Funding shown in 2016 is required for the addition of two customized detour trucks to the fleet.

Operating Impacts

2017 - \$28,400 for V&E rentals

2017 - \$9,500 for fuel

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Sign Shop Equipment Purchase	150.0	75.0	50.0	75.0	50.0
Total	150.0	75.0	50.0	75.0	50.0
FINANCING DETAILS					
TRANSP EQUIP ACQ RESERVE	150.0	75.0	50.0	75.0	50.0
Total	150.0	75.0	50.0	75.0	50.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	37.9	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2267 TU-IDYLWYLD DR FWY OVER RUTH ST

Project Status	Open	Year Identified	2011
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is for rehabilitation of the Idylwyld Drive and Ruth Street overpass.

General Comments

The Idylwyld Drive over Ruth Street overpass is a four lane, four span, concrete girder bridge, originally constructed in 1966. The estimated replacement cost for this structure is approximately \$24.2 million.

Rehabilitation of the structure is planned for 2016 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of a portion of the concrete deck, replacement of the expansion joints with semi-integral abutments and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2016, with complete replacement of the superstructure required by the year 2020. The cost estimate for emergency deck repairs and replacement is approximately \$14.0 million.

Prior Budget Approvals

\$272,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Repairs to Idylwyld Dr Fwy over Ruth Street	5,500.0	0.0	0.0	0.0	0.0
Total	5,500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	5,500.0	0.0	0.0	0.0	0.0
Total	5,500.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2269 TU-ACCOMMODATION CONSTRUCTION

Project Status	Open	Year Identified	2013
Project Type	SUPPORT SYSTEMS	Manager	Shelley Korte
Asset Type		Est. End Date	-

Project Description

This project provides funding to address accommodation deficiencies within the Transportation and Utilities Department.

General Comments

Funding identified in 2016 is required for renovations at the sign shop.

Prior Budget Approvals

\$150,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
General	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
TU - CAPITAL RESERVE	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2273 TU-108TH ST OVER CIRCLE DRIVE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project includes rehabilitation of the 108th Street over Circle Drive overpass.

General Comments

The 108th Street over Circle Drive overpass is a two lane, two span, concrete girder bridge, originally constructed in 1982. The estimated replacement cost for this structure is approximately \$6.8 million.

Rehabilitation of the structure is planned for 2020 and includes engineering services, deep deck repair, corrosion inhibitor, membrane and new asphalt wearing surface, replacement of the expansion joints, lateral stressing of girders, spot repairs to concrete surfaces and application of silane sealer to the walkway.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure can be expected to occur by the year 2034, requiring complete replacement of the superstructure. The cost estimate for deck replacement is approximately \$3.9 million.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Repairs to Overpass	0.0	0.0	0.0	100.0	1,200.0
Total	0.0	0.0	0.0	100.0	1,200.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	100.0	1,200.0
Total	0.0	0.0	0.0	100.0	1,200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2317 TR-SHELTERS/BENCHES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	James McDonald
Asset Type	Bus Shelters	Est. End Date	-

Project Description

This project involves the ongoing installation of bus stop shelters and bench replacements.

General Comments

This replacement plan allows for the installation of twenty (20) new shelters per year through 2017. The bus shelter complement is deficient City-wide and requires further review of funding possibilities. Transit's current bus shelter advertising agreement expires at the end of 2018. A new request for proposals will be seeking an aggressive bus shelter installation target to further compliment the number of bus shelters located along transit routes. This project will also be used to revitalize certain transit stops to make them more accessible and to refurbish or replace old shelters.

Prior Budget Approvals

\$913,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Transit Shelter & Bench Repl Plan	200.0	200.0	100.0	100.0	100.0
Total	200.0	200.0	100.0	100.0	100.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	200.0	200.0	100.0	100.0	100.0
Total	200.0	200.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2318 TR-MAINTENANCE MANAGEMENT SYSTEM

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Paul Bracken
Asset Type		Est. End Date	-

Project Description

This project provides for replacement of the existing fleet management computer system.

General Comments

The existing fleet management system is obsolete and does not provide adequate information to properly maintain the fleet. Also the required program/computer support is unavailable. Transit requires a fleet management system that will serve as a decision making tool. The system should include fleet software to manage all predictive, preventive and corrective maintenance activities with complete work order, planning, procurement, inventory, staffing and costing capabilities. As a result this will improve the fleet's availability, longevity and efficiency. This project will also be used to upgrade to the newest version of the fleet management system and includes the costs and staffing associated with this upgrade.

Operating Impact

2017 - \$25,000 for system maintenance

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Transit Maintenance Management System	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	25.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2322 TR-COUNT ROOM EQUIPMENT

Project Status	Open	Year Identified	2012
Project Type	EQUIPMENT REPLACEMENT	Manager	Beverly Stanley
Asset Type		Est. End Date	-

Project Description

This project involves replacement of the equipment used to count, sort, and wrap coins collected from Transit fare boxes and from parking meters.

General Comments

The existing sorter/wrapper is used on a daily basis and has a life expectancy of 10 years. It is scheduled for replacement in 2016.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2323 TR-RIDERSHIP GROWTH INITIATIVES

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	James McDonald
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project involves an initiative dedicated to growing Transit ridership and revenue.

General Comments

Capital funding is required to set up numerous untapped markets for transit ridership that exist and have not been fully developed as well as to retain the current ridership. The project will focus on the implementation of programs and initiatives to get more people riding the bus, with the ultimate goal of increasing revenue. The following are among the potential strategies and initiatives that will be used/explored:

- Transit user groups: high school, University, SIAST, other post-secondary, senior and corporate
- Partnering with environmental groups to promote Transit usage as a green alternative
- Transit promotions and special events
- Web page manager and design
- Marketing and advertising
- Internal communication management to ensure staff are involved and aware of the new programs
- Brand awareness
- Reward programs with fare collection smart cards
- Fare media development and promotions, such as an ECO Transit Pass for business and civic transit pass for employees
- Information days and customer service information events
- Transit surveys
- Investigation into new user technology

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Ridership Growth Initiatives	150.0	200.0	200.0	200.0	200.0
Total	150.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	150.0	200.0	200.0	200.0	200.0
Total	150.0	200.0	200.0	200.0	200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Lynne Lacroix
Asset Type		Est. End Date	-

Project Description

This project involves upgrading Saskatoon Minor Football Field (formerly named Gordon Howe Bowl) at Gordon Howe Park to address current and future programming needs by installing an artificial turf field and upgrading amenities such as lighting, score clock, sound system, and bleachers, as well as upgrading the service building.

General Comments

Sports organizations within the community expressed the need to upgrade Gordon Howe Bowl, one of Saskatoon's most important community facilities. Significant deterioration to the natural turf field has prevented groups such as Ultimate Frisbee, soccer, and minor football from utilizing Gordon Howe Bowl. Installation of an artificial turf field allows Gordon Howe Bowl to accommodate multiple user groups from mid-April until late November and creates a reliable and safe playing surface.

The Friends of the Bowl Foundation has secured bleachers and press boxes from the Saskatchewan Roughriders Legacy Program at no cost. The total value of the inventory the Foundation is receiving is \$1,480,000. The Foundation will launch a new fund-raising campaign in the fall of 2015 to raise \$1,000,000 towards the new seating. The new bleachers and box seating will accommodate 5,184 which is double the current maximum seating capacity at the field. The total estimated cost to demolish the existing bleachers and install the new bleachers and box seats is \$1,500,000. The Foundation is asking the City to contribute \$500,000 over a two year period.

Operating Impact

\$28,000 Preventative maintenance and reserve contribution for bleachers (2018)

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Bleachers	0.0	250.0	250.0	0.0	0.0
Total	0.0	250.0	250.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	250.0	250.0	0.0	0.0
Total	0.0	250.0	250.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2352 CY-PERMANENT BOAT LAUNCH SITE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Brad Babyak
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves the design and construction of the Permanent Boat Launch facility.

General Comments

The current boat launch adjacent to Kiwanis Memorial Park was set up in 2004 as a temporary location. The Meewasin Valley Authority is completing a review of possible locations and identifying potential land-use conflicts prior to recommending a permanent boat launch site location.

Public consultation and design is planned to take place in 2016 using previously approved funding, with construction taking place in 2017. Construction will include piles to stabilize the launch, an entrance to the site, landscaping and signage.

Operating Impact

\$5,000 Annual maintenance of site and minor repairs of boat launch (starting in 2018)

Prior Budget Approval

\$165,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Design and Construction	0.0	130.0	0.0	0.0	0.0
Total	0.0	130.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	130.0	0.0	0.0	0.0
Total	0.0	130.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2353 CY-CHIEF WHITECAP PARK DEVELOPMENT

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves the implementation of the program plans as outlined in the Chief Whitecap Master Plan, as approved by City Council in June 2010.

General Comments

The Master Plan Development for this park was a joint project partnered between the City of Saskatoon and the Whitecap Dakota First Nation. The Master Plan was developed through consultation with major stakeholders: Rural Municipality of Corman Park, Meewasin Valley Authority (MVA), residents neighbouring the park, and the current park users.

The City of Saskatoon has partnered with the MVA to complete the detail design for Chief Whitecap Park.

The 2016 plan includes installation of parking lot fencing and signage, development of a 40 acre off-leash dog park (Phase 1) with fencing, and the installation of site amenities such as garbage cans, benches, and dog waste dispensers.

The 2017 plan includes the naturalization of uplands, construction of a central and south parking lot, development of a pathway system, signage, and site amenities such as benches and garbage cans.

The 2018 plan includes development of a primary pathway system.

The 2019 plan includes expansion of the off-leash dog park from 40 to 80 acres (Phase 2), installation of site amenities such as garbage cans, benches, and dog waste dispenser, as well as the development of pathways within the off-leash dog park.

Operating Impact

If the project is funded in 2017 the future operating impacts are:

\$4,000 Pest control maintenance

\$6,000 Annual site maintenance

Prior Budget Approvals

\$71,000 Development of Master Plan (cost shared with partner)

\$140,000 Detailed Design

\$60,000 Gravel Parking Lot

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	140.0	605.0	520.0	235.0	0.0
Total	140.0	605.0	520.0	235.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	140.0	0.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	605.0	520.0	235.0	0.0
Total	140.0	605.0	520.0	235.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2354 CY-ACCESSIBLE PLAYGROUNDS

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Mike Libke
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of a destination-type accessible and inclusive playground (similar to the playground in W.W. Ashley Park), where children with sensory, physical and developmental disabilities can play together with typically able children.

The playgrounds are to be built in accordance with the Accessible Playspaces in Canada guidebook and will comply with the Accessibility Service Level Guidelines approved in principle by City Council in 2008.

General Comments

The playgrounds will be constructed with ramping to enable access to the entire play structure. Innovative accessible surfacing will be used, making it possible for children and adults to manoeuvre in wheelchairs. Components could include such fun stations as talking tubes, special panels including sign language, a lookout, steering wheel, transfer station, metal slide, climbers, wave slide, and stepping-stones.

This new accessible playground, along with the existing playgrounds located in W.W. Ashley Park (South - Haultain), Morris T. Chernesky Park (West - Blairmore), and Everybody's Playground (Northeast - Erindale), would then ensure each quadrant of the City has equal access to a destination accessible playground, complementing the growing network of smaller neighbourhood playgrounds that meet minimum accessibility guidelines.

The 2016 project will repurpose the accessible playground that was removed from Kinsmen Park and add the required items to make it a destination accessible playground. Although an existing playground with many years of play left will be rejuvenated, moving, installing, and completing the base preparation and upgrading it to be a destination accessible playground will require significant funding.

This project is contingent on receiving contributions from the Caswell Community Association and private contributions.

Special Note

The W.W. Ashley Park Accessible Playground was built in 2012 at a cost of \$449,000.

The Blairmore Accessible Playground was built in 2008 at a cost of \$350,000.

The Erindale Accessible Playground was built in 2006 at a cost of \$207,000.

Operating Impact

\$22,000 Annual maintenance and contribution to reserve.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Ashworth Holmes Neighbourhood Park	400.0	0.0	0.0	0.0	0.0
Total	400.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PARK ENHANCE RES	25.0	0.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	90.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	285.0	0.0	0.0	0.0	0.0
Total	400.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	22.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Linda Rauckman
Asset Type	Miscellaneous Equipment	Est. End Date	-

Project Description

The project provides for the replacement of Printing and Mail Services equipment.

General Comments

The demand for higher quality print is increasing along with the need for redundant printing services. New equipment in printing services could provide backup printing capabilities for the Data Centre (utility bills, etc.). The future plan is to replace this equipment once it is no longer current technology as maintenance costs will be rising, the failure rate will be increasing, parts will become difficult to find and the printing needs of our customers will be different.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Additional Equipment	0.0	0.0	0.0	0.0	136.0
Total	0.0	0.0	0.0	0.0	136.0
FINANCING DETAILS					
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	0.0	0.0	0.0	136.0
Total	0.0	0.0	0.0	0.0	136.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2373 FR-REPLACEMENT OF STATIONS - No. 3 AND No. 5

Project Status	Open	Year Identified	2011
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Glenn Ledray
Asset Type	Fire Stations	Est. End Date	February 2019

Project Description

This project provides for the construction to replace two existing fire stations (Fire Station No. 3 and Fire Station No. 5).

General Comments

On October 6, 2003, City Council adopted Standard NFPA 1710 which establishes best practices and timed response. This standard specifies safe and effective emergency response standards for all services provided by Saskatoon Fire Department (SFD) in the City of Saskatoon. To achieve that standard, the placement of all fire stations is key to the effective and efficient delivery of emergency services to residents in all areas of the City.

The locations of the fire stations will be identified in 2015. The department's overall fire station location analysis will determine a suitable location for relocating No. 3 and No. 5 stations. This will provide the service response times for the NFPA 1710 standard of the 4-minute first-in-response.

The design and construction of Fire Station No. 3 and Fire Station No. 5 will be a phased approach utilizing a sequential plan. The estimated cost of design, construction of both the stations will be \$13,085,000. Design and construction on Fire Station No. 3 will commence in 2016 with \$1,200,000 budgeted in that year. The remaining \$4,885,000 in construction costs for Fire Station No. 3 will be complete in 2017. Fire Station No. 3 will be a 2 plus bay station, and Fire Station No. 5 will be a 3 bay, 2 deep, station. The planned completion date of Fire Station No. 3 is August, 2017 at which time the transfer of existing staff and equipment will occur. Design on Station No. 5 will commence in 2017 for \$500,000, with the remaining \$6,500,000 in construction starting in 2018 and being complete in early 2019.

Special Note

The Other funding source identified for future years is made up of gas tax, borrowing and operating contributions.

Funding for Fire Stations are tracking through the City's Civic Facilities Funding plan.

Operating Impact

2019 - Building maintenance, operating and lease costs of \$100,000.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	0.0	4,885.0	2,000.0	4,500.0	0.0
Land Acquisition & Design	1,200.0	500.0	0.0	0.0	0.0
Total	1,200.0	5,385.0	2,000.0	4,500.0	0.0
FINANCING DETAILS					
OTHER	1,200.0	5,385.0	2,000.0	4,500.0	0.0
Total	1,200.0	5,385.0	2,000.0	4,500.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	100.0	0.0
FTEs	0.0	0.0	0.0	0.0	21.0

2379 FR-APPARATUS REPLACEMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Morgan Hackl
Asset Type	Fire Apparatus	Est. End Date	-

Project Description

This project provides for the replacement, refurbishment, or addition of major fire fighting apparatus, in accordance with the Capital Reserves Bylaw.

General Comments

The estimate includes the replacement of fire apparatus, rescue vehicle, water rescue apparatus and vehicles have either exceeded their safe serviceable life within our department or are experiencing recurring mechanical problems, making them very inefficient for day to day operations. Estimates for fire apparatus and rescue vehicles are expected to take more than one year before they are delivered. The apparatus identified in 2016 is a fire engine apparatus with an estimated cost of \$575,000.

The estimated reserve balance at the end of 2016 is \$1,123,000.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Fire Apparatus Replacement	575.0	651.0	894.0	1,935.0	1,378.0
Total	575.0	651.0	894.0	1,935.0	1,378.0
FINANCING DETAILS					
FIRE APPARATUS	575.0	651.0	894.0	1,935.0	1,378.0
Total	575.0	651.0	894.0	1,935.0	1,378.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2380 FR- FIRE STATION No. 11 - HOLMWOOD

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Morgan Hackl
Asset Type	Fire Stations	Est. End Date	-

Project Description

This provides for the construction of a standard Fire Station, No. 11 to be located in the Holmwood area (East Saskatoon) and the purchase of a fully equipped fire apparatus.

General Comments

On October 6, 2003, City Council adopted Standard NFPA 1710 which establishes benchmark response times of four minutes for the first-in unit or single unit response and eight minutes for all apparatus dispatched to a full first alarm assignment. This standard specifies safe and effective emergency response standards for all services provided by the Saskatoon Fire Department (SFD) in the City of Saskatoon. To achieve that standard, the placement of the fire station is key to the effective and efficient delivery of emergency services to residents in all areas of the City.

The Holmwood area fire station will provide service in compliance with NFPA 1710 to meet the needs of the community.

The estimated cost of land, design and construction of a station in this area will be \$7,181,000. Land will be purchased in 2018 with a cost of \$871,000. Design and construction will commence in 2021 with \$300,000 for design and \$1,000,000 in construction costs to incur in that year. The remaining construction costs of \$4,160,000 will be incurred in 2022 with planned completion by the fall of 2022. The estimated cost of a fully equipped apparatus is \$850,000.

Operating Impact

The station is projected to be completed by the fall of 2022. The annual cost for 20 additional fully-equipped fire fighters is \$1,974,842. The impact to the operating costs for the apparatus and building maintenance is \$194,000 per year on a continual basis. One time operating impact of \$90,000 for protective clothing requirements.

2022 (prorated from Sept. 2022):

\$768,000 (FTE)

\$64,020 (building operations)

2023 (and on-going):

\$1,151,900 (FTE)

\$194,000 building operations

Special Note

This project will be funded through gas tax, borrowing and operating contributions.

Funding for Fire Stations are tracked through the City's Civic Facilities funding plan.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
New Station - Saskatoon East	0.0	0.0	871.0	0.0	0.0
Total	0.0	0.0	871.0	0.0	0.0
FINANCING DETAILS					
OPERATING FUND CONTRIBUTION	0.0	0.0	871.0	0.0	0.0
Total	0.0	0.0	871.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2389 POLICE-FLEET ADDITIONS

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Don Bodnar
Asset Type	PoliceVehicles	Est. End Date	-

Project Description

This project provides for the expansion of the Police Service vehicle fleet including vehicle and related equipment costs.

General Comments

2016 plans to increase the regular fleet are under review. Project funding allows for the fleet to expand by 2 to 4 vehicles (fully equipment marked units and / or unmarked units) depending on operational demands.

The 2016 plan also includes the addition of one specialty vehicle dedicated to the Crisis Negotiations Team.

Operating Impact

No operating impact in 2016.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Fleet Additions	250.0	470.0	170.0	170.0	170.0
Total	250.0	470.0	170.0	170.0	170.0
FINANCING DETAILS					
POLICE CAPITAL RESERVE	250.0	470.0	170.0	170.0	170.0
Total	250.0	470.0	170.0	170.0	170.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project includes the rehabilitation of the McKercher Drive over College Drive overpass.

General Comments

The McKercher Drive over College Drive overpass is a five lane, two span, concrete girder bridge, originally constructed in 1979. The estimated replacement cost for this structure is approximately \$7.8 million.

Rehabilitation of the substructure is unfunded but would be planned for 2016 and includes application of silane sealer to substructure components exposed to splash, application of silane sealer to the walkway, application of spray arc zinc to the south abutment and repairs to the girder soffit near the south abutment including installation of zinc anodes to protect the patch.

Proactive rehabilitation of the superstructure is planned for 2021 & 2022 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2038, with complete replacement of the superstructure required by the year 2043. The cost estimate for emergency deck repairs and replacement is approximately \$7.27 million.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Substructure Rehabilitation	327.0	0.0	0.0	0.0	0.0
Total	327.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	327.0	0.0	0.0	0.0	0.0
Total	327.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2393 TU-TAYLOR/CIRCLE DRIVE

Project Status	Open	Year Identified	2011
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves rehabilitation of the Taylor Street over Circle Drive overpass.

General Comments

The Taylor Street over Circle Drive overpass is a six lane, two span, continuous cast-in-place concrete girder bridge, originally constructed in 1996. The estimated replacement cost for this structure is approximately \$9.7 million.

Proactive rehabilitation of the substructure is planned for 2019 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, spot repairs to concrete deck, spot repairs and sealer applied to barriers and replacement of the expansion joints.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2053, with complete replacement of the superstructure required by the year 2053. The cost estimate for emergency deck repairs and replacement is approximately \$7.48 million.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Rehabilitation	0.0	0.0	0.0	900.0	0.0
Total	0.0	0.0	0.0	900.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	900.0	0.0
Total	0.0	0.0	0.0	900.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2395 TU-CIRCLE DRIVE/14TH ST-NB

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is for the rehabilitation of the Circle Drive northbound over 14th Street overpass.

General Comments

The Circle Drive northbound over 14th Street overpass is a two lane, three span, concrete girder bridge, originally constructed in 1989. The estimated replacement cost for this structure is approximately \$5.0 million.

Rehabilitation of the structure is planned for 2021 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of the upper 100 mm of the concrete deck, replacement of the expansion joints with semi-integral abutments and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2024, with complete replacement of the superstructure required by the year 2029. The cost estimate for emergency deck repairs and replacement is approximately \$3.9 million.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Repairs	0.0	0.0	0.0	0.0	150.0
Total	0.0	0.0	0.0	0.0	150.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	0.0	150.0
Total	0.0	0.0	0.0	0.0	150.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2398 TU-ATTRIDGE DR/CIRCLE DR OVERPASS

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves the rehabilitation of the Attridge Drive over Circle Drive overpass.

General Comments

The Attridge Drive over Circle Drive overpass is a six lane, two span, steel girder bridge, originally constructed in 2001. The estimated replacement cost for this structure is approximately \$13.4 million.

Proactive rehabilitation of the structure is planned for 2020 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, spot repairs to concrete surfaces and repairs to the slope protection.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2050, with complete replacement of the superstructure required by the year 2055. The cost estimate for emergency deck repairs and replacement is approximately \$7.06 million.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Deck Resurfacing	0.0	0.0	0.0	0.0	100.0
Total	0.0	0.0	0.0	0.0	100.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	0.0	100.0
Total	0.0	0.0	0.0	0.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2401 TU-PEDESTRIAN CROSSING STRUCTURES

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Todd Grabowski
Asset Type	Overpasses	Est. End Date	-

Project Description

This project involves rehabilitation of various pedestrian crossing structures.

General Comments

The Northridge Drive to 45th Street over Idylwyld Drive overpass is a two span, concrete deck pedestrian overpass with access stairs on either side, originally constructed in 1969. The estimated replacement cost for this structure is approximately \$934,000. Rehabilitation work planned for 2018 includes engineering services, repairs to approach walkways, replacement of expansion joint glands, spot repairs to concrete surfaces, grouting the bearings and replacement of the east pedestrian rail.

The Central Avenue to Carleton Drive over College Drive overpass is a two span, concrete deck pedestrian overpass with access stairs on either side, originally constructed in 1969. The estimated replacement cost for this structure is approximately \$934,000. Rehabilitation work planned for 2018 includes engineering services, replacement of expansion joint glands and level nosings, spot repairs to concrete surfaces, grouting the bearings and sanding and repainting the pedestrian railing.

The Hilliard Street over Idylwyld Drive overpass is a two span, cast-in-place concrete deck pedestrian overpass with spiral access ramps on either side, originally constructed in 1966. The estimated replacement cost for this structure is approximately \$3.85 million. Rehabilitation work planned for 2018 includes engineering services, shimming the approaches, repairs to the pedestrian cage, replacing the expansion joint glands, spot repairs to concrete surfaces and filling the scour hole under the east abutment wall.

The Campus Drive to Stadium Crescent over College Drive overpass is a two span, cast-in-place concrete deck pedestrian overpass with spiral access ramps on either side, originally constructed in 1966. The estimated replacement cost for this structure is approximately \$1.76 million. Rehabilitation work planned for 2018 includes engineering services, repairs to the north approach walkway, replacement of the expansion joint glands, spot repairs to concrete surfaces and repairs to the deck pedestrian bottom rail.

The pedestrian walkway across CPR River Bridge is a 300.0 m long, 1.1 m wide timber pedestrian crossing attached to the CPR River Bridge, originally constructed in 1936. The estimated replacement cost for this structure, including the main west staircase (steel) and secondary west staircase (timber), is approximately \$2.0 million. Rehabilitation work planned for 2022 includes sanding and repainting the staircase for corrosion protection.

Prior Budget Approvals

\$113,000

Prior budget approval was for the rehabilitation of the 11th Street under Idylwyld underpass.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Campus Dr. to Stadium Cr. over College Dr.	0.0	0.0	98.0	0.0	0.0
Central Ave to Carleton Drive over College Drive	0.0	0.0	76.0	0.0	0.0
Hilliard St. over Idylwyld Drive	0.0	0.0	108.0	0.0	0.0
Northridge Dr to 45th St. over Idylwyld Drive	0.0	0.0	65.0	0.0	0.0
Total	0.0	0.0	347.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	347.0	0.0	0.0
Total	0.0	0.0	347.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Todd Grabowski
Asset Type	Overpasses	Est. End Date	-

Project Description

This project involves preservation activities for the Highway 16 eastbound and westbound over Highway 11 overpasses.

General Comments

The Highway 16 over Highway 11 overpasses were bestowed to the City of Saskatoon in 2011 from the Ministry of Highways and Infrastructure. The two overpasses are three lane, five span, concrete girder bridges, originally constructed in 1967. The estimated replacement cost for these structures is approximately \$15.4 million.

The design and construction of the over height sensor and warning beacon on Highway 11 northbound is planned for 2016 but is currently unfunded.

Northbound and southbound deck rehabilitation is planned for 2025 which includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal of replacement of the upper 112 mm of concreted deck, median, barrier, pedestrian rail and spot concrete repairs.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction/ modelling indicates that the structural failure can be expected to occur by the year 2035, requiring complete replacement of the superstructure.

Prior Budget Approvals

\$1,800,000

Prior budget approval was for repairing the joints, abutments and girder ends of the overpass as well as to provide for the installation of an over-height sensor and warning beacon on Highway 11 northbound.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Overheight Warning System	155.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	155.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Todd Grabowski
Asset Type	Overpasses	Est. End Date	-

Project Description

This project involves rehabilitation of the CPR over Circle Drive East overpass.

General Comments

Located between 108th Street and Attridge Drive, the CPR over Circle Drive East overpass is a five span, single track, post-tensioned continuous concrete span railway bridge, originally constructed in 1980. The City is wholly responsible for all preservation costs related to this structure. The estimated replacement cost for this structure is approximately \$7.7 million.

Rehabilitation work planned for 2018 includes engineering services, spot repairs to concrete surfaces and application of silane sealer to the walkway.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Substructure Repairs	0.0	0.0	164.0	0.0	0.0
Total	0.0	0.0	164.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	164.0	0.0	0.0
Total	0.0	0.0	164.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2404 TU-CIRCLE DRIVE/IDYLYLD

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is for rehabilitation of the Circle Drive North over Idylwyld Drive overpass.

General Comments

The Circle Drive North over Idylwyld Drive overpass is an eight lane, four span, concrete girder bridge, originally constructed in 1967. The estimated replacement cost for this structure is approximately \$13.4 million.

Proactive rehabilitation of the structure is planned for 2016 and includes engineering services, removal and replacement of the asphalt wearing surface, installation of a new membrane and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2039, with complete replacement of the superstructure required by the year 2044. The cost estimate for emergency deck repairs and replacement is approximately \$14.4 million.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Repairs	1,306.0	0.0	0.0	0.0	0.0
Total	1,306.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	231.0	0.0	0.0	0.0	0.0
UNFUNDED BRIDGE MAJOR REPAIR RES	1,075.0	0.0	0.0	0.0	0.0
Total	1,306.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2406 TU-MINOR BRIDGE REPAIRS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is required to provide funding for minor repairs and structural studies as required on the City's bridges and structures.

General Comments

There are currently 75 bridges, overpasses and pedestrian crossings that the City is responsible for. The list of projects and locations will be prioritized on an annual basis as needed.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	0.0	289.0	289.0	289.0	289.0
Total	0.0	289.0	289.0	289.0	289.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	289.0	289.0	289.0	289.0
Total	0.0	289.0	289.0	289.0	289.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2421 TU-MINOR INTERSECTION IMPROVEMENTS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project focuses on minor to moderate intersection modifications with the focus on alleviating traffic congestion.

General Comments

Many intersections were constructed to service low-traffic volumes and are no longer capable of meeting the needs of modern traffic demands. The intersection modifications included in this project are operational improvements such as the addition of turn lanes within right-of-way, curb radius improvements, lane designation and pavement marking changes, access management and construction of traffic islands and pedestrian ramps where required.

A report will be presented to Council outlining how corridors will be prioritized for this project. The report is scheduled for consideration during summer 2015.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	350.0	300.0	250.0	250.0	250.0
Total	350.0	300.0	250.0	250.0	250.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	0.0	100.0	50.0	50.0	50.0
UNFUNDED TRAFFIC SAFETY RES	350.0	200.0	200.0	200.0	200.0
Total	350.0	300.0	250.0	250.0	250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2425 TU-UNDERGROUND ENCROACHMENTS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Mitchell Parker
Asset Type		Est. End Date	-

Project Description

This project is required to fund the city's portion of costs related to dealing with existing underground encroachments in the city's right-of-way.

General Comments

Underground encroachments from lots into public Right of Way were constructed in the early 20th Century by agreement between developers and City Council. They consist of open areas under the sidewalk that are attached to the basement of the adjacent building. The ceiling of the encroachment is, in most cases, the sidewalk above. These were typically allowed for freight elevators or coal chutes and to provide for larger basements or storage areas than if the building was confined to the lot size.

These funds are to allow for the City to contribute a portion of funding to the property owner's costs for when they either repair or rebuild the encroachment they are responsible for.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Underground Encroachments Repairs	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED PAVED ROADWAYS INFR RES	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2428 TU-FUNCTIONAL PLANNING STUDIES

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project is for the ongoing identification of future transportation needs and the preparation of functional planning studies.

General Comments

Work identified to be undertaken includes:

- Claypool Drive extension to Neault Road
- Neault Road (22nd Street to Claypool Drive)
- McOrmond Drive (College Drive to 8th Street E)
- 8th Street E (CPR tracks to McOrmond Drive)

Verification of interchanges to be undertaken includes:

- Marquis Drive and Idyllwild Drive
- Marquis Drive and Highway 16
- 22nd Street and Highway 7
- Airport Drive and Circle Drive
- 33rd Street and Circle Drive

Work identified above will be addressed as far as available funding permits for 2016.

Prior Budget Approvals

\$710,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Functional Planning Studies	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	50.0	0.0	0.0	0.0	0.0
UNFUNDED TRANSPORTATION INFR EXPANSION	0.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2429 CY-LICENSE PLATE RECOGNITION SYSTEM

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Andrew Hildebrandt
Asset Type	Software	Est. End Date	-

Project Description

This project involves the purchase of License Plate Recognition (LPR) vehicles to support the enforcement operation of the parking program.

General Comments

The LPR vehicles contain cameras that are capable of scanning and recognizing the license plates of parked vehicles. This license plate data is used to conduct parking enforcement in areas with posted time limits, locate stolen automobiles, identify vehicles with parking offences, verify paid parking on the flex parking system, and collect data for use in parking stall occupancy/turnover studies.

The 2019 and 2020 plans involve the purchase of two additional LPR vehicles.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
System Purchase	0.0	0.0	0.0	65.0	65.0
Total	0.0	0.0	0.0	65.0	65.0
FINANCING DETAILS					
PARKING RESERVE	0.0	0.0	0.0	65.0	65.0
Total	0.0	0.0	0.0	65.0	65.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2433 TU-8TH STREET & CPR GRADE SEPARATION

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves functional planning studies, in conjunction with Canadian Pacific Railway, for the design of a grade separation at 8th Street East to improve safety at the existing grade level interchange in order to facilitate the development of the Holmwood Sector.

General Comments

A fully protected rail crossing will be the interim step prior to overpass construction.

Discussions are ongoing to confirm external funding from the developer.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
8th St & CPR Grade Separation	0.0	0.0	0.0	20,000.0	0.0
Total	0.0	0.0	0.0	20,000.0	0.0
FINANCING DETAILS					
PRIVATE CONTRIBUTIONS	0.0	0.0	0.0	20,000.0	0.0
Total	0.0	0.0	0.0	20,000.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2434 TU-HWY 11 & HWY 16 CLOVERLEAF

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves a functional planning study for improvements to the existing interchange and/or replacement structures to improve safety and function of the interchange.

General Comments

The funding in 2016 will be used to complete a functional planning study for the replacement of this interchange, which will include budget and staging plans. The study will include the development of collector and distribution roads and larger radius loops determining the detailed design and construction.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
HWY 11 & HWY 16 Cloverleaf Functional Study	200.0	0.0	0.0	0.0	0.0
Total	200.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	200.0	0.0	0.0	0.0	0.0
Total	200.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2436 TU-CORRIDOR PLANNING STUDIES

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

Corridor planning studies focus on specific transportation problems that affect mobility and accessibility. These studies examine the function of a few kilometers of roadway involving multiple intersections.

General Comments

Corridor studies involve land use planning to complement the transportation component of the work. Corridor studies in urban locations are typically several kilometers in length and focus on operational issues along the corridor and on various transportation modes including transit, cycling and walking.

The list of locations to be reviewed on an annual basis are prioritized based on collision rates, vehicular delays and coordination with other projects.

Prior Budget Approvals

\$200,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Design	100.0	100.0	100.0	0.0	0.0
Total	100.0	100.0	100.0	0.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	75.0	75.0	75.0	0.0	0.0
UNFUNDED TRANSPORTATION INFR EXPANSION	25.0	25.0	25.0	0.0	0.0
Total	100.0	100.0	100.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2437 TU-11TH STREET REALIGNMENT

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the realignment of 11th Street from Crescent Boulevard to Highway 7 and includes the construction of sound attenuation adjacent to the Montgomery Place neighbourhood.

General Comments

11th Street between Fairlight Drive and Highway 7 is classified as a boundary road which was once a secondary highway annexed by the City. The condition of this roadway is poor as it is failing structurally in numerous locations. The future alignment of this roadway is not known at this time as the Southwest Sector Plan is currently being developed.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	0.0	0.0	0.0	0.0	5,600.0
Total	0.0	0.0	0.0	0.0	5,600.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	5,600.0
Total	0.0	0.0	0.0	0.0	5,600.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Don Cook
Asset Type		Est. End Date	-

Project Description

This project involves the upgrade of freeway and expressway traffic and guide signs.

General Comments

This project will identify and replace guide signs most in need of replacement, taking into account the age and condition of the structure, as a preventative maintenance program.

The 'College & Circle' component is to install traffic and guide signs necessary to bring the signage of the intersection and immediate area up to current standards.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
College & Circle	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	100.0	0.0	0.0	0.0	0.0
UNFUNDED TRANSPORTATION INFR EXPANSION	400.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Shirley Matt
Asset Type		Est. End Date	-

Project Description

This project involves upgrading existing pedestrian devices or installation of new pedestrian crossing devices. Recommendations for devices are from neighbourhood reviews, corridor reviews, or a concern from the public. All devices will meet the current warrant system used by the Transportation Division.

General Comments

This project supports the City of Saskatoon's long-term strategies of 'Moving Around' and 'Quality of Life'. Pedestrian safety has become a number one priority. Therefore, crossings have been improved by either upgrading to a device or installing new ones.

Currently, the cost to complete the backlog of required pedestrian crossing devices is \$850,000. Locations will be prioritized as per Council Policy C07-018: Traffic Control at Pedestrian Crossings.

Prior Budget Approvals

\$270,000

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Construction	170.0	170.0	170.0	170.0	170.0
Total	170.0	170.0	170.0	170.0	170.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	100.0	120.0	170.0	170.0	170.0
UNFUNDED TRAFFIC SAFETY RES	70.0	50.0	0.0	0.0	0.0
Total	170.0	170.0	170.0	170.0	170.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project includes a multi-use pathway from the University of Saskatchewan to Saskatchewan Polytechnic campus along the south side of 33rd Street.

General Comments

This route is proposed to be developed as a major off-road corridor that will consist of a well-designed multi-use pathway on which pedestrians and cyclists will feel safe and comfortable. When complete, the corridor will include landscape development and other amenities that will enhance the look and feel of the area. The project includes the construction of a multi-use pathway on the south side of 33rd Street and a round-about at the intersection of 33rd Street and Spadina Crescent.

Phase I included pathway construction on 33rd Street from Spadina Crescent to Warman Road in 2011 and 2012, and was funded from PT Base Funding in Project No. 1137 - Bicycle Facilities.

Phase II included pathway construction on 33rd Street from Warman Road to Ontario Avenue in 2014, and was funded from Project No. 1137 - Bicycle Facilities.

Future phases will include construction of a roundabout on 33rd Street and Spadina Crescent.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Multi Use 33rd Street Corridor (Warman/Idylwyld)	0.0	0.0	2,100.0	900.0	0.0
MVA 33rd St Con Roundabout for 33rd St & Spadina	1,500.0	0.0	0.0	0.0	0.0
Total	1,500.0	0.0	2,100.0	900.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	0.0	0.0	300.0	900.0	0.0
UNFUNDED TRAFFIC SAFETY RES	1,500.0	0.0	0.0	0.0	0.0
UNFUNDED TRANSPORTATION INFR EXPANSION	0.0	0.0	1,800.0	0.0	0.0
Total	1,500.0	0.0	2,100.0	900.0	0.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2448 TU-ADVANCED TRAVELER INFORMATION SYS

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project is for the Advanced Traveler Information System (ATIS). ATIS is a web-based system that provides the public with technologies such as traffic monitoring cameras, interactive maps that illustrate current congestion levels, construction zones or major events, incidents and detours, weather conditions, etc. The purpose of ATIS is to collect, process and disseminate information that helps travelers decide when to travel, the mode to choose and the route to take.

General Comments

Implementation of a real-time traffic monitoring system is a significant and expensive undertaking that requires a dedicated funding source and involvement of other City departments and divisions such as Information Technology.

The funding requested in 2016 will be used to complete a feasibility study that will identify the needs, system requirements, technologies and future implementation strategy and cost.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Feasibility Study	120.0	0.0	0.0	0.0	0.0
Total	120.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	120.0	0.0	0.0	0.0	0.0
Total	120.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2460 CY-REGIONAL PLANNING

Project Status	Open	Year Identified	2011
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Laura Hartney
Asset Type		Est. End Date	-

Project Description

This project will provide the resources to develop a new Regional Plan and address the opportunities and challenges of growth in the Saskatoon region. It will assist in implementing the City of Saskatoon's 2013-2023 Strategic Plan - specifically, the ten year strategies and four year priorities of the Strategic Goals of 'Sustainable Growth' and 'Quality of Life'.

General Comments

The City of Saskatoon, the municipalities of Warman, Martensville, Osler, and the Rural Municipality of Corman Park have partnered to create the Saskatoon North Partnership for Growth (P4G). The Saskatoon Regional Economic Development Authority is also a participant in P4G.

The primary purpose of P4G is to develop a Regional Plan by mid-2016 and implement it afterwards. In 2014, P4G selected O2 Planning+Design to complete the Regional Plan. A Vision and Guiding Principles have been approved, along with an Interim Development Strategy that enables developments to be considered while the Regional Plan is underway. The remaining project deliverables are:

- a regional land use plan;
- regional transportation, servicing, and financing strategies;
- policies to guide land use and development on a regional scale; and
- a strategy to implement the Regional Plan.

P4G builds on cooperative planning work that the partners have done since 2010, including a Corridor Study of the Highway 11 and Highway 12 corridor, and Concept Plans in the Corman Park - Saskatoon Planning District.

Funding for this project will provide for:

- the balance of the consulting contract with O2 Planning+Design;
- a Commercial and Industrial Market Study for the northern portion of the Regional Plan Study Area, which was recommended as part of the Interim Development Strategy; and
- P4G's Project Manager for the Regional Plan, proposed to be extended to December 31, 2016.

Implementation of the Regional Plan may begin as early as 2017, subject to appropriate plans approved by the P4G Partnership. An operating grant from the City of Saskatoon, representing approximately one-third of the annual cost, is proposed to fund a new joint governance and administrative structure for the region, once it is approved.

Special Note

These components will be co-funded by the partnering municipalities in P4G, subject to Capital Budget approvals.

Operating Impact

\$150,000 is the estimated operating impact for 2017. This impact is a one-third share of the costs to establish a new joint governance and administrative structure for the region, estimated at \$450,000 per year, subject to appropriate approvals.

Prior Budget Approval

\$685,000 (Includes \$420,000 from the partnering municipalities in P4G)

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Regional Plans	371.0	0.0	0.0	0.0	0.0
Total	371.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
EXTERNAL FUNDING	297.0	0.0	0.0	0.0	0.0
PLANNING LEVY	74.0	0.0	0.0	0.0	0.0
Total	371.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	150.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS

Project Status	Open	Year Identified	2011
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Brad Babyak
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves the construction of a permanent year-round washroom in a Special Use park.

General Comments

There is a program need to provide washrooms in the Special Use parks to support year-round activities at the riverbank parks and along the Meewasin Valley Authority (MVA) trail system.

The popularity of riverbank parks used by citizens and visitors continues to grow. This facility is needed by park patrons as well as the public attending the numerous festivals and special events that take place in the Special Use parks year round. The location for a new washroom will be strategically located along the MVA trail system in an area that will support or enhance existing and future programming opportunities that take place at riverbank parks.

The 2017 plan includes the completion of a detailed design, while the 2018 plan includes the construction of a permanent year-round washroom facility.

Operating Impact

Operating impacts for site maintenance will be determined as specific features of the facility are determined.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Special Use Park	0.0	55.0	495.0	0.0	0.0
Total	0.0	55.0	495.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	55.0	495.0	0.0	0.0
Total	0.0	55.0	495.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2471 CY-KINSMEN PARK & AREA - MASTER PLAN

Project Status	Open	Year Identified	2011
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Brad Babyak
Asset Type	Buildings(Parks & Open Spaces)	Est. End Date	-

Project Description

This project involves the development and implementation of the Kinsmen Park & Area Master Plan.

General Comments

The Master Plan set up a process to renovate this site in order to create a primary civic activity-node that is place-specific, memorable and enjoyable for all ages. There is a focus on children's programming and play and it will be an activity generator for people of all ages. The functional program for Kinsmen Park & Area will consider users City-wide, while continuing to support local communities and the growing downtown population.

The Master Plan integrates activities on both sides of Spadina Crescent, including Kinsmen Park, the existing Mendel building and grounds, and the Shakespeare on the Saskatchewan site. The fully connected site will address issues around safety, ease of access for all and traffic movement.

Site Improvements

The 2016 plan provides for the site improvements to the area including improvements to the Mendel Site parking lot and upgrades to Kinsmen Avenue. In 2015, approval of \$400,000 was given for the development of the Kinsmen Festival site. Due to the construction schedule to complete PotashCorp Playland, the festival site construction will begin in 2016.

Concession Building Expansion

The 2018 plan proposes that the existing concession building be renovated, winterized, and expanded to support year-round activity and programming in the park. Potential programming could include a warm-up area for winter park users, concession service, multi-purpose programming space (meeting room, event office, special events), and public washrooms.

Further construction will be phased in as funds become available.

Prior Budget Approval

\$525,000 for Site Improvements and Kinsmen Festival Site Construction

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Concession Building	0.0	0.0	2,745.0	0.0	0.0
Site Improvements	415.0	0.0	0.0	0.0	0.0
Total	415.0	0.0	2,745.0	0.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	415.0	0.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	0.0	2,745.0	0.0	0.0
Total	415.0	0.0	2,745.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2474 CY-HUDSON BAY AREA DISTRICT PARKS

Project Status	Open	Year Identified	2012
Project Type	REJUVENATION	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves a program plan review, survey, and site analysis for the Hudson Bay Area Parks (Pierre Radisson, Henry Kelsey North, and Scott).

General Comments

A Master Plan prepared in 1989 provides a framework for the public consultation and park program review planned for 2016. Survey and site analysis will provide an understanding of water levels and what needs to be done to ensure the Children's Safety Village and neighboring parcels of land are not negatively impacted with this construction.

The Westmount Local Area Plan committee recognized "that while Westmount values its abundant green spaces and opportunities for active, community living, the neighborhood's parks are not being utilized to their full potential". This capital project will assist in creating the vision that the Westmount Local Area Plan committee has identified as important in components such as improved landscaping, walkways, benches, and lighting but still maintaining wide open spaces for users.

The Cosmopolitan Couples Club has identified Pierre Radisson District Park as a suitable location for a Children's Safety Village. This proposed park program amenity provides a catalyst in the development of the Hudson Bay Area Park system, in particular Pierre Radisson District Park. This capital project will provide a strategy to ensure the Children's Safety Village is designed and built to incorporate current and future activities, both formal and informal, within the park system. It will be crucial to ensure all stakeholders, including Cosmopolitan Couples Club, neighborhood residents, suburban area residents, sport user groups, and Transportation be involved in the public consultation stage of this capital project.

In 2015, Pierre Radisson District Park became the home of Saskatoon's second cricket pitch, as demand for the sport continues to increase. Pierre Radisson will also be the future home of a 2.99 acre off-leash dog park with construction to be completed in 2016 (budgeted in Capital Project #2528 Dog Park Development).

The proposed phasing consists of:

2016 - public consultations & park program review, survey & site analysis for Pierre Radisson Park

2017 - detailed design for Pierre Radisson Park

2018 - survey and site analysis for Henry Kelsey Park North and construction of Pierre Radisson Park Phase I

2019 - detailed design for Henry Kelsey Park North and construction of Pierre Radisson Park Phase II

2020 - survey & site analysis for Scott Park and construction of Henry Kelsey Park Phase I

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	0.0	0.0	1,585.0	1,583.0	2,140.0
Detailed Design	0.0	65.0	0.0	82.0	0.0
Public Consultation & Site Analysis	50.0	0.0	35.0	0.0	0.0
Total	50.0	65.0	1,620.0	1,665.0	2,140.0
FINANCING DETAILS					
DEDICATED LANDS RESERVE	50.0	0.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	65.0	1,620.0	1,665.0	2,140.0
Total	50.0	65.0	1,620.0	1,665.0	2,140.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2476 CY-NEW RECREATION COMPLEX

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Lynne Lacroix
Asset Type		Est. End Date	-

Project Description

With continued growth in Saskatoon and the expanding footprint of the City, it is anticipated that a new suburban recreation complex will be required within the next ten years. This project will undertake the design and construction of a new recreation complex located in a district park that may include a leisure pool, walking track, fitness area, gymnasium and multi-use space. The facility would be adjacent to City-wide outdoor sportsfields located in the district park.

General Comments

The design, location and timing of this new recreation complex will be determined using the tools and prioritization criteria outlined in the Recreation Master Plan completed in 2015. This Master Plan provides an overall framework for guiding the development, delivery, and continuous improvement of recreation programs, services and facilities. This facility may be located adjacent to future high schools' construction projects.

Operating Impact (2022 and 2023)

\$460,000 Utilities

\$880,000 Building Maintenance

\$423,000 Contribution to Reserve

Other operating costs and revenues to be determined.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
New Recreation Complex	0.0	0.0	0.0	0.0	3,500.0
Total	0.0	0.0	0.0	0.0	3,500.0
FINANCING DETAILS					
UNFUNDED RCE	0.0	0.0	0.0	0.0	3,500.0
Total	0.0	0.0	0.0	0.0	3,500.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2489 POLICE-FURNITURE REPLACEMENT

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Don Bodnar
Asset Type	Building Contents	Est. End Date	-

Project Description

This project provides for the replacement of furniture that has reached life expectancy.

General Comments

This project will enable the Police Service to replace existing furniture based on condition assessments and industry standards and for life expectancy.

2016 funding is requested to replace furniture that is due for replacement according to the replacement schedule including items such as desks, filing cabinets and chairs.

Operating Impact

No increase anticipated for 2016.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Furniture Replacement	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
POLICE FAC RENOVATION RES	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2497 POLICE-EQUIPMENT REPLACEMENT

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Don Bodnar
Asset Type	Police Equipment	Est. End Date	-

Project Description

This project allows for the replacement of specialized equipment used by Police operations.

General Comments

This project provides for the replacement of specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and 'Special Teams' - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), and the Public Safety Unit (PSU).

The 2016 project is for funding to replace Tactical Support Unit and Explosive Disposal Unit equipment.

Operating Impact

No increase anticipated for 2016.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	55.0	349.0	58.0	74.0	418.0
Total	55.0	349.0	58.0	74.0	418.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	55.0	349.0	58.0	74.0	418.0
Total	55.0	349.0	58.0	74.0	418.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2498 POLICE-EQUIPMENT EXPANSION

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Don Bodnar
Asset Type	Police Equipment	Est. End Date	-

Project Description

This project allows for the purchase of additional specialized equipment used by Police operations.

General Comments

This project provides for the purchase of additional specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and 'Special Teams' - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), and the Public Safety Unit (PSU).

The 2016 project calls for funding to support the purchase of improved in-car patrol firearms and a mobile operation center.

The mobile operation center project in conjunction with the Saskatoon Fire Department provides for the purchase and equipping of a used specialty vehicle to be used as a multi-purpose mobile operation center.

This specially equipped vehicle, shared between Police and Fire, can be used as a special events operation center and as an emergency command center at multi-agency response situations.

The mobile operational center will also be used by Police as an incident command post for the incident commander and support staff. Hostage situations or incidents with barricaded armed subjects require a specialized response independent of a regular operational response. Currently incident commanders operate out of the Emergency Response Team vehicle which creates overcrowding and difficulty in conducting sensitive communications.

The Saskatoon Police Service and the Saskatoon Fire Department have increased their presence at community events, including The Fringe and Canada Day celebrations. The mobile operational center will increase Emergency Services visibility at these events by providing a highly visible office to be used as a reporting facility for complainants and victims as well as being used as a staging and deployment center for emergency personnel and volunteers.

Operating Impact

No increase anticipated for 2016. Future operating impacts are under review.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	300.0	390.0	0.0	50.0	0.0
Total	300.0	390.0	0.0	50.0	0.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	300.0	390.0	0.0	50.0	0.0
Total	300.0	390.0	0.0	50.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2499 POLICE-TECHNOLOGY REPLACEMENT

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Don Bodnar
Asset Type		Est. End Date	-

Project Description

This project provides for the replacement/upgrading of computer hardware and software including network servers, infrastructure, storage and security as well as desktop and in-car computers/technology.

General Comments

The 2016 project includes funding to support two multi-year projects, Network Server Replacement and a Technological Services Project Administrator.

The 2016 project will also support the planned replacement of Criminal Investigation hardware and software.

Future year projects include replacement of in-car notebook computers, the dictation system, network upgrades and various police operations software.

Operating Impact

2017 annual software maintenance costs anticipated to increase by \$48,000.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchase	706.0	664.0	869.0	399.0	1,307.0
Total	706.0	664.0	869.0	399.0	1,307.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	706.0	664.0	869.0	399.0	1,307.0
Total	706.0	664.0	869.0	399.0	1,307.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	48.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2504 FR-NEW EQUIPMENT

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Morgan Hackl
Asset Type	Fire Apparatus	Est. End Date	-

Project Description

This project provides the addition of major fire fighting apparatus or equipment to the overall base.

General Comments

The estimate includes the addition of fire apparatus, vehicles and water rescue apparatus.

For 2016 the equipment identified is:

- Mobile Emergency Command Centre- Total cost of \$620,000. Discussions have begun with various civic divisions including Police and Public Works on a sufficient reserve to explore the purchase of a new or used apparatus. The Fire department is allocating \$320,000 from reserves. Fire will assume responsibility and servicing of the equipment. The goal is to purchase the chassis in 2016 with the capital reserve that the Fire Department has allocated. 2017 would see Police and Public Works add sufficient funds to complete the command vehicle with the pertinent infrastructure to meet the needs of the corporation.

The estimated reserve balance at the end of 2016 is \$205,700.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Fire New Equipment	0.0	390.0	0.0	0.0	0.0
Mobile Emergency Command Centre	320.0	0.0	0.0	0.0	0.0
Total	320.0	390.0	0.0	0.0	0.0
FINANCING DETAILS					
FIRE - CAPITAL RESERVE	320.0	390.0	0.0	0.0	0.0
Total	320.0	390.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2506 FR- No. 1 STATION ADDITION / REFURBISHMENT

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Morgan Hackl
Asset Type	Fire Buildings	Est. End Date	-

Project Description

This project provides for the addition and refurbishment to Fire Station No.1 to provide for handicapped accessibility, new communication offices, accommodate the dimensions of the new apparatus, administrative office space and more efficient use of the building.

General Comments

The refurbishment is required to make the facilities handicap accessible. The addition is required for the new communication's offices, administrative offices, to expand the station for the staff quarters, and to enlarge the apparatus bays for the storage of fire apparatus'.

The estimated cost of design and construction would be \$8,100,000, with construction commencing in 2020.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	0.0	0.0	0.0	0.0	7,750.0
Design	0.0	0.0	0.0	0.0	350.0
Total	0.0	0.0	0.0	0.0	8,100.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	8,100.0
Total	0.0	0.0	0.0	0.0	8,100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2528 CY-DOG PARK DEVELOPMENT

Project Status	Open	Year Identified	2011
Project Type	SUPPORT SYSTEMS	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves the development of dog parks, which are naturalized spaces where dogs are legally permitted to be off-leash. This allows both the owner/handler and companion animal to enjoy exercise together while socializing with others doing likewise. Future sites will be dependent on availability of suitable City-owned land or park space (neighbourhood, suburban and City-wide) and subject to public consultation. Development of new dog parks will be consistent with the dog park program plan review completed in 2012.

General Comments

The popularity of dog parks is growing and there is increasing demand for this recreational activity. The need for additional dog parks was evident during the public consultation portion of the Chief Whitecap Park Master Plan project and substantiated by a 2011 public survey.

The 2016 budget involves improvements to existing dog parks, focusing on fencing and garbage can upgrades. Additionally, funding will be used for upgrades to the Avalon Dog Park, including the development of wheelchair accessible pathways to further complement existing accessible off-leash dog parks at Silverwood and Sutherland Beach.

The 2017 plan involves the expansion of Avalon Dog Park. This expansion will include the development of 1.9 acres of land to the West of the current dog park, as well as pathways, gates, and site amenities.

The 2018 and 2020 plans involve the development of new neighbourhood dog parks.

Operating Impacts

\$2,000 Additional pathway snow removal

\$7,000 Grass cutting, garbage and snow removal, and sign, parking lot and fence maintenance.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Dog Park Development & Upgrades	150.0	230.0	100.0	0.0	100.0
Total	150.0	230.0	100.0	0.0	100.0
FINANCING DETAILS					
ANIMAL SERVICES RESERVE	30.0	0.0	60.0	0.0	60.0
RESERVE FOR CAPITAL EXPENDITURES	120.0	0.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	230.0	40.0	0.0	40.0
Total	150.0	230.0	100.0	0.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	9.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT

Project Status	Open	Year Identified	2012
Project Type	SUPPORT SYSTEMS	Manager	Shelley Sutherland
Asset Type	Software	Est. End Date	-

Project Description

This project provides for the replacement of a portfolio management and investment accounting system to assist with the recording, reporting, compliance, accounting and valuation of all short-term and long-term investment transactions conducted by the City of Saskatoon.

General Comments

A new portfolio management system would provide a significant increase in reporting capabilities (i.e. compliance), more functionality to include other investment instruments (i.e. variable rate securities), amortization of bond premium/discount calculation, and enhancements to the automated uploading of GL data into the City's financial system.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Portfolio Management System Repl	0.0	0.0	300.0	0.0	0.0
Total	0.0	0.0	300.0	0.0	0.0
FINANCING DETAILS					
AFM - CAPITAL RESERVE	0.0	0.0	300.0	0.0	0.0
Total	0.0	0.0	300.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Lesley Anderson
Asset Type		Est. End Date	-

Project Description

This project involves implementation and project coordination for the core initiatives of the Growth Plan to Half a Million (previously the Rapid Transit System project). Community engagement and communications will also be included in project coordination.

General Comments

In 2012, City Council approved Capital Project 2547, the Integrated Growth Plan (IGP), in principle. It comprises land use, design, streetscaping, and transportation strategies to guide the growth of Saskatoon to a population of 500,000 in ways that match the vision of our citizens expressed through Saskatoon Speaks. In 2013, the Growing Forward! Shaping Saskatoon project began, which included the development of a Rapid Transit Business Case outlining rapid transit corridor alignment, transit technology, system plan and station design criteria, a long term transit plan, corridor redevelopment, and a core bridge strategy. With the Growing Forward! Shaping Saskatoon project in its final stages, the Growth Plan to Half a Million project will be considered by City Council in early 2016 and will lay out the next major components in the implementation of the project's core initiatives.

The Growth Plan to Half a Million Implementation project will consist of the following components:

Long Term Transit Plan Implementation:

This component involves the development in 2016 of a detailed operational plan for specific schedule, fleet, and operational impacts, such as staffing resources, required to implement services and the transit structure outlined in the Long Term Transit Plan initiative of the Growth Plan to Half a Million. Beginning in 2017, funds are required for fleet acquisition to support growth areas and new transit services. Funds for supporting roadside infrastructure, and system upgrades, will also be required in 2017 onwards.

Rapid Transit Corridor Development:

This component includes the development of functional plans and detailed design of all rapid transit infrastructure, including roadway infrastructure, stations, and passenger amenities/support systems. Funds in 2017 are required to undertake functional planning for the complete system of rapid transit corridors. Construction of the system components and roadway cross-section enhancements will begin in 2018.

Secondary Plan Process and Corridor Redevelopment:

This component supports the Transit and Rapid Transit implementation by addressing the land use and public realm amenities adjacent to the system, and provides for appropriate transitions into existing neighbourhoods. A Secondary Planning Program will be created in 2016 and will be staged along the corridor areas identified in the Growth Plan, beginning in 2017. The Secondary Planning process will involve review of existing conditions, community engagement, and the recommendation of preferred options, to be followed by capital construction projects during implementation, beginning in 2019.

Core Bridge:

This component involves the preparation of a preliminary conceptual design for the bridge, addressing components such as size, connections, and design. Future funds will be requested for the development and execution of an engagement and decision strategy for the bridge. Options for design would be prepared and the impacts of the bridge would need to be defined and reviewed through a community engagement process. The development of a functional plan and a funding plan for implementation would be later phases of the project. Future funding requests for this component will be based on transit requirements and river crossing demand.

Project Coordination:

This component involves the creation of a Project Coordinator position to lead the development of the implementation strategy and coordinate the delivery. As the projects move into secondary planning and capital construction, an additional position to support communication and engagement will also be required.

Policy and Plan Development:

The Growth Plan to Half a Million includes policies and strategies that are not reflected in the existing Official Community Plan Bylaw. A series of amendments will need to be developed and adopted to update the bylaw.

Additionally, a Transportation Plan will be produced that provides an overview of the plans, strategies, and initiatives that guide investments which allow people to move around the City. This plan will include a framework for a network of major roadways to a city population of half a million, as well as a 10-year roadway investment priorities schedule.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Long Term Transit Plan	150.0	6,000.0	10,200.0	10,200.0	10,200.0
Policy & Plan Development	100.0	200.0	0.0	0.0	0.0
Project Coordination	150.0	250.0	250.0	250.0	250.0

Transportation

Preliminary 2016

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
Rapid Transit Development	150.0	4,300.0	8,300.0	8,300.0	8,300.0
Secondary Plan Process & Corridor Redevelopment	50.0	250.0	500.0	10,550.0	10,300.0
Total	600.0	11,000.0	19,250.0	29,300.0	29,050.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	600.0	0.0	0.0	0.0	0.0
UNFUNDED MAJOR PROJECTS	0.0	10,300.0	18,500.0	29,050.0	28,800.0
UNFUNDED RCE	0.0	700.0	750.0	250.0	250.0
Total	600.0	11,000.0	19,250.0	29,300.0	29,050.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2546 CY-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE

Project Status	Open	Year Identified	2013
Project Type	SUPPORT SYSTEMS	Manager	Andrew Hildebrandt
Asset Type	Software	Est. End Date	-

Project Description

This project involves the evaluation and implementation of an online renewal system for Residential Parking Permits (RPP).

General Comments

The ability for permit holders to renew their residential parking permits online greatly increases customer service by providing an alternative to paying in person at City Hall or the leisure centres. Online renewals will reduce long line ups and the demand on customer service resources during RPP renewal times.

The 2016 budget involves:

- researching all system requirements,
- determining if current available software meets those requirements or if new software must be purchased or developed, and
- implementing the final selection.

Operating Impact

Operating impacts will be determined once specific features of the software requirements are more clearly defined.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
RPP Online Renewal Software	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PARKING RESERVE	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2548 TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Goran Lazic
Asset Type	Concrete curb	Est. End Date	-

Project Description

This project provides for the installation of pedestrian ramps at major intersections where the current channelization islands do not allow for installation of ramps due to geometric constraints.

General Comments

The current budget for ramps does not take into account the cost associated with a major upgrade that would be needed for major intersections that include channelization islands.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	150.0	150.0	150.0	150.0	100.0
Total	150.0	150.0	150.0	150.0	100.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	150.0	150.0	150.0	150.0	100.0
Total	150.0	150.0	150.0	150.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of a multi-use pathway to extend from Idylwyld Drive to Avenue W, to be located adjacent to the railway corridor. Future phases could include linkages to extend east to Central Avenue. A phased approach will be necessary to address any land acquisition challenges as the project proceeds.

General Comments

The idea for a multi-user bicycle and pedestrian path within the CPR ROW came out of the 2002 Pleasant Hill Local Area Plan. The plan indicates that the development of a multi-use pathway facility within the ROW will link parks in the core of Saskatoon, connect the west side neighbourhoods to downtown, and recognize the use of the ROW as an existing informal pathway through the four neighbourhoods of Pleasant Hill, Riversdale, West Industrial and Caswell Hill.

The 2001 Pleasant Hill LAP has recommended that the Traffic Section prepare a report for City Council outlining the feasibility of formally allocating a portion of the CPR ROW for the purposes of a pedestrian and cycling linkage from downtown into the west portion of Saskatoon, and that consideration be given to the cost, maintenance, liability and safety aspects of establishing the linkage. The Traffic Engineering Section prepared a feasibility study that was adopted by City Council at the end of 2007. The recommendation for a formal pedestrian and cyclist linkage within the CPR ROW was also supported by the LAP Committees and included in the Local Area Plans for Riversdale and West Industrial.

Construction of the 25th Street Extension introduced changes in railway operations within the City, which resulted in changes to existing railway infrastructure. It also opened up discussions with CP around the issue of existing trespassing on the CPR ROW between Idylwyld Drive and Avenue W. A safety pathway will address the issue of trespass and pedestrian safety. The initial phase has been constructed between Idylwyld Drive and Avenue D. Phase two has been identified in 2016 for \$450,000 to construct between Avenue D and Avenue H. The safety pathway will be extended to Avenue W by phase five. Future phases could extend to Central Avenue as significant segments of a trail system already exist.

Phase I: In progress

Phase II: Avenue D to Avenue H (2016)

Phase III: Avenue H to Avenue L (2017)

Phase IV: Avenue L to Avenue P (2018)

Phase V: Avenue P to Avenue W (2019)

Operating Impact

The future operating impact would be \$2,100 for snow clearing if this project is funded.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	400.0	400.0	400.0	400.0	400.0
Design	50.0	0.0	50.0	0.0	0.0
Total	450.0	400.0	450.0	400.0	400.0
FINANCING DETAILS					
ACTIVE TRANSPORTATION RESERVE	0.0	0.0	50.0	0.0	0.0
UNFUNDED ACTIVE TRANSPORTATION RESERVE	450.0	400.0	400.0	400.0	400.0
Total	450.0	400.0	450.0	400.0	400.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2551 CY-ACTIVE TRANSPORTATION PLAN

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Don Cook
Asset Type		Est. End Date	-

Project Description

This project involves the development of a vision and strategic plan in order to fulfill the active transportation goals of the Corporate Strategic Plan.

General Comments

The funding requested for 2016 will be used for an internal staff position to develop and coordinate prioritized implementation plans for the projects identified in the Active Transportation Plan.

Prior Budget Approval

\$250,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Design	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
ACTIVE TRANSPORTATION RESERVE	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2555 WTP-PCS & ICT RISK ELIMINATION

Project Status	Open	Year Identified	2015
Project Type		Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves implementing the action plan recommended in the 2014 Hatch Water Treatment Plant and Wastewater Treatment Plant Control System Assessment.

General Comments

The Hatch report recommended an action plan containing 25 items. During the investigation various technical items were identified and a schedule for implementation was assigned to each item. The work will be performed by Division staff with consultant guidance.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Pcs & Ict Risk Elimination	1,500.0	0.0	0.0	0.0	0.0
Total	1,500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	750.0	0.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	750.0	0.0	0.0	0.0	0.0
Total	1,500.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2559 WTP-SAND SEPARATORS

Project Status	Open	Year Identified	2013
Project Type	EQUIPMENT REPLACEMENT	Manager	Larry Schultz
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves replacing the existing sand separators at the WTP.

General Comments

The existing sand separators no longer effectively remove sand from the raw water supply. Sand separators are a mechanical device subject to abrasion from sand/silt in the raw water supply. The work involves replacing the mechanical components and reusing the existing process piping in the sand separator building.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Sand Separators	0.0	4,240.0	0.0	0.0	0.0
Total	0.0	4,240.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	4,240.0	0.0	0.0	0.0
Total	0.0	4,240.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Syed Naqvi
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves the assessment of WTP's Heating, Ventilation and Air Conditioning (HVAC). This is a system upgrading of existing HVAC systems. Air Handling Units, Make-up Air Units and Electrical component are particularly vulnerable to high temperature environments.

General Comments

The existing HVAC system at Admin. Office is not providing acceptable comfort condition for the occupants. The last upgrades were completed in 2007.

The engineering services will be procured in 2015 with construction scheduled for 2015/2016. This upgrade of HVAC system will improve the heating system in Admin. Building in winter season and will increase ventilation and cooling during the summer.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
HVAC Syst Admin Build	1,000.0	0.0	0.0	0.0	0.0
Total	1,000.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	1,000.0	0.0	0.0	0.0	0.0
Total	1,000.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2561 WTP-EXPECTED UPGRADES

Project Status	Open	Year Identified	2013
Project Type	EQUIPMENT REPLACEMENT	Manager	Larry Schultz
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves upgrades of equipment and infrastructure at the main plant and satellite reservoirs that do not warrant a separate capital project.

General Comments

Sections of the WTP are 100 years old with the remainder of the main plant at least 50 years old. Failures of old equipment and infrastructure are not predictable. This project funds upgrades that are immediately required.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Upgrades	500.0	1,590.0	1,685.0	5,815.0	6,018.0
Total	500.0	1,590.0	1,685.0	5,815.0	6,018.0
FINANCING DETAILS					
BORROWING	0.0	0.0	1,032.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	115.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	500.0	1,590.0	538.0	5,815.0	6,018.0
Total	500.0	1,590.0	1,685.0	5,815.0	6,018.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2563 WTP-LOW LIFT UPGRADE

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Larry Schultz
Asset Type	Wastewater Treatment Plant	Est. End Date	-

Project Description

This project involves the upgrade of the low lift pumping station which is the secondary (backup) raw water intake and is located on the plant grounds.

General Comments

The existing low lift pumping station has several pumps that are at the end of their service life complete with an outdated electrical service and control network. The work consists of replacing the numerous small pumps with two or three right sized units, upgrading the process piping, and modernizing the electrical service and control network.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Low Lift Upgrade	1,000.0	4,240.0	0.0	0.0	0.0
Total	1,000.0	4,240.0	0.0	0.0	0.0
FINANCING DETAILS					
BORROWING	0.0	3,816.0	0.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	424.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	1,000.0	0.0	0.0	0.0	0.0
Total	1,000.0	4,240.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2564 WTP-DRAIN LINE

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Larry Schultz
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves upgrading the drain line which conveys filter backwash and other effluents to the Residuals Handling Facility.

General Comments

The backwash/effluent drain line video inspection and condition assessment indicated deficiencies combined with the strategic significance of the asset that require complete replacement. The work requires continued ability to transfer backwash/effluent while replacing the asset.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Drain Line	1,500.0	0.0	0.0	0.0	0.0
Total	1,500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	1,500.0	0.0	0.0	0.0	0.0
Total	1,500.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Larry Schultz
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves the design and construction of dedicated pumps to transfer filtered water from the main plant to the reservoir expansion and ultraviolet disinfection units currently being constructed on the west side of Avenue H.

General Comments

The Avenue H reservoir expansion project includes modification of existing pumps to transfer water however this is a temporary solution as the modified pumps are not efficient and there is not sufficient redundancy for high demand circumstances. The work includes a new pump bay, high efficiency pumps designed for the transfer work, and a new electrical and control network.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Pumping & Electrical Upgrades	11,305.0	7,208.0	0.0	0.0	0.0
Total	11,305.0	7,208.0	0.0	0.0	0.0
FINANCING DETAILS					
BORROWING	6,840.0	5,854.0	0.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	760.0	650.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	3,705.0	704.0	0.0	0.0	0.0
Total	11,305.0	7,208.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2567 WWTP-RELINING CELL

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Pam Loran
Asset Type	Sanitary Sewage Storage Tanks	Est. End Date	-

Project Description

This project involves removing the existing deteriorated liners of Cell 6 and Cell 7 at the remote sludge disposal facility (N40), repairing imperfections in the impermeable layer, and constructing a wear resistant liner.

General Comments

The remote sludge disposal facility consists of a series of cells that receive liquid biosolids from the Wastewater Treatment Plant. These cells have an impermeable clay liner and an asphalt wearing surface. Operational activities quickly deteriorate the asphalt wearing surface. This project replaces the asphalt wearing surface with a reinforced concrete or segmental concrete surface that will double the service life. Cell 6 is the largest cell at the N40.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Relining Cell	0.0	2,120.0	3,933.0	0.0	0.0
Total	0.0	2,120.0	3,933.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	2,120.0	3,933.0	0.0	0.0
Total	0.0	2,120.0	3,933.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2571 WTP-CHLORINE ROOM CAPACITY UPGRADE

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of an upgraded chlorine handling facility at the Avenue H WTP to provide disinfection treatment for the new chlorine contact chamber being constructed as part of the Avenue H reservoir expansion project.

General Comments

The 2009 Long Term Capital Development and Expansion Plan (LTCDEP) identified a disinfection capacity upgrade was needed to meet the 300 MLD phase 2 peak design flow. This capacity was included in the reservoir expansion project and results in the existing west basin footprint being scheduled for clarifier expansion. The new chlorine room will meet the capacity requirements of Phase 2 peak design flow, provide modern handling equipment, and updated spill mitigation systems.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Chlorine Room Capacity Upgrade	0.0	0.0	0.0	3,198.0	3,310.0
Total	0.0	0.0	0.0	3,198.0	3,310.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	3,198.0	3,310.0
Total	0.0	0.0	0.0	3,198.0	3,310.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2573 WTP-ROOF REPAIR

Project Status	Open	Year Identified	2014
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Syed Naqvi
Asset Type		Est. End Date	-

Project Description

This project involves the engineered assessment and replacement of the roofing system at the Water Treatment Plant metershop.

General Comments

The roofing system over the laboratory, server room, and filter banks has leaks that can no longer be effectively repaired by patching. This project will identify the areas requiring a new roofing system, engineer a solution and construct the recommended replacement.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Roof Repair	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2577 WWTP-PEP 6TH PUMP

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves adding a 6th pump to the primary effluent pumping station.

General Comments

The existing pumping station configuration has a firm capacity of 310 MLD. Flows exceeding the pumping capacity would bypass secondary treatment and flow to the river. Installing the 6th pump increases the firm capacity to 365 MLD, meeting peak flow requirements to year 2024.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
PEP 6th Pump	0.0	409.0	0.0	0.0	0.0
Total	0.0	409.0	0.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	409.0	0.0	0.0	0.0
Total	0.0	409.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2578 WWTP-DOWNSTREAM USER STUDY

Project Status	Open	Year Identified	2014
Project Type	SUPPORT SYSTEMS	Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves conducting a downstream user study which defines the existing condition of the South Saskatchewan River upstream and downstream of the Wastewater Treatment Plant and characterizes the changes to the river due to plant effluent and the effect on downstream users.

General Comments

The need for the study was identified by the consultant preparing the 2012 Wastewater Treatment Plant Long Term Capital Development and Expansion Plan (WWT-LTCDEP) during discussions with the Saskatchewan Ministry of Environment. The study will be used to establish firm effluent objectives in new regulations.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Downstream User Study	0.0	0.0	337.0	0.0	0.0
Total	0.0	0.0	337.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	0.0	337.0	0.0	0.0
Total	0.0	0.0	337.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2579 WWTP-DIGESTER TANK 4

Project Status	Open	Year Identified	2014
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of a fourth digester at the Wastewater Treatment Plant.

General Comments

Increased solids loading in the sewage stream will result in the maximum sludge loading exceeding digester capacity for a 15 day solids retention time (SRT). The 4th digester will provide the required capacity for 15 days SRT and allow a digester to be out of service for maintenance purposes.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Digester Tank 4	0.0	8,480.0	12,389.0	0.0	0.0
Total	0.0	8,480.0	12,389.0	0.0	0.0
FINANCING DETAILS					
BORROWING	0.0	5,760.0	8,460.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	640.0	940.0	0.0	0.0
WASTEWATER TRTMNT CAP RES	0.0	2,080.0	2,989.0	0.0	0.0
Total	0.0	8,480.0	12,389.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2580 WWTP-DIGESTER CLEANING FACILITY

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Larry Schultz
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of the infrastructure to convey, treat, and store material removed from digesters during maintenance cleaning.

General Comments

Digester cleaning previously resulted in the removed material being deposited in pits on the plant grounds. The cleaning facility will include concrete tanks where dewatering can take place in a controlled manner with the effluent being treated.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Digester Cleaning Facility	0.0	0.0	0.0	2,326.0	0.0
Total	0.0	0.0	0.0	2,326.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	0.0	0.0	2,326.0	0.0
Total	0.0	0.0	0.0	2,326.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2588 ACCESS TRANSIT- BUS ADD ON

Project Status	Open	Year Identified	2016
Project Type	SUPPORT SYSTEMS	Manager	Bob Howe
Asset Type	Miscellaneous Equipment	Est. End Date	January 2018

Project Description

This project will add new technology such as tablets & on-board cameras with both audio and visual onto Access Transit's existing and future fleet.

General Comments

The tablets will be used to replace the current Mobile Data Terminal system which includes a monitor, a modem, and a DCC which is a on board computer. This replacement is required due to the lack of future support and service available on an aging technology.

The purchase of on-board cameras with both visual and audio will be used to protect the safety of both the customers and Access Transit staff. It will be used to investigate both customer and operator complaints/incidents to ensure there is no misinterpretation of the facts by all parties.

2016 funding levels support the tablet purchase and potential future funding will cover the camera purchases.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Equipment Purchases	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
ACCESS TRANSIT CAPITAL RESERVE	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2589 TR-TECHNOLOGY PLAN

Project Status	Open	Year Identified	2016
Project Type		Manager	James McDonald
Asset Type		Est. End Date	-

Project Description

This project will ensure Transit has adequate funding to replace current technology and modernize existing infrastructure.

General Comments

This project will fund technology purchases for Conventional Transit. These purchases include items such as, computer, AV equipment, point of sale terminals for bus passes, and other technology or equipment as Administration identifies.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Purchases	190.0	0.0	0.0	0.0	0.0
Total	190.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	190.0	0.0	0.0	0.0	0.0
Total	190.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Lynne Lacroix
Asset Type		Est. End Date	-

Project Description

This project will undertake the design and construction of a new recreation facility in the City centre area in partnership with the Saskatoon Tribal Council and YMCA.

General Comments

The City of Saskatoon Strategic Plan (2013-2023) has a strategic goal of Quality of Life, which indicates our neighbourhoods are complete communities that offer a range of housing options, employment opportunities, arts, culture, and recreation facilities. Citizens should have access to facilities and programs that promote active living and bring people together. A recreation facility in a core neighbourhood will provide an opportunity for residents to have access to, and participate in, leisure activities that better meet the needs of citizens living in a core neighbourhood.

Partnership discussions, business case development, and community engagement were undertaken in 2015 and will continue in 2016. Pending necessary approvals and formal agreements in place with the partners, the design of a new recreation facility could occur in 2017, with construction commencing as early as 2018. Project completion could be expected in 2019 and the new facility could open in 2020.

Operating Impacts (2019 and 2020)

\$235,000 Contribution to Reserve (2019)

\$490,000 Facility Maintenance (2020)

\$255,000 Utilities (2020)

Staffing, other operating costs and revenues to be determined

Prior Budget Approval

\$150,000 Business Plan Development cost shared by the City of Saskatoon, Saskatoon Tribal Council, and YMCA

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
City Centre Leisure Facility - Construction	0.0	0.0	9,800.0	9,800.0	0.0
City Centre Leisure Facility - Design	0.0	2,000.0	0.0	0.0	0.0
City Centre Leisure Facility - Equipment Purchase	0.0	0.0	0.0	200.0	0.0
Total	0.0	2,000.0	9,800.0	10,000.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	2,000.0	9,800.0	10,000.0	0.0
Total	0.0	2,000.0	9,800.0	10,000.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2610 POLICE-TECHNOLOGY EXPANSION

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Don Bodnar
Asset Type		Est. End Date	-

Project Description

This project allows for the purchase of additional technological equipment including computers, and associated hardware and software as well as other equipment that utilizes computer technology.

General Comments

The 2016 project calls for funding to support an expansion to network storage and the purchase of specialized multi-monitor workstations in operations.

Future year projects include continued expansion to network storage and a technology package to increase effectiveness of the Air Support Unit.

Operating Impact

No impact to 2016 Operating Budget anticipated.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Purchase	160.0	525.0	110.0	135.0	150.0
Total	160.0	525.0	110.0	135.0	150.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	160.0	525.0	110.0	135.0	150.0
Total	160.0	525.0	110.0	135.0	150.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT

Project Status	Open	Year Identified	2014
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Don Bodnar
Asset Type	Police Buildings	Est. End Date	-

Project Description

This project provides for the replacement of the existing Police outdoor firearms range that now resides within the City limits and conflicts with the future development of Saskatoon.

General Comments

The City of Saskatoon has expanded and now includes City owned land occupied by the Police Firearms Outdoor Range. In order to facilitate the needs of Police firearms and Special Teams training, it is necessary to replace the existing outdoor range with a new facility for the following reasons:

1. Commuter Bridge and subsequent roadway is proposed along the north fence line of the existing outdoor range and will require the outdoor range to cease operation upon construction of the roadway.
2. Existing land is required for future neighbourhood development.
3. Perimeter highway which is proposed to be located 2,500 feet north of the existing outdoor range facility will be located in the firing direction.

The City of Saskatoon is working on a plan to enter into an agreement with the Saskatoon Wildlife Federation for the relocation, site clean up, development and long term lease of an exclusive use outdoor firearms range for the SPS.

The SPS portion of this City of Saskatoon project is \$200,000 comprised of \$100,000 prior approved project funding and an additional \$100,000 from 2016 Capital.

Operating Impact

No increase anticipated for 2016. The future operating budget impact is estimated to be between \$42,000 and \$52,000 for rent and maintenance costs in 2017.

Prior Budget Approval

\$100,000 approved in the 2014 Capital Budget.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Construction	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
POLICE FAC RENOVATION RES	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	52.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2614 POLICE-OPERATIONAL REVIEW

Project Status	Open	Year Identified	2015
Project Type	SUPPORT SYSTEMS	Manager	Don Bodnar
Asset Type		Est. End Date	-

Project Description

This project involves an operational review of the Saskatoon Police Service to evaluate for effectiveness, efficiency, and sustainability of the current operational model.

General Comments

The Board of Police Commissioners have requested a third party operational review of the Saskatoon Police Service, to evaluate for effectiveness, efficiency, and sustainability of the current operational model to ensure the Police Service is maximizing the resources in the work of ensuring Community Safety.

Operating Impact

No operating impact for 2016.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2016	2017	2018	2019	2020
GROSS COST DETAILS					
Operational Review	200.0	0.0	0.0	0.0	0.0
Total	200.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
POLICE CAPITAL RESERVE	200.0	0.0	0.0	0.0	0.0
Total	200.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2016	2017	2018	2019	2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2615 POLICE - PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM

Project Status	Open	Year Identified	2015
Project Type	SUPPORT SYSTEMS	Manager	Don Bodnar
Asset Type		Est. End Date	-

Project Description

This project provides for the purchase of a management system for storage and distribution of equipment used by Police operations including radios, fleet vehicle keys, etc.

General Comments

The purchase of a secure equipment management system will improve the management of assets held in Police Property Control. This system will be used to track daily issue of equipment, provide reporting and improve accountability. It will also provide increased safety and improve control of accessibility while assisting to maximize equipment utilization. In addition a new equipment management system will provide auditing and inventory control functions as well as automation of sign out and trouble sheet procedures.

The new system is also anticipated to provide selective reporting available in real time and will reduce the requirement of Property Control Commissionaires for intake and sign out, leaving them to perform daily maintenance and restocking. As well the new system is expected to include a secure key/locker system to help enforce operational processes, lower operational costs and administrative overhead, with the ability to control, monitor and record the use of physical assets by electronically issuing and controlling disbursement of Property Control assets. A key/locker management system provides instant information as to the current and previous user as well as a complete history of the key usage. IT/Administrators can also restrict access to individual keys/lockers thus enabling cost effective and efficient utilization of vehicles.

Operating Impact

No increase anticipated for 2016.

Project Detail Expenditure/Funding (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
GROSS COST DETAILS					
Equipment Purchase	50.0	100.0	50.0	0.0	0.0
Total	50.0	100.0	50.0	0.0	0.0
FINANCING DETAILS					
POLICE FAC RENOVATION RES	50.0	100.0	50.0	0.0	0.0
Total	50.0	100.0	50.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

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1812	SASKTEL CENTRE-EQUIPMENT PURCHASES	Arts, Culture & Events Venues	389
0740	TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	Arts, Culture & Events Venues	281
1834	REMAI ART GALLERY- EQUIPMENT PURCHASES	Arts, Culture & Events Venues	391
1650	CY-NEW MUNICIPAL CEMETERIES	Community Support	379
1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	Community Support	403
1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	Community Support	381
0877	AF-CITY-WIDE RADIO TRUNKING SYST	Corporate Asset Management	289
1135	AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	Corporate Asset Management	300
1356	AF-V&E ADD'L VEHICLES & EQUIPT	Corporate Asset Management	337
1357	AF-V&E REPL'T VEHICLES & EQUIPT	Corporate Asset Management	338
1584	CIVIC OPERATIONS CENTRE	Corporate Asset Management	365
1949	AF-CIVIC ACCOMMODATION	Corporate Asset Management	402
2180	AF-CIVIC FACILITY SITE MAINTENANCE	Corporate Asset Management	424
1523	AF-RADIO TRUNKING SYSTEM EXPANSION	Corporate Asset Management	353
1557	TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	Corporate Asset Management	360
1883	CK-ELECTRONIC RECORDS MANAGEMENT	Corporate Governance and Finance	393
1977	CP-LOCAL AREA NETWORK & DATA SECURITY	Corporate Governance and Finance	404
2079	AF-PROPERTY REASSESSMENT	Corporate Governance and Finance	416
1083	CP-CORPORATE NETWORK EQUIPMENT REPL	Corporate Governance and Finance	299
1780	CP-CORP NETWORK INFRASTRUCTURE	Corporate Governance and Finance	388
2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	Corporate Governance and Finance	454
1884	CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	Corporate Governance and Finance	394
2531	AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	Corporate Governance and Finance	492
1829	AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	Corporate Governance and Finance	390
1364	CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT	Corporate Governance and Finance	339
1580	CY-BOOKING & REGISTRATION SYSTEM REPLACEMENT	Corporate Governance and Finance	363
1581	CY-POSSE UPGRADE	Corporate Governance and Finance	364
1885	CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	Corporate Governance and Finance	395
1475	US-AUTO'D GARBAGE CONTAINER REPL	Environmental Health	341
2050	US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	Environmental Health	413
2186	US-WASTE MANAGEMENT STRATEGIC PLAN	Environmental Health	426
2184	US-WASTE CHARACTERIZATION STUDY	Environmental Health	425
2051	US-LANDFILL OPTIMIZATION	Environmental Health	414
1662	CY-ELM TREE INVENTORY	Environmental Health	383
0582	FR-APPAR-REFURB/REPL/ADD'L	Fire Services	269
1914	FR-NEW STATION - NORTHWEST SASKATOON	Fire Services	398
2379	FR-APPARATUS REPLACEMENT	Fire Services	456
2373	FR-REPLACEMENT OF STATIONS - No. 3 AND No. 5	Fire Services	455
2380	FR- FIRE STATION No. 11 - HOLMWOOD	Fire Services	457
2504	FR-NEW EQUIPMENT	Fire Services	489
2506	FR- No. 1 STATION ADDITION / REFURBISHMENT	Fire Services	490
2389	POLICE-FLEET ADDITIONS	Policing	458
2119	POLICE-RADIO REPLACEMENT	Policing	421
2489	POLICE-FURNITURE REPLACEMENT	Policing	485
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2498	POLICE-EQUIPMENT EXPANSION	Policing	487
2499	POLICE-TECHNOLOGY REPLACEMENT	Policing	488
2610	POLICE-TECHNOLOGY EXPANSION	Policing	516
2611	POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	Policing	517
2614	POLICE-OPERATIONAL REVIEW	Policing	518
2615	POLICE - PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM	Policing	519
0677	AF-ALBERT COMM CENTRE RENOS	Recreation & Culture	274
0679	AF-GROUNDS MTNCE-EQUIPMENT REPL	Recreation & Culture	275
0706	CY-LEIS SERV-FACILITY EQUIP REPL	Recreation & Culture	277
1627	CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	Recreation & Culture	374
1648	CY-PARK IRRIGATION UPGRADES	Recreation & Culture	378
1653	CY-PARK DRAINAGE	Recreation & Culture	380
1876	AF-TENNIS COURT-ACRYLIC SURFACE	Recreation & Culture	392

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1938	AF-PLAY STRUCTURE UPRDE AND REPL	Recreation & Culture	399
2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	Recreation & Culture	412
2101	CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	Recreation & Culture	418
2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	Recreation & Culture	419
2114	CY-VICTORIA PARK - UPGRADES	Recreation & Culture	420
2349	CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	Recreation & Culture	450
2352	CY-PERMANENT BOAT LAUNCH SITE	Recreation & Culture	451
2353	CY-CHIEF WHITECAP PARK DEVELOPMENT	Recreation & Culture	452
2354	CY-ACCESSIBLE PLAYGROUNDS	Recreation & Culture	453
2469	CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	Recreation & Culture	481
2471	CY-KINSMEN PARK & AREA - MASTER PLAN	Recreation & Culture	482
2528	CY-DOG PARK DEVELOPMENT	Recreation & Culture	491
1658	CY-PARKS NEW SATELLITE MTNC BLDG	Recreation & Culture	382
1939	AF-PADDLING/SPRAY POOL REPLACEMENTS	Recreation & Culture	400
1940	AF-GREENHOUSE REPLACEMENT	Recreation & Culture	401
2474	CY-HUDSON BAY AREA DISTRICT PARKS	Recreation & Culture	483
2476	CY-NEW RECREATION COMPLEX	Recreation & Culture	484
1635	CY-DIEFENBAKER PARK MASTER PLAN	Recreation & Culture	375
1637	CY-GORDON HOWE CAMPGROUND EAST WASHROOM	Recreation & Culture	376
1664	CY-GORDON HOWE COMPLEX PARKING UPGRADE	Recreation & Culture	384
1665	CY-ICE ARENA PARTNERSHIP	Recreation & Culture	385
1595	CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	Recreation & Culture	366
2600	CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	Recreation & Culture	515
0838	LIBR-EQUIPMENT REPLACEMENT	Saskatoon Public Library	288
1761	LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	Saskatoon Public Library	387
0583	TR-REPLACE/REFURB BUSES	Transportation	270
0631	TU-TRAFFIC SAFETY IMPROVEMENTS	Transportation	272
0671	TR-AUXILIARY VEH/EQUIP	Transportation	273
0832	CY-CENTER MEDIAN REHABILITATION	Transportation	284
0835	TU-COLLECTOR ROAD PRESERVATION	Transportation	285
0836	TU-ARTERIAL ROAD PRESERVATION	Transportation	286
0837	TU-LANE REHAB & DRAINAGE IMPROV	Transportation	287
0948	TU-SIDEWALK/PATH RETROFIT-ARTL RD	Transportation	290
0959	TU-UPGRADE BOUNDARY ROADS	Transportation	291
1036	TU-TRAFFIC CONTROL UPGRADES	Transportation	295
1041	TU-BENCHMARK REHABILITATION	Transportation	296
1137	TU-BICYCLE FACILITIES	Transportation	301
1194	TR- ENGINE OVERHAUL	Transportation	303
1456	TU-RAILWAY CROSSING SAFETY IMPROVEMENT	Transportation	340
1505	TU-TRAFFIC SIGNAL UPGRADE-INFRA	Transportation	345
1506	TU-TRAFFIC SIGNING REPLACE-INFRA	Transportation	346
1507	TU-GUARDRAILS	Transportation	347
1512	TU-NEIGHBOURHOOD TRAFFIC REVIEW	Transportation	349
1513	TU-PAVEMENT MARKING PROGRAM-INFRA	Transportation	350
1518	CY-PAY STATION PURCHASES & IMPLEMENTATION	Transportation	351
1522	TU-TRAFFIC NOISE ATTENUATION	Transportation	352
1526	TU-CIRCLE DR BRIDGE REPAIR	Transportation	354
1531	TU-LOCAL ROADS PRESERVATION	Transportation	356
1532	TU-SIDEWALK PRESERVATION	Transportation	357
1553	TU-SID BUCKWOLD BRIDGE REPAIRS	Transportation	358
1638	TU-BACK LANE TREE TRIMMING	Transportation	377
1890	TU-EXPRESSWAY ROAD PRESERVATION	Transportation	396
1893	TU-IDYLYWLD DRIVE/51ST ST OVERPASS REHAB	Transportation	397
2011	TU-TRANSPORTATION MODEL IMPLEMENTATION	Transportation	405
2020	TU-17TH STREET CORRIDOR EXTENSION	Transportation	406
2037	TU-SNOW MANAGEMENT FACILITIES	Transportation	408
2040	TU-UNDERWATER PIER INSPECTIONS	Transportation	409
2043	TU-CURB REPLACEMENT/REHABILITATION	Transportation	410

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2044	TU-GRAVEL STREETS UPGRADES	Transportation	411
2095	ACCESS TRANSIT-BUS REPLACEMENTS	Transportation	417
2233	TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	Transportation	434
2234	TU-WALKWAY MANAGEMENT	Transportation	435
2235	TU-INTERSECTION IMPROVEMENTS	Transportation	436
2241	TU-TRUCK ENFORCEMENT/EDUCATION	Transportation	437
2251	CY-IMPOUND LOT	Transportation	438
2257	TU-CIRCLE DR OVER 33RD ST NB/SB	Transportation	440
2273	TU-108TH ST OVER CIRCLE DRIVE	Transportation	445
2317	TR-SHELTERS/BENCHES	Transportation	446
2318	TR-MAINTENANCE MANAGEMENT SYSTEM	Transportation	447
2323	TR-RIDERSHIP GROWTH INITIATIVES	Transportation	449
0584	TR-ADDITIONAL BUSES	Transportation	271
2428	TU-FUNCTIONAL PLANNING STUDIES	Transportation	470
2267	TU-IDYLWYLD DR FWY OVER RUTH ST	Transportation	443
2393	TU-TAYLOR/CIRCLE DRIVE	Transportation	460
1528	TU-SPADINA CRES BRIDGE	Transportation	355
1556	TU-SYSTEM UPGRADES/REPLACEMENTS	Transportation	359
2322	TR-COUNT ROOM EQUIPMENT	Transportation	448
2392	TU-MCKERCHER DR/COLLEGE DR OVERPASS	Transportation	459
2395	TU-CIRCLE DRIVE/14TH ST-NB	Transportation	461
2398	TU-ATTRIDGE DR/CIRCLE DR OVERPASS	Transportation	462
2404	TU-CIRCLE DRIVE/IDYLWYLD	Transportation	466
2406	TU-MINOR BRIDGE REPAIRS	Transportation	467
2421	TU-MINOR INTERSECTION IMPROVEMENTS	Transportation	468
2425	TU-UNDERGROUND ENCROACHMENTS	Transportation	469
2433	TU-8TH STREET & CPR GRADE SEPARATION	Transportation	472
2434	TU-HWY 11 & HWY 16 CLOVERLEAF	Transportation	473
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2447	TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	Transportation	478
2448	TU-ADVANCED TRAVELER INFORMATION SYS	Transportation	479
1561	TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	Transportation	361
1562	TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	Transportation	362
2259	TU-PW SATELLITE YARDS	Transportation	441
2269	TU-ACCOMMODATION CONSTRUCTION	Transportation	444
1504	TU-TRAFFIC PLAN IMPLEMENTATION	Transportation	344
2401	TU-PEDESTRIAN CROSSING STRUCTURES	Transportation	463
2402	TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	Transportation	464
2403	TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	Transportation	465
2265	TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	Transportation	442
2546	CY-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	Transportation	495
2548	TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	Transportation	496
2550	TU-WEST/CENTRAL MULTI-USE CORRIDOR	Transportation	497
2541	CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	Transportation	493
2429	CY-LICENSE PLATE RECOGNITION SYSTEM	Transportation	471
2588	ACCESS TRANSIT- BUS ADD ON	Transportation	513
2589	TR-TECHNOLOGY PLAN	Transportation	514
1508	CY-CITY ENTRANCE SIGNS	Urban Planning and Development	348
2034	CY-LAP & NBHD SAFETY IMPLEMENTATION	Urban Planning and Development	407
2162	CY-URBAN DESIGN - BIDS	Urban Planning and Development	422
2166	CY-URBAN DESIGN - CITY-WIDE	Urban Planning and Development	423
2460	CY-REGIONAL PLANNING	Urban Planning and Development	480
2551	CY-ACTIVE TRANSPORTATION PLAN	Urban Planning and Development	498
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0720	SL&P - CAPACITOR INSTALLATIONS	Utilities	278

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0812	SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	Utilities	282
1054	WTP-ASSET REPLACEMENT	Utilities	297
1055	WTP-AUTOMATIC METER READING CONV	Utilities	298
1174	SL&P - STREET LIGHTS - LAND DEVELOPMENT	Utilities	302
1243	WWT- LIFT STATION UPGRADES	Utilities	305
1272	SL&P - BUILDINGS & GROUNDS	Utilities	314
1281	SL&P - SUSTAIN POWER GENERATION OPTIONS	Utilities	315
1282	SL&P - STREET LIGHTS - MITIGATION	Utilities	316
1305	SL&P - FEEDER UPGRADES/REPLACEMENT	Utilities	326
1315	SL&P - 138 KV TRANSMISSION LINE UPGRADE	Utilities	329
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1326	SL&P - SUBSTATION MONITORING SYS UPGRADE	Utilities	331
1332	SL&P - SUBSTATION SERVICE LIFE EXTENSION	Utilities	333
1350	SL&P - SUBSTATION BUILDING & GROUND RENO	Utilities	334
1352	SL&P - LIFE CYCLE MANAGEMENT	Utilities	335
1353	SL&P - EQUIPMENT UPGRADE & REPLACEMENT	Utilities	336
1493	TU-EAST RIVERBANK STABILIZATION	Utilities	342
1501	TU-UPGRD FLETCHER RD SANITARY LIFT STATN	Utilities	343
1615	TU-WATER DISTRIBUTION	Utilities	367
1616	TU-WASTE WATER COLLECTION	Utilities	368
1617	TU-PRIMARY WATER MAINS	Utilities	369
1618	TU-SANITARY SEWER TRUNKS	Utilities	370
1619	TU-STORM SEWER TRUNK	Utilities	371
1620	TU-STORM SEWER COLLECTION	Utilities	372
1621	TU-STORM SEWER POND PRESERVATION	Utilities	373
1677	TU-STORM WATER MGMT UTILITY BILLING	Utilities	386
2197	WTP - WATER CONSERVATION INITIATIVE	Utilities	427
0724	SL&P - REVENUE METER - NEW & REPLACEMENT	Utilities	279
0825	SL&P - STREET LIGHT UPGRADES	Utilities	283
1016	SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	Utilities	292
1250	SL&P - ADVANCED METERING INFRASTRUCTURE	Utilities	306
1310	SL&P - UTILITY - RESEARCH & DEVELOPMENT	Utilities	328
2214	WTP - WATER SYSTEM ASSESSMENT	Utilities	428
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1301	SL&P - SUBSTATION COMMUNICATION UPGRADE	Utilities	324
1303	SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	Utilities	325
1308	SL&P - 15 KV CONV - INTERMED SUBSTATIONS	Utilities	327
1019	SL&P - SUBSTATION UPGRADE - W. J. BUNN	Utilities	294
1257	SL&P - SUBSTATION SECURITY IMPROVEMENTS	Utilities	310
1259	SL&P - SUBSTATION TAP CHANGER OIL TREAT.	Utilities	311
1268	SL&P - NETWORK VAULTS	Utilities	312
1269	SL&P - NORTH DOWNTOWN DEVELOPMENT	Utilities	313
1329	SL&P - SUBSTATION RELAY UPGRADES	Utilities	332
2224	WWT-LIQUID WASTE HAULERS STATION	Utilities	431
2255	TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	Utilities	439
2555	WTP-PCS & ICT RISK ELIMINATION	Utilities	499
2219	WTP-N.E. SECTOR RESERVOIR	Utilities	429
2220	WTP-FILTER PLANT UNDERDRAIN UPGRADE	Utilities	430
1286	SL&P - ELEC SYS PLANNING STUDIES	Utilities	318
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