

## 2019 Business Plan and Budget Operating Options

### Overview

At its meeting on May 22, 2018, when considering a report of the CFO/General Manager, Asset and Financial Management Department, the Governance and Priorities Committee (GPC) resolved:

“That a property tax target range between 4.0% and 4.5% be set for the 2019 Business Plan and Budget Process.”

As presented at the meeting, the estimated property tax increase required to maintain current service levels is 3.16%. A targeted property tax range between 4.0% and 4.5% will provide approximately \$1.94 million to \$3.10 million in funds to be utilized towards achieving City Council strategic priorities.

The Administration has been working diligently over the past several months, developing options for GPC that will progress the City of Saskatoon (City) towards achieving several strategic priorities. A listing of available options for GPC to consider is outlined in the table below.

It is important to note that the Administration has included an “adjustable” column which indicates whether a portion of funding could be allocated towards the initiative and have successful results. For example, initiatives that require additional human resources makes it difficult to allocate partial funding whereby reserve contributions are more flexible as it would simply reduce the scope of work that could be completed.

<b>A Culture of Continuous Improvement</b>		
<b>Strategic Outcome:</b> <i>Our workforce is representative of the local population.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
A permanent Diversity and Inclusion Coordinator who would be focused on: <ul style="list-style-type: none"> <li>• setting and evolving the City’s goals for diversity;</li> <li>• expanding the focus to include more than four equity groups (Aboriginal, Visible Minority, Disability and Women);</li> <li>• assisting unions in diversity goals;</li> <li>• creating divisional specific action plans;</li> <li>• forming partnerships with other large employers; and</li> <li>• website and policy updates.</li> </ul>	\$100,000	<b>No</b>

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

Initiative	Amount	Adjustable
<p>Business Analyst position and resources to support the implementation and operation of a Customer Relationship Management (CRM) System. This position would be responsible for development, operation, programming, support, staff training, and reporting of a future CRM system.</p>	\$137,500	<b>No</b>
<p>As reported at the September 11, 2017 Standing Policy Committee on Environment, Utilities, and Corporate Services meeting, the community engagement function within the City is currently under resourced and requires additional financial and human resources to effectively deploy a comprehensive Community Engagement Strategy.</p> <p>The 2019 option includes one additional engagement consultant and associated costs for community engagement.</p>	\$125,000	<b>No</b>
<p>With significant change on the horizon, including Continuous Improvement, enterprise resource planning (ERP) and multi-year budgeting, a permanent Organizational Change Manager would be critical to ensure this change is as successful as possible. This position would ensure appropriate communication, training, education and strategies are put in place to mitigate employee uncertainty, stress and unnecessary financial costs.</p>	\$110,000	<b>No</b>
<p>The City currently employs several Performance Improvement Coordinator positions who are responsible in leading and engaging divisions in opportunities to create efficiencies or think about different ways of doing business. As a result of the reviews lead by these employees, various recommendations are developed in order to streamline business operations; however, Information Technology (IT) requires additional resources in order to operationalize and implement these recommendations.</p> <p>GPC has the option to begin phasing in dedicated resources towards implementing these recommendations.</p>	\$125,000	<b>No</b>

<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
As previously reported to the Standing Policy Committee on Environment, Utilities and Corporate Services on April 16, 2018, in order to proceed with an open data strategy, resources for City Clerk policy development, IT technology support, Service Saskatoon, community engagement and communication is required.	\$406,600	<b>No</b>
The City currently allocates \$200,000 per year in the Service Saskatoon Capital Project to support temporary Performance Improvement Coordinators. These positions are critical in the continued success of the City's continuous improvement (CI) efforts through leading and supporting the CI strategy, coordinating and leading service reviews and by supporting organizational change management.  GPC has the option to make three of these positions and the associated work permanent as part of the 2019 Business Plan and Budget Process. GPC could choose to make less than three of these positions permanent (at a cost of \$90,000 per position).	\$270,000	<b>Yes</b>
<b>Strategic Outcome:</b> <i>The City's workforce is engaged, healthy and safe.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
The City does not have an ongoing source of funding to continue providing annual engagement surveys and regular pulse checks. This funding would be utilized in order to maintain the employee engagement surveys.	\$40,000	<b>No</b>

<b>Asset and Financial Sustainability</b>		
<b>Strategic Outcome:</b> <i>Key civic infrastructure assets are maintained and funded to minimize total life cycle cost.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
Building Better Transit – As previously presented to the Standing Policy Committee on Transportation on July 19, 2016, implementation of the first year of the Building Better Transit Initiative would help close the existing funding gap to achieve an average fleet age of 7.0 years.  GPC has the option to allocate the full \$980,000 as identified in the Building Better Transit Report as part of a 6-year phase-in to achieve \$6.20M in annual funding. GPC could also choose to allocate any amount below the \$980,000. An allocation below \$980,000 would impact the amount of time it would take to reach the goal to maintain the Transit Fleet at an average age of 7.0 years.	\$980,000	<b>Yes</b>

Initiative	Amount	Adjustable
<p>Building Better Bridges – As previously presented to the Standing Policy Committee on Transportation on November 14, 2016, the City’s 10-year preventable maintenance program for bridges has a total funding gap of \$45.0 million.</p> <p>GPC has the option to allocate the full amount of \$1.04M as identified in the Building Better Bridges Report as part of a 4-year phase in to achieve the 10-year annual funding gap of \$45.0M. GPC also has the option to allocate less than the \$1.04M, however, doing so would increase the amount of time to reach the identified funding goal and require reprioritization of Bridge Maintenance projects.</p>	\$1,040,000	<b>Yes</b>
<p>Building Better Parks – As previously presented to the Standing Policy Committee on Planning, Development and Community Services on October 30, 2017, the current funding for Parks infrastructure renewal is insufficient to maintain assets in a good condition.</p> <p>GPC has the option to allocate the full amount of \$800,000 as identified in the Building Better Parks Report as part of a 7-year phase-in to achieve the \$5.8M funding gap. GPC also has the option to allocate less than the \$800,000, however, this would increase the amount of time required to reach the identified funding gap and result in less park rehabilitation work being completed.</p>	\$800,000	<b>Yes</b>
<p>Corporate Asset Management position - This option would create a dedicated position for asset management to assist operating divisions in ensuring they are considering asset management best practices and are capturing the correct data in order to successfully implement an asset management plan. This position would also be involved in corporate training, education, awareness, and policy development on asset management.</p>	\$100,000	<b>No</b>

<b>Quality of Life</b>		
<b>Strategic Outcome:</b> <i>The well-being of citizens is a shared responsibility and our community is safe.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>As previously reported to Standing Policy Committee on Planning, Development and Community Services on April 9, 2018, there is a 2019 Business Plan option to introduce a stabilized funding plan for the Attainable Housing Program through the Affordable Housing Reserve.</p> <p>This strategy would see an annual contribution for the program from the mill rate and shift away from the Neighbourhood Land Development current funding approach.</p> <p>This approach is proposed to be phased-in over 5 years at \$100,000 per year.</p> <p>GPC has the option to allocate less than the \$100,000 which would require that the identified target of housing initiatives be reduced, a longer phase-in be established, or increased subsidization from Land Dividends.</p>	\$100,000	<b>Yes</b>
<p>The City has been asked to co-fund a number of planning initiatives with community partners, including the Saskatoon Community Action Alliance and the Age-Friendly Saskatoon Initiative.</p> <p>The funding would be utilized to support the work of these groups, including a review of the Assistance to Community Groups – Cash Grant Social Program. In future years, the funding would be utilized to support planning initiatives and tables in the community.</p> <p>GPC has the option to provide funding less than \$50,000 which would impact the amount of initiatives and grant funding that would be available under the Saskatoon Community Action Alliance and Age-Friendly Saskatoon Initiative.</p>	\$50,000	<b>Yes</b>

Initiative	Amount	Adjustable
<p>The City’s Graffiti Program focuses on removing graffiti from civic property, alerting external partners and providing citizen-centric service.</p> <p>GPC has the option to provide funding to this service to ensure that Citizen reports are handled promptly and responded to appropriately as follows:</p> <ul style="list-style-type: none"> <li>• Priority 1 (Hate/Vulgar) – within 1 business day</li> <li>• Priority 2 (Gang Related/High Visibility) – within 1 to 3 business days</li> <li>• Priority 3 (All other Graffiti) – within 30 business days</li> </ul>	\$140,000	<b>No</b>
<p>Saskatoon Fire Department Wellness program to ensure the ongoing physical and mental health of emergency responders.</p> <p>This option would include:</p> <ul style="list-style-type: none"> <li>• Behavioural Health Peer Advisor Program</li> <li>• Road to Mental Health Program</li> <li>• Advanced Blood Screening.</li> </ul>	\$40,500	<b>No</b>
<b>Strategic Outcome:</b> <i>Citizens are engaged in a welcoming place and enjoy a range of opportunities.</i>		
Initiative	Amount	Adjustable
<p>The Culture Plan recommends establishing category funding targets for qualifying arts and culture organizations.</p> <p>The categories recommended are:</p> <ul style="list-style-type: none"> <li>• Flagships: \$60,000 per organization</li> <li>• Anchors: \$35,000 per organization</li> <li>• Leaders: \$25,000 per organization</li> <li>• Catalysts: \$5,000 per organization</li> <li>• Project: \$10,000 total available annually</li> </ul> <p>GPC has the option to phase-in additional funding in order to meet these categories. GPC could choose to allocate any amount less than \$55,700 which would impact the implementation timeframe to reach these funding targets.</p>	\$55,700	<b>Yes</b>

Initiative	Amount	Adjustable
<p>GPC has the option to allocate additional resources towards anti-racism initiatives.</p> <p>This funding would be utilized for increased marketing, communications, and educational programs above the existing \$3,300 budget.</p> <p>GPC has the option to allocate less than the \$8,800 option. The impact of this would result in less marketing, communication and educational initiatives related to anti-racism.</p>	\$8,800	<b>Yes</b>
<b>Strategic Outcome:</b> <i>Recreation and cultural facilities are accessible, physically and financially, and meet community needs.</i>		
Initiative	Amount	Adjustable
<p>As previously presented to the Standing Policy Committee on Planning, Development and Community Services on October 30, 2017, the Recreation and Parks Facilities Game Plan requires a 5-year phase in of \$250,000 per year in order to establish a partnership reserve.</p> <p>This funding plan was previously approved in principle by City Council during 2018 Budget Deliberations on November 27, 2017.</p> <p>GPC has the option to allocate less than the identified \$250,000 which would impact the amount of projects that could be completed under the Game Plan and the timeline to implement the funding plan.</p>	\$250,000	<b>Yes</b>
<p>GPC has the option to allocate annual funding towards a Winter City grant program. This program would provide funding to community groups and businesses to support community-led initiatives that generate learnings and projects that align with the Winter City Strategy.</p> <p>GPC could allocate less than the \$50,000 identified which would impact the amount of grant funding available for community initiatives to apply for.</p>	\$50,000	<b>Yes</b>

Initiative	Amount	Adjustable
<p>GPC has the option to provide an additional \$143,000 to the Meewasin Valley Authority (Meewasin). As part of 2018 Budget Deliberations, on November 27, 2017, City Council provided \$143,000 in one-time funding from the Special Events Reserve in order to provide additional support as a result of the 2017-2018 Provincial Budget.</p> <p>In order to maintain this level of funding going forward, an operating contribution is required.</p> <p>GPC could allocate less than the identified \$143,000. The impact of this would leave Meewasin with less funding in 2019 than in 2018.</p>	\$143,000	<b>Yes</b>

<b>Environmental Leadership</b>		
<b>Strategic Outcome:</b> <i>Effects of climate change on civic services are proactively addressed.</i>		
Initiative	Amount	Adjustable
<p>In order to proactively address climate change, GPC has the option to begin phasing in financial and human resources to ensure climate change initiatives are embedded within the organization and everything the City does.</p> <p>This position and resources would be utilized to:</p> <ul style="list-style-type: none"> <li>• set and meet emission targets;</li> <li>• implement climate change programs;</li> <li>• oversee waste diversion targets;</li> <li>• provide energy efficiency projects, planning and implementation support; and</li> <li>• provide operational support.</li> </ul>	\$150,000	<b>No</b>



<b>Strategic Outcome:</b> <i>Green infrastructure is identified and managed for the benefit of current and future generations.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>GPC has the option to allocate funding towards the Pest Management Reserve to ensure the ongoing health and sustainability of the City's urban forest. The City's response to Cottony Ash Psyllid in 2017 (\$757,000) required extensive withdrawal from applicable reserves, drawing most to a \$0 balance.</p> <p>It is expected that the Cottony Ash Psyllid response will require additional funding in future years as this pest continues to spread across the city. In addition, there is increased risk that the City will be faced with additional risks to the City's urban forest as global warming has introduced pests that the City is not accustomed to dealing with.</p> <p>This option would provide funding in order to pro-actively plan for future pest risks to the City's urban forest health. Future phase-ins of funding would be required in addition to the \$250,000 allocation in order to ensure the City is appropriately mitigating this risk.</p> <p>GPC could allocate less than the \$250,000 identified which would impact the amount of risk the City is taking in relation to Urban Forestry, as well as requiring a different funding source for future Psyllid and other pest responses.</p>	\$250,000	<b>Yes</b>

<b>Sustainable Growth</b>		
<b>Strategic Outcome:</b> <i>Regional partnerships provide the best opportunities for sustainable prosperity and quality of life.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>GPC has the option to provide additional First Nations engagement and development support.</p> <p>This funding would be utilized to establish a position responsible for providing a comprehensive and consistent approach to providing First Nations with support to purchasing land, exploring development opportunities and creating urban reserves.</p>	\$60,000	<b>No</b>

<b>Strategic Outcome:</b> Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices and efficient servicing.		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>Currently, the City employs a Soils Handling Engineer responsible for the assessment of environmental and brownfield development options on capital projects. This position is funded by capital programming, therefore, is dedicated to these projects.</p> <p>GPC has an opportunity to begin funding a portion of this position through operations in order to take a more proactive approach to brownfield development, whereby this position would begin working with operational divisions on how to provide contamination management for future developments.</p>	\$25,000	<b>No</b>

<b>Moving Around</b>		
<b>Strategic Outcome:</b> <i>The transportation network includes an accessible and efficient transit system and a comprehensive network of active transportation to provide more choice to move around the city.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>GPC has the option to allocate funding towards the establishment and ongoing management of a Transportation Network Company.</p> <p>This funding would be utilized for a position to oversee licensing, enforcement and inspection requirements for a future Transportation Network Company.</p>	\$100,000	<b>No</b>
<p>The Active Transportation Plan requires both financial and human resources in order to proceed with the implementation.</p> <p>GPC has the option to begin phasing in these resources in 2019 through the allocation of \$100,000 to establish a permanent Active Transportation Project Manager. This position is currently funded by capital, and by transferring this position to operations, will allow more physical construction and implementation or initiatives to be completed within the Active Transportation project.</p>	\$100,000	<b>No</b>

<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>GPC has the option to provide resources and funding in order to implement Vision Zero in an effort to reduce vehicle collisions within the City.</p> <p>This funding would be utilized for a Vision Zero Project Manager required to manage the program, coordinate various stakeholders and be the primary point of contact for this initiative.</p>	\$100,000	<b>No</b>
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>GPC has an option to provide additional funding to the Active Transportation Reserve on top of the current \$500,000 annual allocation.</p> <p>This additional funding would help address the back log of projects under the Active Transportation Plan.</p> <p>GPC has the option to allocate less than \$200,000 in additional funding. The impact of this would mean that less projects related to Active Transportation would be completed.</p>	200,000	<b>Yes</b>
<b>Strategic Outcome:</b> <i>Traffic flow throughout the city is safe and optimal.</i>		
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>Administration has completed 30 Neighbourhood Traffic Reviews (NTR) with an additional 10 currently underway.</p> <p>GPC has the option to allocate additional funds to the implementation of the recommendations coming out of these NTRs. This additional funding would be utilized for:</p> <ul style="list-style-type: none"> <li>• additional signage;</li> <li>• tree trimming around current signage;</li> <li>• repainting of increased pavement markings as a result of NTRs; and</li> <li>• installation and maintenance of temporary traffic calming measures.</li> </ul>	\$100,000	<b>No</b>
<b>Initiative</b>	<b>Amount</b>	<b>Adjustable</b>
<p>In addition to the general requirements of NTRs outlined above, GPC has the option to allocate additional funding to the Transportation Infrastructure Enhancement Reserve (TIER) dedicated to NTRs to implement larger permanent measures as a result of NTR recommendations.</p>	\$150,000	<b>No</b>

Initiative	Amount	Adjustable
<p>GPC has the option to add an additional 0.55% or \$1.27 million for increased snow program capacity, with the potential to conduct a city-wide snow removal program in the future. It is estimated that \$8.1M to \$9.4M in operating and \$69M to \$92M in capital is required to move towards a city-wide snow removal program. A contribution towards this initiative was last made as part of the 2016 Budget Deliberations Process.</p> <p>GPC has the option to allocate less than \$1.27M or 0.55% to Snow and Ice service level increases. This would impact the amount of service level increases that could be implemented and extend the timeframe for implementation of a potential city-wide snow removal initiative.</p>	\$1,270,000	<b>Yes</b>
Initiative	Amount	Adjustable
<p>GPC has the option to allocate additional resources towards the City's Sidewalk Maintenance Service Levels. This option, as presented at the June 11, 2018 Standing Policy Committee on Transportation, would provide an additional position to inspect and prioritize complaints as well as the ability to complete an additional 125 panel replacements and 25 additional safety hazard locations consisting of 5 or more sidewalk panels in one location per year.</p> <p>GPC could decide to allocate less than \$200,000; however, this would mean that less funding would be available for panel and safety hazard replacements.</p>	\$200,000	<b>Yes</b>
<b>Strategic Outcome:</b> <i>Parking availability is optimized.</i>		
Initiative	Amount	Adjustable
<p>As presented at the June 11, 2018 Standing Policy Committee on Transportation, the Parking Service Level report identified a funding gap of \$447,000 to provide current services, as well as an additional \$224,000 for additional services for a Permit and Signage Coordinator and additional terminal maintenance and reserve funding.</p> <p>The Standing Policy Committee on Transportation recommends that the service level be maintained at an additional cost of \$447,000 as part of the Business Plan and Budget Options process. A portion of this additional cost (approximately \$260,000) is already included in the indicative rate presented to GPC on May 22, 2018, while the additional cost of \$187,000 could be offset by additional parking terminal revenue, for a net property tax impact of \$0.</p>	\$0	<b>No</b>