

# Shaping Our Financial Future

**2017 APPROVED OPERATING  
& CAPITAL BUDGET**



**City of Saskatoon**

**2017 APPROVED CORPORATE BUSINESS PLAN**

**AND OPERATING AND CAPITAL BUDGETS**

APPROVED BY CITY COUNCIL

APRIL 24, 2017

This document contains the details for the 2017 Approved Corporate Business Plan and Operating and Capital Budgets.

This document is accompanied by the following companion document:

- 2017 Corporate Business Plan and Budget
- 2017 Approved Capital Project Details

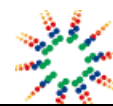


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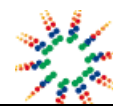
## The 2017 Business Plan and Budgeting Process

The 2017 Corporate Business Plan and Budget is aligned to the City's 2013 - 2023 Strategic Plan, and aims to balance the pressures of the increased costs of maintaining existing services and the requirements of a growing city with available funding and resources. The 2017 Corporate Business Plan and Budget forms the path the City will take over the next year to focus on the major issues and challenges facing the City, while continuing to provide quality services to our citizens.

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

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

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



## SUMMARY OF THE 2017 OPERATING AND CAPITAL BUDGETS

### Introduction

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

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

### 2017 Budget Approval

The Preliminary 2017 budget approved by City Council on December 1, 2016 saw expenditures increase by \$19.0 million while operating revenues increased by \$11.1 million, creating a funding gap of \$7.9 million. In order to balance the operating budget and reduce the funding gap to zero, a property tax increase of 3.89% was approved by City Council in the original budget.

The Province of Saskatchewan tabled the 2017-2018 budget on March 22, 2017. The changes included in the Provincial budget had a significant impact on the City of Saskatoon's budget. Changes to the PST and the elimination of a grant-in-lieu of taxes from SaskPower and SaskEnergy would have meant an additional \$9.0 million (4.45%) would be required from property taxes (in addition to the originally approved 3.89%). However, City Council explored a wide range of options to keep the impact on property taxes as low as possible and reduced this increase to \$1.9 million or 0.93%. Therefore, for 2017, the original funding gap of \$7.9 million plus the \$1.9 million (after Council made reductions to minimize the Provincial budget impact) resulted in a funding gap of \$9.8 million for a final property tax increase of 4.82%.

### Operating

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

The City's 2017 Operating Budget has two components: (1) total operating and (2) tax supported operating. The major distinction between these two components is that total operating includes self-funded services/programs that have no financial implications on the property tax. Examples of these types of services/programs include Golf Courses, Building Permits, Business Licenses, and Land Development.

The tax-supported component, by contrast, includes those services/programs that have financial implications on the property tax. Although some of these programs/services may not be funded exclusively by the property tax, they do receive some level of tax support. Access to recreation facilities and public transit are a couple of services that are paid for by both user fees and property taxes and are included in the tax-supported expenditures.



Given this distinction, the 2017 Operating Budget includes:

- Total operating expenditures of \$477.6 million, an increase of \$12.9 million, or 2.8%, over the 2016 approved operating Budget, including:
  - Tax-supported operating expenditures of \$459.7 million for 2017, an increase of \$14.6 million or 3.3%, over the 2016 approved operating Budget.

Tax-supported operating expenditures represent 96.2% of total operating expenditures in 2017.

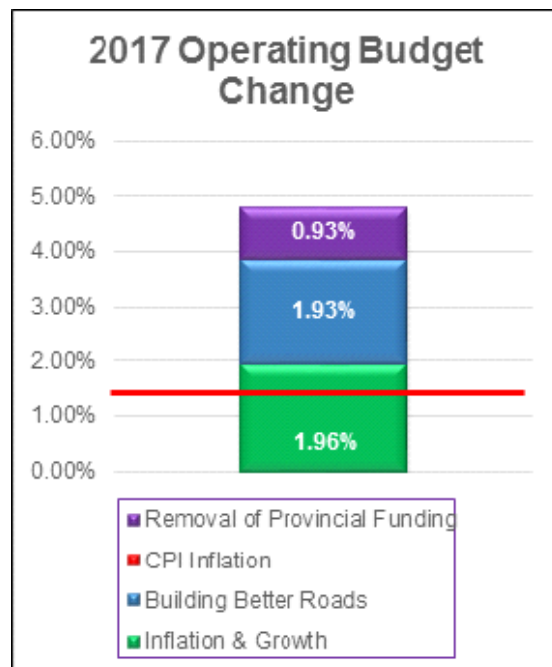
As required by *The Cities Act*, the City of Saskatoon must pass a balanced operating budget each year. In other words, the legislation mandates that, unlike federal and provincial governments, the City cannot budget for an operating surplus or deficit. As a result, the City collects the necessary amount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



To help pay for the City's operations and to ensure the budget is balanced, the 2017 Operating Budget includes a municipal property tax increase of 4.82%. In 2017, 1% of the property tax is equivalent to \$2.03 million. Thus, the property tax increase for 2017 will generate an additional \$9.79 million for the City of Saskatoon's Operating Budget. The additional property tax revenue that is collected will be distributed as follows:

- 0.93% or \$1.89 million due to Provincial funding cuts.
- 1.93%, or \$3.91 million dedicated to the maintenance of roadways.
- 1.96%, or \$3.99 million allocated to pay for expenditure increases associated with all other programs and services, including Policing.

More details on the 2017 operating budget, including the property tax increase, is provided in the Operating Budget section of this document.





### Capital

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

For 2017, the City of Saskatoon is investing \$261.9 million in various capital projects. This is an increase of approximately \$33.2 million, or 14.5% over the 2016 approved capital budget.

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

For example, to pay for some of the capital projects the City of Saskatoon makes transfers from the operating budget to various reserves; these reserves are then used to help pay for the capital costs of various projects. Similarly, when the City borrows to pay for capital projects, the debt repayment comes from the City's operating budget.

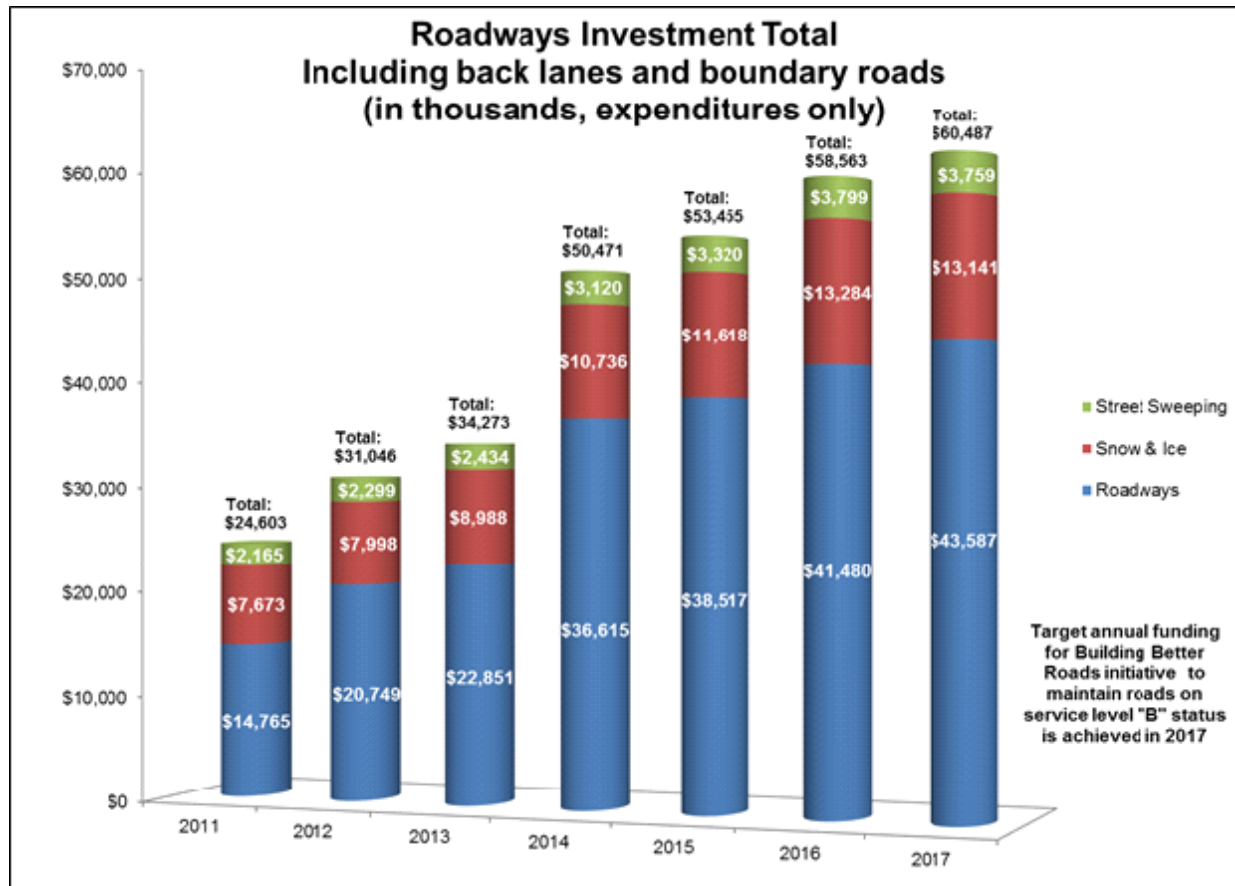
Once the projects in the capital budget are fully constructed or operational, the City is required to pay for the maintenance and/or the operation of the project. For example, when the City builds a new bridge there is an obligation to ensure the bridge is maintained. When the City constructs a new recreation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

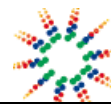
### Building Better Roads

This relationship between the City of Saskatoon's Approved Operating and Capital Budget is evident in 2017. The 2017 Approved Operating and Capital Budget makes a combined investment of approximately \$60.5 million to improve road conditions. This investment continues to build on the City of Saskatoon's Building Better Roads program (which started in 2014) to allocate more resources to its roadways network and their related services, including snow and ice clearing and street sweeping.

In order to accomplish the objectives of the Building Better Roads program, the 2017 operating budget includes a property tax increase of 1.93% that is strictly dedicated to improving Saskatoon's roadways network. 2017 is the final year of a four-year phase-in of the dedicated roadway levy to achieve the required service level established by City Council.

As noted in the following graph, the 2017 investment is an increase of more than \$1.9 million over the 2016 budget and over two times the investment since 2011.



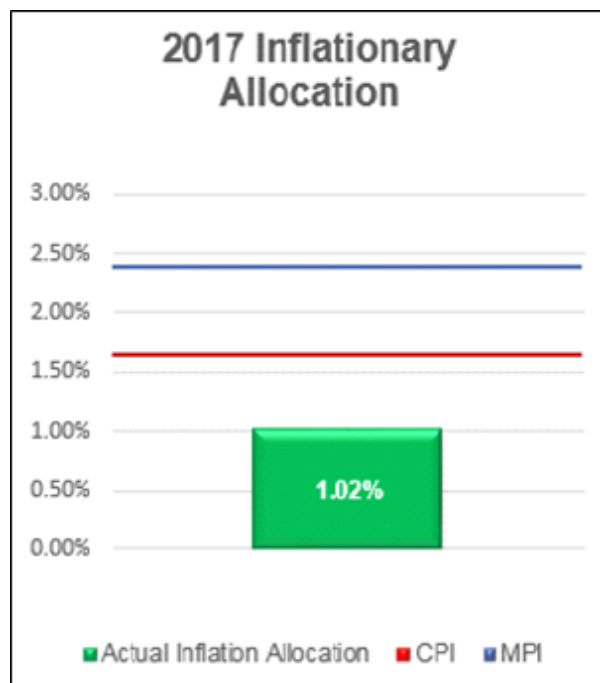


## THE 2017 OPERATING BUDGET

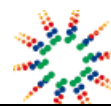
In preparation of the 2017 operating budget, many inputs were considered by the Administration when allocating the resources to specific programs, services, and projects. As noted in the Introduction, these inputs include the strategic plan, inflation, growth, service level changes, and most importantly, public input.

City Departments were given direction regarding allowable increases related to inflation, service levels, and growth and all revenues were reviewed and analyzed.

The City has developed a Municipal Price Index (MPI) using the City's "basket of goods" such as fuel, asphalt, electricity, facility/equipment repairs, and maintenance costs. MPI is a better estimate for the City than the Consumer Price Index (CPI) because the CPI is a measure of inflation for average households and measures items such as food, household expenses, and education. Other cities in Canada have also begun calculating MPI to help understand the rising cost of municipal purchases and also to assist in the forecasting of future expenditures. The City's MPI (or inflationary increase) for 2017 is estimated at 2.4%. A total of \$4.5 million in new base dollars (excluding self-balancing programs) have been added to the 2017 budget in order to address inflationary pressures, which equates to a 1.02% increase over the 2016 tax supported operating expenditure budget.



In addition to inflation, the 2017 operating budget includes increased growth expenditure estimates of \$3.8 million for maintenance of additional hectares of parks and greenspace, debt servicing increases and the Remai Modern facility costs as well as other smaller growth adjustments. Also included in the 2017 operating budget is \$6.3 million for increased service levels. The City's largest service level expenditure increases in 2017 include the Building Better Roads program for \$3.9 million.



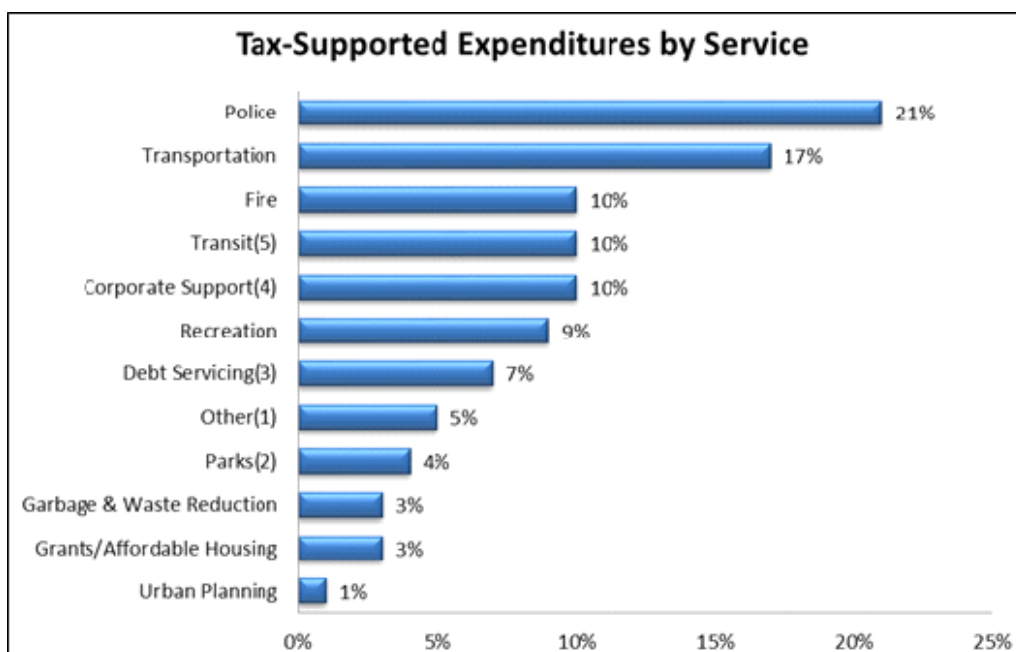
## EXPENDITURES

The City of Saskatoon's 2017 operating budget includes tax-supported expenditures of approximately \$459.7 million. Schedule II of the 2017 Approved Operating and Capital Budget provides more details on the breakdown of these expenditures.

For the 2017 operating budget, tax-supported expenditures are increasing 3.28% over 2016. It is important to note that the increase in expenditures is made up of the following:

Building Better Roads Service Level Increase	0.88%
Inflation	1.02%
Growth	0.84%
Other Service Level Adjustments	0.54%
<b>Total Expenditure Increase</b>	<b>3.28%</b>

The following figure shows the distribution of the tax-supported expenditures by service. Policing represents the largest portion of the City's tax-supported operating expenditures at 21%, or \$95.8 million.



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

(2) Parks includes urban forestry and pest management

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

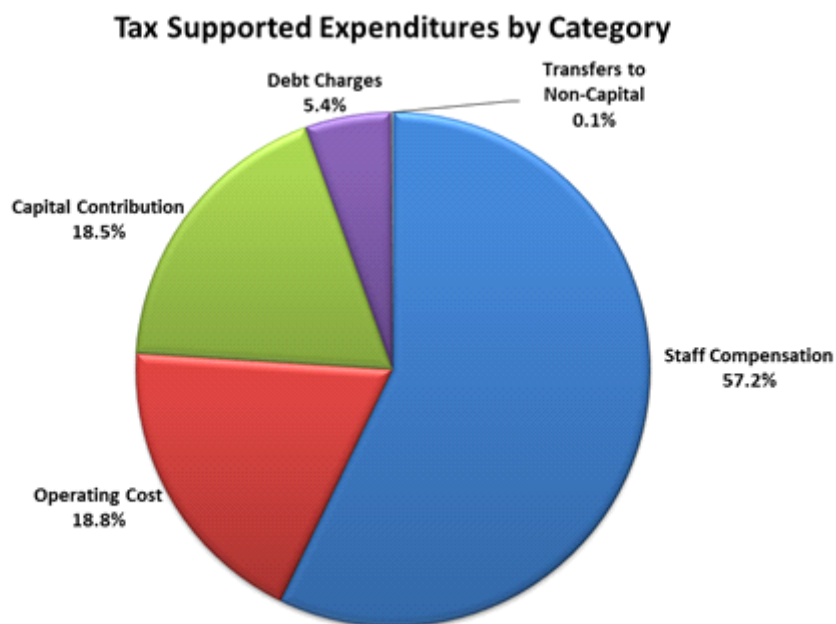
(4) Corporate Support includes the offices of the City Manager, City Clerks, City Solicitors, Legislative, Finance, Revenue, Service Saskatoon, Assessment & Taxation, Information Technology, Human Resources, and General Administration

(5) Transit includes Access Transit



The following chart shows the percentage share of major expense categories within the 2017 tax-supported operating budget.

- The majority of expenditures of the tax-supported operating budget, \$263.1 million, are for staff salaries and payroll costs.
- Capital reserve transfers to fund capital projects account for \$85.1 million of the tax-supported operating budget (includes capital down payments for funding plans).
- Debt servicing costs for internal and external loans (principal and interest) are \$24.6 million of the property tax-supported operating budget. Debt servicing costs include both internal and external borrowing. These are funded by \$7.2 million of Federal Gas Tax and \$17.4 million from property taxation.



Several important items are included in the 2017 operating budget, many of which are strategic phase-ins related to financing plans for future requirements.

Included in the operating budget are the following expenditures totaling over \$7.0 million:

- \$3,913,300 – Final year of the 4-year program for the Building Better Roads campaign
- \$1,600,000 – Incremental phase-in for Civic Facilities Funding Plan
- \$832,600 – Increase in growth positions for Policing
- \$273,300 – Increased growth for Parks Maintenance
- \$268,800 – Increase in operating expenses due to previously-approved capital
- \$76,800 – Increase for additional service to Access Transit program
- \$53,600 – Incremental phase-in for Rемаi Modern



## Staffing

The table below shows the total operating staffing requirements for the City in 2017 and the change over 2016. The 2017 operating budget (including all tax supported, non-tax supported, and capital services) includes an additional 57.4 FTEs over 2016 (a 1.6% increase). The 2017 FTE increase is distributed as follows:

- Corporate Asset Management requires 9.0 new FTEs to meet required service levels of other departments.
- Transportation includes 14.1 new FTEs for increases in service levels.
- 8.3 new FTEs for Policing.
- 8.2 new FTEs for Remail Modern; 5.2 of these FTE's are related to approved positions that were hired partway through 2016.
- 19.4 FTEs for Utilities, 2.3 are new FTEs, 0.1 is a transfer from operating, and 17.0 FTEs were transferred from capital.
- Net decrease of 11.0 Capital FTEs, 4.0 new, 2.0 transferred from operating and 17.0 transferred to operating.
- 9.4 net increase of FTEs for various positions.



Summary of Full-Time Equivalents (FTEs)					
Full-Time Equivalents (FTEs)	2016 Budget	2017 New	2017 Trfs	2017 Budget	FTE Change
<b>Tax Supported Services</b>					
<b>Civic Operations</b>					
Community Support	30.6	-	-	30.6	-
Corporate Asset Management	229.7	9.0	-	238.7	9.0
Corporate Governance & Finance	401.7 *	6.0	-	407.7	6.0
Environmental Health	107.3	0.7	-	108.0	0.7
Fire	334.0	1.0	-	335.0	1.0
Recreation & Culture	293.1	3.7	-	296.8	3.7
Transportation	603.1	13.2	0.9 **	617.2	14.1
Urban Planning & Development	42.6	1.0	(3.0) **	40.6	(2.0)
<b>Total Civic Operations</b>	<b>2,042.1</b>	<b>34.6</b>	<b>(2.1)</b>	<b>2,074.6</b>	<b>32.5</b>
<b>Police</b>					
Police	644.8	8.3	-	653.1	8.3 ***
<b>Total Police</b>	<b>644.8</b>	<b>8.3</b>	<b>-</b>	<b>653.1</b>	<b>8.3</b>
<b>Controlled Corporations</b>					
Remai Modern	31.1	8.2	-	39.3	8.2 ****
SaskTel Centre	47.7	-	-	47.7	-
TCU Place	65.4	-	-	65.4	-
<b>Total Controlled Corporations</b>	<b>144.2</b>	<b>8.2</b>	<b>-</b>	<b>152.4</b>	<b>8.2</b>
<b>Total Tax-Supported Services</b>	<b>2,831.1</b>	<b>51.1</b>	<b>(2.1)</b>	<b>2,880.1</b>	<b>49.0</b>
<b>Non-Tax Supported Services</b>					
Building and Plumbing Permits & Standards	57.0	-	-	57.0	-
Business Licenses	9.1	-	-	9.1	-
Golf Courses	24.8	-	-	24.8	-
Impound Lot	0.8	-	-	0.8	-
Potash Corp Playland	4.3	-	-	4.3	-
Gordon Howe Campsite	2.7	-	-	2.7	-
Land Development	17.5 *	-	-	17.5	-
<b>Total Non Tax-Supported Services</b>	<b>116.2</b>	<b>-</b>	<b>-</b>	<b>116.2</b>	<b>-</b>
<b>Utilities</b>	<b>338.4</b>	<b>-</b>	<b>-</b>	<b>338.4</b>	<b>-</b>
New FTEs	-	2.3	-	2.3	2.3
Operating Transfer	-	-	0.1	0.1	0.1
Transferred from Capital (Utilities)	-	-	17.0	17.0	17.0
<b>Utilities</b>	<b>338.4</b>	<b>2.3</b>	<b>17.1</b>	<b>357.8</b>	<b>19.4</b>
<b>Total Operating</b>	<b>3,285.7</b>	<b>53.4</b>	<b>15.0</b>	<b>3,354.1</b>	<b>68.4</b>
<b>Capital</b>	<b>315.8</b>	<b>-</b>	<b>-</b>	<b>315.8</b>	<b>-</b>
New FTEs	-	4.0	-	4.0	4.0
Operating Transfer	-	-	2.0	2.0	2.0
Transferred to Operating (Utilities)	-	-	(17.0)	(17.0)	(17.0)
<b>Total Capital</b>	<b>315.8</b>	<b>4.0</b>	<b>(15.0)</b>	<b>304.8</b>	<b>(11.0)</b>
<b>Total Full-Time Equivalents</b>	<b>3,601.5</b>	<b>57.4</b>	<b>-</b>	<b>3,658.9</b>	<b>57.4</b>

\* The Corporate Projects, 1.0 FTE, service line moved from Land Development to Corporate Governance & Finance

\*\* Transfers (to)/from Capital or other service lines

\*\*\* Includes 4 constables hired in August 2016 creating and end-load of 2.3 FTEs in 2017

\*\*\*\* The 8.2 net increase includes 5.2 FTEs that are the 2017 endload from the 2016 approved budget, plus 8.75 new FTEs that will be hired partway through 2017 (for a prorated increase of 3.0 FTE on the 2017 budget). The 2018 endload will be 5.75 FTEs

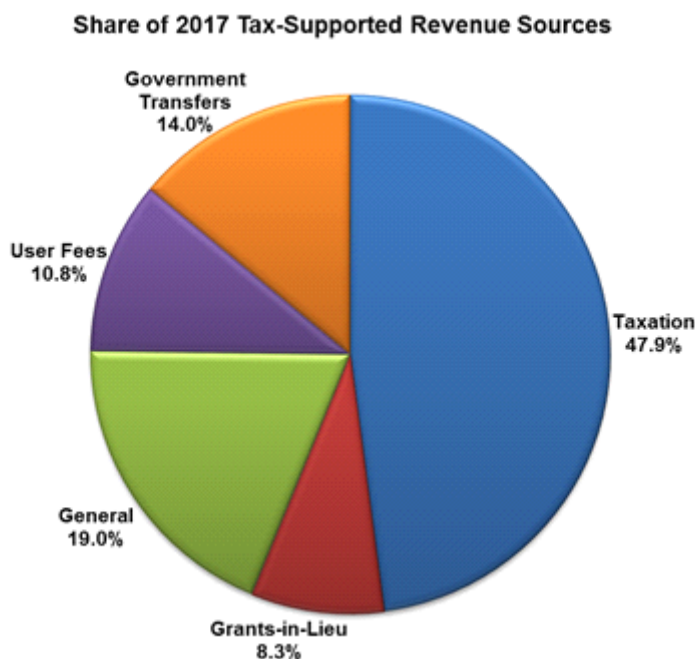


## REVENUES

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

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

The following chart identifies the percentage of revenue sources that pay for all tax-supported programs and services in the City's 2017 tax-supported operating budget. While the City of Saskatoon tries to minimize property tax increases, the reality is that it derives its revenues from very few sources. As the following chart shows, less than half of the City of Saskatoon's 2017 tax-supported operating revenues come from taxation.



### Taxation

As required by provincial legislation, the City of Saskatoon must balance its operating revenues with its operating expenditures. As shown in figure above, the City has a limited number of revenue sources, and any revenue shortfalls must be balanced through a property tax increase, which makes up 47.9% of the total revenues. The 2017 operating budget includes a municipal property tax increase of 4.82%, generating an additional \$9.8 million for the City of Saskatoon.



The following table illustrates the details of the 2017 property tax increase for Police, Fire, and the remaining civic services. The table shows that the property tax increase is made up of:

- 1.93% increase Dedicated to Roadways (for the Building Better Roads Program)
- 0.98% increase for the Saskatoon Police Service
- 0.17% increase for Fire Services
- 1.74% increase for all remaining City Operations

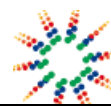
Breakdown of the Property Tax Increase				
(\$000's)	Expenditures	Revenues	Budget Increase	Percent Increase
<b>City Operations before Capital &amp; Dedicated</b>	<b>7,970.0</b>	<b>(4,181.1)</b>	<b>3,788.9</b>	<b>1.86%</b>
<b>Capital Contributions:</b>				
General Capital Levies	145.9	-	145.9	
Sound Attenuation Return	(1,300.0)	-	(1,300.0)	
Remain Modern (One time funding)	(800.0)	-	(800.0)	
Bridge Major Repair Reserve	700.0	-	700.0	
Civic Radio Replacement Reserve	60.0	-	60.0	
Civic Facilities Financing Plan	1,600.0	(750.0)	850.0	
Facility Site Replacement Reserve	100.0	-	100.0	
<b>Total Capital Contributions</b>	<b>505.9</b>	<b>(750.0)</b>	<b>(244.1)</b>	<b>-0.12%</b>
<b>Total City Operations before Dedicated</b>	<b>8,475.9</b>	<b>(4,931.1)</b>	<b>3,544.8</b>	<b>1.74%</b>
<b>Dedicated to Roadways</b>	<b>3,913.3</b>	<b>-</b>	<b>3,913.3</b>	<b>1.93%</b>
<b>Total City Operations (excluding Fire &amp; Police)</b>	<b>12,389.2</b>	<b>(4,931.1)</b>	<b>7,458.1</b>	<b>3.67%</b>
<b>Fire Services:</b>				
Cost of services + Growth + Service Level Adj	763.2	(426.1)	337.1	
<b>Total Fire Services Increase</b>	<b>763.2</b>	<b>(426.1)</b>	<b>337.1</b>	<b>0.17%</b>
<b>Total Municipal (excluding Policing)</b>	<b>13,152.4</b>	<b>(5,357.1)</b>	<b>7,795.3</b>	<b>3.84%</b>
<b>Policing:</b>				
Cost of services + Growth + Service Level Adj	1,622.4	376.3	1,998.7	
<b>Total Policing Increase</b>	<b>1,622.4</b>	<b>376.3</b>	<b>1,998.7</b>	<b>0.98%</b>
<b>Total Municipal Increase (\$000's)</b>	<b>14,774.8</b>	<b>(4,980.8)</b>	<b>9,794.0</b>	<b>4.82%</b>

## General Revenues

For 2017, general revenues from tax-supported services make up 19.0% of City of Saskatoon's total tax-supported operating revenue. General revenues include the following:

- Investment income
- Franchise fees
- Fines and penalties
- Licenses and permits
- Revenues from utilities

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



The City also receives franchise fees from SaskPower (10% surcharge on electricity sales). However, as previously noted, the City will no longer be receiving a Grant-in-lieu from SaskPower and SaskEnergy, which is a loss of \$8.4 million in revenues for 2017.

The City of Saskatoon owns and operates five utilities (Water Services, Wastewater, Storm Water Management, SL&P and Waste Services) which are self-funded programs that form an important source of revenue for the City. The Saskatoon Light & Power, Saskatoon Water and Wastewater utilities each pay a Grant-in-lieu of property taxes.

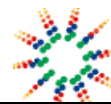
The following table summarizes the utility contributions to City revenues for the 2015 to 2017 budget years. The increased revenue included in the 2017 operating budget is approximately \$6.9 million.

<b>Contributions From City-Owned Utilities</b>				
<b>(\$'000's)</b>	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>2017 Change</b>
<b>Waste Services (Recycling)</b>	<b>52.0</b>	<b>53.5</b>	<b>53.5</b>	<b>-</b>
Admin. Fee	52.0	53.5	53.5	-
<b>SL&amp;P</b>	<b>44,249.5</b>	<b>44,527.3</b>	<b>47,785.8</b>	<b>3,258.5</b>
Admin. Fee	420.2	431.1	431.1	-
Grant-in-lieu	20,769.6	21,036.5	22,695.0	1,658.5
Return on Investment	23,059.7	23,059.7	24,659.7	1,600.0
<b>Storm Water Management</b>	<b>50.3</b>	<b>51.8</b>	<b>51.8</b>	<b>-</b>
Admin. Fee	50.3	51.8	51.8	-
<b>Wastewater</b>	<b>6,838.4</b>	<b>9,491.7</b>	<b>11,032.8</b>	<b>1,541.1</b>
Admin. Fee	3,196.9	4,369.7	4,369.7	-
Grant-in-lieu	3,641.5	3,862.0	3,995.9	133.9
Return on Investment	-	1,260.0	2,667.2	1,407.2
<b>Water Services</b>	<b>7,903.1</b>	<b>10,954.6</b>	<b>13,097.4</b>	<b>2,142.8</b>
Admin. Fee	3,065.4	3,923.9	3,923.9	-
Grant-in-lieu	4,837.7	5,290.7	5,490.7	200.0
Return on Investment	-	1,740.0	3,682.8	1,942.8
<b>Grand Total</b>	<b>59,093.3</b>	<b>65,078.9</b>	<b>72,021.3</b>	<b>6,942.4</b>

## Government Transfers

In order to provide necessary and essential public services and programs to its residents, the City of Saskatoon receives funding from other orders of government. For 2017, 14.0% of the City's total tax-supported operating revenues come from other governments, particularly the Government of Saskatchewan.

The most significant transfer from the Government of Saskatchewan is the Municipal Revenue Sharing grant. The objective of this grant program is to provide long-term predictable funding to municipalities to help them address the operational challenges they face as a result of growing populations and increased demands for services. The grant is tied to the Provincial Sales Tax (PST) that grows with the economy. The PST is predictable, sustainable, and reflective of economic growth. The grant represents the equivalent of one point of the PST revenue pool. Cities receive approximately 48% of the total revenue sharing pool.



For 2017, the Government of Saskatchewan will be providing the City of Saskatoon with \$46.4 million in revenue sharing funding. This is a decrease of \$2.1 million from the 2016 funding.

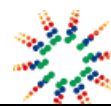
### Grants-in-Lieu of Taxes

This revenue source comprises 8.3% of the City of Saskatoon's projected tax-supported revenues for 2017. Grants-in-lieu of taxes are typically payments to municipalities from the federal and provincial governments. As these governments are exempt from paying local property taxes, these grant payments are made in place of property taxes for government owned/managed properties. Although the provincial government abruptly discontinued a significant portion of the Grant-in-lieu payments related to SaskPower and SaskEnergy in 2017, the City's utilities and Saskatoon Land continue to pay a Grant-in-lieu to the City of Saskatoon.

### User Fees

User fee revenue from tax-supported services comprises 10.8% of the 2017 total tax-supported operating budget. Various services provided by the City of Saskatoon are funded in whole or in part through fees paid directly by the user. Some services are expected to be self-sufficient, while others are only expected to recover a portion of their total costs from users. For instance, for those services that directly benefit a particular user, in most cases user fees are charged. However, for those services that have social or community benefits, and where the cost to the user would be prohibitive, then the City will subsidize a portion of the cost of the service.

The following table shows a 2016-2017 comparative summary for some of the City's significant user fees. This information includes the approved fee changes effective January 1, 2017, unless otherwise noted. Also included in the User Fees category (but not listed in the following table) are fees and charges for various other services such as leisure facility admissions, registration, and rental fees; cemetery grave, interment, and monument sales; zoning, sub-development, and discretionary use fees and zoo admissions.



Municipal User Fees/Rates					
		2016 Rate \$	2017 Rate \$	Change (\$)	Change (%)
<b>Animal Services (Pet Licences)</b>					
Unaltered Dogs		54.00	56.00	2.00	3.7%
Spay/Neutered Dog		27.00	28.00	1.00	3.7%
Unaltered Cat		32.00	33.00	1.00	3.1%
Spay/Neutered Cat		16.00	16.50	0.50	3.1%
Replacement Tags		5.00	5.00	-	-
Service Dogs		-	-	-	-
Spay/Neuter Program		-	-	-	-
Juvenile Dog (under 1 yr)		27.00	28.00	1.00	3.7%
Juvenile Cat (under 1 yr)		16.00	16.50	0.50	3.1%
Fee per animal retrieved (submitted to COS)		50.00	50.00	-	-
<b>Business Licences</b>					
Legalizing Existing Suites		1,500.00	1,750.00	\$250.00	16.7%
<b>Saskatoon Transit (No change for 2017)</b> <i>(Longer term fare strategy being brought forward)</i>					
Cash fares: (per ride)	Adult	3.00	3.00	-	-
	Student	2.75	2.75	-	-
	Child	2.25	2.25	-	-
Tickets: (per ride)	Adult	2.50	2.50	-	-
	Student	2.10	2.10	-	-
	Child	1.60	1.60	-	-
Monthly passes:	Adult	83.00	83.00	-	-
	Student	59.00	59.00	-	-
	Child	50.00	50.00	-	-
Annual passes:	Adult	913.00	913.00	-	-
	Student	649.00	649.00	-	-
	Child	550.00	550.00	-	-
Senior passes:	Monthly	29.00	29.00	-	-
	3-month	87.00	87.00	-	-
	6-month	168.00	168.00	-	-
	Annual	313.30	313.30	-	-
<b>Landfill:</b>					
Entrance fee: (per visit)		12.00	15.00	3.00	25.0%
General tipping: <sup>(1)</sup> (per tonne)		105.00	105.00	-	-
<b>Parking (No change for 2017):</b>					
Meter Rates: (per hour)		2.00	2.00	-	-
<b>Recycling and Leaves &amp; Grass Subscription Program</b>					
Residential recycling: (per month)		5.20	5.39	0.19	3.7%
Multi-unit recycling: (per month)		2.66	2.81	0.15	5.6%
Leaves & Grass subscription fee: (per season)		55.00	55.00	-	-
<b>Saskatoon Light &amp; Power (Electrical): (yearly increase)</b>					
		5.0%	3.5%		
<b>Water/Wastewater: (yearly increase)</b>					
		9.5%	9.5%		
<b>The following have no increases for 2017:</b>					
Building and Plumbing Permits					
Leisure Centres					
Special Permits					

(1) Does not factor in the discount for small loads



## PROPERTY TAXES AND BYLAWS

### Annual Property Taxes

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

### 2017 Budget

On December 1, 2016, City Council approved the 2017 budget with a \$7.9 million increase for property taxes (or 3.89% property tax increase). The result of the Provincial budget that was announced in March of 2017, was that an additional \$9.0 million (or 4.45%) would be required to balance the budget. City Council on April 24, 2017 approved decisions to reduce the original budget such that only an additional \$1.9 million (0.93%) would be added to the City's budget to mitigate the impact of the 2017-2018 Provincial budget. The result was an increase of \$9.8 million, or 4.82%, to property taxes.

Approved Budget Dec 2016	Provincial Budget Impact	City Council Reductions	Net Increase	Total Property Tax Increase
\$7.9 million	+\$9.0 million	-\$7.1 million	= \$1.9 million	\$9.8 million
3.89%	4.45%	-3.52%	0.93%	4.82%

### Tax Ratio/Reassessment

The City of Saskatoon adopted a Tax Ratio policy in 2001. The ratio of 1.75:1, which was phased in over a ten-year period, meant that for every \$1 of taxes paid by a residential property, a non-residential property would pay \$1.75.

2017 is a reassessment year which saw non-residential property values increase, on average, at a higher rate than residential property values. Keeping the 1.75:1 ratio would have resulted in a 5.20% property tax decrease for residential properties while increasing property taxes for non-residential by 12.65% (in addition to the budgetary tax increase of 4.82%).

In order to mitigate the large increase to non-residential properties and also allow residential properties to see a reduction, City Council adopted a 1.59:1 ratio for the current reassessment cycle (2017-2020). This new ratio results in an increase to non-residential properties of 5.52% (instead of 12.65%) while residential properties will see a reduction of 2.27%.

	Residential	Non-Residential
Property Tax Increase	4.82%	4.82%
Reassessment/Tax Ratio Change	-2.27%	5.52%
<b>Final 2017 Tax Increase</b>	<b>2.55%</b>	<b>10.34%</b>



## Average Residential Taxes

As a result of the above-noted decisions, an average residential property will see an increase of \$126 (4.18%) to its total 2017 property tax bill (municipal, library and education). Although Education Property Taxes are billed by the City, all monies for education are remitted to the respective school boards.

The following table illustrates the changes in taxes from 2016 to 2017 for a residential property with an assessed value of \$371,000.

Tax Changes for Residential Property valued at \$371,000		2016 Taxes	2017 Budget Dec. 1, 2016	Net Prov. Budget Impact	2017 Shift to 1.59:1	2017 Taxes
City		\$1,702	\$64	\$15	-\$40	\$1,741
Library		\$173	\$12	\$0	-\$4	\$181
Education		\$1,144	\$0	\$79	n/a	\$1,223
Total Taxes		\$3,019	\$76	\$94	-\$44	\$3,145
% increase 2017 taxes compared to 2016 taxes						4.18%

## City Tax Distribution

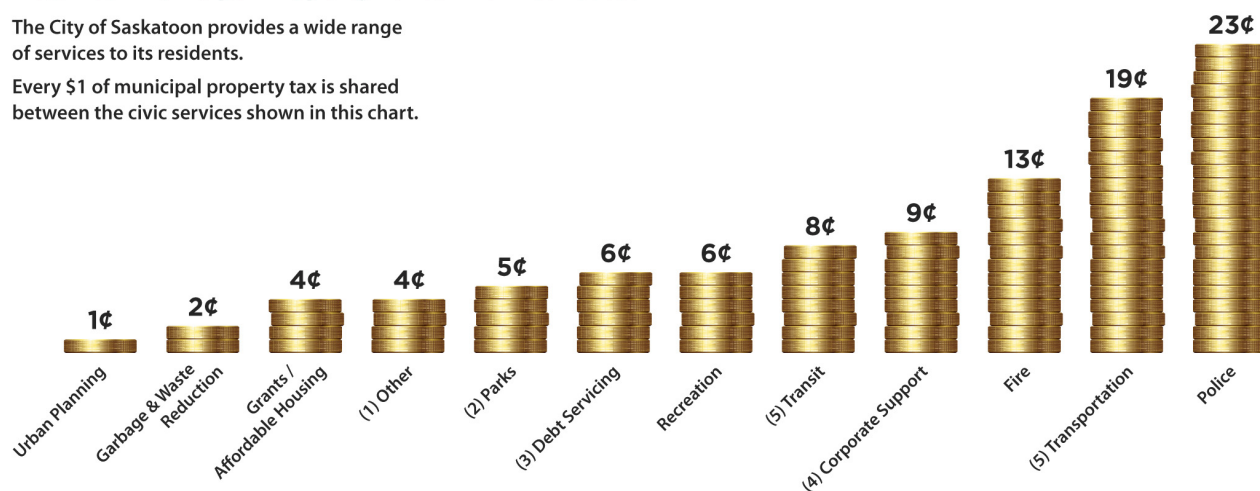
The following chart shows how the municipal property tax (City taxes only) is shared between the various services the City provides.

Total property tax and assessment information for individual properties can be found on *'The Property Assessment and Tax Tool'* on the City of Saskatoon's website: [saskatoon.ca](http://saskatoon.ca).

### How Your Municipal Property Taxes Are Distributed

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

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



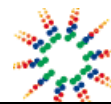
(1) Other includes street lighting, animal services, cemeteries and facilities

(2) Includes urban forestry and pest management

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

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

(5) Includes Access Transit



## Calculation of Property Taxes

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

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

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

## Taxable Assessment

The City, based on legislative requirements, uses mass appraisal valuation approaches when conducting residential assessments. With this approach, property values are a reflection of their market value, the most probable sale price of a property, on a given date. In Saskatchewan, property assessments are updated every four years. 2017 is a reassessment year and property values have been updated to reflect market values as of January 1, 2015. The next revaluation will take place in 2021 using values as at January, 2019. The City of Saskatoon continues to lobby the Provincial government to shorten the four-year cycle.

The Province of Saskatchewan determines how much of the assessed value is taxable (also known as the Percentage of Value or POV). Taxable Assessment is calculated by multiplying the assessed value by the POV. For 2017, commercial properties have a POV of 100% and residential properties have a POV of 80%.

For more information on how properties are assessed visit: [saskatoon.ca/assessment](http://saskatoon.ca/assessment)

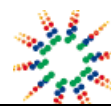
## Uniform Mill Rate

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

The 2017 Uniform Mill Rates shown below reflect the approved budgetary requirements of the City of Saskatoon and the Saskatoon Public Library over the past five years:

Uniform Mill Rates					
Taxing Authority	2013*	2014	2015	2016	2017*
City	6.7894	7.2566	7.63	7.9203	6.2942
Library	0.7248	0.7353	0.7657	0.8032	0.6526
<b>Total</b>	<b>7.5142</b>	<b>7.9919</b>	<b>8.3957</b>	<b>8.7235</b>	<b>6.9468</b>

\*2013 and 2017 were reassessment years in Saskatchewan. Due to an update in property values, mill rates are reduced and therefore the tax levy is not comparable to previous years' levies.



## Mill Rate Factors

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

The establishment of mill rate factors is not dependent upon establishing the uniform mill rate (which raises revenue for each taxing authority), but is based on various tax policies set by City Council. Three items impact the 2017 mill rate factors. First, the 2017 tax roll experienced growth, but not evenly amongst the different property classes. Second, in 2001 City Council adopted a Tax Ratio Policy such that non-residential properties would pay property tax at a rate of 1.75 times that of residential properties by 2010. Third, 2017 was a reassessment year. Without a change to the existing tax ratio of 1.75, residential property would have decreased by 5.22% and non-residential would increase by 12.65%.

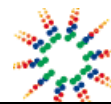
In March of 2017, City Council approved a reduction of the tax ratio from 1.75 to 1.59. This resulted in a decrease of 2.27% for residential properties and an increase to non-residential properties of 5.2%. The 2017 mill rate factors incorporate the variances in growth between the different property classes as well as the non-residential to residential tax ratio policy of 1.59:1.

Mill Rate Factors					
Property Class	2013	2014	2015	2016	2017
Residential/Condominium	0.9411	0.9448	0.9447	0.9443	0.9321
Multi-unit Residential	0.9411	0.9448	0.9447	0.9443	0.9397
Commercial	1.1765	1.1684	1.1676	1.1661	1.1945
Private Light Aircraft Hangar	0.6588	0.6613	0.6613	0.661	0.7106

## Education Property Taxes

Provincial legislation requires the City of Saskatoon to levy and collect property taxes on behalf of the two School Divisions within the City of Saskatoon. Education Property Taxes are set by the Province in the spring of each year. The following table shows the 2017 Education Property Tax Mill Rates.

2017 Education Mill Rates	
Residential, Condominium, Multi-residential	4.12
Agricultural	1.43
Commercial/Industrial	6.27
Resource	9.68



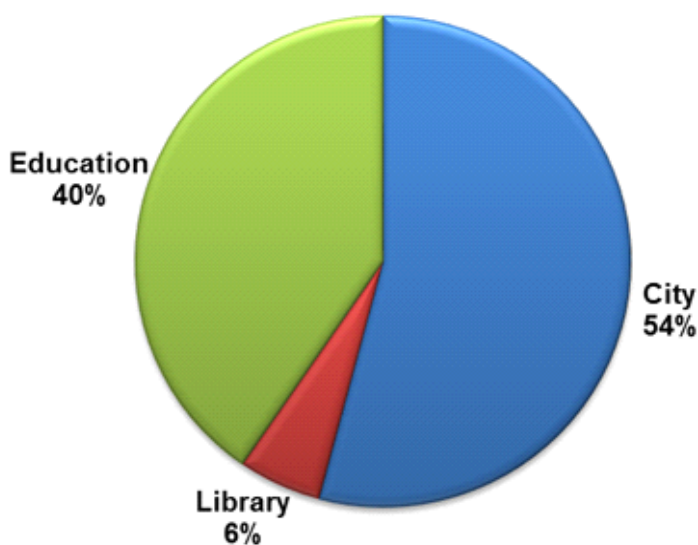
As shown in the following table, a residential property 2017 valued at \$371,000 will pay \$1,222.82 for Education Taxes which is an increase of \$78.49, or 6.9%, over 2016. All monies levied for Education Property Taxes are paid directly to the respective School Divisions.

Education Taxes for Residential Property valued at \$371,000	2016 Taxes	Prov. Budget Impact	2017 Taxes	2017 % Tax Increase
Education	\$1,144	\$79	\$1,223	6.90%

### Total Property Tax Distribution

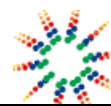
The following chart shows how total property tax dollars are distributed for 2017. As depicted in this chart, 40% of the property taxes collected by the City of Saskatoon are distributed to the school boards.

**Distribution of Property Tax (2017)**



### Property Tax Bylaws

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



## THE 2017 CAPITAL BUDGET

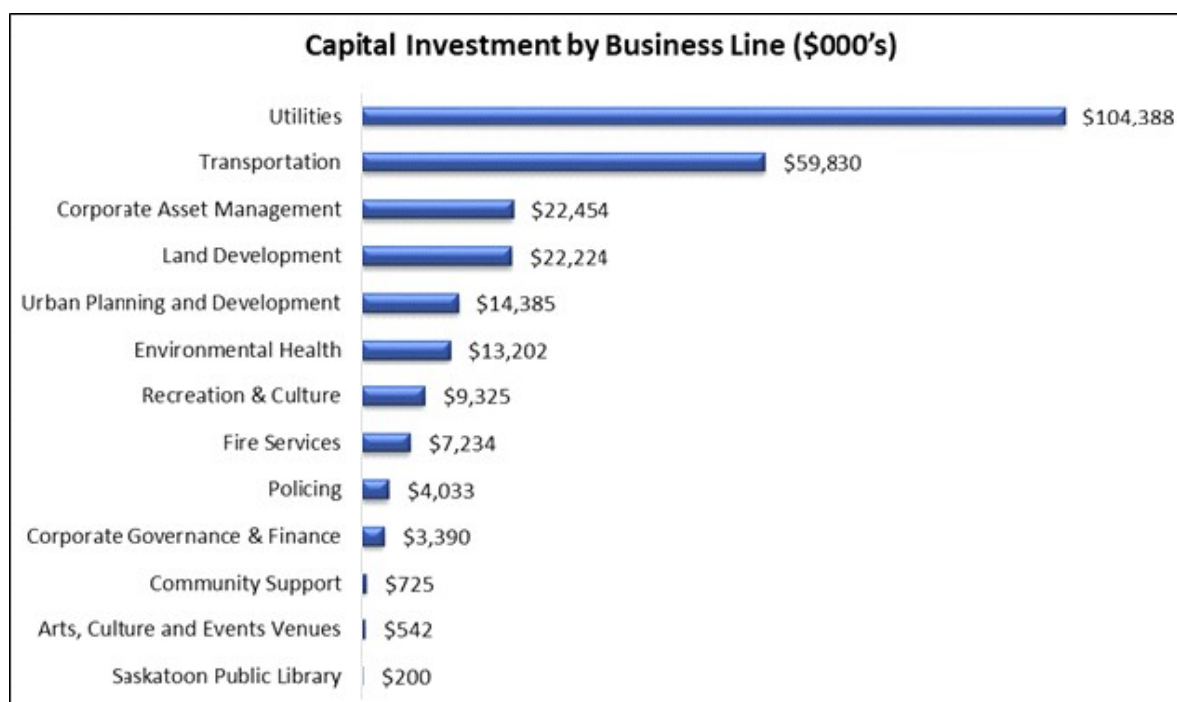
The City of Saskatoon's capital budget directs funding for the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines. The 2017 capital budget not only addresses the City's growth, but also its basic infrastructure needs with continued emphasis on roads, transit, water, and wastewater distribution systems.

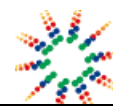
The City of Saskatoon is continuing to develop funding plans for major infrastructure assets not only resulting from growth, but also for maintenance and replacement due to aging of the asset. One of the key funding strategies is to dedicate property tax increases, solely for the maintenance of roads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

The City of Saskatoon's 2017 capital budget provides a total capital investment of \$261.9 million. Together, the various projects that make up this total investment aim to meet the objectives of the strategic plan and specifically:

- Prepare for growth
- Improve mobility
- Enhance public safety
- Increase quality of life
- Protect the environment

The chart below shows the total capital investment for each of the business lines.





Utility-related projects make up 39.9% of the total capital investment in 2017, including:

- Over \$56.3 million invested in upgrades and maintenance at the Water Treatment Plant for reservoir transfer pumping upgrades, rehabilitation/replacement of the water distribution system, sand separators, and Advanced Metering,
- Over \$29.1 million invested in upgrades and maintenance at the Wastewater Treatment Plant for a liquid waste hauler station, a fourth digester tank, lift station upgrades, and the rehabilitation/replacement of the wastewater collection system; and
- Saskatoon Light & Power is investing over \$17.5 million in upgrades to electrical distribution, substations, transmission lines, and street lights.

Transportation projects represent 22.8% of the total capital investments in the 2017 capital budget. Some of the notable investments include:

- Traffic signal replacement and upgrades.
- Sidewalk and pathway preservation.
- Intersection improvements.
- Continuation of the Active Transportation Plan implementation.

The remaining 37.3% of the capital budget is allocated among various smaller projects.

## Service Saskatoon

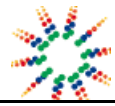
The corporation has made a new commitment to improve upon the delivery of customer service and officially launched Service Saskatoon on April 6, 2016. The new model is built on four pillars: Citizen Input, Systems, Standards, and Staffing. Four core projects have been identified for Service Saskatoon in 2017, they include:

- Project 1364, includes the preliminary work required to transition 200 services in Public Works to the Service Saskatoon 311/CRM model.
- Project 1942, to complete a corporate security plan in order to support and protect citizens and City employees who are relied on to deliver vital services to the citizens of Saskatoon every day.
- Project 1949, to ensure suitable and sufficient civic accommodations in order to enhance the ongoing operations and service delivery within City Hall, Civic Square East, and other civic office buildings.
- Project 1829, included in the budget to proceed on developing the Request for Proposals to enhance the technology and business process flows within the City. This project will form the backbone for the future of Service Saskatoon.

## Capital Staffing

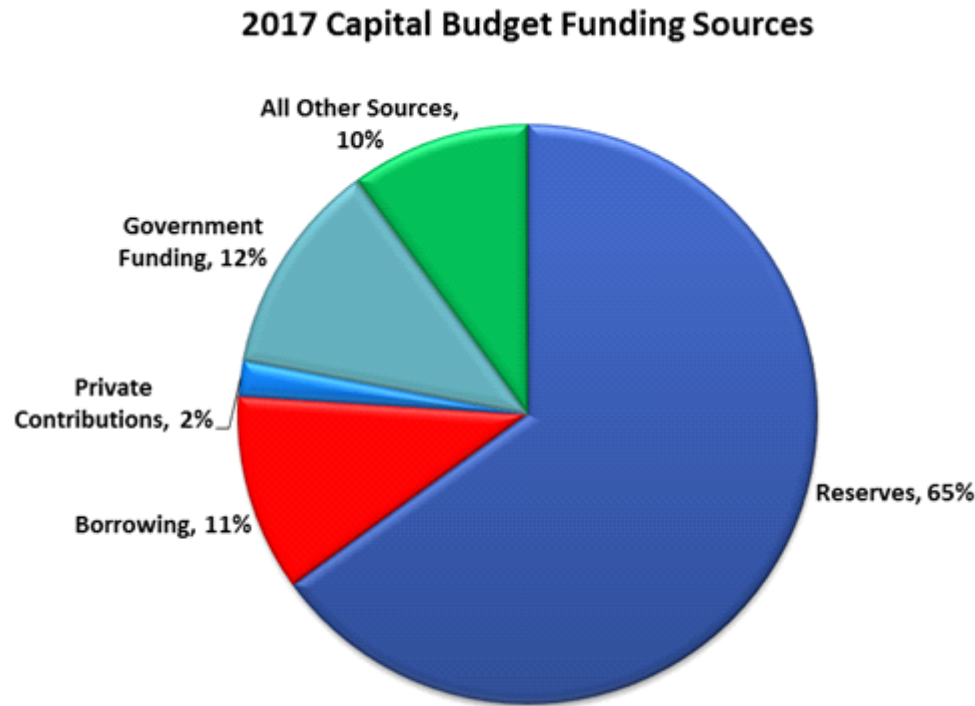
In 2017, a net decrease of 11.0 FTEs are included in the capital budget.

- A 4.0 FTE increase for new positions: Clerk Steno (Transportation), Transportation Engineer (Transportation), Senior Project Management Engineer (Utilities), and a Project Coordinator (Urban Planning & Development).
- A 15.0 FTE decrease accounts for various positions which are being transferred to the operating budget to better align the budget with operations.

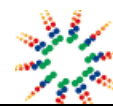


**PAYING FOR THE 2017 CAPITAL BUDGET**

As illustrated in the following chart, the largest source of funding for the 2017 capital budget is reserves. Approximately \$170.7 million (65%) of the entire capital budget is funded through reserves that the City has set aside for capital replacement, enhancement, and new capital work. The remaining \$91.2 million (35%) of the capital budget is split among various sources.



NOTE: Government funding includes Federal Public Transit Infrastructure Fund (PTIF) funding as well as Federal and Provincial Clean Water & Wastewater Fund (CWWF) funding.



The following table summarizes the funding for the 2017 capital budget.

<b>2017 CAPITAL BUDGET FUNDING SUMMARY</b>	
<b>General Capital: (000's)</b>	<b>2017 Budget</b>
Reserves	82,685
Borrowing	6,600
Provincial Government	-
Federal Government	15,110
Private/External Contributions	4,017
Operating Contributions	50
Other	23,560
Saskatoon Public Library Reserve	200
<b>Total General Capital</b>	<b>132,222</b>
<b>Utility Capital (000's)</b>	<b>(\$000's)</b>
Reserves	65,175
Borrowing	22,140
Provincial Government	5,400
Federal Government	10,800
Private/External Contributions	1,185
Operating Contributions	2,460
Other	128
<b>Total Utility Capital</b>	<b>107,288</b>
<b>Total General &amp; Utility Capital</b>	<b>239,510</b>
<b>Land Development (000's)</b>	
Reserves/Developers	22,422
<b>Total Capital Funding</b>	<b>261,932</b>

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

### Federal Infrastructure Funding

On March 22, 2016 the Government of Canada announced \$11.9 billion in new infrastructure funding over the next five years. This funding is allocated across three major infrastructure categories, including:

- Public Transit Infrastructure
- Green Infrastructure; and
- Social Infrastructure

While some aspects of this program are expected to be rolled out over the next several years, phase 1 of the Public Transit Infrastructure Funding (PTIF) and the Clean Water and Wastewater Fund (CWWF), which is a segment of the Green Infrastructure Fund, have been announced.

Under the PTIF, the City of Saskatoon has a total of \$37.3 million in eligible expenditures in phase 1 related to fleet renewal and replacement, improvements of transit infrastructure, and studies that will help expand Saskatoon's transit system. The federal government is contributing 50% (\$18.65 million) of total eligible costs while the City of Saskatoon will be contributing the remaining 50%. The City has allocated these funds to the following projects:



Project	Description	2016 Budget	2017 Budget
<b>P2541 – Growth Plan to Half a Million</b>	Long Term Transit Plan, Rapid Transit Design and Secondary Planning	-	\$10.5 million
<b>P 583 – Replace/Refurbish Buses</b>	Transit Bus Purchases	\$7.95 million	\$14.49 million
<b>P2095 – Access Transit Bus Replacements</b>	Access Transit Bus Purchases	\$650,000	\$910,000
<b>P2448 – Intelligent Transportation System</b>	Intelligent Transportation System	-	\$150,000
<b>P1456 – Railway Crossing Safety Improvements</b>	Rail Grade Separation and Rail Relocation Feasibility Studies	-	\$650,000
<b>P 948 – New Sidewalks and Pathways</b>	Improvement of access to transit corridors	-	\$1.3 million
<b>P1963 – Corporate Accessibility Implementation</b>	Curb Ramp installations to support transit stops	-	\$500,000
<b>P2446 – Pedestrian Crossing Improvements</b>	Improvements to pedestrian crossing devices to support transit	-	\$200,000
<b>TOTAL</b>		<b>\$8.6 million</b>	<b>\$28.7 million</b>

Under the CWWF, the City of Saskatoon has a total of \$31.6 million in eligible expenditures for phase I which include the repair, replacement, and renewal of existing water and wastewater infrastructure. The federal government is contributing 50% (\$15.8 million) of total eligible costs, while the provincial government and the City of Saskatoon are contributing 25% each (\$7.9 million). The City has allocated these funds to the following projects:

Project	Description	2016 Budget	2017 Budget
<b>P1615 – Water Distribution</b>	Rehabilitation of low-capacity water mains as well as accelerate water main replacements in locations where service levels are not met due to water main breaks	\$10.0 million	\$18.9 million
<b>P1616 – Wastewater Collection</b>	Rehabilitation of sanitary mains.	-	\$2.7 million
<b>TOTAL</b>		<b>\$10.0 million</b>	<b>\$21.6 million</b>



## RESERVES

Reserves accumulate funds from various sources and are used to fund many capital projects. Annual contributions are made to designated capital reserves based on formulas and provisions as described in the Capital Reserves Bylaw and City Policy. Schedule XII of the 2017 Approved Operating and Capital Budget reflects the sufficiency of these reserves.

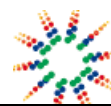
As the table below shows, the balances of the City's capital and stabilization reserves heading into 2017 remain healthy, with a total estimated balance of \$152.0 million.

<b>Estimated Reserve Balances</b>		
<b>Capital Reserves: (\$ millions)</b>	<b>Jan/16</b>	<b>Jan/17</b>
General	33.5	35.5
Prepaid Services (Land Development)	(5.0)	18.1
Property Realized	27.8	21.7
Boards/Commissions (Including Saskatoon Public Library)	45.9	38.4
<b>Capital Reserves Total</b>	<b>102.2</b>	<b>113.7</b>
<b>Stabilization Reserves: (\$ millions)</b>		
Fiscal Stabilization	6.6	8.1
Land Operations Stabilization	3.4	3.4
Fuel Stabilization	1.3	1.3
Utilities Stabilization	11.5	12.4
Building Permits/Inspections Stabilization	8.0	7.9
Other	4.1	5.2
<b>Stabilization Reserves Total</b>	<b>35.0</b>	<b>38.3</b>
<b>Total Reserves Balance</b>	<b>137.2</b>	<b>152.0</b>

While a majority of the City's reserves are in good financial condition, there are three reserves that have been reporting deficit positions over the past number of years. City Council has authorized these deficits as an exception from the normal requirement to remain in a zero or positive balance up to the end of 2017. As of the end of 2017 all three of these reserves are projecting positive balances.

- 1) The Infrastructure Reserve for Water and Wastewater has been in a deficit position for the past number of years based on the advancement of flood control projects to alleviate further flooding. The plan to replenish the reserve is through a flood control levy of \$4.50 per water meter placed on utility bills.
- 2) Another reserve that has City Council's approval to remain in a deficit balance until 2017 is the Parks Infrastructure Replacement Reserve, to cover the higher construction costs of the WJL Harvey Park Redevelopment. The Parks Reserve has been replenished through annual contributions. The only plan to address the long-term under-funding of the Parks Infrastructure Reserve is to defer projects. There has been no impact on the mill rate to fund the reserve deficit.

The Regional Waste Management Facility capital project to upgrade and expand the landfill had a \$6 million withdrawal from the Landfill Replacement Reserve (LRR) placing the reserve in a deficit position. The plan has been to replenish the reserve over time through revenues. An equivalent amount to the LRR deficit is being held in the Property Realized Reserve to cash flow this deficit. City Council has approved this strategy in principle.



## Reserve for Capital Expenditures

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. In total, \$4.5 million was made available to fund the discretionary capital projects. Schedule XV of the 2017 Approved Operating and Capital Budget lists the 2017 projects totaling almost \$4.3 million approved from this reserve during budget deliberations. The funds remaining in this reserve are to be used to fund future project requests. RCE is mostly funded by an annual mill rate contribution.

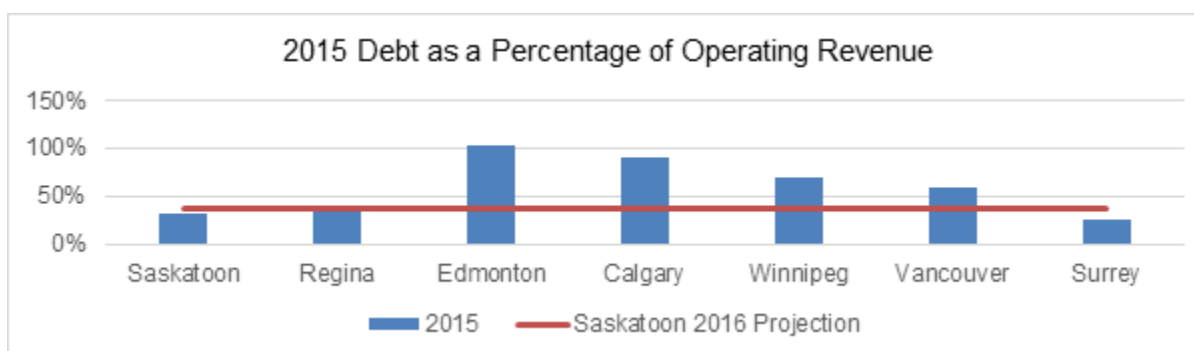
<b>Reserve for Capital Expenditures (RCE)</b>	
<b>(\$000's)</b>	<b>2017</b>
Projected January 1 Opening Balance	2,717
Contribution from Operating Budget	3,638
River Landing Operating Funding	(1,132)
Minimum Balance Retained	(750)
<b>Available RCE Funding for 2017 Capital Projects</b>	<b>4,473</b>

## EXTERNAL BORROWING

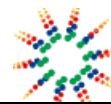
The 2017 capital budget contains external borrowing of \$22.6 million, most of which (\$22.1 million) is for water and wastewater projects which are funded through utility rates. The largest borrowing project in 2017 requires \$12.95 million in utility borrowing related to the Water Treatment Plants pumping and electrical upgrades. While borrowing is budgeted for projects as a source of funding, the actual borrowing is based on cash flow requirements.

The total outstanding external debt as of December 31, 2015 was \$263.1 million. The City has issued no additional new debt in 2016, however, based on the progress completed on the Civic Operations Centre and North Commuter Parkway and Traffic Bridge Replacement (P3 Projects); the City will recognize a corresponding debt allocation. With the P3 project borrowings and the planned debt repayments, the expected outstanding debt balance as at December 31, 2016 will be approximately \$316.0 million, depending on the P3 projects percentage of completion as at December 31, 2016.

As a comparison to other Municipalities a common measure is “debt as a percentage of operating revenue” in order to adjust for population and budget size. In 2015, the City of Saskatoon’s current debt holdings were 32% of annual operating revenues. This rate is expected to climb to approximately 37% in 2016, however, even including this increase, Saskatoon continues to project as one of the most favorable ratios in western Canada.



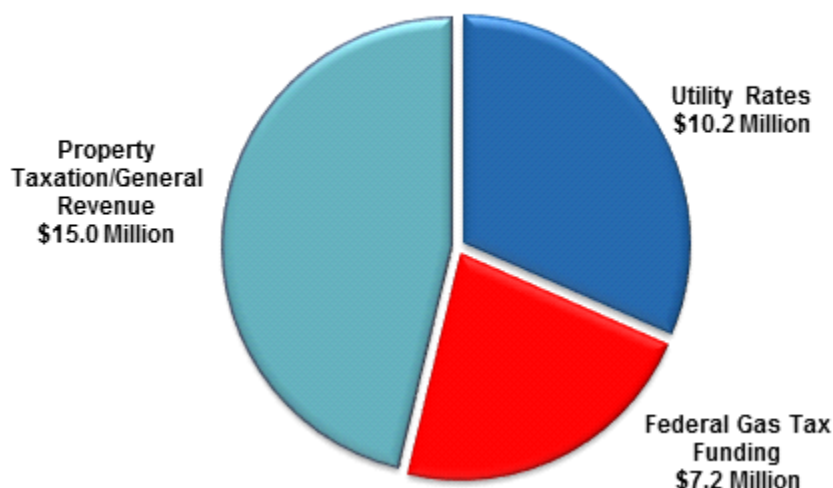
\*Source: Municipality Annual Reports



The forecasted borrowing for the next ten years is to increase to a peak near \$498.4 million in 2023. In 2014, City Council approved the application to the Saskatchewan Municipal Board for an increase in the City's debt limit to \$558.0 million. Most of this increase in project debt is associated to Public Private Partnerships (P3) such as the Civic Operations Centre, the North Commuter Parkway and Traffic Bridge Replacement projects. The total debt projections, including the P3 debt, are within the City's debt limit.

Borrowing related to the utility projects will be repaid through utility rates. The repayment of external debt related to the other projects is funded through the general operating budget and through the overall borrowing strategy, using gas tax revenues from the federal government. In 2017, total external debt servicing costs are budgeted at \$32.4 million which are made up of \$25.8 million and \$6.6 million in principal and interest payments respectively. The property tax supported funding sources for external debt is made up of \$15.0 and \$7.2 million of property tax funds and federal gas tax funding. The total source of funding for all City external debt servicing costs in 2017 are as follows:

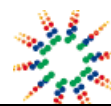
**2017 Budgeted Debt Servicing Costs by Funding Source**



## EXTERNAL FUNDING SOURCES

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

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

**OPERATING BUDGET IMPACT OF CAPITAL INVESTMENTS**

Capital projects contained in the 2017 capital budget will affect future City operating programs. The additional operating costs of 2017 approved projects for the years 2018 to 2020 are summarized in the table below:

<b>Operating Impacts of 2017 Funded Capital Projects</b>			
<b>(000's)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Corporate Governance & Finance	35.0	-	-
Environmental Health	900.0	-	-
Fire Services	-	100.0	-
Land Development	-	126.3	57.5
Policing	139.3	-	-
Recreation and Cultural Services	106.0	28.0	-
Transportation	18.0	-	-
Urban Planning & Development	43.5	-	-
Utilities	85.0	-	-
<b>Total</b>	<b>1,326.8</b>	<b>254.3</b>	<b>57.5</b>

NOTE: Specific operating impacts are disclosed at the project level throughout the capital budget and summarized in Schedule IX of the Tables and Schedules Sections in the 2017 Approved Operating and Capital Budget document.

The following table depicts the operating impacts of capital projects that are included within the 2017 operating budget for projects approved in years prior to 2017.

<b>2017 Operating Impacts Included</b>		
<b>Business Line</b>	<b>Project</b>	<b>(\$000's)</b>
<b>Corporate Governance &amp; Finance:</b>		
	P1883 CK-Electronic Records Management	36.0
<b>Recreation and Cultural Services:</b>		
	P2528 CY-Dog Park Development	1.0
	P2349 CY-Saskatoon Minor Football Field Upgrade	76.7
	P1658 CY-Parks New Satellite Mtn Bldg	11.4
	P1595 CY-Neighbourhood Parks Enhancements	8.4
	P2354 CY-Accessible Playgrounds	44.0
	P0253 CY-Chief Whitecap Park	3.5
<b>Transportation:</b>		
	P1522 TU-Traffic Noise Attenuation	87.8
<b>Total</b>		<b>268.8</b>



## DEFINITIONS/EXPLANATIONS

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

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

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

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

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

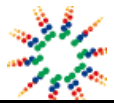
**Reserve for Capital Expenditures:** This is a reserve that is funded through an annual contribution from the operating budget as well as any other discretionary funds allocated to it that is used to fund capital projects at the discretion of City Council. These projects would normally not have a dedicated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

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

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

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

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



**Operating Budget**  
\$7.3 million

**Capital Budget**  
\$0.5 million



## STRATEGIC GOAL:



## Quality of Life

### Service Outcomes

#### Remai Modern Art Gallery:

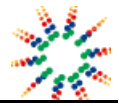
- To provide a premier art gallery which celebrates the region's contributions to visual arts, serves as a hub for arts and culture, and remains accessible to the public.
- To provide a vital resource for local and regional art galleries, artist-run centres, museums, art organizations, schools, universities, and the diverse cultural communities of Saskatchewan.
- To provide a key, year-round cultural destination for residents and visitors, helping to animate the riverfront and connect with downtown.

#### SaskTel Centre:

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

#### TCU Place:

- To provide a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon.
- To provide cultural activities that promote individual and community well-being and contribute to an improved quality of life.
- To provide a multi-purpose facility suitable for a convention general session, a concert or theatrical performance.
- To provide technical services and catering services for gala banquets, conventions, meetings, graduations and tradeshows.



## At A Glance

### Remai Modern Art Gallery:

- 220,000 visits anticipated per year.
- 2017 is the year the new gallery will open.
- 5 times the collection area of the Mendel Art Gallery.
- 4 stories tall.

### SaskTel Centre:

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

### TCU Place:

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

## Council Priorities

- Reduce the gap in the funding required to rehabilitate and maintain our infrastructure.
- Provide opportunities for activities in a winter city.

## Strategic Risks

### Remai Modern Art Gallery:

- While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.
- Operating the gallery in a way that strengthens the arts community, makes use of the expanded space, and meets attendance and funding goals may be a challenge.

### SaskTel Centre:

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

### TCU Place:

- Established in 1967, TCU Place is an aging facility with high maintenance costs which may continue to rise.
- Inadequate space to provide services for some events for more than 1,500 people may lead to a loss of booking dates.



- Increased competition with local, national, and international providers may result in a loss of business.
- Attracting quality and diversified theatre programming may become more difficult with competition coming from other local venues.

## Performance Measures

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

- 2017 Target: 2% projected growth rate = 36,000 more visits to civic recreation and culture facilities

## Strategic Outcomes and 2017 Initiatives

**Finish building the Remai Modern Art Gallery and open the new facility.**

- Complete construction of the building, including the fit-out of the Feature Gallery and the Restaurant.
- Create and implement the facility operations plan including operating protocols between the Gallery, River Landing, and the Remai Arts Centre / Persephone Theatre.
- Move staff and the Art Collection into the new facility.
- Facilitate the Food Services operations with service provider.
- Following a major public opening event, commence programs, exhibitions and bookings within the new facility.

**Upgrade the SaskTel Centre and ensure financial sustainability.**

- Expand the self-promoted event category to reduce reliance on major touring shows.
- Implement building and system upgrades and replacements, including: energy efficient lighting and fixtures, parking lot upgrades, a new storage shed, retractable seating, and many updates to the finishes of the building.
- Expand the services offered to increase existing revenue streams and develop new revenue streams.

**Improve the existing TCU facility and explore programing and expansion options.**

- Upgrade the kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality and meet customer expectation.
- Work with the City to develop a new business model for future expansion or enhancement of the facility.
- Emphasize the delivery of diverse and popular programming in the Sid Buckwold Theatre in support of the "Quality of Life" strategic goal.
- Develop a cultural diversity action plan that meets the needs of changing population demographics.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Remai Modern	3,661.1	3,661.1	5,026.1	0.0	5,079.7	5,079.7	53.6	1.1%
SaskTel Centre	558.8	558.8	558.8	0.0	594.2	594.2	35.4	6.3%
TCU Place	1,621.5	1,621.6	1,621.6	0.0	1,660.4	1,660.4	38.8	2.4%
<b>Total</b>	<b>5,841.4</b>	<b>5,841.5</b>	<b>7,206.5</b>	<b>0.0</b>	<b>7,334.3</b>	<b>7,334.3</b>	<b>127.8</b>	<b>1.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	144.15	152.34	8.19

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Remai Modern	0.0	0.0	0.0	5,026.1	(113.0)	166.6	0.0	5,079.7	5,079.7
SaskTel Centre	0.0	0.0	0.0	558.8	35.4	0.0	0.0	594.2	594.2
TCU Place	0.0	0.0	0.0	1,621.6	38.8	0.0	0.0	1,660.4	1,660.4
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7,206.5</b>	<b>(38.8)</b>	<b>166.6</b>	<b>0.0</b>	<b>7,334.3</b>	<b>7,334.3</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Remai Modern	53.0	41.0	86.0	0.0	0.0
SaskTel Centre	198.0	73.0	183.0	123.0	108.0
TCU Place	291.0	59.0	1,299.0	80.0	544.0
<b>Total</b>	<b>542.0</b>	<b>173.0</b>	<b>1,568.0</b>	<b>203.0</b>	<b>652.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
REMAI MODERN EQUIPMENT REPLACEMENT	53.0	41.0	86.0	0.0	0.0
SASKTEL CENTRE EQUIPMENT REPL	198.0	73.0	183.0	123.0	108.0
TCU PLACE EQUIPMENT RESERVE	291.0	59.0	1,299.0	80.0	544.0
<b>Total</b>	<b>542.0</b>	<b>173.0</b>	<b>1,568.0</b>	<b>203.0</b>	<b>652.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0



## Remai Modern

### 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Facility Cost	0.0	109.0	618.6	1,278.4	659.8	106.7%
Subsidies	3,661.1	3,552.1	3,607.5	3,801.3	193.8	5.4%
Capital Contribution	0.0	0.0	800.0	0.0	(800.0)	-100.0%
<b>Total</b>	<b>3,661.1</b>	<b>3,661.1</b>	<b>5,026.1</b>	<b>5,079.7</b>	<b>53.6</b>	<b>1.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	31.13	39.32	8.19

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Remai Modern	0.0	0.0	0.0	5,026.1	(113.0)	166.6	0.0	5,079.7	5,079.7

The Remai Modern operating cost includes a \$109.0 contribution to the Civic Buildings Comprehensive Maintenance Reserve. The remaining subsidy includes funding to cover salaries and other new operating expenditures.

### Other Significant Item(s):

- The Remai Modern 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. The 2017 budget has an increased provision of \$53.6 to accommodate the requirements to run the facility for a partial year.
- Included in the 2017 budget are the remaining 5.2 FTEs from prorating positions to start partway through 2016. This increase is comprised of Guest Experience & Communication positions, Public Program and Exhibition positions, as well as Development and Security staff positions.
- The remaining 3.0 FTEs are new and are anticipated to be hired part way through 2017. This increase consists of:
  - Guest Experience and Art & Design store positions– Includes casual staff for the admissions desk and ticketing; a Special Events & Volunteer Coordinator to book, plan, and stage events
  - Programming and Curatorial positions– Includes 2 Program Assistants and an Assistant Curator, who will be involved in planning and staging exhibitions and live programs
  - A Human Resource Consultant position
- Unlike the Mendel, Remai Modern has a significant number of community spaces for banquets and functions, as well as a theatre, atrium, and boardroom. The majority of costs associated with these spaces will be funded by revenue generation.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1834	REMAI MODERN- EQUIPMENT PURCHASES	53.0	41.0	86.0	0.0	0.0
Total		53.0	41.0	86.0	0.0	0.0

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

### Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2017 Capital Projects.



## SaskTel Centre

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Operating Cost	858.8	858.8	858.8	894.2	35.4	4.1%
Cost Recovery	(300.0)	(300.0)	(300.0)	(300.0)	0.0	0.0%
<b>Total</b>	<b>558.8</b>	<b>558.8</b>	<b>558.8</b>	<b>594.2</b>	<b>35.4</b>	<b>6.3%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	47.67	47.67	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
SaskTel Centre	0.0	0.0	0.0	558.8	35.4	0.0	0.0	594.2	594.2

### Capital Contribution:

- The City cost shares contributions to the Civic Buildings Comprehensive Maintenance (CBCM) Reserve with the SaskTel Centre for ongoing maintenance to the facility. The SaskTel Centre's contribution is 1/3 of the total cost with a minimum annual contribution of \$300.0. The total contribution to the CBCM reserve is \$894.2 in 2017 representing an inflationary increase of \$35.4 over 2016.

### Other Significant Item(s):

- The City provides no additional subsidy to the SaskTel Centre as all other operating expenditures are covered by the SaskTel Centre's own internal revenues.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	198.0	73.0	183.0	123.0	108.0
<b>Total</b>	<b>198.0</b>	<b>73.0</b>	<b>183.0</b>	<b>123.0</b>	<b>108.0</b>

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 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Facility Cost	941.2	941.2	941.2	980.0	38.8	4.1%
Subsidies	500.0	500.0	500.0	500.0	0.0	0.0%
Interest	49.6	49.7	43.7	43.7	0.0	0.0%
Principal	130.7	130.7	136.7	136.7	0.0	0.0%
<b>Total</b>	<b>1,621.5</b>	<b>1,621.6</b>	<b>1,621.6</b>	<b>1,660.4</b>	<b>38.8</b>	<b>2.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	65.35	65.35	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
TCU Place	0.0	0.0	0.0	1,621.6	38.8	0.0	0.0	1,660.4	1,660.4

### Capital Contribution:

- The City contributes to the Civic Buildings Comprehensive Maintenance (CBCM) Reserve on behalf of TCU Place for ongoing maintenance of the facility. In 2017, the total contribution is \$980.0, representing an inflationary increase of \$38.8 increase over 2016.

### Other Significant Item(s):

- TCU Place receives a \$500.0 grant from the City of Saskatoon in order to subsidize operating requirements. All other operating expenditures are covered by TCU Place's own internal revenues.
- The debt payment included in this service line is the City's contribution to the TCU expansion project which was approved on January 17, 2005 by City Council. The City's portion of the loan is \$1,915 and will be fully repaid in 2022 (15 year term).

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0740 TCU PLACE-EQUIPMENT REPAIR/ REPLACEMENTS	291.0	59.0	1,299.0	80.0	544.0
<b>Total</b>	<b>291.0</b>	<b>59.0</b>	<b>1,299.0</b>	<b>80.0</b>	<b>544.0</b>

2017 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 2017 capital projects.



**Operating Budget**  
\$14.1 million

**Capital Budget**  
\$0.7 million



## STRATEGIC GOAL:



## Quality of Life

### Service Outcomes

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

### At A Glance

Supports the participation in sport, recreation and culture programs:

- 937,000 visits to cultural facilities;
- 161,300 community association program participants; and
- 60,000 sport, culture and recreation program hours.

Supports and community investments provided to:

- 65 social agencies;
- 52 community outdoor rinks;
- 50 sports organizations;
- 47 community associations;
- 23 community gardens and
- 17 major arts, cultural, and heritage organizations.

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



## Subsidies:

- 87,200 Leisure Access visits to leisure facilities subsidized a year.
- 500 burials and 40 subsidized burials annually at Woodlawn Cemetery.
- 200 spay or neuter surgeries subsidized a year.

## Council Priorities

- Develop partnerships and programs with Aboriginal organizations that will assist in enhancing economic, employment, and training opportunities.
- Develop age-friendly initiatives to enhance quality of life as people age.
- Implement the Immigration Action Plan.

## Strategic Risks

- The City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may lead to dissatisfaction with services.

## Performance Measures

### **500 new units annually across the attainable housing continuum**

- 2017 Target: 400 units

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

- 2017 Target: 2% projected growth rate = 36,000 more visits to civic recreation and culture facilities

## Strategic Outcomes and 2017 Initiatives

### **Develop partnerships and programs with Aboriginal organizations.**

- Enhance and develop new partnerships and programs with Aboriginal organizations that will assist in enhancing economic, employment and training opportunities.
- Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on the Truth and Reconciliation Commission Calls to Action and the Kitaskinaw Report recommendations.

### **Older adults can easily access programs, services and infrastructure.**

- Implementation of the recommendations in the Age Friendly Saskatoon report and further development of age friendly initiatives to enhance quality of life as people age.

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

- Update and continue implementation of the Corporate Accessibility Action Plan, a long-range, plan to address accessibility of civic facilities, programs, services, and infrastructure.

### **Newcomers can easily access programs and services.**

- Implement the Immigration Action Plan including implementation of initiatives to support Saskatoon as a welcoming community and facilitation of community coordination on newcomer settlement and integration.

### **Increase partnerships in delivery of community based recreation, sport and arts programs and provide support to Community Associations.**

- Facilitate the development and enhancement of neighbourhood recreation and park infrastructure; including playground replacements, park enhancements, community gardens and outdoor rink upgrades.



- Facilitate the delivery of community based recreation, sport, and arts programs for all seasons.
- Build capacity within the community to address a broad range of issues and build consensus around collaborative responses.
- Undertake a review of grant programs and processes to confirm the purpose of the grants, to ensure we are meeting the changing needs in the community, and that there is consistency and transparency.

**Implement the animal services program plan.**

- Work with the SPCA to increase awareness of and expand the subsidized spay and neuter program.

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

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



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Services	680.7	596.4	638.6	(629.2)	1,301.3	672.1	33.5	5.2%
Community Development	3,186.9	3,179.3	3,315.2	(202.8)	3,505.2	3,302.4	(12.8)	-0.4%
Community Investments & Supports	9,498.3	9,530.7	9,618.4	0.0	10,083.2	10,083.2	464.8	4.8%
Cemeteries	236.6	141.7	106.1	(1,450.3)	1,498.0	47.7	(58.4)	-55.0%
<b>Total</b>	<b>13,602.5</b>	<b>13,448.1</b>	<b>13,678.3</b>	<b>(2,282.3)</b>	<b>16,387.7</b>	<b>14,105.4</b>	<b>427.1</b>	<b>3.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	30.61	30.61	0.00

## Summary of Budget Changes

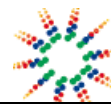
Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017	2016 Base	Base Adj	Growth &	Service Level	2017	2017
			Budget			Cont Impr		Budget	
Animal Services	(639.3)	10.1	(629.2)	1,277.9	10.9	12.5	0.0	1,301.3	672.1
Community Development	(202.8)	0.0	(202.8)	3,518.0	(12.8)	0.0	0.0	3,505.2	3,302.4
Community Investments & Supports	0.0	0.0	0.0	9,618.4	428.6	36.2	0.0	10,083.2	10,083.2
Cemeteries	(1,427.4)	(22.9)	(1,450.3)	1,533.5	(35.5)	0.0	0.0	1,498.0	47.7
Total	(2,269.5)	(12.8)	(2,282.3)	15,947.8	391.2	48.7	0.0	16,387.7	14,105.4

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Animal Services	0.0	0.0	0.0	0.0	0.0
Community Development	575.0	50.0	0.0	50.0	0.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	150.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>725.0</b>	<b>50.0</b>	<b>0.0</b>	<b>50.0</b>	<b>0.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
OTHER	250.0	0.0	0.0	0.0	0.0
PTIF - FEDERAL	250.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	225.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	0.0	50.0	0.0	50.0	0.0
<b>Total</b>	<b>725.0</b>	<b>50.0</b>	<b>0.0</b>	<b>50.0</b>	<b>0.0</b>
Unfunded	0.0	505.0	485.0	550.0	200.0



## 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. Animal Services is also responsible for the development and maintenance of the City's off leash dog parks.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(577.4)	(643.0)	(639.3)	(629.2)	10.1	-1.6%
Staff Compensation	80.9	82.4	86.6	86.4	(0.2)	-0.2%
Operating Cost	1,151.9	1,135.6	1,169.9	1,193.5	23.6	2.0%
Cost Recovery	(4.7)	(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%
<b>Total</b>	<b>680.7</b>	<b>596.4</b>	<b>638.6</b>	<b>672.1</b>	<b>33.5</b>	<b>5.2%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	1.00	1.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Animal Services	(639.3)	10.1	(629.2)	1,277.9	10.9	12.5	0.0	1,301.3	672.1

#### Revenue Change:

- Animal license revenue is budgeted to increase by \$4.9. This increase is due to a recommended increase in pet license rates of \$21.0, partially offset by a decrease in volumes of \$16.1.
- A previously proposed revenue initiative to attract advertisers such as pet groomers and pet stores at City dog parks did not have as much interest from business owners as originally anticipated. As such, the 2017 budget includes a decrease in advertising revenue of \$15.0 resulting from the removal of this initiative.

#### Growth:

- Dog park expenditures have increased by \$12.5 to reflect maintenance requirements for new parks such as Fred Mendel and Hampton Village Dog parks, among others.

#### Other Significant Item(s):

- The Saskatoon Society for the Prevention of Cruelty to Animals Inc. (SPCA) and Saskatoon Animal Control Agency (SACA) are under contract with the City of Saskatoon to provide services such as: lost and found, adoptions, animal abuse or neglect, reporting of animals at large, reporting of barking and howling and reporting of dangerous animals among other services. Costs for these services are increasing by \$10.9 in 2017 based on previously 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. Supports to community associations include opportunities for social interaction and meaningful citizen interaction at the neighbourhood level.

The supports from the City of Saskatoon are provided through financial and human resources, including staff that work directly with the community based organizations to facilitate their growth and development and to create a network of volunteers capable of addressing issues that affect the quality of life in their community. The support system for community development helps enable residents and supports rich social interactions and inclusion of all residents in community life.

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(431.0)	(178.0)	(178.0)	(178.0)	0.0	0.0%
Province of Saskatchewan	(30.0)	(18.8)	(24.8)	(24.8)	0.0	0.0%
Staff Compensation	1,807.3	1,816.3	1,876.2	1,806.2	(70.0)	-3.7%
Operating Cost	1,803.9	1,523.1	1,605.1	1,662.3	57.2	3.6%
Transfer to/from Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
<b>Total</b>	<b>3,186.9</b>	<b>3,179.3</b>	<b>3,315.2</b>	<b>3,302.4</b>	<b>(12.8)</b>	<b>-0.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	20.35	20.35	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Community Development	(202.8)	0.0	(202.8)	3,518.0	(12.8)	0.0	0.0	3,505.2	3,302.4

### Other Significant Item(s):

- Staff compensation decreases of \$70.0 are the result of a restructuring undertaken with the formation of the Recreation & Community Development Division.



- The City has a reciprocal facility use agreement with various School Boards within Saskatoon which allows discounted use of Leisure Centres; costs of administering this program are captured within this Service Line. Increases in admission volumes and facility rental rates at leisure facilities have resulted in an additional \$51.6 being charged to this service line.

## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	575.0	50.0	0.0	50.0	0.0
<b>Total</b>		<b>575.0</b>	<b>50.0</b>	<b>0.0</b>	<b>50.0</b>	<b>0.0</b>

Unfunded Capital Projects		2017	2018	2019	2020	2021
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	0.0	275.0	325.0	550.0	200.0
<b>Total</b>		<b>0.0</b>	<b>275.0</b>	<b>325.0</b>	<b>550.0</b>	<b>200.0</b>

The Accessibility Action Plan identified short and long-term goals for improving accessibility to City of Saskatoon services, programs, facilities, and infrastructure. This capital project is the on-going and systematic implementation of those recommendations identified within the action plan.

Project 1963 includes \$500.0 for the improvement of accessibility to Saskatoon Transit routes and stops. This initiative is 50% funded by the Public Transit Infrastructure Funding (PTIF) federal government program and 50% funded from the City of Saskatoon's Building Canada Fund reallocation pool. Also included is \$75.0 for Leisure Centre modifications to address deficiencies identified in the barrier free assessment reviews, funded from the Reserve for Capital Expenditures.

### Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2017 Capital Project.



## Community Investments & Supports

### Overview

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

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Operating Cost	8,663.6	8,784.5	8,717.2	9,137.0	419.8	4.8%
Transfer to/from Reserves	834.8	746.2	901.2	946.2	45.0	5.0%
<b>Total</b>	<b>9,498.4</b>	<b>9,530.7</b>	<b>9,618.4</b>	<b>10,083.2</b>	<b>464.8</b>	<b>4.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Community Investments & Supports	0.0	0.0	0.0	9,618.4	428.6	36.2	0.0	10,083.2	10,083.2

### Growth:

- Saskatoon City Council has established a funding level of \$2.00 per capita for the Cultural Participation Grant which provides funding to 17 flagship arts, culture and heritage organizations, with the Children's Discovery Museum recently added. In order to continue working towards achieving this funding level an increase of \$25.0 is required.
- Saskatoon City Council has established a funding level of \$2.00 per capita for the Social Grant which provides funding to social service groups registered under the Saskatchewan Non-Profit Corporations Act servicing Saskatoon residents, as approved by City Council. In order to maintain this funding level an increase of \$11.2 is required.



## **Other Significant Item(s):**

- The City provides many grants through the form of Tax abatements. As a result of formula increases based on changes in the prior year mill rate, increases to the Cultural and Heritage Grant for \$6.7 as well as the Social Grant of \$15.1 have been included in the 2017 budget.
- The City provides admission to Leisure Facilities for low income individuals and families through the Leisure Access Program. The cost of this program increased by \$56.4 in 2017 due to increased usage.
- The Youth Sport Subsidy program offers subsidies on the rental cost of facilities required to deliver sports programs to youth who are 18 year of age and under. Due to increased participation levels and rental rates, the cost of delivering this program has increased by \$252.6 in 2017.
- The City provides a variety of Economic Incentives including Enterprise Zones, Downtown/Affordable Housing Incentives, the Mortgage Support Program and Vacant Lot Adaptive Reuse Incentive among other smaller programs. The cost of delivering these incentives is decreasing by \$32.5 in 2017 largely due as a result of expiring agreements.
- The City provides an annual grant to the Saskatchewan Regional Economic Development Authority (SREDA) which is set to increase by \$45.7 in 2017. This is the first year of a four agreement to achieve base funding of \$885.4 in 2020.
- Saskatoon Tourism receives an annual grant which is based on changes in commercial assessment from year to year. Based on 2016 changes, the 2017 grant is increasing by \$22.0.
- The City provides an annual grant to the Meewasin Valley Authority (MVA) which increases by CPI on a yearly basis. In 2017 Saskatoon City Council approved an additional \$40.0 in funding. 2017's grant is set to increase by \$51.9.

## **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 \$110.0 less than historical actual expenditures of approximately \$190.0. The Special Events application and approval process underwent an internal process review in 2015/16. Recommendations from the review suggest automation of the special events application process, centralizing the point of contact for event organizers and where possible investigation of user-pay fees for some activities previously covered by the Provision of Civic Services budget and establishment of criteria for inclusion in the program to help control.
- The budget provided for the burial of a deceased person with limited financial means of \$35.0 has the potential risk for a shortfall of \$15.0 compared to prior actual expenditures.



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

	2015 Budget	2016 Budget	2017 Budget	Changes
<b>Cultural and Heritage</b>				
Tax Abatements	135.9	142.3	<b>149.0</b>	6.7
Provision of Civic Services	80.0	80.0	80.0	0.0
Site Services - Shakespeare on the Sask.	1.0	1.0	1.0	0.0
Wanuskewin Heritage Park	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	57.6	47.6	47.6	0.0
Transfer to Façade Grant Reserve		10.0	10.0	0.0
Cultural Participation Grants	416.5	441.5	466.5	25.0
Cultural Grant Capital Reserve	100.0	120.0	120.0	0.0
	<b>975.0</b>	<b>1,026.4</b>	<b>1,058.1</b>	<b>31.7</b>
<b>Social</b>				
Tax Abatements	387.4	408.8	<b>423.9</b>	15.1
Leisure Centre Accessibility Subsidy Program	662.0	580.4	636.8	56.4
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	497.4	514.6	525.8	11.2
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	155.5	160.5	5.0
Detoxification Centre	100.0	100.0	100.0	0.0
Burial of the Impoverished	35.0	35.0	35.0	0.0
	<b>2,161.0</b>	<b>2,122.0</b>	<b>2,209.7</b>	<b>87.7</b>
<b>Sport</b>				
Youth Sport Subsidies	1,604.0	1,574.0	1,826.6	252.6
Sport Participation Grants	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	0.0
	<b>1,678.3</b>	<b>1,648.3</b>	<b>1,900.9</b>	<b>252.6</b>
<b>Economic Development</b>				
Economic Incentives	1,921.9	1,886.1	1,853.6	(32.5)
SREDA	648.5	702.6	748.3	45.7
	<b>2,570.4</b>	<b>2,588.7</b>	<b>2,601.9</b>	<b>13.2</b>
<b>Tourism</b>				
Saskatoon Tourism	437.4	503.0	525.0	22.0
Saskatoon Sport Tourism	5.0	5.0	5.0	0.0
	<b>442.4</b>	<b>508.0</b>	<b>530.0</b>	<b>22.0</b>
<b>General</b>				
Community Initiative - Contingency	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	500.0	500.0	500.0	0.0
Meewasin Valley Authority	974.6	991.5	1,043.4	51.9
Saskatoon Prairieland Park	66.8	68.4	71.1	2.7
Cash Grants- Environmental	10.0	10.0	10.0	0.0
SPCA- Cruelty Investigations	147.4	150.3	153.3	3.0
	<b>1,703.6</b>	<b>1,725.0</b>	<b>1,782.6</b>	<b>57.6</b>
	<b>9,530.7</b>	<b>9,618.4</b>	<b>10,083.2</b>	<b>464.8</b>



## Summary of Capital Investments

There are no capital investments for Community Investments & Supports.



## Cemeteries

### Overview

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

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

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

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(1,303.5)	(1,339.4)	(1,427.4)	(1,450.3)	(22.9)	1.6%
Staff Compensation	653.4	628.6	646.9	630.8	(16.1)	-2.5%
Operating Cost	627.7	611.2	646.6	620.9	(25.7)	-4.0%
Debt Charges	7.2	7.3	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	251.8	234.0	240.0	246.3	6.3	2.6%
<b>Total</b>	<b>236.6</b>	<b>141.7</b>	<b>106.1</b>	<b>47.7</b>	<b>(58.4)</b>	<b>-55.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	9.26	9.26	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Cemeteries	(1,427.4)	(22.9)	(1,450.3)	1,533.5	(35.5)	0.0	0.0	1,498.0	47.7

#### Revenue Change:

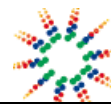
- Saskatoon's Cemeteries revenue is increasing by \$22.9 in 2017. This increase is the result of a 2017 rate increase of \$59.0, partially offset by an estimated decrease in volume of \$27.7, as well as a decrease of \$8.4 in earnings from the Perpetual Care Fund.

#### Capital Contribution:

- In accordance with Cemetery Management and Control Bylaw (Bylaw No. 6453), the transfer to the Perpetual Care Reserve has increased by \$6.3 to reflect the increase in Perpetual Care fees collected.

#### Other Significant Item(s):

- Fixed asset purchases have decreased by \$35.0 in 2017 due to the reversal of the one-time 2016 purchase and installation of two columbaria.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	150.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>150.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Unfunded Capital Projects		2017	2018	2019	2020	2021
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	160.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>230.0</b>	<b>160.0</b>	<b>0.0</b>	<b>0.0</b>

Project 1657 involves the continued upgrading of the Woodlawn Cemetery roadways, identified in 2017 for \$150.0. This represents the third year of a five year road rehabilitation plan.

### Future Operating Impact of Current Year's Capital Projects

There is no future operating impact from the 2017 Capital Projects.





**Operating Budget**  
\$8.2 million

**Capital Budget**  
\$22.5 million



## STRATEGIC GOAL:



## Asset & Financial Sustainability

### Service Outcomes

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

### At A Glance

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

360,000 square meters of building area managed

376 buildings valued at \$1.58 billion with contents valued at \$294.3 million

92,000 square meters of parking lots

29,000 park furnishings in 233 parks

11,500 Facility Work Requests issued with an average of 44/working day

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

9,300 assets maintained via the Comprehensive Maintenance Program

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

1,088 vehicles and equipment with a book value of \$73.0 million

184 play structures valued at \$8.5 million



55 user groups supported by Fleet Services within the Corporation

32 paddling pools, 19 spray parks, and 10 pools

## Council Priorities

- Establish levels of service for rehabilitation of assets and supporting financial strategies.
- Investigate pricing solutions for services and infrastructure (i.e. new bridges, recreation facilities).
- Develop funding strategies for expenses related to new capital expenditures including core services, such as fire halls, roadways and underground services.

## Strategic Risks

- The City may not have adequate business continuity planning and/or emergency preparedness in place.
- While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.
- The City may not be delivering expected level of services for buildings to citizens or internal stakeholders.
- The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance.
- Financial and operational systems are not well integrated which makes it difficult to make data based decisions.
- The current investment within the overall infrastructure renewal and maintenance in fleet management over the last ten years may not have been adequate.
- The City may not be delivering expected levels of service for fleet services to citizens or internal stakeholders.

## Performance Measures

**Increase Visits to City Recreation and Cultural Facilities to 6,600 Visits/1,000 Residents and that the rate of increase in visits keeps pace with the projected growth rate.**

- 2017 Target: 2% projected growth rate = 36,000 more visits to civic recreation and culture facilities

**Citizen satisfaction with Civic Services of 90% or more.**

- 2017 Target: 88%

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

- 2017 Target: 5% below 2014 levels

## Strategic Outcomes and 2017 Initiatives

**Complete construction and begin operations of major facilities.**

- Complete the construction of the new Saskatoon Transit Operations Facility and the City's first Snow Management Facility and transition to the new Civic Operations Centre.
- Oversee the transition into the Remai Modern Art together with the Major Projects division.



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

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

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

- Complete the construction of the new Saskatoon Transit Operations Facility and the City's first Snow Management Facility and transition to the new Civic Operations Centre.
- Work with the Recreation & Community Development division to develop level of service agreements for facility cleanliness and facility maintenance to meet the expectations of users and increase their level of satisfaction.
- Develop energy management programs and strategies for effective management of water, electrical and natural gas consumption within civic facilities.
- Develop the energy management initiatives including 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 gathered from our energy and water monitoring project.

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

- Design and implement the Corporate Security Plan for all civic facilities in addressing access and emergency protocols.
- Enhance radio system to meet civic demand and provincial emergency communication networks, including work to accommodate expanded City coverage.

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

- Engage the services of a Business Continuity Professional to assist Emergency Management and Corporate Risk Management in developing a plan to maintain corporate continuity to provide core services to citizens.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Facilities Management	7,599.4	7,872.4	8,503.5	(72.3)	8,533.9	8,461.6	(41.9)	-0.5%
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	(616.5)	(428.3)	(367.5)	(2,538.0)	2,265.5	(272.5)	95.0	-25.9%
<b>Total</b>	<b>6,982.9</b>	<b>7,444.1</b>	<b>8,136.0</b>	<b>(2,610.3)</b>	<b>10,799.4</b>	<b>8,189.1</b>	<b>53.1</b>	<b>0.7%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	229.70	238.71	9.01

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Facilities Management	(77.1)	4.8	(72.3)	8,580.6	(405.7)	244.9	114.1	8,533.9	8,461.6
Fleet Services	0.0	0.0	0.0	0.0	(444.5)	394.5	50.0	0.0	0.0
City-Owned Property - Land	(2,526.8)	(11.2)	(2,538.0)	2,159.3	106.2	0.0	0.0	2,265.5	(272.5)
<b>Total</b>	<b>(2,603.9)</b>	<b>(6.4)</b>	<b>(2,610.3)</b>	<b>10,739.9</b>	<b>(744.0)</b>	<b>639.4</b>	<b>164.1</b>	<b>10,799.4</b>	<b>8,189.1</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Facilities Management	14,426.0	24,395.0	69,798.0	12,976.0	11,063.0
Fleet Services	8,028.0	5,792.0	5,950.0	6,000.0	6,100.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>22,454.0</b>	<b>30,187.0</b>	<b>75,748.0</b>	<b>18,976.0</b>	<b>17,163.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
CANADA 150 INFRA PROGRAM	310.0	0.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	9,331.0	9,456.0	10,348.0	9,956.0	8,043.0
CIVIC RADIO REPL & EXPN RESERVE	350.0	350.0	350.0	400.0	400.0
CORPORATE CAPITAL RESERVE	550.0	550.0	550.0	550.0	550.0
FACILITY SITE REPL RES	300.0	500.0	600.0	600.0	600.0
OTHER	3,000.0	13,000.0	57,000.0	1,000.0	1,000.0
PARKS GROUNDS MTCE EQUIP ACQ RES	300.0	100.0	250.0	100.0	100.0
RESERVE FOR CAPITAL EXPENDITURES	100.0	0.0	0.0	0.0	0.0
SNOW & ICE MGT EQUIP ACQUISITION	515.0	0.0	0.0	0.0	0.0
TRUNKED RADIO SYS INFRAS REPL RES	485.0	489.0	900.0	420.0	420.0
TU - CAPITAL RESERVE	0.0	50.0	50.0	50.0	50.0
V & E ASSET DISP/ACQ	85.0	0.0	0.0	0.0	0.0
VEHICLE EQUIPMENT REPLACE RESERVE	7,128.0	5,692.0	5,700.0	5,900.0	6,000.0
<b>Total</b>	<b>22,454.0</b>	<b>30,187.0</b>	<b>75,748.0</b>	<b>18,976.0</b>	<b>17,163.0</b>
Unfunded	0.0	6,500.0	0.0	47,500.0	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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(94.4)	(89.1)	(77.1)	(72.3)	4.8	-6.2%
Staff Compensation	13,640.0	12,551.3	13,065.4	13,275.7	210.3	1.6%
Operating Cost	15,917.3	20,331.5	20,553.0	20,882.7	329.7	1.6%
Debt Charges	0.0	0.0	71.2	71.2	0.0	0.0%
Cost Recovery	(29,552.4)	(32,610.2)	(33,451.4)	(34,747.1)	(1,295.7)	3.9%
Capital Contribution	7,688.9	7,688.9	8,342.4	9,051.4	709.0	8.5%
<b>Total</b>	<b>7,599.4</b>	<b>7,872.4</b>	<b>8,503.5</b>	<b>8,461.6</b>	<b>(41.9)</b>	<b>-0.5%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	175.60	179.61	4.01

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Facilities Management	(77.1)	4.8	(72.3)	8,580.6	(405.7)	244.9	114.1	8,533.9	8,461.6

#### Revenue Change:

- Facilities Management operates a Civic Buildings Rental program which involved properties purchased by the City for obtaining the required right-of-way for the extension of the Circle Drive South project. A plan is in place to sell the remaining properties under this program, which would result in a decrease of \$4.8 in annual operating revenue.

#### Growth:

- The Remai Modern Art Gallery 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. The Facilities Management service line includes an increase of \$244.9 and 3.01 FTEs in 2017 and will require additional FTEs in 2018 in order to appropriately support and maintain the new facility.

#### Capital Contribution:

- \$60.0 of the increase to capital contributions relate to the Radio Replacement and Expansion Reserve which is the last 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 \$100.0 for funding of the Facility Site Replacement Reserve created in 2015 to maintain and repair the infrastructure components which are not currently covered by the Civic Buildings Comprehensive Maintenance Reserve, such as parking lots and light standards.



- An increased contribution to the Civic Building Comprehensive Maintenance Reserve of \$549.0. This increase is made up of inflationary increases as required by the Capital Reserve Bylaw and the final year phase-in of contributions for the Police Headquarters of \$273.4.

## Service Level Change:

- In order to proactively approach the City's Asbestos Management Program (AMP) an increase of \$114.1 including 1.0 FTE is included in Facilities Management for an Indoor Air Quality Manager position in order to protect occupants and workers in City facilities which may have asbestos containing materials.

## Not Included:

Costs associated with the increase in the number of deferred maintenance projects under capital renewal, which is reflected in Key Challenges and Risks:

- For the Facility Site Replacement Reserve, capital renewal needs have been identified at \$11.1 million with annual funding of \$790.9 required. The current funding level of \$300.0 creates a shortfall of \$490.9 in this reserve. Facilities Management, together with civic partners, will be developing a comprehensive rehabilitation priority schedule for a Corporate Asset Management Plan report forthcoming. Annual contributions are moving towards reducing the funding gap.
- The City currently does not have any dedicated resources with expertise in relation to corporate security initiatives. 1.0 FTE and \$100.0 would ensure that safety and security concerns that affect employees, elected officials and the public are adequately addressed and resolved.

## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P0877	AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	485.0	489.0	900.0	420.0	420.0
P1135	AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,771.0	9,456.0	10,348.0	9,956.0	8,043.0
P1523	AF-TRUNKING RADIO REPLACEMENT	350.0	350.0	350.0	400.0	400.0
P1557	TU-OFFICE MOD'NS/FURNITURE REPL/ UPGRADES	0.0	50.0	50.0	50.0	50.0
P1584	CIVIC OPERATIONS CENTRE	500.0	8,000.0	52,000.0	0.0	0.0
P1934	AF-SPCA BUILDING UPGRADES	100.0	0.0	0.0	0.0	0.0
P1943	AF-EMERGENCY BACK-UP POWER SYSTEM	1,500.0	0.0	0.0	0.0	0.0
P1949	AF-SERVICE SASKATOON - STAFFING ACCOMMODATION	1,550.0	5,550.0	5,550.0	1,550.0	1,550.0
P2176	AF-SHAW CENTRE MAJOR REPAIRS	1,870.0	0.0	0.0	0.0	0.0
P2180	AF-CIVIC FACILITY SITE MAINTENANCE	300.0	500.0	600.0	600.0	600.0
<b>Total</b>		<b>14,426.0</b>	<b>24,395.0</b>	<b>69,798.0</b>	<b>12,976.0</b>	<b>11,063.0</b>

Unfunded Capital Projects		2017	2018	2019	2020	2021
P1584	CIVIC OPERATIONS CENTRE	0.0	0.0	0.0	47,500.0	0.0
P2180	AF-CIVIC FACILITY SITE MAINTENANCE	0.0	1,400.0	0.0	0.0	0.0
P2296	AF-LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	0.0	1,100.0	0.0	0.0	0.0
P2298	AF-CAIRNS GRANDSTAND & CLUBHOUSE REPLACEMENT	0.0	4,000.0	0.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>6,500.0</b>	<b>0.0</b>	<b>47,500.0</b>	<b>0.0</b>



The 2017 Facilities Management Capital Investments include nine funded projects totaling \$14.4 million.

Three of these projects totaling \$8.6 million are geared towards maintaining existing corporate assets. The remainder of this investment expands and maintains the existing radio trunking system and addresses civic accommodation including Service Saskatoon considerations and corporate security; continue work on civic operations centre for the city yards and ensure business continuity by installing an uninterrupted power supply for City Hall; and SPCA building upgrades for enhanced replacements and repairs to mechanical, electrical and HVAC systems.

P2176 Shaw Centre Major Repairs involves the construction of a permanent enclosure for an existing air handling unit and electrical upgrades, including the installation of electrical protection for equipment. In addition, a review will be completed to identify and prioritize any additional major repairs to be undertaken in future years.

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 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	4,999.9	4,686.6	4,829.7	4,933.6	103.9	2.2%
Operating Cost	11,378.7	11,794.2	11,975.1	11,055.6	(919.5)	-7.7%
Cost Recovery	(23,563.2)	(22,108.5)	(22,432.5)	(21,706.9)	725.6	-3.2%
Capital Contribution	7,184.6	5,627.7	5,627.7	5,717.7	90.0	1.6%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	53.20	58.20	5.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Fleet Services	0.0	0.0	0.0	0.0	(444.5)	394.5	50.0	0.0	0.0

#### Growth:

- Fleet Services is currently in the process of undergoing an internal Civic Services Review. One of the items identified in this process is the opportunity to address growth pressures through existing resources. As such, 5.0 FTE's and \$394.5 have been added to Fleet Services in order to align fleet operations with the rest of the corporation's requirements. This is substantially offset by a significant drop in overtime and other operational cost savings.

#### Service Level Change:

- There is a \$50.0 increased contribution to the parks equipment maintenance program based on the Civic Services Review. This funding will be used to review the current parks equipment maintenance program and align service with best practices and required levels of service. Once a best practice is determined and the program is adjusted, this \$50.0 will be rolled into the future operating requirements of the new program.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	815.0	100.0	250.0	100.0	100.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	7,128.0	5,692.0	5,700.0	5,900.0	6,000.0
P1929 AF-CSR BUILDING RENOS	85.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>8,028.0</b>	<b>5,792.0</b>	<b>5,950.0</b>	<b>6,000.0</b>	<b>6,100.0</b>



The 2017 Fleet Services Capital Investments include the purchase of additional and replacement fleet vehicles and equipment totaling \$8.0 million. This funding is required to replace units that are experiencing higher than normal maintenance and repair costs, excessive downtime, a loss in productivity, and/or have reached or passed their scheduled life spans.

**Future Operating Impact of Current Year's Capital Projects**

There are no future operating impacts from 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(2,924.1)	(2,536.0)	(2,526.8)	(2,538.0)	(11.2)	0.4%
Staff Compensation	42.5	56.7	58.3	58.6	0.3	0.5%
Operating Cost	1,772.8	1,558.6	1,608.6	1,714.5	105.9	6.6%
Capital Contribution	492.4	492.4	492.4	492.4	0.0	0.0%
<b>Total</b>	<b>(616.4)</b>	<b>(428.3)</b>	<b>(367.5)</b>	<b>(272.5)</b>	<b>95.0</b>	<b>-25.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.90	0.90	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
City-Owned Property - Land	(2,526.8)	(11.2)	(2,538.0)	2,159.3	106.2	0.0	0.0	2,265.5	(272.5)

#### Revenue Change:

- Revenue under City-Owned Property is increasing by \$11.2. This increase is largely made up of increases in externally leased City land of \$87.4, offset by decreased revenue under the Industrial Land Incentive Program for \$42.6 as leases under the program are converted into purchases, decreasing short-term lease revenue of \$29.6 from downtown parcels which are currently being held for future development, and decreased Farm land leases for \$4.0.

#### Other Significant Item(s):

- Increases in lease expenses of \$105.9 are a result of higher contractually obligated occupancy and maintenance costs and property inspection fees.

### Summary of Capital Investments

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



**Operating Budget**  
\$56.1 million

**Capital Budget**  
\$3.4 million



## STRATEGIC GOALS:



Asset & Financial Sustainability



Culture of Continuous Improvement

## Service Outcomes

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

## At A Glance

\$41.7 billion of assessed property in Saskatoon.

\$33.3 billion of taxable property.

\$458.4 million in the 2016 Civic Operating Budget (excluding utilities).

\$228.8 million of projects in the 2016 Capital Budget.

70,000 parcels of land are managed in our GIS system, 5000 devices, and 60 locations supported by Information Technology (IT).

3,918 permanent full-time, part-time, and job-share employees throughout the City.

3,602 full-time equivalent positions throughout the City.



2,600 citizens visited the online citizen budget tool in 2016, 803 submitted feedback.

1,600 Service Alerts in 2015 regarding service disruptions.

30 boards, commissions, and committees plus 3 major tribunals.

18 Joint Occupational Health and Safety Committees.

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

11 elected officials including the Mayor and 10 Councillors.

## Council Priorities

- Begin the process of implementing Service Saskatoon.
- Develop a recruitment and retention strategy that attracts the best talent and retains employees over the long term.
- Develop funding strategies for expenses related to new capital expenditures.
- Establish levels of service for rehabilitation of assets and identify supporting financial strategies.
- Explore alternate sources of revenue to pay for ongoing operations.

## Strategic Risks

- There may be limitations on non-property tax revenue options and taxing powers resulting in an over-reliance on property tax.
- The City may lack the right initiatives to adequately engage and inform citizens.
- Financial and operational systems are not well integrated which makes it difficult to make data based decisions.
- The City may not be delivering expected levels of IT services as there may be a lack of a clear IT strategy. IT systems and Hardware may be outdated resulting in inability to meet business needs which may result in higher IT costs.
- Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.
- Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way.
- Overall succession planning, leadership development and the workforce planning process may not be adequate considering ageing workforce and staff turnover which may require better talent management and retention strategies.
- The current budgeting process may make it difficult to see the "big picture" and identify priority based funding.

## Performance Measures

### **Satisfaction with civic services of 90 percent or more.**

- 2017 Target: 88%

### **Debt supported by taxes is less than \$1,750 per person.**

- This is a longer term target therefore there is no annual target.

### **Annual municipal property tax increase equal to or less than the Municipal Price Index (MPI).**

- 2017 Target: 2.4%



## **Zero lost time to incidents.**

- 2017 Target: Lost Time Injury Frequency of 2.95

## **The City of Saskatoon's workforce represents the diversity of Saskatoon's population.**

2017 Targets for each of the four equity groups:

- Aboriginal – 9.3%
- Visible Minority – 10.5%
- People with Disabilities – 5.0%
- Women – 39.5%

## Strategic Outcomes and 2017 Initiatives

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

- Increase satisfaction with civic services through implementation of Service Saskatoon and the 311/Customer Relationship Management (CRM) initiative.
- Define the immediate and long-term space requirements and opportunities for Service Saskatoon and co-located efficiencies in civic accommodation plans.
- Build a corporate Intranet as a “One Stop Shop” for City staff to get information and ensure employees are well informed about City programs and initiatives.
- Develop the City of Saskatoon brand and brand mapping strategy to enhance consistent communication and make it easier for citizens to connect with City services.

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

- Develop business process requirements and issue a request for proposal for an Enterprise Resource Planning (ERP) system that would standardize the City's business processes and develop a platform for future Service Saskatoon Initiatives such as a CRM.

### **Identify efficiencies in Corporate Governance and Finance Programs and Services.**

- Investigate and identify the most cost effective way to consolidate many current financial, payroll, and human resource systems.
- Develop a Corporate Project Management System to improve consistency and efficiency in all projects across the organization.
- Develop a four-year plan for Civic Service Reviews and continuous improvement initiatives in each division in line with the Internal Audit Plan and the Strategic Plan.
- Expand the purchasing cards throughout the Corporation in order to reduce processing time in accounts payable and expedite the purchasing process within each department.
- Implement a new procurement policy including protocols and templates for the organization.

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

- Update the long-term financial plan in preparation of multi-year planning and budgeting to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.
- Explore alternate sources of revenues to pay for ongoing operations.
- Complete a life-cycle costing model which departments can use to provide consistent and reliable information during budget deliberations regarding major asset acquisitions.
- Review processes, systems, and industry best practices to ensure that taxation options are addressed more effectively and efficiently.



- Utilize external expertise to develop a coordinated strategy that will optimize revenues from naming rights, sponsorship, donations and advertising.

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

- Explore multi-year budgeting and other options to align resources with the strategic plan, economic indicators, and other relevant market information.
- Update the 2013-2023 Strategic Plan to reflect the 4-year priorities of the new City Council.
- Incorporate risk management formally into the business planning and budget process.

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

- Develop a policy and standard process for defining, establishing, and approving key asset and maintenance/operational service levels and associated costs.
- Expand the Asset Management Program (AMP) which tracks inventory condition, maintenance costs, funding strategies, and plans for achieving set service levels.
- In collaboration with other divisions, identify the cost per unit to deliver alternative levels of service as a base for more informed decisions on approved service levels.

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

- Audit the health and safety practices of four divisions and assist in identifying and developing an action plan to address the three top priorities.

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

- Develop a framework for a new community engagement strategy to enable residents to participate in City decisions more often.

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

- Develop a strategy to attract and retain the best available representative workforce.
- Review internal programs and services to identify and eliminate processes, policies, plans and practices that create barriers for current and potential employees.
- Implement the Diversity and Inclusion Action Plan that supports increased workforce proportions for each of the identified groups.
- Develop an Employee Rewards and Recognition Program in consultation with employees.
- Implement the Aboriginal Awareness Program which is an education program for employees that shares the history of residential schools, their impact, and opens dialogue on reconciliation within the workplace.

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

- Continue the transition from manual meter reading to Advanced Metering Infrastructure.
- Explore opportunities to convert paper records to digital to reduce office storage requirements, allow for easier access, and increase security and efficiency.
- Implement a data warehouse and business intelligence tool to enable the development of workforce analytics, collective bargaining strategies, and workforce planning.
- 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.
- Explore options for replacement of vote counting machines reaching the end of their life expectancy and service support.
- Further define and build on the major programs and initiatives for IT that are enterprise enabled.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,368.1	1,541.7	1,562.1	0.0	1,575.0	1,575.0	12.9	0.8%
City Manager's Office	657.8	656.4	675.4	0.0	681.7	681.7	6.3	0.9%
City Clerk's Office	2,095.9	2,286.4	2,364.4	(20.0)	2,667.2	2,647.2	282.8	12.0%
City Solicitor's Office	1,788.2	1,920.9	1,952.6	(325.0)	2,289.8	1,964.8	12.2	0.6%
Corporate Support	17,275.4	18,025.4	18,642.2	(70.8)	19,011.9	18,941.1	298.9	1.6%
General Services	(2,715.1)	(3,593.1)	(3,242.2)	(9,454.6)	7,951.7	(1,502.9)	1,739.3	-53.6%
Assessment & Taxation	3,172.4	3,556.5	3,647.6	(4.5)	3,688.0	3,683.5	35.9	1.0%
Revenue Services	1,739.8	1,843.9	1,925.4	(163.1)	2,108.5	1,945.4	20.0	1.0%
Financial Services	3,087.3	2,891.7	3,097.6	0.0	3,338.1	3,338.1	240.5	7.8%
Debt Servicing	19,703.5	19,703.5	20,559.8	(7,194.6)	29,354.7	22,160.1	1,600.3	7.8%
Service Saskatoon	175.6	200.0	200.0	0.0	715.4	715.4	515.4	257.7%
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>48,348.9</b>	<b>49,033.3</b>	<b>51,384.9</b>	<b>(17,232.6)</b>	<b>73,382.0</b>	<b>56,149.4</b>	<b>4,764.5</b>	<b>9.3%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	401.69	407.69	6.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Legislative	0.0	0.0	0.0	1,562.1	12.9	0.0	0.0	1,575.0	1,575.0
City Manager's Office	0.0	0.0	0.0	675.4	6.3	0.0	0.0	681.7	681.7
City Clerk's Office	(6.0)	(14.0)	(20.0)	2,370.4	81.3	115.9	99.6	2,667.2	2,647.2
City Solicitor's Office	(278.0)	(47.0)	(325.0)	2,230.6	59.2	0.0	0.0	2,289.8	1,964.8
Corporate Support	(70.8)	0.0	(70.8)	18,713.0	(7.9)	100.7	206.1	19,011.9	18,941.1
General Services	(9,454.6)	0.0	(9,454.6)	6,212.4	1,779.3	(40.0)	0.0	7,951.7	(1,502.9)
Assessment & Taxation	(24.5)	20.0	(4.5)	3,672.1	15.9	0.0	0.0	3,688.0	3,683.5
Revenue Services	(103.6)	(59.5)	(163.1)	2,029.0	79.5	0.0	0.0	2,108.5	1,945.4
Financial Services	0.0	0.0	0.0	3,097.6	240.5	0.0	0.0	3,338.1	3,338.1
Debt Servicing	(7,176.5)	(18.1)	(7,194.6)	27,736.3	18.4	1,600.0	0.0	29,354.7	22,160.1
Service Saskatoon	0.0	0.0	0.0	200.0	215.4	0.0	300.0	715.4	715.4
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>(17,114.0)</b>	<b>(118.6)</b>	<b>(17,232.6)</b>	<b>68,498.9</b>	<b>2,500.8</b>	<b>1,776.6</b>	<b>605.7</b>	<b>73,382.0</b>	<b>56,149.4</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
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	0.0	0.0	175.0	350.0	50.0
City Solicitor's Office	100.0	0.0	0.0	0.0	0.0
Corporate Support	1,105.0	850.0	625.0	811.0	700.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	0.0	0.0	100.0	250.0	100.0
Revenue Services	150.0	0.0	0.0	300.0	0.0
Financial Services	1,200.0	0.0	0.0	0.0	0.0
Debt Servicing	0.0	0.0	0.0	0.0	0.0



## Summary of Funded Capital Investments

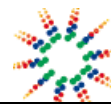
Service Line	2017	2018	2019	2020	2021
Service Saskatoon	750.0	200.0	200.0	200.0	200.0
Corporate Projects	85.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>3,390.0</b>	<b>1,050.0</b>	<b>1,100.0</b>	<b>1,911.0</b>	<b>1,050.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
AFM - CAPITAL RESERVE	225.0	0.0	100.0	550.0	100.0
C.I.S. DEVELOPMENT RESERVE	1,000.0	200.0	0.0	0.0	0.0
CK - CAPITAL RESERVE	0.0	0.0	85.0	350.0	50.0
COMPUTER EQUIPMENT REPL RES	225.0	650.0	625.0	675.0	700.0
CORPORATE CAPITAL RESERVE	200.0	200.0	200.0	200.0	200.0
CP - CAPITAL RESERVE	80.0	0.0	0.0	0.0	0.0
CY CAPITAL RESERVE	50.0	0.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	75.0	0.0	0.0	0.0	0.0
OPERATING FUND CONTRIBUTION	0.0	0.0	90.0	0.0	0.0
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	0.0	0.0	136.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	1,385.0	0.0	0.0	0.0	0.0
TU - CAPITAL RESERVE	75.0	0.0	0.0	0.0	0.0
WASTEWATER TRTMNT CAP RES	37.0	0.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	38.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>3,390.0</b>	<b>1,050.0</b>	<b>1,100.0</b>	<b>1,911.0</b>	<b>1,050.0</b>
Unfunded	0.0	5,870.0	5,780.0	5,970.0	0.0

## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P1977 CP-LOCAL AREA NETWORK & DATA SECURITY	0.0	6.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	10.0	0.0	0.0	0.0
P1944 CP-LEARNING MANAGEMENT SYSTEM	0.0	19.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>35.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Legislative

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	1,036.0	1,052.6	1,063.9	1,069.4	5.5	0.5%
Operating Cost	332.1	476.1	488.2	495.6	7.4	1.5%
Transfer to/from Reserves	0.0	13.0	10.0	10.0	0.0	0.0%
<b>Total</b>	<b>1,368.1</b>	<b>1,541.7</b>	<b>1,562.1</b>	<b>1,575.0</b>	<b>12.9</b>	<b>0.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	4.00	4.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Legislative	0.0	0.0	0.0	1,562.1	12.9	0.0	0.0	1,575.0	1,575.0

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

### 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	666.2	641.0	660.0	666.3	6.3	1.0%
Operating Cost	46.7	64.1	64.9	64.9	0.0	0.0%
Cost Recovery	(58.7)	(58.7)	(59.5)	(59.5)	0.0	0.0%
Capital Contribution	3.5	10.0	10.0	10.0	0.0	0.0%
<b>Total</b>	<b>657.7</b>	<b>656.4</b>	<b>675.4</b>	<b>681.7</b>	<b>6.3</b>	<b>0.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	4.00	4.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
City Manager's Office	0.0	0.0	0.0	675.4	6.3	0.0	0.0	681.7	681.7

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

### Summary of Capital Investments

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



## City Clerk's Office

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(12.3)	10.0	(6.0)	(20.0)	(14.0)	233.3%
Staff Compensation	1,604.7	1,705.7	1,769.7	1,949.7	180.0	10.2%
Operating Cost	390.2	459.7	943.3	448.3	(495.0)	-52.5%
Cost Recovery	(60.4)	(62.8)	(342.1)	(31.9)	310.2	-90.7%
Capital Contribution	103.8	103.8	130.1	166.1	36.0	27.7%
Transfer to/from Reserves	70.0	70.0	(130.6)	135.0	265.6	-203.4%
<b>Total</b>	<b>2,096.0</b>	<b>2,286.4</b>	<b>2,364.4</b>	<b>2,647.2</b>	<b>282.8</b>	<b>12.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	20.24	22.24	2.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
City Clerk's Office	(6.0)	(14.0)	(20.0)	2,370.4	81.3	115.9	99.6	2,667.2	2,647.2

#### Revenue Change:

- Revenues are anticipated to increase by \$14.0 in 2017, largely due to the 2017 reassessment and increased Board of Revision fees as appeals increase in reassessment years.

#### Growth:

- An increase of \$79.9 and 1.0 FTE for a new Committee Assistant to provide council support.

#### Capital Contribution:

- A \$36.0 increased contribution to capital reserve relates to the upgrade of the Documentum Records and Information Management Software system for hardware, software, licensing, and ongoing system support.
- Contributions to the voting reserve are increasing by \$65.0 in order to fund future tabulating machines for elections in 2017 – 2020.

#### Other Significant Item(s):

- An increase of \$99.6 and 1.0 FTE for a new Access & Privacy Officer position who will be responsible for developing an access and privacy program and implementation of policies, procedures, practices and training to improve privacy of personal and confidential information.
- As 2016 was an election year, the City Clerk's Office had a variety of expenses and cost recoveries which will not be present in 2017. These include a \$310.2 decrease in cost recoveries in 2017 related to amounts recovered from the School Boards for the 2016 election, a \$200.6 decrease in transfers from reserve which



are used to fund election costs and a \$495.0 decrease in operating costs related to a variety of costs associated with the election in 2016.

## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1883	CK-ELECTRONIC RECORDS MANAGEMENT	0.0	0.0	85.0	350.0	50.0
P1884	CK-ELECTRONIC AGENDA & MEETING MGT SYSTEM	0.0	0.0	90.0	0.0	0.0
Total		0.0	0.0	175.0	350.0	50.0

There are no 2017 capital investments for the City Clerk's Office.



## City Solicitor's Office

### Overview

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

The wide variety of legal work performed by the Office of the City Solicitor includes 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(288.4)	(231.8)	(278.0)	(325.0)	(47.0)	16.9%
Staff Compensation	2,497.6	2,467.3	2,587.5	2,646.6	59.1	2.3%
Operating Cost	1,596.0	1,723.3	1,730.2	1,937.3	207.1	12.0%
Cost Recovery	(2,617.0)	(2,637.9)	(2,487.1)	(2,694.1)	(207.0)	8.3%
Transfer to/from Reserves	600.0	600.0	400.0	400.0	0.0	0.0%
<b>Total</b>	<b>1,788.2</b>	<b>1,920.9</b>	<b>1,952.6</b>	<b>1,964.8</b>	<b>12.2</b>	<b>0.6%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	22.00	22.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
City Solicitor's Office	(278.0)	(47.0)	(325.0)	2,230.6	59.2	0.0	0.0	2,289.8	1,964.8

#### Revenue Change:

- The Solicitor's Office is anticipating an increase of \$47.0 in revenue due to increased volume of files pertaining to tax enforcement proceedings.

#### Other Significant Item(s):

- The Risk Management Program has seen an increase of \$207.0 in cost recovery in 2017. This is made up of an increase to the cost of premiums of 15% or \$175.2, due to recent revaluations of City properties, a new insurance expenditure of \$30.0 for the Remai Modern for 2017, and an increase in the insurance broker contract.
- As approved by City Council, the contribution to Errors and Omissions Liability Reserve will be reduced to zero in 2017 and replaced by an insurance policy.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P2622	SO-COMPREHENSIVE GOVERNANCE REVIEW	100.0	0.0	0.0	0.0	0.0
Total		100.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects		2017	2018	2019	2020	2021
P2622	SO-COMPREHENSIVE GOVERNANCE REVIEW	0.0	50.0	0.0	0.0	0.0
Total		0.0	50.0	0.0	0.0	0.0

The Capital Investment of \$100.0 is included in 2017 budget for a comprehensive review of the governance structures, models, practices, and procedures.



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

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

The 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.



## Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(110.4)	(51.0)	(70.8)	(70.8)	0.0	0.0%
Staff Compensation	19,899.8	20,217.6	20,871.8	21,189.0	317.2	1.5%
Operating Cost	6,563.2	6,635.3	6,790.0	6,939.7	149.7	2.2%
Cost Recovery	(10,486.3)	(10,163.5)	(10,335.8)	(10,703.8)	(368.0)	3.6%
Capital Contribution	1,397.4	1,381.1	1,381.1	1,581.1	200.0	14.5%
Transfer to/from Reserves	11.6	5.9	5.9	5.9	0.0	0.0%
<b>Total</b>	<b>17,275.3</b>	<b>18,025.4</b>	<b>18,642.2</b>	<b>18,941.1</b>	<b>298.9</b>	<b>1.6%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	213.65	214.65	1.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Corporate Support	(70.8)	0.0	(70.8)	18,713.0	(7.9)	100.7	206.1	19,011.9	18,941.1

### Growth:

- As Community Engagement has been identified as a corporate risk, the 2017 budget includes \$100.7 including 1.0 FTE for an Engagement and Communications Manager. This position will be responsible for coordinating a more strategic approach to increasing the effectiveness of the City's community engagement efforts. This increase is partially offset with cost recoveries of \$50.7.

### Service Level Change:

- Fire Services has a staff complement of 332.0 FTE's which currently have no dedicated Human Resource support. The 2017 budget includes an increase of \$120.0 including 1.0 FTE for a Human Resource Consultant to assist the Saskatoon Fire Department in managing staff, policies and procedures.
- Increase of \$106.9 including 1.0 FTE for a Customer Advocate & Liaison position in order to improve customer service within the Transportation & Utilities Department.

### Capital Contribution:

- Reserve contributions of \$200.0 have been transferred from the Transit Operations service line to T&U's administrative support center to better align with general capital reserve contributions.

### Other Significant Item(s):

- Service Saskatoon was part of the Corporate Support service line in 2016; however, has been separated into a new Service Saskatoon service line in 2017. Existing budget including 2.0 FTEs have been transferred to the new Service Saskatoon service line.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1083	CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	450.0	500.0	550.0	550.0
P1780	CP-CORP NETWORK INFRASTRUCTURE	125.0	125.0	125.0	125.0	150.0
P1942	AF-CORPORATE SECURITY PLAN	150.0	0.0	0.0	0.0	0.0
P1944	CP-LEARNING MANAGEMENT SYSTEM	280.0	0.0	0.0	0.0	0.0
P1977	CP-LOCAL AREA NETWORK & DATA SECURITY	100.0	75.0	0.0	0.0	0.0
P2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	0.0	0.0	0.0	136.0	0.0
P2516	CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	450.0	200.0	0.0	0.0	0.0
<b>Total</b>		<b>1,105.0</b>	<b>850.0</b>	<b>625.0</b>	<b>811.0</b>	<b>700.0</b>

Unfunded Capital Projects		2017	2018	2019	2020	2021
P2517	CP-CITY OF SASKATOON BRAND DEVELOPMENT	0.0	70.0	0.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>70.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Project 2516 for \$450.0 is to build capacity and foster innovation for IT strategies in order to deliver on the vision of information technology for the City of Saskatoon.

2017 Capital Investments also include two asset replacement projects (projects 1780 and 1977) totaling \$225.0 to keep the City's network equipment and support systems current.

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

### Future Operating Impacts of Current Year's Capital Projects

Future operating impacts include IT switch maintenance for \$10.0, software maintenance and log monitoring for \$6.0, as well as licensing costs of \$19.0 in 2018.

### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P1977 CP-LOCAL AREA NETWORK & DATA SECURITY	0.0	6.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	10.0	0.0	0.0	0.0
P1944 CP-LEARNING MANAGEMENT SYSTEM	0.0	19.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>35.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue - Admin Recovery	(7,394.2)	(7,394.2)	(9,454.6)	(9,454.6)	0.0	0.0%
Staff Compensation	(355.9)	(430.4)	623.7	2,311.1	1,687.4	270.5%
Operating Cost	1,584.5	781.0	787.9	1,864.0	1,076.1	136.6%
Debt Charges	397.1	397.1	322.4	138.2	(184.2)	-57.1%
Capital Contribution	3,053.4	3,053.4	4,478.4	3,638.4	(840.0)	-18.8%
<b>Total</b>	<b>(2,715.1)</b>	<b>(3,593.1)</b>	<b>(3,242.2)</b>	<b>(1,502.9)</b>	<b>1,739.3</b>	<b>-53.6%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
General Services	(9,454.6)	0.0	(9,454.6)	6,212.4	1,779.3	(40.0)	0.0	7,951.7	(1,502.9)

### Capital Contribution:

- As part of the Civic Facilities Funding Plan a base of \$800.0 was being phased in to support operations of a new fire hall. Due to Fire Services continuous improvement initiative regarding the relocation of existing fire halls this funding is no longer required and has been transferred to general payroll for pension liabilities relating to the change in Fire and Police pension plans.
- In 2017 Saskatoon City Council dedicated an additional \$40.0 to support the Meewasin Valley Authority (MVA). This is funded through a decreased transfer to the reserve for capital expenditures.

### Other Significant Item(s):

- Net Working Capital Interest (WCI) is collected by the General Services service line as compensation for outstanding funds to non-mill rate programs. WCI is anticipated to decline by \$184.2 in 2017. This decrease is associated to a net Utility fund increase in the amount of \$68.9 (water, wastewater, storm, electrical, and recycling), offset by a decrease of \$253.1 in the land bank program attributing to a declining fund balance.
- General Expenditures represent corporate wide expenditures which affect a number of areas or the Corporation as a whole. Insurance charges in this area have increased \$63.5.
- As a result of the 2017-2018 provincial government's budget, the impact to the City was an operating cost increase of \$1.0 million relating to the 1% increase in the PST rate.

### 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(26.2)	(4.5)	(24.5)	(4.5)	20.0	-81.6%
Staff Compensation	2,795.8	3,076.3	3,167.4	3,197.0	29.6	0.9%
Operating Cost	391.3	498.8	498.8	485.1	(13.7)	-2.7%
Cost Recovery	0.0	(20.0)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	11.6	5.9	5.9	5.9	0.0	0.0%
<b>Total</b>	<b>3,172.5</b>	<b>3,556.5</b>	<b>3,647.6</b>	<b>3,683.5</b>	<b>35.9</b>	<b>1.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	37.00	36.70	(0.30)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Assessment & Taxation	(24.5)	20.0	(4.5)	3,672.1	15.9	0.0	0.0	3,688.0	3,683.5

#### Revenue Change:

- Revenues have been reduced for this service line by \$20.0 as tax search revenue has been reclassified to the Revenue Services service line.

#### Other Significant Item(s):

- Due to a reorganization within the Revenue Division, 0.3 FTE has been redeployed to the Revenue Services service line.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2079 AF-PROPERTY REASSESSMENT	0.0	0.0	100.0	250.0	100.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>250.0</b>	<b>100.0</b>

There are no 2017 capital investments for Assessment & Taxation.



## Revenue Services

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(116.3)	(76.4)	(103.6)	(163.1)	(59.5)	57.4%
Staff Compensation	5,036.6	5,066.9	5,213.5	5,278.2	64.7	1.2%
Operating Cost	3,105.4	3,145.8	3,326.2	3,368.8	42.6	1.3%
Cost Recovery	(6,285.8)	(6,292.4)	(6,510.7)	(6,538.5)	(27.8)	0.4%
<b>Total</b>	<b>1,739.9</b>	<b>1,843.9</b>	<b>1,925.4</b>	<b>1,945.4</b>	<b>20.0</b>	<b>1.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	72.70	72.00	(0.70)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Revenue Services	(103.6)	(59.5)	(163.1)	2,029.0	79.5	0.0	0.0	2,108.5	1,945.4

#### Revenue Change:

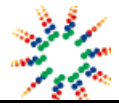
- Revenue increased by \$59.5 including a transfer of \$21.0 from Assessment & Taxation for tax searches, taxi licensing fees of \$37.5, and bank tax search of \$1.0.

#### Other Significant Item(s):

- Due to the reorganization within the Revenue Division, 1.0 FTE has been redeployed to Financial Services service line and 0.3 FTE has been transferred from Assessment and Taxation service line which equates to a net FTE decrease of 0.7 in this service line.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2514 AF-CIS SYSTEM	150.0	0.0	0.0	0.0	0.0
P2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	0.0	0.0	0.0	300.0	0.0
<b>Total</b>	<b>150.0</b>	<b>0.0</b>	<b>0.0</b>	<b>300.0</b>	<b>0.0</b>



Project 2514 is to support the evaluation of the current Customer Information System (CIS) which supports utility and property tax billings from both a business and technical perspective to develop a plan, roadmap and business case detailing the future direction to take with the CIS system in relation to Service Saskatoon.

**Future Operating Impacts of Current Year's Capital Projects**

There are no future operating impacts from the 2017 Capital Project.



## Financial Services

### Overview

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

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	2,415.8	2,431.2	2,640.0	2,813.6	173.6	6.6%
Operating Cost	465.7	299.4	299.4	366.8	67.4	22.5%
Cost Recovery	(54.2)	(108.9)	(111.8)	(112.3)	(0.5)	0.4%
Capital Contribution	260.0	270.0	270.0	270.0	0.0	0.0%
<b>Total</b>	<b>3,087.3</b>	<b>2,891.7</b>	<b>3,097.6</b>	<b>3,338.1</b>	<b>240.5</b>	<b>7.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	27.10	28.10	1.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Financial Services	0.0	0.0	0.0	3,097.6	240.5	0.0	0.0	3,338.1	3,338.1

### Other Significant Item(s):

- As part of the Revenue Division reorganization 1.0 FTE has been redeployed from the Revenue Services service into Financial Services.
- Software licensing fees and contractual inflationary obligations have increased by \$67.4 to support core financial and budgetary systems.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P1829 AF-SERVICE SASKATOON - SYSTEMS	500.0	0.0	0.0	0.0	0.0
P2515 AF-MULTI-YEAR BUSINESS PLAN AND BUDGET	650.0	0.0	0.0	0.0	0.0
P2524 CP-NAMING AND SPONSORSHIP	50.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>1,200.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P1829 AF-SERVICE SASKATOON - SYSTEMS	0.0	5,750.0	5,780.0	5,970.0	0.0
<b>Total</b>	<b>0.0</b>	<b>5,750.0</b>	<b>5,780.0</b>	<b>5,970.0</b>	<b>0.0</b>



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

Project 2515 is for the development of a multi-year business plan and budget process beginning in 2019. This will include the cost of public engagement, system and reporting development and strategic planning initiatives among other required supports for this initiative.

Project 2524 is for investigating alternative sources of revenues to reduce reliance on residential property taxes. Work will continue on proposing high level guiding principles, potential new opportunities, and direction for proceeding naming in each category.

#### **Future Operating Impacts of Current Year's Capital Projects**

There are no future operating impacts from the 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue - Gas Tax	(7,180.5)	(7,183.1)	(7,176.5)	(7,194.6)	(18.1)	0.3%
Capital Down Payments	4,821.8	5,783.3	4,917.8	6,485.3	1,567.5	31.9%
Interest	6,486.8	6,285.3	6,134.1	5,596.8	(537.3)	-8.8%
Principal	15,575.4	14,818.0	16,684.4	17,272.6	588.2	3.5%
<b>Total</b>	<b>19,703.5</b>	<b>19,703.5</b>	<b>20,559.8</b>	<b>22,160.1</b>	<b>1,600.3</b>	<b>7.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Debt Servicing	(7,176.5)	(18.1)	(7,194.6)	27,736.3	18.4	1,600.0	0.0	29,354.7	22,160.1

### Growth:

- The Corporation's Civic Facilities Funding Plan has been developed in order to fund major projects such as the Police Headquarters, Civic Operations Centre, new fire halls and the Remai Modern, amongst other projects. As part of this plan \$1.6 million is required in 2017 in order to fund the plan and associated debt.

### Other Significant Item(s):

- Debt servicing costs are \$22.9 million which consist of \$5.6 million in interest payments and \$17.3 million in principal payments.
- \$6.5 million in capital project down payments have also been included in this service line in accordance with the City's Major Transportation and Civic Facilities Funding Plan for future debt payments, capital contributions and operating impacts of major capital projects.

### Summary of Capital Investments

There are no capital investments for Debt Servicing.



## Service Saskatoon

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	0.0	0.0	0.0	413.3	413.3	0.0%
Operating Cost	75.6	100.0	100.0	102.1	2.1	2.1%
Capital Contribution	100.0	100.0	100.0	200.0	100.0	100.0%
<b>Total</b>	<b>175.6</b>	<b>200.0</b>	<b>200.0</b>	<b>715.4</b>	<b>515.4</b>	<b>257.7%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	3.00	3.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Service Saskatoon	0.0	0.0	0.0	200.0	215.4	0.0	300.0	715.4	715.4

#### Service Level Change:

- Service Saskatoon includes an increase of \$200.0 including 1.0 FTE for the Director of Service Saskatoon to lead this service line towards enhancing customer experience initiatives.

#### Capital Contribution:

- A total of \$200.0 is being transferred to reserve in 2017, which includes \$100.0 in existing funding transferred from Corporate Support and \$100.0 in new funding. These reserve contributions will be used for capital project 1364 which aims to advance Service Saskatoon's four key pillars: Citizen Input, Staffing, Systems and Standards.

#### Other Significant Item(s):

- Service Saskatoon was part of the Corporate Support service line in 2016. Existing budget of \$217.6 including 2.0 FTEs has been transferred into this Service Saskatoon new service line in 2017.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1364	CP-SERVICE SASKATOON-CITIZEN INPUT/ SYSTEMS/STANDARDS/STAFFING	200.0	200.0	200.0	200.0	200.0
P2523	CP-CITIZEN WEB STOREFRONT AND CITY INTRANET	550.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>750.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>

Project 1364 is for 311/Customer Relationship Management (CRM) project in order to continue the phased in approach of the Service Saskatoon initiative in 2017.

In addition to support Service Saskatoon, project 2523 includes \$550.0 to be invested into the Citizen Web Storefront and City SharePoint to further enhance the customer service experience.

### Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2017 Capital Project.



## Corporate Projects

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	110.8	141.4	145.5	145.3	(0.2)	-0.1%
Operating Cost	7.9	39.8	39.8	39.8	0.0	0.0%
Transfer to/from Reserves	(118.7)	(181.2)	(185.3)	(185.1)	0.2	-0.1%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	1.00	1.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

There are no significant operating changes in Corporate Projects.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	85.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>85.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

The Winter City strategy development for \$85.0 is being requested to provide opportunities for activities in a winter city and to address winter events, mobility and design among other aspects. Phase 1 includes engagement and awareness plan and funding of initiatives which respond to needs identified through an online resource hub, events, an e-newsletter and social media campaign.

### Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2017 capital projects.





**Operating Budget**  
\$13.3 million

**Capital Budget**  
\$13.2 million



## STRATEGIC GOAL:



## Environmental Leadership

### Service Outcomes

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

### At A Glance

#### Urban Forest: Parks

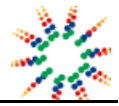
- 110,000 trees with approximately 60% of the inventory lining city streets and 40% located within civic parks.
- 10,000 trees pro-actively pruned each year.
- 2500 citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals, and clarification of tree ownership.

#### Pest Management: Parks

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

#### Garbage: Waste Handling Services

- 2.8 million residential containers collected each year with a 99.9 percent success rate.
- 112,000 tonnes of garbage received at the Landfill annually; 55% is residential garbage.
- 68,500 single-family homes and 23,000 multi-unit residential properties receive garbage collection services by a fleet of 18 garbage trucks.



## Environment: Environmental Programs

- \$7.3 million saved on construction projects involving contaminated soil while also improving environmental stewardship of materials of concern to human or environmental health.
- 14 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.
- 9 waste diversion programs divert 21 percent of the waste generated in the community away from the Landfill.

## Council Priorities

- Consider mitigation strategies for the impact of severe weather events on the City's infrastructure.
- Promote and facilitate city-wide composting and recycling to reduce the rate and volume of waste sent to the landfill.
- Identify opportunities to replace conventional energy sources with green energy technologies and find alternate ways of generating capacity to support operations.

## Strategic Risks

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

## Performance Measures

### **Divert 70% of Waste from the Saskatoon Landfill**

- 2017 Target: 23%

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

- 2017 Target: 5% below 2014 levels

## Strategic Outcomes and 2017 Initiatives

### **Improve waste diversion performance.**

- 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.
- Construct the first components of Recovery Park, a 'one-stop' waste diversion facility located west of the Saskatoon Landfill. Components include site preparation and roadway construction, relocation of the landfill scales and transfer station, creation of a convenient facility for the drop-off of household hazardous waste, development of a recycling depot and new construction waste facility, and landscaping.
- Implement an education program to support businesses in paper and cardboard recycling in advance of anticipated changes to the Waste Bylaw banning this material from landfills.
- Implement initiatives identified through the Waste Handling Civic Service Review.



## **Reduce the carbon footprint of civic operations.**

- Based on the results of a community greenhouse gas (GHG) emissions inventory, establish a performance target for emissions reduction across the community.
- Create a business plan that identifies the role of the City and other important stakeholders in reducing greenhouse gas (GHG) emissions to achieve the Community GHG Performance Target.
- Sign an implementation contract with an Energy Service Company and begin retrofits to the City's highest energy-consuming buildings.
- Prepare a Renewable Energy Strategy identifying the opportunities for shifting away from reliance on fossil fuel energy in Saskatoon.
- Develop a Solar Energy Demonstration Project at a civic facility.

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

- Implement an effective Dutch Elm Disease (DED) Response Plan to help prevent the spread and future introductions of DED.
- Continue surveillance and monitoring of the City's Urban Forest for invasive pest issues and adjust established emergency response plans as required.
- Expand the current tree inventory to include all trees on public and private property.
- Develop an implementation plan for the initiatives identified through the Urban Forestry Civic Service Review including a new tree management software system.
- Complete back-lane tree-trimming Civic Service Review with all divisions that require or deliver this service.

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

- Develop a Storm Water Management Plan to mitigate for the impact of severe weather events on the City's infrastructure, improve the quality of water being returned to the South Saskatchewan River, and protect private and public natural assets such as the river and urban forest.

## **Increase environmental compliance and reporting.**

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



## Operating Summary

	2017 Budget							
	2015 Actual	2015 Budget	2016 Budget	000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	469.9	474.2	480.4	0.0	490.4	490.4	10.0	2.1%
Urban Forestry	3,363.3	3,504.8	3,565.8	0.0	3,552.7	3,552.7	(13.1)	-0.4%
Waste Reduction & Resource Recovery	968.1	815.5	881.8	(12.4)	1,020.2	1,007.8	126.0	14.3%
Waste Handling Service	7,880.2	7,321.0	6,814.4	(5,920.0)	13,303.4	7,383.4	569.0	8.3%
Pest Management	817.2	863.2	916.8	(2.0)	911.3	909.3	(7.5)	-0.8%
Total	13,498.7	12,978.7	12,659.2	(5,934.4)	19,278.0	13,343.6	684.4	5.4%

Staff Complement	2016	2017	Difference
Full Time Equivalents	107.28	108.03	0.75

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Environmental Program	0.0	0.0	0.0	480.4	10.0	0.0	0.0	490.4	490.4
Urban Forestry	0.0	0.0	0.0	3,565.8	(46.3)	33.2	0.0	3,552.7	3,552.7
Waste Reduction & Resource Recovery	(8.2)	(4.2)	(12.4)	890.0	(9.2)	50.0	89.4	1,020.2	1,007.8
Waste Handling Service	(6,540.0)	620.0	(5,920.0)	13,354.4	(80.7)	0.0	29.7	13,303.4	7,383.4
Pest Management	(5.0)	3.0	(2.0)	921.8	(16.1)	5.6	0.0	911.3	909.3
<b>Total</b>	<b>(6,553.2)</b>	<b>618.8</b>	<b>(5,934.4)</b>	<b>19,212.4</b>	<b>(142.3)</b>	<b>88.8</b>	<b>119.1</b>	<b>19,278.0</b>	<b>13,343.6</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Environmental Program	5,000.0	10,000.0	0.0	0.0	0.0
Urban Forestry	50.0	0.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	7,343.0	0.0	0.0	0.0	0.0
Waste Handling Service	809.0	1,071.0	3,384.0	6,898.0	3,913.0
Pest Management	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>13,202.0</b>	<b>11,071.0</b>	<b>3,384.0</b>	<b>6,898.0</b>	<b>3,913.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
AUTO GARBAGE CONTAINER REPL RES	334.0	371.0	384.0	398.0	413.0
BORROWING (INTERNAL) NON-PIL	5,000.0	10,000.0	0.0	0.0	0.0
LANDFILL REPLACEMENT RESERVE	2,050.0	700.0	3,000.0	6,500.0	3,500.0
OTHER	50.0	0.0	0.0	0.0	0.0
REALLOCATION OF CAPITAL FUNDING	2,700.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	118.0	0.0	0.0	0.0	0.0
TU - CAPITAL RESERVE	250.0	0.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	2,700.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>13,202.0</b>	<b>11,071.0</b>	<b>3,384.0</b>	<b>6,898.0</b>	<b>3,913.0</b>
Unfunded	0.0	7,000.0	0.0	0.0	0.0



## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR - RECOVERY PARK	0.0	900.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Environmental Program

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	311.0	283.4	289.6	299.6	10.0	3.5%
Operating Cost	165.7	190.8	190.8	190.8	0.0	0.0%
<b>Total</b>	<b>476.7</b>	<b>474.2</b>	<b>480.4</b>	<b>490.4</b>	<b>10.0</b>	<b>2.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	2.90	2.90	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Environmental Program	0.0	0.0	0.0	480.4	10.0	0.0	0.0	490.4	490.4

There are no significant operating changes in Environmental Program.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2568 US-CIVIC FAC ENERGY & WTR MONITORING	5,000.0	10,000.0	0.0	0.0	0.0
<b>Total</b>	<b>5,000.0</b>	<b>10,000.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

### Future Operating Impact of Current Year's Capital Project

There are no future operating impacts from the 2017 Capital Project.



## Urban Forestry

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	1,769.4	1,754.6	1,804.4	1,813.0	8.6	0.5%
Operating Cost	1,696.9	1,741.4	1,752.6	1,843.4	90.8	5.2%
Cost Recovery	(129.3)	(17.5)	(17.5)	(130.0)	(112.5)	642.9%
Capital Contribution	26.3	26.3	26.3	26.3	0.0	0.0%
<b>Total</b>	<b>3,363.3</b>	<b>3,504.8</b>	<b>3,565.8</b>	<b>3,552.7</b>	<b>(13.1)</b>	<b>-0.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	25.19	25.19	(0.00)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Urban Forestry	0.0	0.0	0.0	3,565.8	(46.3)	33.2	0.0	3,552.7	3,552.7

#### Growth:

- As the City continues to expand and more parks and open space areas are added, additional funding is required in order to maintain service levels, therefore the 2017 budget includes \$33.2 for maintenance costs associated with the City's growing urban forest.

#### Other Significant Item(s):

- Cost recovery increase of \$112.5 reflects the costs for trees and services provided to other municipal programs. Related to this is an increase of \$88.4 in other operating expenditures required to provide these services.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P1662 CY-ELM TREE INVENTORY	50.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>50.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Project 1662 - Elm Tree Inventory, 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 2017 Capital Project.



## Waste Reduction & Resource Recovery

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(10.6)	(8.2)	(8.2)	(12.4)	(4.2)	51.2%
Staff Compensation	576.3	478.5	495.1	502.0	6.9	1.4%
Operating Cost	425.8	368.6	418.3	648.5	230.2	55.0%
Cost Recovery	(23.4)	(23.4)	(23.4)	(130.3)	(106.9)	456.8%
<b>Total</b>	<b>968.1</b>	<b>815.5</b>	<b>881.8</b>	<b>1,007.8</b>	<b>126.0</b>	<b>14.3%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	5.20	5.45	0.25

### Summary of Budget Changes

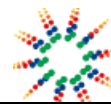
Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Waste Reduction & Resource Recovery	(8.2)	(4.2)	(12.4)	890.0	(9.2)	50.0	89.4	1,020.2	1,007.8

#### Growth:

- Operating costs were increased by \$50.0 for the Household Hazardous Waste (HHW) program. This is the second and final 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.

#### Service Level Change:

- The City operates four recycling depots which accept the same clean, unsorted materials collected in residents blue carts or bins. In order to appropriately maintain and increase cleanliness of the recycling depots a labourer position of 0.25 FTE and associated material and supply costs of \$89.4 have been added to the 2017 budget.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P2050	US-CONSTRUCTN & DEMOLITION WASTE MGT CTR - RECOVERY PARK	7,000.0	0.0	0.0	0.0	0.0
P2184	US-WASTE CHARACTERIZATION STUDY	225.0	0.0	0.0	0.0	0.0
P2518	PUBLIC SPACE RECYCLING	118.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>7,343.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Unfunded Capital Projects		2017	2018	2019	2020	2021
P2050	US-CONSTRUCTN & DEMOLITION WASTE MGT CTR - RECOVERY PARK	0.0	7,000.0	0.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>7,000.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

The 2017 Capital Investment includes; completing the community waste study and a Waste Diversion Strategy to achieve the Performance Target of a 70% Waste Diversion Rate by 2023 for \$225.0, expanding the number of recycling containers available in public areas for \$118.0.

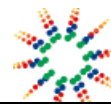
Administration is recommending, in line with the Recovery Park – Next Steps report, to proceed with the first component of Recovery Park by re-allocating related waste capital projects valued at \$7.0 million into one combined initiative. Currently unfunded for 2017 is \$2.5 million and \$4.5 million in 2018 which are required to move the current operations of the landfill from its existing location to being part of Recovery Park.

### Future Operating Impacts of Current Year's Capital Projects

Project 2050 – Recovery Park is estimated to have an operating impact of \$900.0 which would be required in 2018.

### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR - RECOVERY PARK	0.0	900.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(5,102.8)	(6,348.2)	(6,540.0)	(5,920.0)	620.0	-9.5%
Staff Compensation	4,673.2	4,684.6	4,939.5	4,820.5	(119.0)	-2.4%
Operating Cost	5,409.6	5,527.2	5,754.5	5,611.4	(143.1)	-2.5%
Debt Charges	331.7	478.5	478.5	625.2	146.7	30.7%
Cost Recovery	(367.1)	(395.4)	(725.8)	(409.2)	316.6	-43.6%
Capital Contribution	2,933.2	3,373.0	2,847.1	2,654.2	(192.9)	-6.8%
Transfer to/from Reserves	2.5	1.3	1.3	1.3	0.0	0.0%
Transfer to/from Stabilization	0.0	0.0	59.3	0.0	(59.3)	-100.0%
<b>Total</b>	<b>7,880.3</b>	<b>7,321.0</b>	<b>6,814.4</b>	<b>7,383.4</b>	<b>569.0</b>	<b>8.3%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	63.62	64.12	0.50

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Waste Handling Service	(6,540.0)	620.0	(5,920.0)	13,354.4	(80.7)	0.0	29.7	13,303.4	7,383.4

#### Revenue Change:

- Due to increased landfill competition within the region, the City's landfill operation has seen chargeable tonnages decrease from over 50,000 in 2014 to 37,500 in 2016. Taking the decreasing tonnages into consideration, as well as, partial reversal of this trend as a result of City initiatives, revenues within the Landfill program are expected to decrease by \$450.0 in 2017.
- The City operates a Heavy Grit Facility which treats liquid waste containing grit. This operation was previously located in this service line, however, in 2017 has been transferred to the Wastewater Utility in order to align operations. As such Revenue in the amount of \$170.0 has been transferred to the Wastewater Utility along with corresponding expenses.

#### Service Level Change:

- The City operates four recycling depots which accept the same clean, unsorted materials collected in residents blue carts or bins. In order to appropriately maintain and increase cleanliness of the recycling depots a labourer position (\$29.7; 0.5 FTE) has been added to the 2017 budget.



## Capital Contribution:

- Contributions to the Landfill Replacement Reserve are directly linked to tonnages received at the landfill. Due to decreased tonnages expected in 2017, the contribution to reserve is estimated to decrease by \$192.9.

## Other Significant Item(s):

- Operational expenditures of \$448.7 and offsetting cost recovery of \$278.7 recognized in this service line for the Heavy Grit Facility (HGF) have been transferred to the Wastewater Utility where this program now resides.
- The landfill has purchased several new pieces of equipment in recent years; however, operating costs have not been sufficient to cover the internal rental rates of this equipment, as such the 2017 budget includes an increase of \$267.2 to support the maintenance and eventual replacement of this equipment.
- A \$93.2 reduction in budgeted fuel due to historically low oil and gas prices over the past number of years which is expected to continue throughout 2017.
- A cost recovery decrease of \$36.4 relates to reduced operating costs related to the Landfill Gas Facility. These costs and associated savings are cost shared with Saskatoon Light & Power.
- A net increase of \$146.7 in debt charges is due to the retirement of the Landfill Cell Closure loan with an annual payment of \$146.8 offset by the Regional Waste Management Facility (Capital Project 876) loan with an annual requirement of \$293.5. Borrowing for the Regional Waste Management Facility was approved at City Council on June 22, 2015.

## Not Included:

- The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not been adjusted for growth over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$175.8 is required in order to ensure citizens have access to garbage containers and meet the growing demand for this service
- Landfill revenue has been trending down due to waste diversion initiatives as well as competition from other landfills that have opened in the area. This has resulted in decreased tonnages from over 50,000 in 2012 to approximately 37,500 in 2016. An adjustment of \$450.0 to landfill revenue has been included in the 2017 budget, however, it is possible that the impact of this could be greater. Administration will continue to monitor and implement mitigating factors, however, a further adjustment may be required in subsequent years.
- An Environmental Protection Officer and vehicle for a total possible cost of \$103.4 has not been included in the budget. This position is required due to the increased number of waste containers in the city due to Recycling Programs (66,000 to 136,000). This provision would assist in addressing resident and councilor complaints and to provide education and enforcement of the bylaw.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P1475 US-AUTO'D GARBAGE CONTAINER REPL	509.0	371.0	384.0	398.0	413.0
P2051 US-LANDFILL OPTIMIZATION	300.0	700.0	3,000.0	6,500.0	3,500.0
<b>Total</b>	<b>809.0</b>	<b>1,071.0</b>	<b>3,384.0</b>	<b>6,898.0</b>	<b>3,913.0</b>

2017 Waste Handling Service capital investments include project 2051 – Landfill Optimization which includes construction work for surface water management and construction of the north fence boundary at the Landfill. A variety of safety and environmental improvements are required involving surface water management and site conditions.

Project 1475 - Automated Garbage Container Replacements has been increased by \$175.0 due to a funding allocation from Transportation and Utilities Department Capital Reserve in order to appropriately fund growth.

## Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(5.0)	(5.0)	0.0	0.0	0.0	0.0%
Province of Saskatchewan	0.0	0.0	(5.0)	(2.0)	3.0	-60.0%
Staff Compensation	615.8	639.6	668.4	654.5	(13.9)	-2.1%
Operating Cost	192.9	215.1	239.9	256.8	16.9	7.0%
Capital Contribution	13.5	13.5	13.5	0.0	(13.5)	-100.0%
<b>Total</b>	<b>817.2</b>	<b>863.2</b>	<b>916.8</b>	<b>909.3</b>	<b>(7.5)</b>	<b>-0.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	10.37	10.37	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Pest Management	(5.0)	3.0	(2.0)	921.8	(16.1)	5.6	0.0	911.3	909.3

#### Revenue Change:

- 2017 estimated revenues are decreasing by \$3.0 due to reduced funding from the Province of Saskatchewan.

#### Growth:

- Materials and Supplies have increased by \$5.6 to allow for pest management in new parks and open space growth areas.

#### Capital Contribution:

- The contribution to the Pest Control Reserve has decreased by \$13.5 as the reserve balance has reached its approved cap of \$67.5.

### Summary of Capital Investments

There are no capital investments for Pest Management.



## Operating Budget

\$47.0 million

## Capital Budget

\$7.2 million



## STRATEGIC GOAL:



## Quality of Life

### Service Outcomes

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

### At A Glance

334 staff within the Operations, Administration, Prevention, Training, Emergency Measures, and Support Divisions.

12 front line engines, two rescue trucks and two aerials are operated out of nine fire stations.

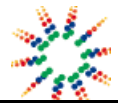
12,623 emergency and non-emergency calls required crews to respond, not including inspection activity or community engagement events.

2,363 complaints which generated 3,190 inspections and re-inspections were received by the Fire Prevention Division.

221 fire investigations resulting in five criminal charges.

24 students in grades 9, 10 and 11 from five high schools participated in the F.I.R.E. Cadet Program, an eight-week fire training program.

Three graduates from the F.I.R.E Cadet Program were employed with the Saskatoon Fire Department during July and August for property maintenance, fire prevention initiatives, and community relations events.



## Council Priorities

- Ensure that emergency response times for the Saskatoon Fire Department (SFD) meet the needs of the entire community.

## Strategic Risks

- The City may not have adequate business continuity planning and/or emergency preparedness in place.
- The City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.

## Performance Measures

### **Respond to fire calls within six minutes and 20 seconds at least 90% of the time.**

- 2017 Target: 83%

### **Satisfaction with Civic Services of 90% or more.**

- 2017 Target: 88%

## Strategic Outcomes and 2017 Initiatives

### **Ensure an emergency response approach that meets accepted standards.**

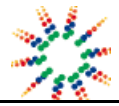
- Through Fire Station Deployment Modelling, the SFD is attempting to meet response time targets identified by the National Fire Protection Association 1710 benchmark.
- The movement of Fire Station No. 3 to 2613 Clarence Avenue South is the first step in addressing response coverage for the citizens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

### **Maintain the infrastructure required to meet expanding emergency response needs.**

- Develop a long-term plan for building and replacement of SFD infrastructure.
- Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.
- Conduct long-term planning for upgrades to Station Headquarters (Hall #1 - Idylwyld Drive) to accommodate accessibility needs, communications, emergency measures organization, and larger equipment in the apparatus bay.
- Develop a plan for fee for service for special events.
- Evaluate Fire Service Agreements.

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

- Develop a coordinated bylaw enforcement group to address increased property maintenance concerns within the City.
- Increase community engagement activities to create positive relationships within the community. Collaborate with the Saskatoon Council on Aging, deliver the F.I.R.E. Cadet Program, and participate in community events throughout the year.



- Optimize skill sets of SFD staff (i.e. provision of flu shots by SFD Paramedics to SFD staff). Work with Saskatoon Health Region to identify opportunities to assist in meeting the needs of the community that do not have access to services.
- Evaluate job qualifications and hiring process to address diversity and inclusion.

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

- Engage the services of a Business Continuity Professional to assist Emergency Management and Corporate Risk Management in developing a plan to maintain corporate continuity to provide core services to citizens.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Fire Services	44,985.1	44,576.1	46,197.1	(1,059.1)	47,647.1	46,588.0	390.9	0.8%
Emergency Measures	396.5	408.8	419.7	0.0	421.0	421.0	1.3	0.3%
<b>Total</b>	<b>45,381.6</b>	<b>44,984.9</b>	<b>46,616.8</b>	<b>(1,059.1)</b>	<b>48,068.1</b>	<b>47,009.0</b>	<b>392.2</b>	<b>0.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	334.00	335.00	1.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Fire Services	(688.1)	(371.0)	(1,059.1)	46,885.2	529.0	0.0	232.9	47,647.1	46,588.0
Emergency Measures	0.0	0.0	0.0	419.7	1.3	0.0	0.0	421.0	421.0
<b>Total</b>	<b>(688.1)</b>	<b>(371.0)</b>	<b>(1,059.1)</b>	<b>47,304.9</b>	<b>530.3</b>	<b>0.0</b>	<b>232.9</b>	<b>48,068.1</b>	<b>47,009.0</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Fire Services	7,234.0	8,634.0	2,239.0	2,174.0	874.0
Emergency Measures	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>7,234.0</b>	<b>8,634.0</b>	<b>2,239.0</b>	<b>2,174.0</b>	<b>874.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
ELECTRICAL DISTRIBUTION EXTENSION RES	25.0	0.0	0.0	0.0	0.0
FIRE - CAPITAL RESERVE	390.0	0.0	0.0	0.0	0.0
FIRE APPARATUS	681.0	894.0	1,935.0	1,378.0	550.0
FIRE SMALL EQUIPMENT REPL RESERVE	228.0	369.0	304.0	296.0	324.0
OPERATING FUND CONTRIBUTION	0.0	871.0	0.0	500.0	0.0
OTHER	5,735.0	6,500.0	0.0	0.0	0.0
POLICE OPER EQUIP & TECH RES	100.0	0.0	0.0	0.0	0.0
TU - CAPITAL RESERVE	50.0	0.0	0.0	0.0	0.0
WASTEWATER TRTMNT CAP RES	13.0	0.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	12.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>7,234.0</b>	<b>8,634.0</b>	<b>2,239.0</b>	<b>2,174.0</b>	<b>874.0</b>
Unfunded	0.0	150.0	0.0	10,000.0	0.0

## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P2508 FIRE- REPLACEMENT OF STATION NO. 5	0.0	0.0	100.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(489.7)	(731.2)	(592.4)	(963.4)	(371.0)	62.6%
Province of Saskatchewan	(83.2)	(95.7)	(95.7)	(95.7)	0.0	0.0%
Staff Compensation	40,618.8	40,322.8	41,769.5	42,384.5	615.0	1.5%
Operating Cost	3,591.9	3,728.7	3,764.2	3,911.1	146.9	3.9%
Cost Recovery	(14.1)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	1,353.5	1,353.5	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%
<b>Total</b>	<b>44,985.2</b>	<b>44,576.1</b>	<b>46,197.1</b>	<b>46,588.0</b>	<b>390.9</b>	<b>0.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	331.00	332.00	1.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Fire Services	(688.1)	(371.0)	(1,059.1)	46,885.2	529.0	0.0	232.9	47,647.1	46,588.0

#### Revenue Change:

Overall Fire Services revenue is increasing by \$371.0 in 2017, made up of the following items:

- \$596.1 has been added to the 2017 budget in anticipation of increases in existing service agreements.
- Revenues related to initiatives such as Lift Assist, and the False Alarm program are being reduced since these programs have seen reduced usage and increased compliance respectively.
- The Saskatchewan Rental Housing Supplement Program which provided funding to perform inspections to a maximum of 1,040 rental properties in the City of Saskatoon is being phased out in 2017.

#### Other Significant Item(s):

- Staff compensation including contractual and payroll cost increases amount to \$615.0, comprising the majority of the Fire Services expenditure increase for the 2017 budget year.
- FTE has been added to the 2017 budget for an additional Fire Inspector. This position will be required in order to meet the anticipated requirements under the renegotiated service agreements with surrounding municipalities. This position will only be hired once the service agreements have been finalized.



## Not Included:

- The Fire Dispatch Management System has several modules which would greatly improve efficiencies within Saskatoon Fire (training, asset management, mobile CAD), requiring 1.0 FTE and \$100.0 for dedicated IT staff to install, test and implement
- Saskatoon Fire apparatus and various equipment are replaced on an established schedule based on a normal lifespan. Due to decreases in the value of the Canadian Dollar in relation to the US Dollar, apparatus and equipment are scheduled to be used beyond their lifespan. An additional \$100.0 contribution to the reserve would offset this change in exchange rate and enable apparatus and equipment to be replaced within a normal lifespan.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0582 FR-APPAR-REFURB/REPL/ADD'L	228.0	369.0	304.0	296.0	324.0
P1914 FR-NEW STATION - NORTHWEST SASKATOON	0.0	0.0	0.0	500.0	0.0
P2373 FR-REPLACEMENT OF STATION NO. 3	5,235.0	0.0	0.0	0.0	0.0
P2379 FR-APPARATUS REPLACEMENT	681.0	894.0	1,935.0	1,378.0	550.0
P2380 FR- FIRE STATION NO. 11 - HOLMWOOD	0.0	871.0	0.0	0.0	0.0
P2504 FR-NEW EQUIPMENT	590.0	0.0	0.0	0.0	0.0
P2508 FIRE- REPLACEMENT OF STATION NO. 5	500.0	6,500.0	0.0	0.0	0.0
<b>Total</b>	<b>7,234.0</b>	<b>8,634.0</b>	<b>2,239.0</b>	<b>2,174.0</b>	<b>874.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P2505 FR- STATION NO. 4 AND MAINTENANCE / MECHANICAL	0.0	0.0	0.0	10,000.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>10,000.0</b>	<b>0.0</b>

All Capital Projects for the replacement of fire apparatus, support vehicles, and equipment that total \$1,499.0 are funded from existing Reserves.

The design, construction, and relocation of Fire Station No. 3 and No. 5 is utilizing a phased-in approach. Fire Station No. 3 in 2017, and Fire Station No. 5 in 2018.

Construction of P1914, Fire Station No. 10 in Elk Point is to be coordinated with the servicing of this neighborhood as it develops.

## 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 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P2508 FIRE- REPLACEMENT OF STATION NO. 5	0.0	0.0	100.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>



## 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 continuing a corporate approach in 2017. EMO will continue providing an Emergency Operations Centre course focused on coordinating command and control to bring all civic departments and partnering agencies together in times of emergency. Focus points for 2017 are Emergency Social Services, Risk Management, Corporate Security and Business Continuity.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	343.5	339.0	349.9	349.9	0.0	0.0%
Operating Cost	82.9	84.8	84.8	93.6	8.8	10.4%
Cost Recovery	(29.9)	(15.0)	(15.0)	(22.5)	(7.5)	50.0%
<b>Total</b>	<b>396.5</b>	<b>408.8</b>	<b>419.7</b>	<b>421.0</b>	<b>1.3</b>	<b>0.3%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	3.00	3.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Emergency Measures	0.0	0.0	0.0	419.7	1.3	0.0	0.0	421.0	421.0

There are no significant operating changes in Emergency Measures.

### Summary of Capital Investments

Unfunded Capital Projects	2017	2018	2019	2020	2021
P2507 FIRE-BUSINESS CONTINUITY EMO	0.0	150.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>150.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

There are no capital investments for Emergency Measures.





**Operating Budget**  
\$4.5 million

**Capital Budget**  
\$22.2 million



## STRATEGIC GOAL:



**Asset & Financial Sustainability**



**Sustainable Growth**

Responding to the needs of a variety of customers in the housing, commercial, institutional and industrial sectors, the Land Development business line invests capital dollars in the provision of municipal infrastructure and creates demand for durable products and employment. This adds value to the economy and encourages job growth, positive net migration and other important multiplier effects.

The City of Saskatoon is unique in that it is a land developer. Saskatoon Land operates on a level playing field with the private sector. It is mandated to:

Ensure adequate levels of serviced residential, institutional and industrial lands are available at competitive market values,

Provide innovation and leadership in design for new growth, and

Provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs. Saskatoon Land is operated on a for-profit basis, with 100% of the surplus funds allocated for reinvestment in the community.

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

## Service Outcomes

- To ensure an adequate supply of new infrastructure is in place to accommodate new development and core civic services.
- To respond to the needs of a variety of customers in the housing, commercial, institutional and industrial sectors.
- To invest capital dollars in the provision of municipal infrastructure and create demand for durable products and employment; adding value to the economy and encouraging job growth, positive net migration and other important multiplier effects.



- To provide new growth areas and various infill developments throughout the City that will play a vital role in providing the serviced land that will accommodate new housing and commercial investment in the City over the next five to ten years.
- To perform all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, coordinating and overseeing the maintenance of lands held for future development, providing valuations, and providing real estate advice to the Corporation as a whole.
- To construct arterial roadways, trunk sewers, primary water mains, roadway interchanges, lift stations, and suburban park development through the use of the Land Development-Capital program.
- To use development levies collected from pre-paid servicing rates to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains and a portion of new roadway interchanges.

## At A Glance

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

\$63.4 million in total sales revenues for 2015.

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

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

159 residential lots were sold for a total of \$23.2 million.

80 leases of land and buildings are managed totaling approximately \$1.925 million in annual revenue.

10 industrial parcels totaling 20.96 acres were sold for a total of \$11.4 million.

8 institutional and multi-family parcels totaling 30.17 acres were sold for a total of \$28.8 million.

51 internal projects were delivered and received technical services for private development from Construction and Design; servicing Major Projects, Urban Design, Transportation, Saskatoon Land, and Public Works.

New Land Development in 2016:

- 4,400m of new water mains
- 3,810m of new sanitary sewer mains
- 3,510m of new storm sewer mains
- 12.6 lane kms of new local and collector roads
- 1.7 lane kms of new arterial roads

## Council Priorities

- Explore alternate sources of revenue to pay for ongoing operations.
- Develop funding strategies related to new capital expenditures including core services such as fire halls, roadways and underground services.
- Direct expenditures toward amenities in neighbourhoods to enhance and protect property values and encourage private investment.
- Develop partnerships and programs with Aboriginal organizations that will assist in enhancing economic, employment, and training opportunities.



- Ensure that commercial, industrial, and residential areas include parks, paths, and routes that encourage walking cycling, and transit use.
- Create “complete communities” in new neighbourhoods and existing neighbourhoods that feature employment opportunities, main streets, suburban centres, and greater connectivity, both internally and externally.

## Strategic Risks

- Sustained growth straining the City’s funding capacity for offsite services while increasing pressure on existing infrastructure.
- Implementing a contractor management system, including a process for pre-qualifying contractors to ensure contractors with the capabilities, capacity and expertise to perform required services.
- Managing the financial risk associated with investment in land development projects.
- Maintaining current pro-forma and investment return targets in the current economic climate will be challenging with rising infrastructure costs from new roadway standards and other non-traditional growth levies that may be asked to be paid for by developers.
- Implementing the next phase of the corporate accommodation plan with limited funding.

## Performance Measures

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

2017 Target: 17%

### **A minimum One-Year Inventory of Land for Single Family Units, a Two-Year Inventory of Land for Multi-Family Units and a Two-Year Inventory of Industrial Land**

2017 Target:

- Single Family – 1,000 units
- Multi-Family – 2,200 units
- Industrial – 100 acres

## Strategic Outcomes and 2017 Initiatives

### **Service land in order to accommodate new construction.**

- Further phases of the Aspen Ridge neighbourhood will be serviced to accommodate new dwelling construction in the Northeast (2017 – 115 lots, 2018 - 261 lots, 2019 - 261 lots).
- A total of 22 acres of multi-family/mixed use land will be serviced in 2017, with a further 2 acres in 2018, and 33 acres in 2019.
- In the Southwest Industrial Area, 23 acres of industrial land will be serviced in 2017. A further 80 acres will be serviced in future years in the Marquis Industrial area.
- In Kensington, 110 single family lots will be serviced and 16 acres of multi-family land by the City in 2019.

### **Obtain approval for Neighbourhood Concept Plans.**

- The Elk Point neighbourhood concept plan will be submitted for approval in 2017.
- Neighbourhood Concept plans for the next new neighbourhoods in the Blairmore Suburban Development Area and University Heights Suburban Development Area will be designed and submitted to Planning and Development for initial review.
- Conduct internal process review of architectural control review process to ensure efficiencies.
- Collaborate with the Saskatoon Fire Department to develop new neighbourhood concept plans that ensure fire response times can be met. Acquire land for new fire halls based on fire hall location plans.



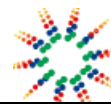
- Ensure neighbourhood layouts are oriented to take advantage of solar power and look for opportunities to partner with Crown utilities and home builders to advance other energy efficiencies such as solar power in City developments.
- Create “complete communities” in new neighbourhood developments that feature employment opportunities, main streets, suburban centres, and greater connectivity, both internally and externally.
- Ensure new neighbourhood concept plans include parks, paths and routes that encourage walking, cycling and transit use.

## **Complete construction of required infrastructure to accommodate future growth.**

- New arterial road construction in 2017 includes, McOrmond Drive with future year roads planned for Central Avenue, Claypool Drive, Neault Road, Taylor Street, Wanuskewin Road and McOrmond Drive south of College Drive.
- Trunk sewer extensions in the following locations for 2017 in Aspen Ridge with future services planned in University Heights, Brighton, and the Marquis Industrial Area.
- Primary water mains and fill mains situated in Aspen Ridge and Marquis Industrial with additional services planned in other years within the Holmwood sector and Rosewood.
- Development of new parks in Stonebridge, Rosewood, Evergreen, Kensington and Brighton is estimated at \$3.1 million for 2017.

## **Collaborate with private developers to ensure sufficient quantities of serviced land are being brought into the development stream.**

- Develop and implement procedures for regular update of new website and live inventory mapping, including new processes for marketing new land releases through the website.
- In anticipation of a continuation of slow land sales, explore marketing ideas and other incentives that could be used to increase sales.
- Assess infill development opportunities on select City-owned parcels where financially feasible. Examine rezoning of City-owned infill land where practical and collaborate with other civic departments to identify infill land acquisitions in support of the recently approved growth plan.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Land	0.0	0.0	0.0	(4,507.4)	4,507.4	0.0	0.0	0.0%
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(4,507.4)</b>	<b>4,507.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	17.50	17.50	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Saskatoon Land	(6,382.8)	1,875.4	(4,507.4)	6,382.8	(1,875.4)	0.0	0.0	4,507.4	0.0
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>(6,382.8)</b>	<b>1,875.4</b>	<b>(4,507.4)</b>	<b>6,382.8</b>	<b>(1,875.4)</b>	<b>0.0</b>	<b>0.0</b>	<b>4,507.4</b>	<b>0.0</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Saskatoon Land	0.0	0.0	0.0	0.0	0.0
Land Development - Capital	22,224.0	98,263.0	131,393.0	126,090.0	154,160.0
<b>Total</b>	<b>22,224.0</b>	<b>98,263.0</b>	<b>131,393.0</b>	<b>126,090.0</b>	<b>154,160.0</b>

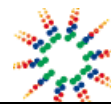
## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
ARTERIAL ROAD RESERVE	6,742.0	26,270.0	8,023.0	21,272.0	35,062.0
BUFFER RESERVE	61.0	625.0	36.0	0.0	0.0
FENCING RESERVE	0.0	146.0	0.0	0.0	0.0
GEN PPD SERVICES-GENERAL	86.0	0.0	0.0	0.0	0.0
GENERAL PPD SERV-ELEC-CITY	613.0	1,615.0	0.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	4,487.0	23,635.0	59,123.0	46,079.0	52,026.0
GENERAL PREPAID SVCS-ELEC-SPC	956.0	1,490.0	423.0	0.0	0.0
INDUSTRIAL PARK DEVELOPMENT RES	50.0	50.0	50.0	50.0	50.0
NEIGHBOURHOOD LAND DEVELOPMENT FUND	500.0	500.0	500.0	0.0	0.0
OTHER	1,000.0	500.0	0.0	0.0	0.0
PARKS AND RECREATION LEVY (DISTRICT)	0.0	218.0	1,967.0	2,059.0	2,231.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	150.0	188.0	489.0	150.0	150.0
PARKS AND RECREATION LEVY (NBHD)	2,129.0	5,856.0	6,013.0	7,916.0	11,251.0
PRIMARY WATERMAIN RES	475.0	10,570.0	9,414.0	10,279.0	11,738.0
PRIVATE CONTRIBUTIONS	0.0	5,380.0	1,370.0	0.0	22,290.0
PROPERTY REALIZED RES	1,288.0	4,705.0	0.0	0.0	(2,855.0)
PRR-LAND DEVELOPMENT	1,948.0	615.0	0.0	0.0	0.0
TRUNK SEWER RESERVE	1,000.0	14,129.0	40,740.0	27,037.0	15,198.0
WARRANTY RESERVE	495.0	0.0	0.0	0.0	0.0
WASTEWATER LIFT STATION RES	244.0	1,771.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	3,245.0	11,248.0	7,019.0
<b>Total</b>	<b>22,224.0</b>	<b>98,263.0</b>	<b>131,393.0</b>	<b>126,090.0</b>	<b>154,160.0</b>
Unfunded	0.0	2,850.0	2,000.0	6,900.0	100.0



## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P0607 PARK DEV-STONEBRIDGE NBRHD	0.0	0.0	14.6	0.0	0.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.4	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	4.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	38.7	0.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	8.9	0.0	0.0
P1663 PARK DEV - N.E. SWALE	0.0	0.0	61.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	3.1	44.1	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>126.3</b>	<b>57.5</b>	<b>0.0</b>



## Saskatoon Land

### Overview

Saskatoon Land is directed to ensure an adequate supply of serviced residential, institutional and industrial land at competitive market value; provide innovation and leadership in design for new growth; and yield financial returns to the City for re-investment within the community. The Real Estate Section is tasked with obtaining land for future development and for all civic infrastructure requirements; securing and administration of all corporate lease requirements; and implementation of the City of Saskatoon corporate accommodation plan.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(3,590.3)	(8,436.3)	(6,382.8)	(4,507.4)	1,875.4	-29.4%
Staff Compensation	1,454.6	1,628.7	1,729.3	1,730.8	1.5	0.1%
Operating Cost	905.3	1,762.3	1,803.1	1,625.0	(178.1)	-9.9%
Cost Recovery	(401.4)	(1,116.8)	(1,187.1)	(939.7)	247.4	-20.8%
Capital Contribution	208.0	50.0	50.0	50.0	0.0	0.0%
Transfer to/from Other Operating	750.0	750.0	500.0	0.0	(500.0)	-100.0%
Transfer to/from Reserves	1.2	1.2	1.2	1.2	0.0	0.0%
Transfer to/from Stabilization	672.6	5,360.9	3,486.3	2,040.1	(1,446.2)	-41.5%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	17.50	17.50	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Saskatoon Land	(6,382.8)	1,875.4	(4,507.4)	6,382.8	(1,875.4)	0.0	0.0	4,507.4	0.0

#### Revenue Change:

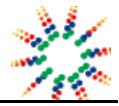
- Land sales revenue estimates are based on sales projections for the 2017 calendar year and reflect the administration fees received from decreases in residential property sales of \$967.0, institutional and multi-family sales of \$905.7, commercial sales of \$115.9, and offset by an increase in industrial sales of \$113.2.

#### Capital Contribution:

- The contribution to the Land Operations Reserve decreased by \$1,446.2 for a total contribution of \$2.1 million; which is directly linked to decreases in sales projections. Land Operations Reserve transfer was previously recorded in the Capital Contribution expense line and is now reflected under the Transfer to/from Stabilization expense line accordingly.

#### Other Significant Item(s):

- There is a decrease of \$500.0 in transfers to the Urban Design City-Wide Program. This program is no longer funded through land sales and has a new funding source for its operation.

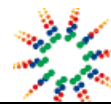


**Not Included:**

- The 2017 budget does not include an increase to the Land Sales Administrative Fee from 6% or increases to the maximum operations reserve of 1.5 times the operating budget. Due to decreased sales, not increasing this Administration Fee could result in the Land Operations Reserve having insufficient funds to cover operations during an economic downturn. Increasing the Land Administration Fee to 8% and the maximum balance to 2.0 times Saskatoon Land's operating budget would ensure adequate reserve balances going forward with an increased contribution of \$2.6 million.

## Summary of Capital Investments

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



## Land Development - Capital

### Overview

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

### Summary of Operating Changes

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0607 PARK DEV-STONEBRIDGE NBRHD	493.0	0.0	0.0	0.0	0.0
P0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	175.0	1,195.0	4,458.0	12,143.0	7,019.0
P0619 LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	0.0	4,392.0	0.0	0.0	0.0
P0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	200.0	0.0	6,783.0	0.0	5,797.0
P0626 LAND DEV'T-SUBDIVIS'N WARRANTY	595.0	0.0	0.0	0.0	0.0
P0627 LAND DEV'T-SUBDIVIS'N FENCING	0.0	146.0	0.0	0.0	0.0
P0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	250.0	6,689.0	3,611.0	8,770.0	9,401.0
P0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	0.0	0.0	0.0	50.0	0.0
P0639 LAND DEV'T-SUBDIVIS'N BUFFERS	61.0	625.0	36.0	0.0	0.0
P0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	6,742.0	3,934.0	0.0	3,794.0	2,481.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	150.0	150.0	150.0	150.0	150.0
P0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	0.0	0.0	3,519.0	0.0	3,207.0
P0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	50.0	2,873.0	0.0	0.0	0.0
P0748 LAND DEV'T-GEN ADMIN-OLD AREAS	86.0	0.0	0.0	0.0	0.0



Funded Capital Projects		2017	2018	2019	2020	2021
P0778	LAND DEV'T-TR SWR-STONEBRIDGE	244.0	0.0	0.0	0.0	0.0
P1057	PARK DEV-IND'L AREA BLVD TREE PLANTING	50.0	50.0	50.0	50.0	50.0
P1400	LAND DEV'T-HAMPTON VILLAGE SUB	110.0	0.0	0.0	0.0	0.0
P1403	LAND DEV'T-ROSEWOOD	1,319.0	784.0	0.0	0.0	0.0
P1405	LAND DEV'T-EVERGREEN	496.0	0.0	0.0	0.0	0.0
P1407	LAND DEV'T-KENSINGTON	512.0	4,128.0	0.0	0.0	0.0
P1408	LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	0.0	1,204.0	0.0	0.0	0.0
P1410	LAND DEV'T-ELK POINT	423.0	0.0	0.0	0.0	0.0
P1411	LAND DEV'T- ASPEN RIDGE	4,425.0	12,988.0	4,844.0	0.0	0.0
P1416	LAND DEV'T-TR SWR-HAMPTON VILLAGE	0.0	11,377.0	0.0	728.0	0.0
P1417	LAND DEV'T-TR SWR-BLAIRMORE	150.0	0.0	7,086.0	0.0	0.0
P1418	LAND DEV'T-TR SWR - HOLMWOOD	400.0	50.0	23,260.0	17,489.0	0.0
P1419	LAND DEV'T - BRIGHTON	195.0	2,932.0	0.0	0.0	0.0
P1420	LAND DEV'T - INFILL DEVELOPMENTS	430.0	0.0	0.0	0.0	0.0
P1424	LAND DEV'T - NEIGHBOURHOOD 1-RIEL SECTOR	400.0	0.0	0.0	0.0	0.0
P1435	LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	250.0	2,208.0	1,400.0	3,187.0	11,738.0
P1436	LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	0.0	4,294.0	2,173.0	2,988.0	26,100.0
P1437	LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	0.0	0.0	4,628.0	3,209.0	0.0
P1458	LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	0.0	13,330.0	0.0	0.0	12,148.0
P1460	LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	0.0	3,429.0	4,504.0	5,308.0	7,229.0
P1464	LAND DEV'T-ART RD-FEDORUK DRIVE	0.0	0.0	0.0	4,579.0	0.0
P1466	LAND DEV'T-ART RD - WANUSKEWIN RD	0.0	3,298.0	0.0	3,005.0	0.0
P1467	LAND DEV'T-ART RD - 33RD ST (HUGHES-NEAULT RD)	0.0	4,552.0	0.0	0.0	0.0
P1468	LAND DEV'T-ART RD - 8TH STREET EAST	0.0	0.0	0.0	4,586.0	3,332.0
P1474	LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	0.0	0.0	54,702.0	46,079.0	52,026.0
P1568	PARK DEV-ROSEWOOD	1,050.0	332.0	1,050.0	2,760.0	0.0
P1570	PARK DEV-KENSINGTON	314.0	2,785.0	639.0	700.0	0.0
P1574	PARK DEV-ASPEN RIDGE	272.0	1,700.0	141.0	1,747.0	4,393.0
P1575	PARK DEV-ELK POINT	0.0	0.0	0.0	3,375.0	4,495.0
P1576	PARK DEV-BRIGHTON	0.0	1,295.0	6,489.0	1,393.0	4,594.0
P1663	PARK DEV - N.E. SWALE	500.0	500.0	1,870.0	0.0	0.0
P1769	LAND DEV'T-MARQUIS INDUSTRIAL AREA	882.0	6,523.0	0.0	0.0	0.0
P2459	LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	1,000.0	500.0	0.0	0.0	0.0
<b>Total</b>		<b>22,224.0</b>	<b>98,263.0</b>	<b>131,393.0</b>	<b>126,090.0</b>	<b>154,160.0</b>
Unfunded Capital Projects		2017	2018	2019	2020	2021
P0704	LAND DEV'T-TR SWR-SOUTHEAST SECTOR	0.0	2,350.0	0.0	0.0	0.0
P1409	LAND DEV'T-NORTH DOWNTOWN	0.0	500.0	500.0	6,900.0	100.0
P2459	LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	0.0	0.0	1,500.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>2,850.0</b>	<b>2,000.0</b>	<b>6,900.0</b>	<b>100.0</b>



2017 capital investments for Land Development include the following:

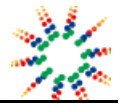
- \$9.5 million for direct servicing costs attributable to Saskatoon Land development areas;
- \$8.5 million for offsite servicing costs of arterial roads, primary water mains, and trunk sewers and lift stations;
- \$3.1 million for a variety of parks in Stonebridge, Rosewood, Evergreen, Aspen Ridge, Brighton, Hampton Village, and Kensington.

### **Future Operating Impact of Current Year's Capital Projects**

Future operating impacts for the 2017 Park Development projects are planned for the regular Park maintenance, which includes electrical and irrigation costs, as well as components for equipment, shrub and turf maintenance, urban forestry and pest management, upon completion and transfer to the Parks Maintenance and Design Service Line.

### **Future Operating Budget Impacts of 2017 Capital Projects**

Project	2017	2018	2019	2020	2021
P0607 PARK DEV-STONEBRIDGE NBRHD	0.0	0.0	14.6	0.0	0.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.4	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	4.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	38.7	0.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	8.9	0.0	0.0
P1663 PARK DEV - N.E. SWALE	0.0	0.0	61.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	3.1	44.1	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>126.3</b>	<b>57.5</b>	<b>0.0</b>



**Operating Budget**  
\$86.6 million

**Capital Budget**  
\$4.0 million



## STRATEGIC GOAL:



## Quality of Life

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.

## Service Outcomes

- To provide service to the community in a number of core areas: Emergency Response, Quality Investigations, Traffic, and Community Involvement.
- To reduce crime and victimization by working in partnership with the community to develop collaborative strategies.
- To partner with the Saskatoon Tribal Council, Federation of Sovereign Indigenous Nations, and the Saskatoon Health Region through an Action Accord to reduce the number of intoxicated persons held in police cells.
- To take 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

639.61 staff members at SPS:

- 448 police officers,
- 58.5 special constables, and
- 133.11 civilians.

261,251 calls received by the communication centre including 78,277 911 calls and cars dispatched to 76,745 calls for service.

10,659 arrests processed through the detention area.

29,638 traffic tickets issued.



## Council Priorities

- Reduce and prevent crime and provide protective services in our downtown core and neighbourhoods.
- Develop partnerships and programs with Aboriginal organizations that will assist in enhancing economic, employment and training opportunities.

## Strategic Risks

- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.
- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.
- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- The community, with a large marginalized population experiencing poverty, poor housing, and non-inclusion, faces contributing factors to street and gang activity such as robbery, assault, theft, and vandalism.
- SPS will require additional growth to meet the demands of an increasing population.
- Current demographics of the SPS result in salary increases attributable to: (i) less turnover among senior staff; and (ii) new staff who will begin to move up the pay scale.

## Performance Measures

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

- Redeploy police officers to focus efforts on reducing street crime, with an emphasis on robberies, thefts, and mischief to achieve a 5% reduction in crime year over year.
- % Change 2015 versus 2014:
  - Crimes against the Person - 4.3%
  - Crimes against Property+ 7.4%
  - Drug Related Offences excluding Possession +22.5%
  - Drug Related Offences – Possession +23.9%
  - The possession offences of methamphetamine are up 102.3% (included in 23.9% increase noted above) comparing 2015 to 2014. This highly addictive drug can be considered a causal factor in crime overall.

### **Decrease Traffic Collisions by 5% Annually:**

- Collaborate with SGI and other partners to achieve a 5% reduction in traffic collisions year over year through implementing actions in the Strategic Traffic Safety Action plan. Emphasis will be on reducing aggressive, distracted, and impaired driving. Increase resources applied to the Provincial Automated Speed Enforcement Program.
- % Change 2015 versus 2014:
  - Total Collisions:+ 3.1%
  - Of positive note, collisions involving a fatality were down 11.1% comparing 2015 to 2014.

### **Workforce Representative of the Diversity of Saskatoon's Population:**

- Develop a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training. SPS is contributing \$1,000 per year to give two awards (\$500 each) to selected applicants participating in the Aboriginal Policing Preparation program at Saskatchewan Polytechnic.



## Strategic Outcomes and 2017 Initiatives

- Completion of memorial to honor missing and murdered indigenous women – memorial has been chosen and is in process of completion.

### **Reduce street crime.**

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

### **Complete an operational review of the entire Saskatoon Police Service.**

- Contractor completed site visits (April, May, June, September and December, 2016). Contractor has conducted about 133 interviews and group discussions engaging about 200 people, about 170 of which were SPS employees, with the remainder belonging to other community stakeholder groups.
- New payroll and scheduling system – anticipated implementation in 2017/2018.

### **Increase the safety of all in-custody individuals, providing proper medical assessment and 24/7 emergency medical care.**

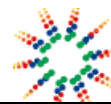
- Expand contract with MD Ambulance for 24/7 monitoring of detention facility.
- Expand contract with Canadian Corps of Commissionaires to have female Commissionaire present at Detention facility.

### **Reduce overtime related to Special Events**

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

### **Reduce underlying issues that often lead to Police Involvement.**

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



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Police Service	79,531.6	80,066.2	84,323.9	(9,129.2)	95,778.2	86,649.0	2,325.1	2.8%
<b>Total</b>	<b>79,531.6</b>	<b>80,066.2</b>	<b>84,323.9</b>	<b>(9,129.2)</b>	<b>95,778.2</b>	<b>86,649.0</b>	<b>2,325.1</b>	<b>2.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	644.81	653.11	8.30

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Saskatoon Police Service	(9,831.9)	702.7	(9,129.2)	94,155.8	1,517.0	582.6	(477.2)	95,778.2	86,649.0
<b>Total</b>	<b>(9,831.9)</b>	<b>702.7</b>	<b>(9,129.2)</b>	<b>94,155.8</b>	<b>1,517.0</b>	<b>582.6</b>	<b>(477.2)</b>	<b>95,778.2</b>	<b>86,649.0</b>

## Summary of Funded Capital Investments

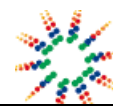
Service Line	2017	2018	2019	2020	2021
Saskatoon Police Service	4,033.0	2,204.0	1,064.0	2,280.0	1,372.0
<b>Total</b>	<b>4,033.0</b>	<b>2,204.0</b>	<b>1,064.0</b>	<b>2,280.0</b>	<b>1,372.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
POLICE CAPITAL RESERVE	206.0	456.0	170.0	170.0	170.0
POLICE FAC RENOVATION RES	157.0	385.0	50.0	50.0	50.0
POLICE OPER EQUIP & TECH RES	1,958.0	888.0	519.0	1,735.0	827.0
POLICE RADIO RESERVE	585.0	325.0	325.0	325.0	325.0
PRIVATE CONTRIBUTIONS	1,127.0	150.0	0.0	0.0	0.0
<b>Total</b>	<b>4,033.0</b>	<b>2,204.0</b>	<b>1,064.0</b>	<b>2,280.0</b>	<b>1,372.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0

## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P2389 POLICE-FLEET ADDITIONS	0.0	54.0	0.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	35.0	0.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	0.0	50.3	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>139.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(2,709.9)	(2,191.0)	(1,927.1)	(1,956.8)	(29.7)	1.5%
Province of Saskatchewan	(7,707.3)	(7,332.7)	(7,904.8)	(7,172.4)	732.4	-9.3%
Staff Compensation	73,146.5	72,422.7	75,652.3	77,250.2	1,597.9	2.1%
Operating Cost	15,361.5	15,523.9	16,820.2	16,844.7	24.5	0.1%
Cost Recovery	(396.4)	(193.9)	(193.9)	(193.9)	0.0	0.0%
Capital Contribution	1,829.2	1,829.2	1,869.2	1,869.2	0.0	0.0%
Transfer to/from Reserves	8.0	8.0	8.0	8.0	0.0	0.0%
<b>Total</b>	<b>79,531.6</b>	<b>80,066.2</b>	<b>84,323.9</b>	<b>86,649.0</b>	<b>2,325.1</b>	<b>2.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	644.81	653.11	8.30

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Saskatoon Police Service	(9,831.9)	702.7	(9,129.2)	94,155.8	1,517.0	582.6	(477.2)	95,778.2	86,649.0

### Growth:

- Four constables were hired in August 2016. The 2017 budgetary impact (end-load) of the four positions hired in August 2016 is estimated to be \$133.0. The 2017 budget has been increased by an additional 8.0 FTEs. The 2017 budgetary impact of the addition of those 8.0 FTEs is \$699.6. These positions include four Patrol Constables, two CID (Criminal Investigation Division) Constables, one lawyer and one Access and Privacy Officer for the FOIP (Freedom of Information and Protection of Privacy) expansion. It is important that our visible police presence in the community continues to increase as the population of Saskatoon continues to grow. An increased police presence correlates with an increased perception of community safety and decreasing crime rates.

### Continuous Improvement:

- Recommendations arising from the Operations Review may result in changes associated with Continuous Improvement, but if there are changes or what those changes may be is not yet known.
- A significant improvement noted was a reduction in energy costs. The SPS Headquarters was built to and certified as a LEEDS Silver certification. As a result, energy savings are anticipated to be \$250.0 in 2017 and beyond.
- Minor accomplishments were made in the category of Continuous Improvement through process improvements. The benefits of those accomplishments were not materially quantifiable from a monetary perspective but did help refocus employee activities to the benefit of the SPS and ultimately the City. Further efforts are intended to be expended to support savings.



## Service Level Change:

- An augmentation of the MD Ambulance agreement will result in the Detention Center having 24 hour monitoring by an EMT. This is an increase from the former 12 hour per day monitoring. The cost of this service level change is estimated to be \$229.7.
- The addition of a female Commissionaire in the Detention Centre comes with an additional cost of \$91.3 and the benefit of better serving female detainees.
- The existing base relating to psychological support for SPS members has been increased by \$70.0. Psychological support for SPS members is key given the potential the members' roles have for encountering traumatic events.
- There was a loss of service level associated with funding reductions from provincial and federal sources totaling \$873.4. The SPS appreciates the continued support, beyond these specific reductions, the provincial and federal governments continue to contribute.

## Capital Contribution:

- The annual provision to the overall Capital Reserve remains unchanged. Capital projects have been prioritized to allow for the funding to remain constant. Capital requirements and associated funding will continue to be reviewed.

## Other Significant Item(s):

- Contractual salary and payroll costs are budgeted to increase \$1,038.2 for police and civilian personnel as a result of a large number of less experienced staff moving up through negotiated pay level increments.
- The incremental operating impact of the fourth year occupancy of the New Police Headquarters Facility (Project 2132) will increase operating costs by \$273.4 related to Corporate Asset Management cross charges for Civic Buildings Comprehensive Maintenance reserve contributions.
- Other revenue increases not attributable to provincial or federal program funding changes totaling \$170.7 are anticipated to help offset some anticipated expense increases.
- Other program operating cost increases amounting to \$205.4 are reflective of a number of rising operational demands offset by some operational savings.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2119 POLICE-RADIO REPLACEMENT	585.0	325.0	325.0	325.0	325.0
P2389 POLICE-FLEET ADDITIONS	206.0	456.0	170.0	170.0	170.0
P2489 POLICE-FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497 POLICE-EQUIPMENT REPLACEMENT	99.0	74.0	120.0	428.0	0.0
P2498 POLICE-EQUIPMENT EXPANSION	315.0	0.0	0.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	924.0	814.0	399.0	1,307.0	827.0
P2610 POLICE-TECHNOLOGY EXPANSION	770.0	150.0	0.0	0.0	0.0
P2612 POLICE - COMBINED TRAFFIC SERVICES SASKATCHEWAN VEHICLES	92.0	0.0	0.0	0.0	0.0
P2618 POLICE-FACILITY RENOVATION	992.0	335.0	0.0	0.0	0.0
<b>Total</b>	<b>4,033.0</b>	<b>2,204.0</b>	<b>1,064.0</b>	<b>2,280.0</b>	<b>1,372.0</b>

2017 Saskatoon Police Services Capital Investments include nine projects totaling \$4.033 million of which \$2.65 million is targeted to address a number of asset replacement projects including \$924.0 related to technology, \$585.0 for radio replacements and \$149 for equipment/furniture replacements. \$992 of facility renovation projects includes a \$72.0 contribution to improve IT environments, \$35 for outdoor range remediation and \$885 off-site upgrade (funded by an external government agency).



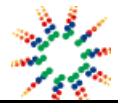
Planned capital expansion projects for 2017 total \$1.383 million including \$315 for equipment, \$770 for technology (\$150 funded by external government agency) and \$298 for vehicle needs (\$92 funded from external government agency). \$2.906 million of the projects are funded from Police Capital Reserves.

### **Future Operating Impact of Current Year's Capital Projects**

2017 projects are not expected to increase the 2017 Operating Budget. In 2018, Fleet additions and technology replacement and expansion are expected to increase operating costs by \$139.3.

#### **Future Operating Budget Impacts of 2017 Capital Projects**

Project	2017	2018	2019	2020	2021
P2389 POLICE-FLEET ADDITIONS	0.0	54.0	0.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	35.0	0.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	0.0	50.3	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>139.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>





## Operating Budget

\$28.0 million

## Capital Budget

\$9.3 million



## STRATEGIC GOAL:



## Quality of Life

### Service Outcomes

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

### At A Glance

\$3.0 million dollars of public art maintained.

1.4 million visits to City-operated leisure centres.

300,000 visits to the riverfront trail at River Landing.

285,100 visits to the Forestry Farm Park & Zoo.

276,116 tickets sold at PotashCorp Playland at Kinsmen Park (2016 being the first full season).

130,000 participants in the summer playground programs.

121,200 rounds of golf played.

33,000 hours rented to community groups at leisure facilities.

20,200 visitor nights at the Gordon Howe Campground.

14,820 people registered in swimming lessons.

12,000 participants in community association and neighbourhood-based programs.



2,500 hectares (6,178 acres) of park/open spaces.

1,200 trees planted annually in park and reforestation projects.

283 outdoor sports fields and six leisure centres.

145 km of park pathways.

17 major arts, cultural and heritage organizations supported attracting 937,000 visits.

30 paddling pools, 17 spray pads, 11 youth centres, and two travelling program vans.

14.8 hectares (36 acres) of pathways, green space, etc. at River Landing.

## Council Priorities

- Direct expenditures toward amenities in neighbourhoods to enhance and protect property values and encourage private investment.
- Provide opportunities for activities in a winter city.
- Develop partnerships and programs with Aboriginal organizations that will assist in enhancing economic, employment and training opportunities.
- Build a leisure centre located within the core neighbourhoods.

## Strategic Risks

- The City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.
- The current investment within the overall infrastructure renewal and maintenance of parks and recreation over the last ten years may not have been adequate.
- Current succession planning and leadership development may not be adequate considering aging workforce and staff turnover.
- The City may not have adequate business continuity planning and/or emergency preparedness in place.

## Performance Measures

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

- 2017 Target: 2% projected growth rate = 36,000 more visits to civic recreation and culture facilities

## Strategic Outcomes and 2017 Initiatives

**Increase recreation opportunities through provision of recreational facilities and amenities.**

- Build and/or upgrade recreation facilities located within core neighbourhoods.
- Develop off-leash dog parks on available City-owned land or park space based on the approved plan.
- Work with the Meewasin Valley Authority to complete work on the off-leash dog park at Chief Whitecap Park.
- Apply recommendations from the review of special events coordination and oversight processes to all special events in outdoor public places.
- Expand the variety of winter program initiatives to improve perceptions of quality of life throughout the year.



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

- Implement new recreation management software for program registration, facility booking, and revenue collection.

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

- Develop updated park service levels from current technical standards that can be used to communicate park services for existing parks to the public.
- Finalize and implement the landscape design and development standards for all new and/or upgraded parks and the supporting park maintenance strategies.
- Collect condition assessments of park infrastructure such as pathways, irrigation systems, and plant material to develop the Parks Asset Management Plan.
- Develop capital planning, lifecycle replacement and funding strategies for sports fields, recreation facilities and recreation amenities in parks.
- Implement a new service delivery model that includes new satellite maintenance buildings and equipment located closer to parks in new neighbourhoods.
- Establish service levels for programs offered at the leisure centres and outdoor swimming pools using formalized program planning.
- Review current service level of facilities and staffing support for the playground program, outdoor water play and recreation programs.

**Develop long-term plans for parks, recreation and culture and implement recommendations.**

- Develop a partnership policy based on the framework in the Recreation and Parks Master Plan and explore opportunities in the near future.
- Implementation of the recommendations in the Recreation and Parks Master Plan.
- Implement the engagement strategy, for the Landscape Design and Development Standards, to receive feedback from residents and the development community.
- Collaborate with stakeholders to develop an Integrated Natural Area Strategy and Storm Water Management Plan.

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

- Implement the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon.
- Identify opportunities for cultural expression, including public art, in Saskatoon neighbourhoods.
- Find ways to support and enable cross-cultural arts initiatives.

**Increase participation rates at Saskatoon's Leisure Centres.**

- Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor leisure centres.
- Promote the leisure centres with new leisure card pricing, a refreshed brand, and an effective campaign to increase attendance and total revenues.



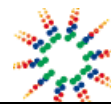
## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	147.7	151.4	153.0	0.0	157.0	157.0	4.0	2.6%
Marketing Services	591.2	599.2	609.4	0.0	622.8	622.8	13.4	2.2%
Community Partnerships	268.5	341.8	352.2	(16.8)	434.7	417.9	65.7	18.7%
Forestry Farm Park & Zoo	1,624.3	1,599.5	1,616.5	(960.7)	2,561.1	1,600.4	(16.1)	-1.0%
Golf Courses	0.0	0.0	0.0	(3,922.1)	3,922.1	0.0	0.0	0.0%
Gordon Howe Campsite	0.0	0.0	0.0	(637.9)	637.9	0.0	0.0	0.0%
Indoor Rinks	339.4	276.7	363.4	(2,121.1)	2,447.4	326.3	(37.1)	-10.2%
PotashCorp Playland	0.0	0.0	0.0	(586.4)	586.4	0.0	0.0	0.0%
Outdoor Pools	784.5	806.7	846.0	(471.4)	1,353.8	882.4	36.4	4.3%
Outdoor Sport Fields	351.3	347.0	382.8	(631.2)	1,076.9	445.7	62.9	16.4%
Parks Maintenance & Design	12,633.4	12,633.4	13,009.6	(149.7)	13,567.4	13,417.7	408.1	3.1%
Playground & Recreation Areas	828.8	879.1	904.9	0.0	887.4	887.4	(17.5)	-1.9%
Program Research & Design	231.0	213.5	217.4	0.0	238.9	238.9	21.5	9.9%
Leisure Centres - Program	4,100.1	3,676.8	3,896.3	(6,618.4)	10,753.8	4,135.4	239.1	6.1%
Leisure Centres - Rentals	4,242.3	4,199.1	4,048.0	(6,356.6)	10,567.5	4,210.9	162.9	4.0%
Targeted Programming	526.0	578.9	582.5	(10.4)	588.8	578.4	(4.1)	-0.7%
Albert Community Centre	30.7	69.6	71.1	(157.3)	235.9	78.6	7.5	10.5%
Marr Residence	28.4	21.3	21.6	(0.5)	22.5	22.0	0.4	1.9%
River Landing	0.0	0.0	0.0	(1,210.3)	1,210.3	0.0	0.0	0.0%
<b>Total</b>	<b>26,727.6</b>	<b>26,394.0</b>	<b>27,074.7</b>	<b>(23,850.8)</b>	<b>51,872.6</b>	<b>28,021.8</b>	<b>947.1</b>	<b>3.5%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	324.90	328.59	3.69

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Spectator Ballfields	0.0	0.0	0.0	153.0	4.0	0.0	0.0	157.0	157.0
Marketing Services	0.0	0.0	0.0	609.4	13.4	0.0	0.0	622.8	622.8
Community Partnerships	(16.8)	0.0	(16.8)	369.0	65.7	0.0	0.0	434.7	417.9
Forestry Farm Park & Zoo	(900.9)	(59.8)	(960.7)	2,517.4	43.7	0.0	0.0	2,561.1	1,600.4
Golf Courses	(3,896.6)	(25.5)	(3,922.1)	3,896.6	25.5	0.0	0.0	3,922.1	0.0
Gordon Howe Campsite	(627.6)	(10.3)	(637.9)	627.6	10.3	0.0	0.0	637.9	0.0
Indoor Rinks	(2,010.4)	(110.7)	(2,121.1)	2,373.8	73.6	0.0	0.0	2,447.4	326.3
PotashCorp Playland	(577.4)	(9.0)	(586.4)	577.4	9.0	0.0	0.0	586.4	0.0
Outdoor Pools	(447.3)	(24.1)	(471.4)	1,293.3	45.6	14.9	0.0	1,353.8	882.4
Outdoor Sport Fields	(577.2)	(54.0)	(631.2)	960.0	40.2	76.7	0.0	1,076.9	445.7
Parks Maintenance & Design	(156.0)	6.3	(149.7)	13,165.6	128.5	273.3	0.0	13,567.4	13,417.7
Playground & Recreation Areas	0.0	0.0	0.0	904.9	(17.5)	0.0	0.0	887.4	887.4
Program Research & Design	0.0	0.0	0.0	217.4	21.5	0.0	0.0	238.9	238.9
Leisure Centres - Program	(6,586.2)	(32.2)	(6,618.4)	10,482.5	187.6	83.7	0.0	10,753.8	4,135.4
Leisure Centres - Rentals	(6,187.7)	(168.9)	(6,356.6)	10,235.7	331.8	0.0	0.0	10,567.5	4,210.9
Targeted Programming	(10.4)	0.0	(10.4)	592.9	(4.1)	0.0	0.0	588.8	578.4
Albert Community Centre	(157.3)	0.0	(157.3)	228.4	7.5	0.0	0.0	235.9	78.6
Marr Residence	(0.5)	0.0	(0.5)	22.1	0.4	0.0	0.0	22.5	22.0
River Landing	(180.7)	(1,029.6)	(1,210.3)	180.7	78.0	0.0	951.6	1,210.3	0.0
<b>Total</b>	<b>(22,333.0)</b>	<b>(1,517.8)</b>	<b>(23,850.8)</b>	<b>49,407.7</b>	<b>1,064.7</b>	<b>448.6</b>	<b>951.6</b>	<b>51,872.6</b>	<b>28,021.8</b>



## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
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	250.0	60.0	0.0	60.0	0.0
Forestry Farm Park & Zoo	275.0	200.0	120.0	0.0	250.0
Golf Courses	350.0	500.0	200.0	610.0	610.0
Gordon Howe Campsite	0.0	0.0	0.0	0.0	0.0
Indoor Rinks	0.0	0.0	0.0	0.0	0.0
PotashCorp Playland	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	0.0	0.0
Outdoor Sport Fields	3,555.0	1,100.0	345.0	0.0	0.0
Parks Maintenance & Design	4,420.0	430.0	565.0	360.0	450.0
Playground & Recreation Areas	0.0	0.0	0.0	0.0	0.0
Program Research & Design	0.0	0.0	0.0	0.0	0.0
Leisure Centres - Program	0.0	0.0	0.0	0.0	0.0
Leisure Centres - Rentals	395.0	120.0	245.0	120.0	245.0
Targeted Programming	80.0	0.0	0.0	0.0	0.0
Albert Community Centre	0.0	0.0	60.0	0.0	50.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
River Landing	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>9,325.0</b>	<b>2,410.0</b>	<b>1,535.0</b>	<b>1,150.0</b>	<b>1,605.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
ALBERT MAJOR REPAIR RES	0.0	0.0	60.0	0.0	50.0
ANIMAL SERVICES RESERVE	0.0	60.0	0.0	60.0	0.0
ARBOR CREEK PARK EQUIPMENT RESERVE	130.0	0.0	0.0	0.0	0.0
CAMPSITE RESERVE	100.0	0.0	0.0	0.0	0.0
CANADA 150 INFRA PROGRAM	450.0	0.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	50.0	0.0	50.0	0.0	50.0
DEDICATED LANDS RESERVE	280.0	0.0	0.0	0.0	0.0
FORESTRY FARM PARK DEVELOPMENT RES	0.0	50.0	0.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	150.0	150.0	120.0	0.0	250.0
GOLF COURSE CAPITAL RESERVE	350.0	500.0	200.0	610.0	610.0
GROUPS MAINTENANCE EQUIPMENT RES	550.0	410.0	265.0	360.0	400.0
INFRASTRUCTURE RESERVE - PARKS	945.0	0.0	0.0	0.0	0.0
LEISURE SERVICES EQUIPMENT REPL RES	395.0	120.0	245.0	120.0	245.0
OPERATING FUND CONTRIBUTION	50.0	0.0	0.0	0.0	0.0
PARK ENHANCE RES	355.0	350.0	345.0	0.0	0.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	1,270.0	20.0	250.0	0.0	0.0
PRIVATE CONTRIBUTIONS	2,790.0	750.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	1,460.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>9,325.0</b>	<b>2,410.0</b>	<b>1,535.0</b>	<b>1,150.0</b>	<b>1,605.0</b>
Unfunded	0.0	7,630.0	6,930.0	17,715.0	31,175.0

## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P0706 CY-LEIS SERV-FACILITY EQUIP REPL	0.0	20.0	0.0	0.0	0.0
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	10.8	0.0	0.0	0.0
P2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	0.0	5.0	0.0	0.0	0.0



## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	0.0	28.0	0.0	0.0
P2130 CY-SATELLITE SKATEBOARD FACILITIES	0.0	1.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	8.0	0.0	0.0	0.0
P1641 CY-PARKS-ARBOR CREEK PARK PEDESTRIAN BRIDGES REPLACEMENT	0.0	4.8	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	31.2	0.0	0.0	0.0
P1664 CY-GORDON HOWE COMPLEX UPGRADES	0.0	17.5	0.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	7.7	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>106.0</b>	<b>28.0</b>	<b>0.0</b>	<b>0.0</b>



## Spectator Ballfields

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Operating Cost	147.7	151.4	153.0	157.0	4.0	2.6%
<b>Total</b>	<b>147.7</b>	<b>151.4</b>	<b>153.0</b>	<b>157.0</b>	<b>4.0</b>	<b>2.6%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Spectator Ballfields	0.0	0.0	0.0	153.0	4.0	0.0	0.0	157.0	157.0

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	402.6	400.3	476.8	501.3	24.5	5.1%
Operating Cost	287.6	275.9	276.2	276.2	0.0	0.0%
Cost Recovery	(99.0)	(77.0)	(143.6)	(154.7)	(11.1)	7.7%
<b>Total</b>	<b>591.2</b>	<b>599.2</b>	<b>609.4</b>	<b>622.8</b>	<b>13.4</b>	<b>2.2%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	5.75	5.75	0.00

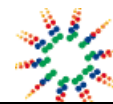
### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Marketing Services	0.0	0.0	0.0	609.4	13.4	0.0	0.0	622.8	622.8

There are no significant operating changes in Marketing Services.

### Summary of Capital Investments

There are no capital investments in Marketing Services.



## Community Partnerships

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(14.5)	(15.0)	(16.8)	(16.8)	0.0	0.0%
Staff Compensation	235.6	308.4	318.8	384.5	65.7	20.6%
Operating Cost	34.7	35.7	37.5	37.5	0.0	0.0%
Transfer to/from Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
<b>Total</b>	<b>268.5</b>	<b>341.8</b>	<b>352.2</b>	<b>417.9</b>	<b>65.7</b>	<b>18.7%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	3.30	3.80	0.50

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Community Partnerships	(16.8)	0.0	(16.8)	369.0	65.7	0.0	0.0	434.7	417.9

### Other Significant Item(s):

- Staff increases (\$65.7; 0.5 FTE) are the result of a restructuring undertaken with the formation of the Recreation & Community Development Division. The increase in FTEs transferred into this service line is offset by FTEs transferred out of other Recreation and Culture service lines.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2528 CY-DOG PARK DEVELOPMENT	250.0	60.0	0.0	60.0	0.0
<b>Total</b>	<b>250.0</b>	<b>60.0</b>	<b>0.0</b>	<b>60.0</b>	<b>0.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P1635 CY-DIEFENBAKER PARK MASTER PLAN	0.0	0.0	210.0	0.0	0.0
P2114 CY-VICTORIA PARK - UPGRADES	0.0	440.0	400.0	330.0	0.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	140.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	0.0	400.0	535.0	460.0	260.0
P2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	0.0	0.0	570.0	0.0	0.0



Unfunded Capital Projects	2017	2018	2019	2020	2021
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	2,880.0	0.0	0.0	0.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	70.0	1,690.0	1,750.0	2,240.0
P2476 CY-NEW RECREATION COMPLEX	0.0	0.0	0.0	3,500.0	17,500.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	50.0	0.0	50.0	0.0
P2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	1,000.0	1,000.0	9,800.0	10,000.0
<b>Total</b>	<b>0.0</b>	<b>4,980.0</b>	<b>4,405.0</b>	<b>15,890.0</b>	<b>30,000.0</b>

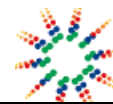
P2528 Dog Park Development involves the expansion of Avalon Dog Park. 1.9 acres of land to the west of the current dog park will be developed, as well as the addition of accessible pathways, gates and site amenities (\$250.0).

## Future Operating Impact of Current Year's Capital Projects

Dog Park Development will require \$8.0 for grass cutting, garbage and snow removal, and sign, parking lot, and fence maintenance beginning in 2018.

### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P2528 CY-DOG PARK DEVELOPMENT	0.0	8.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>8.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(946.8)	(836.0)	(900.9)	(960.7)	(59.8)	6.6%
Staff Compensation	1,124.2	1,113.2	1,142.4	1,150.1	7.7	0.7%
Operating Cost	1,248.2	1,129.1	1,169.8	1,204.0	34.2	2.9%
Capital Contribution	150.0	150.0	162.0	162.0	0.0	0.0%
Transfer to/from Reserves	51.4	43.2	43.2	45.0	1.8	4.2%
<b>Total</b>	<b>1,627.0</b>	<b>1,599.5</b>	<b>1,616.5</b>	<b>1,600.4</b>	<b>(16.1)</b>	<b>-1.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	15.44	15.44	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Forestry Farm Park & Zoo	(900.9)	(59.8)	(960.7)	2,517.4	43.7	0.0	0.0	2,561.1	1,600.4

#### Revenue Change:

- Forestry Farm Park & Zoo revenue is anticipated to increase by \$59.8 in 2017 largely due to higher admission rates of \$34.9 and increased admissions of \$27.1, partially offset by a small decrease in lease revenue.

#### Other Significant Item(s):

- Increases in utility rates regarding water, wastewater, natural gas and electricity account for \$24.3 in additional operating costs.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	275.0	200.0	120.0	0.0	250.0
<b>Total</b>	<b>275.0</b>	<b>200.0</b>	<b>120.0</b>	<b>0.0</b>	<b>250.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	425.0	150.0	0.0	150.0
<b>Total</b>	<b>0.0</b>	<b>425.0</b>	<b>150.0</b>	<b>0.0</b>	<b>150.0</b>



Project 2048 – Forestry Farm Park & Zoo Master Plan Implementation involves the upgrading and rebuilding of a portion of the Park entrance road.

## **Future Operating Impact of Current Year's Capital Projects**

- \$10.8 for maintenance and replacement reserve contribution for the new portion of the entrance road is anticipated to be required in 2018.

### **Future Operating Budget Impacts of 2017 Capital Projects**

Project	2017	2018	2019	2020	2021
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	10.8	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>10.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Golf Courses

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(3,788.9)	(3,935.9)	(3,896.6)	(3,922.1)	(25.5)	0.7%
Staff Compensation	1,404.8	1,550.5	1,581.5	1,586.0	4.5	0.3%
Operating Cost	1,653.6	1,747.6	1,756.8	1,772.2	15.4	0.9%
Capital Contribution	730.5	637.8	558.3	563.9	5.6	1.0%
<b>Total</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	24.80	24.80	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Golf Courses	(3,896.6)	(25.5)	(3,922.1)	3,896.6	25.5	0.0	0.0	3,922.1	0.0

#### Revenue Change:

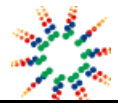
- Golf Course revenue is anticipated to increase by \$25.5 in 2017. The temporary closure of the Holiday Park Executive 9 during the golf course renovations, is expected to result in lost revenue of \$149.4. This decrease is more than offset by increases in green fee rates of \$75.7 and increases in golf cart rental, tracking fees and Driving Range revenue of \$90.7. Other smaller adjustments including lounge rate and volume increases of \$11.5; Pro Shop sales commission decrease of \$3.8; and, concession revenue increase of \$0.8.

#### Capital Contribution:

- Due to the full cost recovery nature of this program, the contribution to the Golf Course Capital Reserve have increased by \$12.1 in order to offset revenue and expenditure changes, bringing the total contribution to \$463.4.
- The contribution to the Holiday Park Golf Course Redevelopment Reserve has decreased by \$6.5 due to a decrease in the budgeted number of rounds played, bringing the total contribution to \$100.5.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	350.0	500.0	200.0	610.0	610.0
<b>Total</b>	<b>350.0</b>	<b>500.0</b>	<b>200.0</b>	<b>610.0</b>	<b>610.0</b>



\$300.0 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. \$50.0 is required the Wildwood Golf Course Tee Box Renovation Master Plan and is also funded from the Golf Course Capital Reserve.

**Future Operating Impacts of Current Year's Capital Projects**

There are no future operating impacts from 2017 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 barbecue, laundry, washroom and shower facilities, picnic tables, and a confectionery. This very popular campsite is located near shopping centres, golf courses, the Riversdale outdoor swimming pool, and various parks.

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(568.0)	(585.2)	(627.6)	(637.9)	(10.3)	1.6%
Staff Compensation	158.0	160.1	175.3	179.1	3.8	2.2%
Operating Cost	254.4	245.5	250.4	271.0	20.6	8.2%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Transfer to/from Stabilization	57.4	81.4	103.7	89.6	(14.1)	-13.6%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	2.70	2.70	(0.00)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Gordon Howe Campsite	(627.6)	(10.3)	(637.9)	627.6	10.3	0.0	0.0	637.9	0.0

#### Revenue Change:

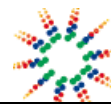
- Gordon Howe Campsite revenue is anticipated to increase by \$10.3 in 2017. This increase is mainly due to 2017 rate increases which will bring in an additional \$20.3, partially offset by a decrease in the number of campsite rentals of \$10.0.

#### Capital Contribution:

- Due to the full cost recovery nature of this program, the contribution to the Campsite Reserve has decreased by \$14.1, in order to offset revenue and expenditure changes, bringing the total contribution to \$89.6.

### Summary of Capital Investments

There are no capital investments for Gordon Howe Campsite.



## Indoor Rinks

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(2,069.4)	(2,056.6)	(2,010.4)	(2,121.1)	(110.7)	5.5%
Staff Compensation	957.4	945.7	967.5	975.4	7.9	0.8%
Operating Cost	1,415.0	1,351.0	1,367.2	1,409.5	42.3	3.1%
Capital Contribution	36.6	36.6	39.1	62.5	23.4	59.8%
<b>Total</b>	<b>339.6</b>	<b>276.7</b>	<b>363.4</b>	<b>326.3</b>	<b>(37.1)</b>	<b>-10.2%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	14.20	14.20	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Indoor Rinks	(2,010.4)	(110.7)	(2,121.1)	2,373.8	73.6	0.0	0.0	2,447.4	326.3

#### Revenue Change:

- Indoor Rinks are anticipating a \$110.7 increase in revenue due to increased rates of \$134.1, partially offset by a decrease in the volume of hours booked of \$21.3, decreased board advertising due to a reduction in the number of advertisers at \$4.0, and an increase in lease revenue due to increased rates of \$1.8.

#### Capital Contribution:

- Due to the increasing cost of new Zambonis, the annual contribution to the reserve for the replacement of ice resurfacing equipment has increased by \$23.4.

### Summary of Capital Investments

The purchase of a replacement Zamboni for Archibald Arena for \$120.0 is included in capital project 706, under Recreation and Culture – Leisure Centre – Rentals.



## PotashCorp Playland

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(289.1)	(348.2)	(577.4)	(586.4)	(9.0)	1.6%
Staff Compensation	114.0	231.2	271.1	267.4	(3.7)	-1.4%
Operating Cost	80.5	86.0	176.4	169.0	(7.4)	-4.2%
Debt Charges	29.5	29.5	0.0	0.0	0.0	0.0%
Capital Contribution	63.6	0.0	75.0	100.0	25.0	33.3%
Transfer to/from Stabilization	1.5	1.5	54.9	50.0	(4.9)	-8.9%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	4.25	4.25	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
PotashCorp Playland	(577.4)	(9.0)	(586.4)	577.4	9.0	0.0	0.0	586.4	0.0

#### Revenue Change:

- PotashCorp Playland revenue is anticipated to increase by \$9.0 from 2016, due to increased group rental rates of \$10.7 and admission revenues of \$7.3, partially offset by a decreased lease revenue from the concession of \$9.0.

#### Capital Contribution:

- The contribution to the capital reserve has increased by \$25.0, bringing the annual contribution to \$100.0. The reserve will be used to finance the cost of major repairs and replacement of equipment at PotashCorp Playland.
- The transfer to the PotashCorp Playland stabilization reserve is based on the anticipated surplus that this program delivers. Based on adjustments to 2017 revenues, expenditures and transfers to other reserves, the transfer to the stabilization reserve is anticipated to decrease by \$4.9, bringing the annual contribution to \$50.0.

### 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. The outdoor pools are open daily from early June until the end of August.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(430.2)	(440.3)	(447.3)	(471.4)	(24.1)	5.4%
Staff Compensation	464.2	439.8	473.3	510.7	37.4	7.9%
Operating Cost	779.9	807.2	820.0	843.1	23.1	2.8%
<b>Total</b>	<b>813.9</b>	<b>806.7</b>	<b>846.0</b>	<b>882.4</b>	<b>36.4</b>	<b>4.3%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	7.85	8.52	0.67

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Outdoor Pools	(447.3)	(24.1)	(471.4)	1,293.3	45.6	14.9	0.0	1,353.8	882.4

#### Revenue Change:

- Outdoor Pools are anticipating a revenue increase of \$24.1 in 2017 mainly due to increases in admissions and registered programs of \$20.2 and increases to registration and rental rates of \$3.9.

#### Growth:

- In order to maintain safety standards with increased admissions, additional lifeguards are required at Mayfair Pool (\$14.9; 0.32 FTE's).

#### Other Significant Item(s):

- Staff increases (\$25.6; 0.35 FTE) are the result of a restructuring undertaken with the formation of the Recreation & Community Development Division. The increase in FTEs transferred into this service line is offset by FTEs transferred out of other Recreation and Culture service lines.

### Summary of Capital Investments

There are no capital investments in Outdoor Pools.



## Outdoor Sport Fields

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(521.1)	(538.7)	(577.2)	(631.2)	(54.0)	9.4%
Staff Compensation	133.8	131.2	136.5	141.1	4.6	3.4%
Operating Cost	525.7	541.6	610.6	722.9	112.3	18.4%
Capital Contribution	212.9	212.9	212.9	212.9	0.0	0.0%
<b>Total</b>	<b>351.3</b>	<b>347.0</b>	<b>382.8</b>	<b>445.7</b>	<b>62.9</b>	<b>16.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	2.10	2.10	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Outdoor Sport Fields	(577.2)	(54.0)	(631.2)	960.0	40.2	76.7	0.0	1,076.9	445.7

#### Revenue Change:

- Sport Fields revenues are anticipated to increase by \$54.0 in 2017 largely as a result of rental revenue rate increases, \$66.8, which are partially offset by decreases in volumes of \$12.8.

#### Growth:

- The Friends of the Bowl Foundation is a partnership between the City of Saskatoon and a group of dedicated volunteers formed in 2011 in order to address the need for improvements to facilities at the Gordie Howe Sports Complex. With contributions from the City and significant funds raised by the Foundation, extensive upgrades at the Saskatoon Minor Football Field (formerly Gordon Howe Bowl) have been completed. The new facilities now require an additional \$76.7 as a transfer to the civic buildings comprehensive maintenance reserve in order to preserve the improvements to the turf, structures and amenities going forward.

#### Other Significant Item(s):

- Outdoor Sport Fields in which a rental fee is charged (baseball diamonds, soccer pitches, etc.) receive an above basic service level in order to enhance the quality of the field (increased maintenance, watering, shale, etc.) for users. In order to maintain the above basic service levels an increase in maintenance/operating costs of \$35.9 due to inflation are reflected in the 2017 budget.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1664	CY-GORDON HOWE COMPLEX UPGRADES	1,510.0	0.0	0.0	0.0	0.0
P2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	345.0	350.0	345.0	0.0	0.0
P2349	CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	1,700.0	750.0	0.0	0.0	0.0
<b>Total</b>		<b>3,555.0</b>	<b>1,100.0</b>	<b>345.0</b>	<b>0.0</b>	<b>0.0</b>

Unfunded Capital Projects		2017	2018	2019	2020	2021
P2349	CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	250.0	0.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>250.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

P1664 Gordon Howe Complex Upgrades project includes parking lot lighting and curbs, cost shared between the City and private contributions, replacement of Gordie Howe Softball Diamond backstop to meet National Standards and upgrades to Clarence Downey Speedskating Oval upgrades and timing equipment. The last two items are to be fully funded by the Friends of the Bowl Foundation (\$1,510.0).

P2102 Sport Field Development & Improvements includes improvements to WJL Harvey South District Park, converting a multi-purpose field to a softball diamond (\$345.0).

P2349 Saskatoon Minor Football Field Upgrade involves the transportation and installation of bleacher and press boxes from the Saskatchewan Roughriders Legacy Program (\$1,700.0 in 2017 and \$750.0 in 2018).

### Future Operating Impacts of Current Year's Capital Projects

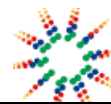
The Gordon Howe Complex Upgrades (P1664) will require \$5.4 for lighting; \$2.5 for backstop maintenance and \$9.6 for Speedskating oval maintenance in 2018.

Sportfield Development and Improvements (P2102) will require \$5.0 for above basic service for WJL Harvey Park in 2018 to maintain the softball diamond

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

### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	0.0	5.0	0.0	0.0	0.0
P2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	0.0	28.0	0.0	0.0
P1664 CY-GORDON HOWE COMPLEX UPGRADES	0.0	17.5	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>22.5</b>	<b>28.0</b>	<b>0.0</b>	<b>0.0</b>



## Parks Maintenance & Design

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(11.8)	(12.1)	(8.6)	(3.6)	5.0	-58.1%
Province of Saskatchewan	(145.9)	(140.4)	(147.4)	(146.1)	1.3	-0.9%
Staff Compensation	7,531.2	7,113.8	7,346.6	7,407.0	60.4	0.8%
Operating Cost	5,575.9	5,664.5	5,859.1	6,277.7	418.6	7.1%
Debt Charges	181.0	181.0	181.0	181.0	0.0	0.0%
Cost Recovery	(1,481.6)	(1,222.0)	(1,291.1)	(1,389.9)	(98.8)	7.7%
Capital Contribution	1,056.8	1,056.8	1,078.2	1,099.8	21.6	2.0%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	0.0	0.0%
<b>Total</b>	<b>12,697.4</b>	<b>12,633.4</b>	<b>13,009.6</b>	<b>13,417.7</b>	<b>408.1</b>	<b>3.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	122.07	123.69	1.62

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Parks Maintenance & Design	(156.0)	6.3	(149.7)	13,165.6	128.5	273.3	0.0	13,567.4	13,417.7

#### Revenue Change:

- Parks Maintenance and Design revenue decrease of \$5.0 relates to a reallocation of 'fee for service' work to cost recovery.
- The decrease in funding from the Province of Saskatchewan of \$1.3 relates to the Urban Highway Connector Program, reflecting a decrease in costs to the City for roadway ditch mowing within the agreement; this revenue decrease has been offset by a decrease in operating costs.

#### Growth:

- New park and open space growth area in 2017 is approximately 34.6 hectares, including 22 hectares of irrigated space, that has a higher maintenance cost than areas without irrigation. The costs to maintain these new parks and greenspaces total \$247.4 for staffing, (Labourers - \$73.4, 1.62 FTEs), water, supplies, maintenance, and equipment.



- An increase of \$14.5 is required for the collection of public space recycling materials which contributes towards the waste reduction target.

## **Capital Contribution:**

- An Increase of \$21.6 to the Parks Infrastructure Reserve, based on the Consumer Price Index, is in compliance with the Capital Reserve Bylaw.

## **Other Significant Item(s):**

- As a result of increased utility rates, specifically water used for the irrigation of park spaces, operating costs have increased by \$126.1.
- A \$39.9 reduction in fuel is due to historically low oil and gas prices over the past number of years which are expected to continue throughout 2017.
- An increase in cost recovery of \$100.0 reflects adjustments required to Parks Custom Work in order to maintain the enhancements at River Landing, which is a fully cost recovered program.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	600.0	410.0	265.0	360.0	400.0
P0901 CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	945.0	0.0	0.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	140.0	0.0	0.0	0.0	0.0
P1641 CY-PARKS-ARBOR CREEK PARK PEDESTRIAN BRIDGES REPLACEMENT	130.0	0.0	0.0	0.0	0.0
P1653 CY-PARK DRAINAGE	100.0	0.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	1,525.0	20.0	250.0	0.0	0.0
P1876 AF-TENNIS COURT-ACRYLIC SURFACE	50.0	0.0	50.0	0.0	50.0
P1938 AF-PLAY STRUCTURE UPGRDE AND REPL	930.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>4,420.0</b>	<b>430.0</b>	<b>565.0</b>	<b>360.0</b>	<b>450.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	0.0	350.0	350.0	350.0	350.0
P1938 AF-PLAY STRUCTURE UPGRDE AND REPL	0.0	675.0	675.0	675.0	675.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	0.0	800.0	0.0	800.0	0.0
P1940 AF-GREENHOUSE REPLACEMENT	0.0	150.0	1,350.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>1,975.0</b>	<b>2,375.0</b>	<b>1,825.0</b>	<b>1,025.0</b>

2017 Parks Maintenance and Design Capital Investments include eight funded projects; \$2.565 million involves the maintenance and replacement of existing assets and \$1.525 million is for construction of new satellite maintenance buildings.

The replacement of Parks Equipment (Project 0679) is funded from the Grounds Maintenance Equipment Replacement Reserve.

The Park Upgrades, Enhancements & Repairs (Project 0901) is funded from the Infrastructure – Parks Reserve. The projects planned for 2017 include pathway, drainage and irrigation upgrades and repairs.

Neighbourhood Parks Enhancements (Project 1595) is funded through Community Association contributions and the Park Enhancement Reserve. Projects brought forward by the Community Associations are adjudicated through an approval process. The 2017 projects include a partnership with the Lakeridge Community Association and involves the purchase and installation of new playground equipment in Crocus Park.



The six pedestrian bridges throughout Arbor Creek (project 1641) will be replaced and is funded from a special development levy that was put in place in 1994.

Park drainage remediation (Project 1653) will be undertaken in Varley Parks, Hawthorne Park and Chernesky Park, with funding provided by the Dedicated Lands Account.

New satellite maintenance buildings (Project 1658) 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. Construction costs for five buildings will be funded by the Parks and Recreation Levy and one to be located in Kinsmen Park has requested funds from the Reserve for Capital Expenditures.

Some existing tennis courts (Project 1876) will have the acrylic protective coating reapplied to prevent deterioration of the asphalt base and lines will be reapplied.

Up to eight old wooden play structures (Project 1938) 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 Reserve for Capital Expenditures.

### **Future Operating Impact of Current Year's Capital Projects**

Parks Satellite Maintenance Buildings (Project 1658) will require \$31.2 for reserve contributions and utilities in 2018 to operate the new facilities.

Neighbourhood Park Enhancements (Project 1595) will require \$7.7 for the maintenance of playground equipment beginning in 2018.

The Arbor Creek Park Pedestrian Bridge Replacement will require \$4.8 for reserve contributions to properly maintain the replacement bridges beginning in 2018.

### **Future Operating Budget Impacts of 2017 Capital Projects**

Project	2017	2018	2019	2020	2021
P1641 CY-PARKS-ARBOR CREEK PARK PEDESTRIAN BRIDGES REPLACEMENT	0.0	4.8	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	31.2	0.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	7.7	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>43.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	751.6	802.0	827.8	811.0	(16.8)	-2.0%
Operating Cost	77.1	77.1	77.1	76.4	(0.7)	-0.9%
<b>Total</b>	<b>828.7</b>	<b>879.1</b>	<b>904.9</b>	<b>887.4</b>	<b>(17.5)</b>	<b>-1.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	17.79	17.19	(0.60)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Playground & Recreation Areas	0.0	0.0	0.0	904.9	(17.5)	0.0	0.0	887.4	887.4

### Other Significant Item(s):

- Staff decreases (-\$56.9; -0.60 FTE) are the result of a restructuring undertaken with the formation of the Recreation & Community Development Division. The decrease in FTEs transferred from this service line is offset by FTEs transferred into other Recreation and Culture service lines.

### Summary of Capital Investments

There are no capital investments for Playground & Recreation Areas.



## Program Research & Design

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	178.4	149.7	153.6	175.1	21.5	14.0%
Operating Cost	52.6	63.8	63.8	63.8	0.0	0.0%
<b>Total</b>	<b>231.0</b>	<b>213.5</b>	<b>217.4</b>	<b>238.9</b>	<b>21.5</b>	<b>9.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	2.00	2.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Program Research & Design	0.0	0.0	0.0	217.4	21.5	0.0	0.0	238.9	238.9

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

### 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 2017 capital projects.



## Leisure Centres - Program

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(6,007.8)	(6,272.3)	(6,586.2)	(6,618.4)	(32.2)	0.5%
Staff Compensation	5,201.1	4,844.2	5,106.3	5,208.0	101.7	2.0%
Operating Cost	5,099.0	5,096.6	5,367.9	5,537.5	169.6	3.2%
Cost Recovery	(200.4)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
<b>Total</b>	<b>4,100.2</b>	<b>3,676.8</b>	<b>3,896.3</b>	<b>4,135.4</b>	<b>239.1</b>	<b>6.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	77.19	78.39	1.20

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Leisure Centres - Program	(6,586.2)	(32.2)	(6,618.4)	10,482.5	187.6	83.7	0.0	10,753.8	4,135.4

#### Revenue Change:

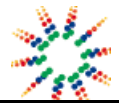
- Increased revenues of \$32.2 reflects a rate increase for registered programs that is partially offset by a volume decrease, to reflect changes in program trends.

#### Growth:

- As a result of the Aquatic Safety Plan review conducted at the City's aquatic facilities, an increase in lifeguards (\$83.7; 1.75 FTE's) is needed to provide the necessary guard to patron ratio required to meet increased safety standards.

#### Other Significant Item(s):

- Staff decreases (-\$17.7; -0.55 FTE) are the result of a restructuring undertaken with the formation of the Recreation & Community Development Division. The decrease in FTEs transferred from this service line is offset by FTEs transferred into other Recreation and Culture service lines.
- Internal rental costs are set to increase by \$179.7 while decreases in rental hours are resulting in a decrease in expenditures of \$45.1. The net impact is \$134.6 increase in expenditures.
- Increases to transaction fees charged for the online registration process have resulted in an increase to operating costs of \$24.0.



## Summary of Capital Investments

There are no capital investments for Leisure Centres - Program.



## Leisure Centres - Rentals

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(5,740.0)	(5,854.1)	(6,187.7)	(6,356.6)	(168.9)	2.7%
Staff Compensation	1,300.2	1,324.0	1,369.3	1,441.6	72.3	5.3%
Operating Cost	8,536.4	8,573.6	8,712.1	8,981.3	269.2	3.1%
Debt Charges	112.1	112.0	112.0	108.5	(3.5)	-3.1%
Cost Recovery	(180.6)	(170.6)	(171.9)	(178.1)	(6.2)	3.6%
Capital Contribution	214.2	214.2	214.2	214.2	0.0	0.0%
<b>Total</b>	<b>4,242.3</b>	<b>4,199.1</b>	<b>4,048.0</b>	<b>4,210.9</b>	<b>162.9</b>	<b>4.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	18.19	18.74	0.55

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Leisure Centres - Rentals	(6,187.7)	(168.9)	(6,356.6)	10,235.7	331.8	0.0	0.0	10,567.5	4,210.9

#### Revenue Change:

- Increased internal rental revenue is comprised of rate increases of \$185.3, partially offset by a decrease in volumes of \$44.3. 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 are due to increased rates of \$52.8 and volumes of \$18.9. Lease revenue from external renters decreased by \$27.9 due to the cancellation of existing contracts.
- Concession leases, locker and towel revenue are expected to decrease by \$6.8, based on historical actuals.
- Admissions and rentals have decreased by \$9.1 due to the decommissioning of the Fitness Circuit which was located in the SaskTel Sports Centre. Related to this is a decrease in costs for rent, fitness instructors and maintenance of \$7.5.

#### Other Significant Item(s):

- Staff increases (\$61.3; 0.55 FTE) are the result of a restructuring undertaken with the formation of the Recreation & Community Development Division. The increase in FTEs transferred into this service line is offset by FTEs transferred out of other Recreation and Culture service lines.



- Utility rates relating to water, wastewater, natural gas and electricity have resulted in an increase in operating costs of \$174.5, Preventative maintenance and custodial service charges reflect increases of \$91.7 due to inflationary pressures, and the allocation of corporate insurance has increased by \$22.2.
- Debt charges have been reduced by \$3.5. A five year loan required to develop leased space has been repaid.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0706 CY-LEIS SERV-FACILITY EQUIP REPL	395.0	120.0	245.0	120.0	245.0
<b>Total</b>	<b>395.0</b>	<b>120.0</b>	<b>245.0</b>	<b>120.0</b>	<b>245.0</b>

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). The 2017 capital project also includes the purchase of a replacement Zamboni for Archibald Arena.

### Future Operating Impacts of Current Year's Capital Projects

Leisure Services Facility Equipment Replacement (P0706) will require \$20.0 to upgrade software and timing equipment of the Shaw Centre score clock in 2018.

### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P0706 CY-LEIS SERV-FACILITY EQUIP REPL	0.0	20.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>20.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Targeted Programming

### Overview

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

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(17.2)	(10.4)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	382.1	386.1	396.9	390.3	(6.6)	-1.7%
Operating Cost	161.1	203.2	196.0	198.5	2.5	1.3%
<b>Total</b>	<b>526.0</b>	<b>578.9</b>	<b>582.5</b>	<b>578.4</b>	<b>(4.1)</b>	<b>-0.7%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	6.77	6.52	(0.25)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Targeted Programming	(10.4)	0.0	(10.4)	592.9	(4.1)	0.0	0.0	588.8	578.4

### Other Significant Item(s):

- Staff decreases (-\$14.0; -0.25 FTE) are the result of a restructuring undertaken with the formation of the Recreation & Community Development Division. The decrease in FTEs transferred from this service line is offset by FTEs transferred into other Recreation and Culture service lines.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2130 CY-SATELLITE SKATEBOARD FACILITIES	80.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>80.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Project 2130 Satellite Skateboard Facilities involves the installation of a quarter-pipe ramp at the east end of the W.W. Ashley District Park. This project is funded from the Dedicated Lands Account. (\$80.0).



## Future Operating Impact of Current Year's Capital Projects

In 2018 project 2130 is anticipated to require \$1.0 for graffiti removal and repairs.

### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P2130 CY-SATELLITE SKATEBOARD FACILITIES	0.0	1.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(188.9)	(157.3)	(157.3)	(157.3)	0.0	0.0%
Operating Cost	197.9	205.2	206.7	211.4	4.7	2.3%
Capital Contribution	21.7	21.7	21.7	24.5	2.8	12.9%
<b>Total</b>	<b>30.7</b>	<b>69.6</b>	<b>71.1</b>	<b>78.6</b>	<b>7.5</b>	<b>10.5%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Albert Community Centre	(157.3)	0.0	(157.3)	228.4	7.5	0.0	0.0	235.9	78.6

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

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0677 AF-ALBERT COMM CENTRE RENOS	0.0	0.0	60.0	0.0	50.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>60.0</b>	<b>0.0</b>	<b>50.0</b>

Project 0677 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 2017 capital projects.



## Marr Residence

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	28.4	21.8	22.1	22.5	0.4	1.8%
<b>Total</b>	<b>28.4</b>	<b>21.3</b>	<b>21.6</b>	<b>22.0</b>	<b>0.4</b>	<b>1.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Marr Residence	(0.5)	0.0	(0.5)	22.1	0.4	0.0	0.0	22.5	22.0

There are no significant operating changes for Marr Residence.

### Summary of Capital Investments

There are no capital investments for Marr Residence.



## River Landing

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(466.0)	(115.5)	(180.7)	(1,210.3)	(1,029.6)	569.8%
Staff Compensation	107.5	64.1	65.9	65.9	0.0	0.0%
Operating Cost	1,187.3	1,312.6	1,325.3	1,959.3	634.0	47.8%
Debt Charges	0.0	0.0	0.0	327.8	327.8	0.0%
Capital Contribution	73.3	73.3	73.3	73.3	0.0	0.0%
Transfer to/from Other Operating	(151.4)	(141.8)	(160.9)	(185.8)	(24.9)	15.5%
Transfer to/from Reserves	(750.7)	(1,192.7)	(1,122.9)	(1,030.2)	92.7	-8.3%
<b>Total</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.50	0.50	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
River Landing	(180.7)	(1,029.6)	(1,210.3)	180.7	78.0	0.0	951.6	1,210.3	0.0

#### Revenue Change:

- The River Landing service line has a \$78.0 increase in parking meter revenues due to increased usage of the services provided within River Landing. This revenue increase reduces the Reserve for Capital Expenditure contribution required to support the program in 2017.

#### Service Level Change:

- The River Landing Parkade is expected to be operational in 2017 and is estimated to be self-supporting. Revenues generated from the parkade are expected to pay for the operating costs of the facility, plus anticipated repayment of the capital requirement for creating the parkade.

### Summary of Capital Investments

There are no capital investments for River Landing.



**Operating Budget**  
\$23.7 million

**Capital Budget**  
\$0.2 million



# SASKATOON PUBLIC LIBRARY



SPL Children's Librarian Mike Diakuw entertains families at the Day of Reconciliation, June 22, 2016



**SASKATOON PUBLIC LIBRARY**  
Collections. Connections.

## Service Outcomes

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

## At A Glance

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

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

1.4 million visits to the mobile-friendly SPL website

440,000 electronic resources accessed.

168,720 computer station sessions.

113,867 people attended SPL programs in 2015.

100,000 historical images of Saskatoon and surrounding area.

80,000 connections to the free, wireless internet service.

19,486 residents attended outreach programs.

1,200 visitors to gallery exhibits at the Francis Morrison Library.

510 programs in 2015.

208 meetings with community partners.

200 local writers assisted through the Writer in Residence program.

160 elementary and high school classroom visits.

122 computer stations with internet and printing access.

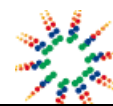
73 percent of respondents to the Benchmark Survey had memberships.

35 years providing the Writer in Residence program.

15 gallery exhibits showcasing Saskatchewan artists.

11 rooms for rent to community members and organizations.

8 public libraries throughout the City.



1 new branch in the Stonebridge area.

## Council Priorities

- Reduce the gap in funding required to rehabilitate and maintain our infrastructure.
- Pursue opportunities to “modernize” civic government to reflect best practices, changing demands, etc.
- Identify targeted opportunities to implement specific continuous improvement tools within departments.
- Refocus on our primary services that are of high importance to our citizens.

## Strategic Risks

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

## Performance Measures

### Satisfaction of civic services of 90% or more.

2017 Target: 88%

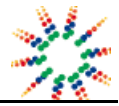
## Strategic Outcomes and 2017 Initiatives

### Develop modern library facilities.

- Invest in library infrastructure renewal.
- Develop the plan and business case for a new Central Library.
- Develop a 5-year facilities plan to ensure that growth and renewal are balanced.

### Align library services with community needs.

- Develop the new Service Model including the identification of core competencies.
- Focus on Indigenous and newcomer services, services to children and seniors, access to technology, literacy skills including digital literacy, virtual services including the development of the online collections and materials, community engagement, and community building initiatives.
- Build the digital video and audio streaming service, Hoopla™ Digital, and the eBook service, 3M™ Cloud Library, to allow more access to a wider variety of titles in digital formats. Add a subscription to Mango languages to provide residents access to an on-line resources that can help them learn a new language.
- Remove barriers to access by establishing equitable service in underserved neighbourhoods.
- Ensure that resources are aligned with the SPL Service Model.



**Provide a more efficient service.**

- Review financial management and processes as recommended in the 2013 Audit to gain efficiencies, adopt the best practices, and provide value for taxpayer dollars.
- Evaluate human resources management and processes in order to gain efficiencies.
- Provide clear and consistent direction for all aspects of the organization.
- Strategically increase staffing levels in human resources planning and management, financial planning and management, and public service planning and management.
- Develop a 5-year Technology Plan to ensure that technology is employed in a strategic and effective fashion.

**Emphasis Indigenous culture and issues.**

- Honour Indigenous perspectives in our work.
- Respond to the Truth & Reconciliation Commission's Calls to Action.
- Work as one of 29 partners with Reconciliation Saskatoon on events and priorities as set by the partners.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Library Property Levy	(19,402.1)	(19,273.2)	(20,940.9)	(22,786.9)	0.0	(22,786.9)	(1,846.0)	8.8%
Saskatoon Public Library	19,402.1	19,273.2	20,940.9	(960.7)	23,747.6	22,786.9	1,846.0	8.8%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(23,747.6)</b>	<b>23,747.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	143.62	144.76	1.14

## Summary of Budget Changes

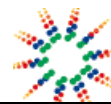
	Revenue Change			Expenditure Change					Net
			2017			Growth &	Service	2017	2017
Service Line	2016 Base	Change	Budget	2016 Base	Base Adj	Cont Impr	Level	Budget	Budget
Library Property Levy	(20,940.9)	(1,846.0)	(22,786.9)	0.0	0.0	0.0	0.0	0.0	(22,786.9)
Saskatoon Public Library	(940.7)	(20.0)	(960.7)	21,881.6	1,265.4	375.6	225.0	23,747.6	22,786.9
Total	(21,881.6)	(1,866.0)	(23,747.6)	21,881.6	1,265.4	375.6	225.0	23,747.6	0.0

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	200.0	200.0	6,200.0	700.0	2,200.0
<b>Total</b>	<b>200.0</b>	<b>200.0</b>	<b>6,200.0</b>	<b>700.0</b>	<b>2,200.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
PUBLIC LIB CAP EXP'N FUND	0.0	0.0	2,150.0	0.0	0.0
PUBLIC LIBRARY EQUIP REPL RES	200.0	200.0	200.0	200.0	200.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	0.0	0.0	3,850.0	500.0	2,000.0
<b>Total</b>	<b>200.0</b>	<b>200.0</b>	<b>6,200.0</b>	<b>700.0</b>	<b>2,200.0</b>
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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Property Levy	(18,974.3)	(18,973.2)	(20,610.9)	(22,526.9)	(1,916.0)	9.3%
Supplementary Prop Levy	(427.8)	(300.0)	(330.0)	(260.0)	70.0	-21.2%
<b>Total</b>	<b>(19,402.1)</b>	<b>(19,273.2)</b>	<b>(20,940.9)</b>	<b>(22,786.9)</b>	<b>(1,846.0)</b>	<b>8.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	
Library Property Levy	(20,940.9)	(1,846.0)	(22,786.9)	0.0	0.0	0.0	0.0	(22,786.9)

### Revenue Change:

- The net property tax revenue increase of \$1,611.8 required to balance the budget is a 7.70% increase over 2016.
- Revenue resulting from assessment growth revenue of \$304.2 is estimated for 2017.
- Decreased building activity and assessments are expected to reduce supplementary taxation revenue by \$70.0 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 eight branches located throughout the City of Saskatoon. The library provides educational, informational, recreational, and cultural opportunities through its large collection and the variety of programs it offers. There are over 824,000 physical items in the Library's collection including books, magazines, newspapers, DVDs, music, and games, as well as electronic resources such as e-books and databases. The Library also offers programming related to literacy (e.g. Children's Summer Reading 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(272.8)	(291.3)	(289.5)	(309.5)	(20.0)	6.9%
Province of Saskatchewan	(667.2)	(651.2)	(651.2)	(651.2)	0.0	0.0%
Staff Compensation	11,023.2	11,368.9	12,342.4	13,116.4	774.0	6.3%
Operating Cost	6,605.0	6,130.7	6,807.8	7,249.1	441.3	6.5%
Cost Recovery	(7.8)	(5.6)	(5.6)	(5.6)	0.0	0.0%
Capital Contribution	2,721.7	2,721.7	2,737.0	3,387.7	650.7	23.8%
<b>Total</b>	<b>19,402.1</b>	<b>19,273.2</b>	<b>20,940.9</b>	<b>22,786.9</b>	<b>1,846.0</b>	<b>8.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	143.62	144.76	1.14

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Saskatoon Public Library	(940.7)	(20.0)	(960.7)	21,881.6	1,265.4	375.6	225.0	23,747.6	22,786.9

#### Revenue Change:

- Increase to Grant Revenue for the Writer in Residence by \$20.0. The Writer in Residence acts as a mentor for writers in and around Saskatoon.

#### Growth:

- The new Stonebridge neighbourhood branch will require an increase of \$385.8 in 2017 for staff that were hired part way through the year in 2016. Operating costs (other than staff compensation) increase by \$5.0 for the new branch which includes lease and maintenance costs.

#### Continuous Improvements:

- Decrease of \$0.7 as the volume of posted mail is reduced and a decrease of \$1.0 bank charge from increased fee efficiencies.
- Decrease of \$10.0 in external rentals and a decrease of \$3.5 in office expenses due to process improvements.
- Redeployment of 0.82 FTE's at Library on 20<sup>th</sup> and Mayfair branches due to better utilization of staff.



## Capital Contribution:

- Increase in capital contributions for: the Public Library Capital Expansion Reserve (PLCEF) of \$11.0, the Public Library Equipment Replacement Reserve (PLERR) of \$114.7 and the New Central Library Reserve of \$525.0.

## Service Level Change:

- Increase of \$67.1 for increased hours and programming for patron's usage at the Library on 20<sup>th</sup> street branch (\$64.5; 1.0 FTE) and \$2.6 on increased security)
- Increase of (\$64.5; 1.0 FTE) and \$13.3 for security services for increased hours of operation and extended programming to better serve patrons at the Mayfair branch.
- Increase of \$21.8 for staff training and development for new certification.
- Increase of \$58.3 in expenditures for promotional packages for increased program offerings to patrons.

## Other Significant Item(s):

- The Library purchases the majority of their books, periodicals, journals and electronic data from US vendors. Due to the decrease in the value of the Canadian dollar compared to the US dollar, the SPL is anticipating an increase in expenditures of \$183.7.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0838 LIBR-EQUIPMENT REPLACEMENT	200.0	200.0	200.0	200.0	200.0
P1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	0.0	0.0	6,000.0	500.0	2,000.0
<b>Total</b>	<b>200.0</b>	<b>200.0</b>	<b>6,200.0</b>	<b>700.0</b>	<b>2,200.0</b>

2017 Saskatoon Public Library Capital investments include one funded project totaling \$200.0 for equipment replacement.

## Future Operating Impact of Current Year's Capital Projects

There is no operating impact for 2017 for Library capital projects.



## Operating Budget

\$(372.5) million

## Capital Budget

\$0.0 million



## STRATEGIC GOALS:



Asset & Financial Sustainability



Economic Diversity & Prosperity

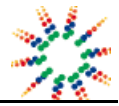
## Overview

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 Preliminary 2017 budget approved by City Council on December 1, 2016 saw expenditures increase by \$19.0 million (4.3%) while operating revenues increased by \$11.1 million (2.5%), creating a funding gap of \$7.9 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 3.89% required from property taxes in the original budget approved by City Council in December.

The Province of Saskatchewan tabled their 2017-2018 budget on March 22, 2017. The changes included in the Provincial budget had a significant impact on the City of Saskatoon's budget. Changes to the PST and the elimination of a grant-in-lieu of taxes from SaskPower and SaskEnergy would have meant an additional \$9.0 million (4.45%) would be required from property taxes (in addition to the originally approved 3.89%). However, City Council explored a wide range of options to keep the impact on property taxes as low as possible and reduced this increase to \$1.9 million or 0.93%. Therefore, for 2017, the original funding gap of \$7.9 million plus the \$1.9 million (after City Council made reductions to minimize the Provincial budget impact) resulted in a funding gap of \$9.8 million for a final property tax increase of 4.82%.

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.

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 2016:

Total Assessment for Saskatoon: \$ 41,734,317,200

Total Number of Properties: 92,464

Total Taxable Residential Condos: 21,144

Total Taxable Residential (less than 4 units): 63,406

Total Taxable Assessment: \$33,276,903,590

Taxable portion: \$25,719,347,120 (77.3% of total)

Exempt portion: \$7,557,556,470 (22.7% of total)

## Strategic Risks

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

## 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:

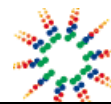
- Maintain the integrity of the assessment process through working with the City Solicitor's Office to mitigate for potential losses through appeals.

## Strategic Outcomes and 2017 Initiatives

Implement the Following 10-Year Strategy:

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

# Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget  
Approved 2017

Taxation and General

## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's		Net	Dollar Change	% Change
				Revenue	Exp/Rec			
Property Levy	(193,146.8)	(192,301.7)	(205,978.7)	(219,885.5)	646.0	(219,239.5)	(13,260.8)	6.4%
Grants in Lieu of Taxes	(34,708.8)	(34,524.4)	(35,739.2)	(38,311.6)	0.0	(38,311.6)	(2,572.4)	7.2%
Municipal Revenue Sharing Grant	(47,439.3)	(47,439.3)	(48,533.3)	(46,430.0)	0.0	(46,430.0)	2,103.3	-4.3%
General Revenue	(55,828.3)	(54,333.1)	(59,504.8)	(57,666.6)	(102.5)	(57,769.1)	1,735.7	-2.9%
Fines and Penalties	(6,496.8)	(8,252.7)	(8,268.2)	(13,571.7)	4,233.5	(9,338.2)	(1,070.0)	12.9%
Other Levies	(1,167.1)	(839.0)	(943.6)	(2,499.1)	1,094.5	(1,404.6)	(461.0)	48.9%
<b>Total</b>	<b>(338,787.1)</b>	<b>(337,690.2)</b>	<b>(358,967.8)</b>	<b>(378,364.5)</b>	<b>5,871.5</b>	<b>(372,493.0)</b>	<b>(13,525.2)</b>	<b>3.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Property Levy	(206,624.7)	(13,260.8)	(219,885.5)	646.0	0.0	0.0	0.0	646.0	(219,239.5)
Grants in Lieu of Taxes	(35,739.2)	(2,572.4)	(38,311.6)	0.0	0.0	0.0	0.0	0.0	(38,311.6)
Municipal Revenue Sharing Grant	(48,533.3)	2,103.3	(46,430.0)	0.0	0.0	0.0	0.0	0.0	(46,430.0)
General Revenue	(59,504.8)	1,838.2	(57,666.6)	0.0	(102.5)	0.0	0.0	(102.5)	(57,769.1)
Fines and Penalties	(12,501.7)	(1,070.0)	(13,571.7)	4,233.5	0.0	0.0	0.0	4,233.5	(9,338.2)
Other Levies	(1,993.1)	(506.0)	(2,499.1)	1,049.5	45.0	0.0	0.0	1,094.5	(1,404.6)
<b>Total</b>	<b>(364,896.8)</b>	<b>(13,467.7)</b>	<b>(378,364.5)</b>	<b>5,929.0</b>	<b>(57.5)</b>	<b>0.0</b>	<b>0.0</b>	<b>5,871.5</b>	<b>(372,493.0)</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
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
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0



## Property Levy

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Property Levy	(189,068.6)	(189,069.2)	(203,249.7)	(217,285.5)	(14,035.8)	6.9%
Supplementary Prop Levy	(4,338.5)	(3,675.0)	(3,375.0)	(2,600.0)	775.0	-23.0%
Operating Cost	260.3	442.5	646.0	646.0	0.0	0.0%
<b>Total</b>	<b>(193,146.8)</b>	<b>(192,301.7)</b>	<b>(205,978.7)</b>	<b>(219,239.5)</b>	<b>(13,260.8)</b>	<b>6.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Property Levy	(206,624.7)	(13,260.8)	(219,885.5)	646.0	0.0	0.0	0.0	646.0	(219,239.5)

### Revenue Growth:

- Assessment growth of \$4.2 million for 2017.
- A reduction of \$775.0 from supplementary taxation is estimated for 2017 which is comparable to prior year results for the properties that come into the Assessment base part way through the year that are not included in the property levy.

### Property Tax:

Property Tax Levy changes are a direct result of changes to other areas of the operating budget, including service level changes, growth impacts and inflation. In 2017, expenditures increased by \$14.6 million while operating revenues increased by \$4.8 million (including assessment growth) creating an overall funding gap of \$9.8 million. An increase of \$9.8 million (a 4.82% increase over 2016) is required to balance the budget. This increase is made up of the following:

- Dedicated Road Increase: An increase dedicated to roads of \$3.9 million or 1.93% has been added. This is the last year of a four year phase-in of the increase dedicated to Building Better Roads.
- Remaining Civic Services: An increase of \$5.9 million or 2.89% 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. These grants are equivalent to the property taxes calculated on these properties and application is made to the governments to pay this amount.

In addition, the most significant portion of 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(4,999.0)	(4,980.0)	(5,180.0)	(5,530.0)	(350.0)	6.8%
Grant-in-Lieu Taxes Civic Utilities/Land	(29,709.9)	(29,544.4)	(30,559.2)	(32,781.6)	(2,222.4)	7.3%
<b>Total</b>	<b>(34,708.9)</b>	<b>(34,524.4)</b>	<b>(35,739.2)</b>	<b>(38,311.6)</b>	<b>(2,572.4)</b>	<b>7.2%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Grants in Lieu of Taxes	(35,739.2)	(2,572.4)	(38,311.6)	0.0	0.0	0.0	0.0	0.0	(38,311.6)

#### Revenue Change:

- The Saskatoon Land grants-in-lieu of taxation has increased by \$230.0 due to higher land inventory in new areas of the City.
- The 2017 Civic Utility grants-in-lieu of taxation has increased by \$200.0 for the Water Utility, \$133.9 for the Wastewater Utility and \$1,658.5 for Saskatoon Light & Power for a total increase of \$1,992.4.
- Federal and Provincial grant-in-lieu of taxation has increased \$350.0 based on the 2017 calculated mill-rate increase.

### Summary of Capital Investments

There are no capital investments for Grants-in-Lieu of Taxes.



## Municipal Revenue Sharing Grant

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(47,439.3)	(47,439.3)	(48,533.3)	(46,430.0)	2,103.3	-4.3%
<b>Total</b>	<b>(47,439.3)</b>	<b>(47,439.3)</b>	<b>(48,533.3)</b>	<b>(46,430.0)</b>	<b>2,103.3</b>	<b>-4.3%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Municipal Revenue Sharing Grant	(48,533.3)	2,103.3	(46,430.0)	0.0	0.0	0.0	0.0	0.0	(46,430.0)

### Revenue Change:

- The Municipal Revenue Sharing Grant from the Province of Saskatchewan has been estimated for 2017 at \$46.4 million which is a \$2.1 million decrease from the 2016 budget based on a decrease in provincial sales tax revenue.

### Summary of Capital Investments

There are no capital investments for Municipal Revenue Sharing Grant.



## General Revenue

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(23,591.3)	(23,539.7)	(26,600.7)	(31,561.9)	(4,961.2)	18.7%
Prov Utility Franchise Fees	(21,494.1)	(19,735.0)	(21,752.5)	(15,214.0)	6,538.5	-30.1%
Interest Earnings	(10,620.9)	(10,915.5)	(11,008.7)	(10,855.0)	153.7	-1.4%
Grant-in-Lieu of Taxes - Prov Utility	(122.0)	(142.9)	(142.9)	(35.7)	107.2	-75.0%
Transfer to/from Reserves	0.0	0.0	0.0	(102.5)	(102.5)	0.0%
<b>Total</b>	<b>(55,828.3)</b>	<b>(54,333.1)</b>	<b>(59,504.8)</b>	<b>(57,769.1)</b>	<b>1,735.7</b>	<b>-2.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

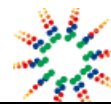
Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
General Revenue	(59,504.8)	1,838.2	(57,666.6)	0.0	(102.5)	0.0	0.0	(102.5)	(57,769.1)

### Revenue Change:

- Return on Investment (ROI) has increased by \$5.0 million for the 2017 budget year (\$1.8 million from the Water Utility, \$1.6 million from the Wastewater Utility and \$1.6 million from Saskatoon Light and Power).
- An overall decrease of \$6.6 million in Provincial Utility Franchise Fees is attributed to a \$1.7 million electrical rate increase, offset by \$8.3 million from a redirection of Crown Corporation revenues previously received by Municipalities (as a grant-in-lieu of property tax) now flowing directly to the Provincial Government.
- Interest Earnings is anticipating a decrease of \$51.2 due to slightly higher cash balances held at financial institutions being offset by lower interest rates. A draw from the interest stabilization reserve of \$102.5 is required in 2017 in order to stabilize these anticipated lower interest rates. This is consistent with Policy C03-003 regarding the stabilization of fluctuating interest rates.
- Licenses and permits are anticipated to increase by \$1.2 based on the estimated number of contractors in the City.
- Commissions and other revenue are anticipating an increase of \$10.0 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(4,355.9)	(5,158.0)	(5,158.0)	(5,158.0)	0.0	0.0%
Parking Bylaw Violations	(3,531.7)	(4,600.0)	(4,600.0)	(5,650.0)	(1,050.0)	22.8%
Other Bylaw Violations	(276.1)	(228.2)	(243.7)	(263.7)	(20.0)	8.2%
Operating Cost	4,423.9	2,833.5	3,233.5	3,233.5	0.0	0.0%
Capital Contribution	1,077.8	1,000.0	1,000.0	1,000.0	0.0	0.0%
Traffic Automated Enforcement (RLC)	(2,004.3)	(2,100.0)	(2,500.0)	(2,500.0)	0.0	0.0%
<b>Total</b>	<b>(4,666.3)</b>	<b>(8,252.7)</b>	<b>(8,268.2)</b>	<b>(9,338.2)</b>	<b>(1,070.0)</b>	<b>12.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Fines and Penalties	(12,501.7)	(1,070.0)	(13,571.7)	4,233.5	0.0	0.0	0.0	4,233.5	(9,338.2)

#### Revenue Change:

- Based on increases in the number of violations related to the City's animal bylaw and other miscellaneous violations, revenue is projected to increase by \$20.0.
- Parking Ticket violations are projected to increase by \$1,050.0 based on increased parking ticket violation rates (from \$20 to \$30), and trending volumes.

### Summary of Capital Investments

There are no capital investments for Fine and Penalties.



## Other Levies

### Overview

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

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(2,245.4)	(1,872.3)	(1,993.1)	(2,499.1)	(506.0)	25.4%
Operating Cost	(2.9)	6.5	3.6	3.6	0.0	0.0%
Capital Contribution	929.9	885.0	885.0	930.0	45.0	5.1%
Transfer to/from Other Operating	151.4	141.8	160.9	160.9	0.0	0.0%
<b>Total</b>	<b>(1,167.0)</b>	<b>(839.0)</b>	<b>(943.6)</b>	<b>(1,404.6)</b>	<b>(461.0)</b>	<b>48.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Other Levies	(1,993.1)	(506.0)	(2,499.1)	1,049.5	45.0	0.0	0.0	1,094.5	(1,404.6)

#### Revenue Change:

- Net revenue increases of \$506.0 resulting from an increase of \$450.0 in property tax penalties (based on trending historical results), a \$6.0 increase in combined trailer occupancy and amusement tax revenues, and a \$50.0 increase in municipal service agreements.

#### Other Significant Item(s):

- The Circle Drive and Clarence Avenue Interchange was approved in 2008 and was to be funded from a variety of sources, including a \$5.6 million internal loan to be repaid through incremental property taxes. A \$45.0 increase in the annual repayment to capital is required to reflect the increases in assessment as per the original funding plan.

### Summary of Capital Investments

There are no capital investments in Other Levies.



**Operating Budget**  
\$106.0 million

**Capital Budget**  
\$59.8 million



## STRATEGIC GOAL:



## Moving Around

### Service Outcomes

- To plan, design, build, maintain, operate, and regulate the City's expanding transportation systems.
- To provide fixed route service on designated bus routes as well as service for people with mobility issues.
- To provide services for maintenance and rehabilitation of all roadway assets including: roads, bridges and overpasses, sidewalks, back lanes, and pathways.
- To efficiently move people, services, and goods while minimizing the environmental impact and promoting sustainability.
- To provide services related to parking control and enforcement, traffic noise attenuation, signal operation, street lighting, seasonal lighting, sidewalk and back lane maintenance, street sweeping, and snow and ice management.
- To provide a coordinated approach to the delivery of services through strengthened collaboration between divisions.

### At A Glance

#### Bridges and structures:

- 48 interchanges and overpasses.
- 24 pedestrian overpasses and tunnels.
- 7 river crossings.

#### Roads and sidewalks:

- 4,005 lane km of paved roadways.
- 1,932 km of sidewalks.
- 453 km of back lanes.
- 200 lane km of gravel roadways.
- 163,000 potholes repaired using over 2,845 tonnes of asphalt.
- 38,000 work requests issued from Public Works Customer Service Center.



- 30,340 street lights.
- 400 walkways each maintained six times between May and September.

#### Transportation:

- 2,800 metered parking stalls.
- 1,194 km of dedicated cycling facilities.
- 520 traffic count stations.
- 483 seasonal decorations on street lights.
- 285 traffic signals.

#### Public transit:

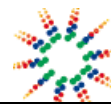
- 12 million riders used Transit in 2015 over 365 days.
- 188 Public transit buses: 146 conventional 40-foot diesel buses (37 high floor), 26 Access Transit buses, 10 articulating buses, and 6 mid-sized low floor 26-foot diesel buses.
- 26 bus routes operate on 276 km of streets providing service to 1,668 bus stops.
- Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, census metropolitan areas as provided by Statistics Canada, National Household Survey, 2011: Walking – 5.1%; Bicycle – 2.0%; Public Transit – 4.4%; and, Car, Truck or Van (Driver and Passenger) – 86.5%.

## Council Priorities

- Increase transit ridership by changing attitudes around public transit, and provide service that is safe, convenient, reliable and affordable.
- Establish rapid mass transit corridors for Saskatoon to guide investment, transportation and urban planning decision-making.
- Establish service levels for the repair and maintenance of roads, streets, lanes, sidewalks and bridges.
- Develop a new model to address neighbourhood traffic management issues.
- Prepare a transportation plan and table a budget to develop a mix of transportation modes, address downstream effects and promote active transportation.
- Develop funding strategies for expenses related to new capital expenditures including core services, such as fire halls, roadways and underground services.
- Explore options to improve curb, sidewalk, and facility accessibility for wheel chair users and citizens with limited physical mobility.

## Strategic Risks

- The current investment within the overall infrastructure renewal and maintenance for roads and sidewalks over the last ten years may not have been adequate.
- The City may not be delivering expected level of services for road maintenance, snow removal and bridges to citizens or internal stakeholders.
- While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.
- The City may not be delivering expected level of services for transit to citizens or internal stakeholders.



## Performance Measures

### **Increase the amount of cycling-specific infrastructure by 10%**

- 2017 Target: 176 km

### **20% of people use cycling, walking or transit to get to work**

- 2017 Target: 14.1%

### **Decrease traffic collisions by 5% annually**

- 2017 Target: 5% decrease over 2016

### **Increase transit ridership to 62 rides per capita**

- 2017 Target: 5% increase over 2016 = 34.23

### **Overall Satisfaction with Civic Services of 90% or More**

- 2017 Target: 88%

## Strategic Outcomes and 2017 Initiatives

### **Improve Transit Ridership**

- Implement the long-term transit strategy, setting out the appropriate mix of frequency versus coverage within a vision of rapid transit corridors linking neighbourhoods and creating a guide to investment, transportation and urban planning decision making.
- Implement the Intelligent Transportation System project and significant software upgrades to improve transit customer experience.
- Review and develop cost-effective improvements to service utilizing existing suites of software and industry best practice.
- Increase communications with customers through education about appropriate public transit and the role customers play in providing service.

### **Citizens have viable and accessible options to move around the city based on their personal choices and preferences.**

- Develop a Transportation Master Plan using outputs from the Growth Plan and Active Transportation Plan that is practical and useful for vehicles, buses, bicycles and pedestrians.

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

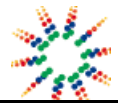
- Report annually on all assets to provide City Council with the policy advice so that if they choose they can reduce the gap in the funding required to rehabilitate and maintain the City's infrastructure.
- Expand the condition assessment program to establish an accurate deterioration model for the various asset classes, ultimately allowing more accurate budget needs forecasting.
- Review potential for an integrated asset management software for potential increased efficiency.
- Create a proper baseline of the complete pavement condition using automated and semi-automated data collection allowing for better decision making and funding allocation.
- Formalize levels of service for all operations for endorsement by City Council and to enhance stakeholder awareness of the service delivery for each program.

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

- Explore options to improve curb, sidewalk and facility accessibility for wheelchair users and citizens with limited physical mobility.

### **Identify efficiencies in Transportation Programs and Services.**

- Improve 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.



- Utilize innovative contracting to minimize impacts on traffic flows and ensure safety in work zones.
- Implement the automation of operations of the Sign Shop to better track work orders and provide more timely communication to the public on road closures.
- Outline the process and opportunities for community and stakeholder engagement for major transportation infrastructure projects.
- Investigate the feasibility of SaskFirst locates for the Electronics Shop.
- Streamline the Development Review process through collaboration of all divisions involved.

**Optimize snow removal on roadways, pathways and sidewalks.**

- Apply and evaluate anti-icing strategies to improve snow and ice management operations to enhance motorist safety and ease of movement.
- Improve sanding operations by monitoring application rates to improve traction during the winter and reduce spring street cleaning.
- Coordinate snow removal on pathways and sidewalks to ensure practical coverage and timely operations to ensure compliance with bylaw requirements.

**Reduce energy consumption in existing street and park lighting.**

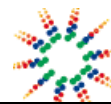
- Investigate the opportunity to upgrade existing street and park lighting to utilize light emitting diode (LED) fixtures to reduce energy consumption.

**Expand and improve the Flex Parking program.**

- Expand and improve the Flex Parking program including improved signage, communication and marketing, as well as the addition of paying for parking using smart phones.

**Improve traffic flow and enhance safety as areas continue to develop.**

- Construction of the North Commuter Parkway and Traffic Bridge Replacement project.
- Support the Province on the Saskatoon Freeway 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.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	24,563.9	24,612.6	26,235.2	(15,092.1)	40,625.6	25,533.5	(701.7)	-2.7%
Access Transit	3,478.5	3,412.8	3,450.3	(1,205.9)	4,930.0	3,724.1	273.8	7.9%
Transportation Services	7,704.2	7,643.3	8,102.4	(294.7)	7,418.0	7,123.3	(979.1)	-12.1%
Road Maintenance	32,030.4	33,292.0	39,114.8	(278.6)	43,336.6	43,058.0	3,943.2	10.1%
Snow & Ice Management	10,462.7	11,084.8	12,724.0	(554.7)	13,141.1	12,586.4	(137.6)	-1.1%
Street Cleaning & Sweeping	3,864.8	3,320.0	3,799.4	0.0	3,759.2	3,759.2	(40.2)	-1.1%
Bridges, Subways, Overpasses	5,123.5	5,163.3	5,323.2	0.0	6,090.0	6,090.0	766.8	14.4%
Street Lighting	5,741.6	5,964.4	5,880.2	(30.8)	6,602.8	6,572.0	691.8	11.8%
Parking	(2,727.5)	(3,224.6)	(3,168.9)	(5,938.2)	2,800.8	(3,137.4)	31.5	-1.0%
Impound Lot	30.0	0.0	0.0	(536.8)	536.8	0.0	0.0	0.0%
Engineering	625.9	745.5	764.1	0.0	730.3	730.3	(33.8)	-4.4%
<b>Total</b>	<b>90,898.0</b>	<b>92,014.1</b>	<b>102,224.7</b>	<b>(23,931.8)</b>	<b>129,971.2</b>	<b>106,039.4</b>	<b>3,814.7</b>	<b>3.7%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	603.89	617.94	14.05

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Transit Operations	(14,592.1)	(500.0)	(15,092.1)	40,827.3	(357.3)	155.6	0.0	40,625.6	25,533.5
Access Transit	(1,240.9)	35.0	(1,205.9)	4,691.2	162.0	0.0	76.8	4,930.0	3,724.1
Transportation Services	(298.5)	3.8	(294.7)	8,400.9	(1,014.1)	20.0	11.2	7,418.0	7,123.3
Road Maintenance	(281.4)	2.8	(278.6)	39,396.2	12.6	14.5	3,913.3	43,336.6	43,058.0
Snow & Ice Management	(559.5)	4.8	(554.7)	13,283.5	(142.4)	0.0	0.0	13,141.1	12,586.4
Street Cleaning & Sweeping	0.0	0.0	0.0	3,799.4	(40.2)	0.0	0.0	3,759.2	3,759.2
Bridges, Subways, Overpasses	0.0	0.0	0.0	5,323.2	16.8	50.0	700.0	6,090.0	6,090.0
Street Lighting	(31.1)	0.3	(30.8)	5,911.3	691.5	0.0	0.0	6,602.8	6,572.0
Parking	(5,907.3)	(30.9)	(5,938.2)	2,738.4	(77.6)	80.0	60.0	2,800.8	(3,137.4)
Impound Lot	(530.3)	(6.5)	(536.8)	530.3	6.5	0.0	0.0	536.8	0.0
Engineering	0.0	0.0	0.0	764.1	(33.8)	0.0	0.0	730.3	730.3
<b>Total</b>	<b>(23,441.1)</b>	<b>(490.7)</b>	<b>(23,931.8)</b>	<b>125,665.8</b>	<b>(776.0)</b>	<b>320.1</b>	<b>4,761.3</b>	<b>129,971.2</b>	<b>106,039.4</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Transit Operations	16,440.0	1,790.0	7,380.0	5,010.0	5,070.0
Access Transit	1,480.0	260.0	260.0	260.0	260.0
Transportation Services	4,475.0	4,025.0	3,350.0	3,355.0	3,470.0
Road Maintenance	35,486.0	33,562.0	33,562.0	33,562.0	33,572.0
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	1,789.0	16,126.0	3,378.0	41,084.0	5,184.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	121.0	60.0	125.0	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
<b>Total</b>	<b>59,791.0</b>	<b>55,823.0</b>	<b>48,055.0</b>	<b>83,396.0</b>	<b>47,681.0</b>

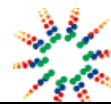


## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
ACCESS TRANSIT CAPITAL RESERVE	470.0	250.0	250.0	250.0	250.0
ACTIVE TRANSPORTATION RESERVE	500.0	500.0	500.0	500.0	500.0
BORROWING (INTERNAL) NON-PIL	1,600.0	0.0	0.0	0.0	0.0
BRIDGE MAJOR REPAIR RESERVE	589.0	15,826.0	3,188.0	3,184.0	3,184.0
GENERAL PPD SERV-ENGINEERING	0.0	16.0	0.0	16.0	0.0
INFRA RES-TRANSPORTATION	3,465.0	3,510.0	3,510.0	3,510.0	3,520.0
INFRA RES-WTR & SAN SWR	0.0	34.0	0.0	34.0	0.0
INTERCHANGE LEVY	0.0	0.0	0.0	2,700.0	1,800.0
OTHER	9,275.0	160.0	5,050.0	3,250.0	3,250.0
PARKING RESERVE	121.0	60.0	125.0	125.0	125.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	30,496.0	30,627.0	30,627.0	30,627.0	30,627.0
PRIVATE CONTRIBUTIONS	0.0	0.0	0.0	35,000.0	0.0
PTIF - FEDERAL	8,850.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	50.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	1,225.0	840.0	890.0	800.0	890.0
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	530.0	0.0	0.0
TRANSIT CAPITAL PROJECTS RESERVE	1,080.0	810.0	860.0	810.0	860.0
TRANSIT VEHICLE REPLACEMENT RESERVE	870.0	890.0	900.0	910.0	920.0
TRANSP EQUIP ACQ RESERVE	0.0	50.0	75.0	50.0	75.0
TRANSP INFRAS EXPANSION	1,000.0	1,950.0	1,250.0	1,330.0	1,380.0
TU - CAPITAL RESERVE	100.0	200.0	200.0	200.0	200.0
US - CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
<b>Total</b>	<b>59,791.0</b>	<b>55,823.0</b>	<b>48,055.0</b>	<b>83,396.0</b>	<b>47,681.0</b>
Unfunded	0.0	26,042.0	8,096.0	60,814.0	191,680.0

## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P2317 TR-SHELTERS/BENCHES	0.0	2.5	0.0	0.0	0.0
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	0.0	3.0	0.0	0.0	0.0
P2588 ACCESS TRANSIT- BUS ADD ON	0.0	9.5	0.0	0.0	0.0
P2589 TR-TECHNOLOGY PLAN	0.0	3.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>18.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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 1,688 bus stops across 35 bus routes and approximately 276 km of streets. The current fleet of 187 buses is comprised of 31 conventional buses and 112 low-floor, 12 articulating and six mid-sized low-floor buses.

Performance Measure:

Transit's highly recognized performance measure is its ridership numbers. The table below presents a 5 year comparison on both electronic and calculated ridership. The electronic ridership values are the number of rides recorded in the fare collection system on each bus. The calculated ridership values are formula driven assumptions based on the number of passes sold. Transit is estimating 2016 ridership values to remain relevantly consistent with 2015. Transit is anticipating a ridership increase in 2017.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(13,143.5)	(14,637.0)	(13,823.3)	(14,273.5)	(450.2)	3.3%
Province of Saskatchewan	(745.2)	(855.1)	(768.8)	(818.6)	(49.8)	6.5%
Staff Compensation	26,001.6	26,643.1	27,624.4	27,845.0	220.6	0.8%
Operating Cost	9,859.4	10,910.1	11,255.2	11,032.9	(222.3)	-2.0%
Debt Charges	776.2	776.2	119.9	119.9	0.0	0.0%
Cost Recovery	(387.5)	(426.4)	(426.4)	(426.4)	0.0	0.0%
Capital Contribution	2,200.4	2,200.4	2,252.9	2,052.9	(200.0)	-8.9%
Transfer to/from Reserves	2.5	1.3	1.3	1.3	0.0	0.0%
<b>Total</b>	<b>24,563.9</b>	<b>24,612.6</b>	<b>26,235.2</b>	<b>25,533.5</b>	<b>(701.7)</b>	<b>-2.7%</b>

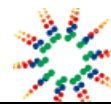
Staff Complement	2016	2017	Difference
Full Time Equivalents	351.50	355.40	3.90

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Transit Operations	(14,592.1)	(500.0)	(15,092.1)	40,827.3	(357.3)	155.6	0.0	40,625.6	25,533.5

### Revenue Change:

- An increase in revenue of \$500.0 is reflective of both a ridership increase and a rate increase on the UPass programs. The 2017 budget does not include a fare increase as the Administration is currently working on a fare strategy that will be brought forward in early 2017. During this process the Administration will consider other transit municipalities and the leisure centre pass discount pilot to determine a best practice strategy.



## Growth:

- Due to the extension of service hours to the Evergreen Neighbourhood beginning in July of 2016, a budget increase of \$85.6 is required.
- An operating increase of \$70.0, as well as a partial offset in overtime, enabled Transit to add 1.0 FTE for a journeyman mechanic. This position will assist in performing the additional inspections required by SGI.

## Capital Contribution:

- The \$200.0 decrease in Capital Contributions reflects a transfer of Transportation & Utilities Department Capital Reserve funding from the Transit Service Line to the Transportation & Utilities Business Administration program found in the Corporate Support, Corporate Governance and Finance Business Line/Service Line.

## Other Significant Item(s):

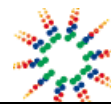
- Operational expenditures have increased by \$432.5 due to inflation, regulatory requirements of semi-annual inspections and additional bus defect reporting books. In addition this amount includes contractual increases for software agreements and data plans on the buses.
- A \$917.8 reduction in budgeted fuel is due to historically low oil and gas prices over the past number of years which is expected to continue throughout 2017.
- Over the past few years, Transit has completed a resource review and made staffing adjustments in an attempt to maximize service to residents and reduce overtime use. Many route changes have been made and will continue to be revised, including the 8<sup>th</sup> Street high frequency route, the 22<sup>nd</sup> Street high frequency route being implemented in 2017, and the route changes resulting from the move to the new location at Civic Operations Centre. 3.0 new FTEs have been added at a cost of \$224.8 and fuel costs were reduced by \$917.8, as indicated in the previous point, in 2017 to reflect these changes. A Supervisor position is included to stand up the control centre with continuous monitoring of the Integrated Transportation System (ITS) to ensure that buses are running on time and that any emergency situations are managed from a centralized location, coordinating any requirements for Transit management (on road supervisors), Fire, Police or EMT response.
- A transfer of 0.1 FTE (Accounting Coordinator II) has been made to Utilities, Saskatoon Light & Power Business Line/Service Line to reflect operational requirements.

## Not Included:

- Four additional positions for a total \$248.4 required to increase customer service, comfort and cleanliness of buses. These positions include an ITS Technologist, two Utility positions and a Supervisor position. Transit will attempt to provide this service within existing resources and/or through continuous improvement initiatives.
- Total estimated support costs to Transit operations to maintain an appropriate maintenance schedule include 3.5 FTE, and \$256.1 for a Mechanic Journeyman, a Stores Parts Person, a Service/Utility position and 0.5 for a Body Repairman Journeyman. As well, additional operational expenses to support this shift in operations amount to \$321.1 including \$191.4 contribution to replacement and refurbishment reserves. This is not included in the 2017 budget, however, operations from the new Transit location will be closely monitored in 2017 and operational costs revisited for the 2018 budget.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0583 TR-REPLACE/REFURB BUSES	15,360.0	890.0	5,900.0	4,110.0	4,120.0
P0584 TR-ADDITIONAL BUSES	0.0	0.0	530.0	0.0	0.0
P0671 TR-AUXILIARY VEH/EQUIP	0.0	100.0	100.0	100.0	100.0
P1194 TR- ENGINE OVERHAUL	300.0	300.0	300.0	300.0	300.0
P2097 TR- BUS SEAT REPLACEMENT	50.0	0.0	50.0	0.0	50.0
P2317 TR-SHELTERS/BENCHES	200.0	200.0	200.0	200.0	200.0
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	270.0	0.0	0.0	0.0	0.0
P2323 TR-RIDERSHIP GROWTH INITIATIVES	200.0	200.0	200.0	200.0	200.0
P2589 TR-TECHNOLOGY PLAN	60.0	100.0	100.0	100.0	100.0



Funded Capital Projects	2017	2018	2019	2020	2021
<b>Total</b>	<b>16,440.0</b>	<b>1,790.0</b>	<b>7,380.0</b>	<b>5,010.0</b>	<b>5,070.0</b>

Transit Operations Capital Investments total \$16.44 million in 2017, which include:

Ridership initiatives will continue with Project 2323 for \$200.0.

Engine rebuilds and bus shelter installation and replacements are \$300.0 and \$200.0 respectively through Projects 1194 and 2317.

The Fleet Management system will be upgraded with \$270.0 of funding in Project 2318, and long term technology plans are funded for \$60.0 through Project P2589.

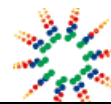
Project 0583 contains \$15.36 million for bus replacements and refurbishments in 2017, this includes the continued refurbishment for ten buses per year with funding of \$870.0 and \$50.0 for seat replacements. The remaining \$14.49 million relates to the Public Transit Infrastructure Fund (PTIF) through the federal government which provides the City of Saskatoon with a total of \$37.3 million in funding to be cost shared 50/50 between the Federal Government and City of Saskatoon. \$14.49 million of this funding is to be used on the purchase of up to 29 buses in 2017. A further \$7.95 million was allocated in 2016 through a post budget adjustment for bus purchases in 2016. The remaining PTIF funding of \$14.86 million has been allocated to Project 2541 – Growth Plan to Half a Million for the development of a long term transit plan, rapid transit design and secondary planning (\$10.5 million); Project 2095 – Access Transit Bus Replacements (\$650.0 in 2016 and \$910.0 in 2017); Project 948 – New Sidewalks and Pathways for the improvement of access to transit corridors (\$1.3 million); and various other smaller projects (P2448 for \$150.0, P1456 for \$650.0, P1963 for \$500.0 and P2446 for \$200.0).

### **Future Operating Impact of Current Year's Capital Projects**

There will be an increased operating cost in 2018 in the amount of \$8.5 due to additional software agreements and maintenance costs related to the capital purchases.

### **Future Operating Budget Impacts of 2017 Capital Projects**

Project	2017	2018	2019	2020	2021
P2317 TR-SHELTERS/BENCHES	0.0	2.5	0.0	0.0	0.0
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	0.0	3.0	0.0	0.0	0.0
P2589 TR-TECHNOLOGY PLAN	0.0	3.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>8.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

#### Performance Measure:

Access Transit's denials is a performance measure that compares its number of denials to the total revenue trips provided. A denial is a trip requested by a customer that cannot be accommodated. Canadian Urban Transit Association (CUTA) sets a denial target to be between 1% and 2%. 2016 is trending to be fairly close to 2015 value. Access Transit target for 2017 is to be under 9% with a long-term goal of meeting CUTA's target which would require increased service hours and a Transit fleet with 100% low floor buses.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(223.5)	(245.3)	(245.3)	(230.3)	15.0	-6.1%
Province of Saskatchewan	(984.3)	(995.6)	(995.6)	(975.6)	20.0	-2.0%
Staff Compensation	3,423.9	3,225.8	3,307.0	3,576.7	269.7	8.2%
Operating Cost	962.6	1,127.9	1,131.7	1,090.3	(41.4)	-3.7%
Debt Charges	47.4	47.5	0.0	0.0	0.0	0.0%
Capital Contribution	252.5	252.5	252.5	263.0	10.5	4.2%
<b>Total</b>	<b>3,478.6</b>	<b>3,412.8</b>	<b>3,450.3</b>	<b>3,724.1</b>	<b>273.8</b>	<b>7.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	48.40	49.90	1.50

### Summary of Budget Changes

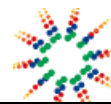
Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Access Transit	(1,240.9)	35.0	(1,205.9)	4,691.2	162.0	0.0	76.8	4,930.0	3,724.1

#### Revenue Change:

- Access Transit is anticipating a \$35.0 reduction in budgeted revenue. A \$20.0 reduction is from provincial funding and is based on the total number of rides provided provincially. Since the number of rides in Saskatoon has plateaued (reached capacity) and Regina having expanded their fleet this has resulted in decreased funding for our City. The remaining \$15.0 decrease in revenue is to align the 2017 revenue budget closer to the four-year average of actual revenue received.

#### Service Level Change:

- A \$76.8 increase is included in the 2017 budget to progressively increase the service level to accommodate approximately 4,800 additional trips for Access Transit Customers in two years. An additional \$76.7 will be required in 2018 for a total of \$153.5 to reach the target of additional trips. Included in the 2017 increase are 1.5 FTE's for an operator and maintenance positions, fuel and other maintenance costs. Funding for an additional bus is included in the 2017 capital budget.



## Other Significant Item(s):

- A \$58.3 reduction in budgeted fuel due to historically low oil and gas prices over the past number of years which is expected to continue throughout 2017.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2095 ACCESS TRANSIT-BUS REPLACEMENTS	1,300.0	260.0	260.0	260.0	260.0
P2100 ACCESS TRANSIT - ADDITIONAL BUSES	130.0	0.0	0.0	0.0	0.0
P2588 ACCESS TRANSIT- BUS ADD ON	50.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>1,480.0</b>	<b>260.0</b>	<b>260.0</b>	<b>260.0</b>	<b>260.0</b>

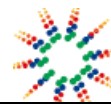
2017 Access Transit Capital Investments totals \$1.43 million which allow for the purchase of ten replacement buses at a cost of \$1.3 million and one additional bus for \$130.0. Seven replacement buses of \$910.0 will be funded by the Public Transit Infrastructure Fund as approved by the Federal Government. There is 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

Project 2588 has an operating impact of \$9.5 in 2018 for data plans for the fleet cameras.

### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P2588 ACCESS TRANSIT- BUS ADD ON	0.0	9.5	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>9.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(16.0)	(19.9)	(199.9)	(196.9)	3.0	-1.5%
Province of Saskatchewan	(97.7)	(94.0)	(98.6)	(97.8)	0.8	-0.8%
Staff Compensation	4,285.5	3,666.9	3,704.0	3,945.2	241.2	6.5%
Operating Cost	3,695.9	3,078.4	3,169.4	3,253.9	84.5	2.7%
Cost Recovery	(3,967.7)	(2,792.3)	(2,901.5)	(2,976.3)	(74.8)	2.6%
Capital Contribution	3,804.2	3,804.2	4,429.0	3,195.2	(1,233.8)	-27.9%
<b>Total</b>	<b>7,704.2</b>	<b>7,643.3</b>	<b>8,102.4</b>	<b>7,123.3</b>	<b>(979.1)</b>	<b>-12.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	44.11	46.11	2.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Transportation Services	(298.5)	3.8	(294.7)	8,400.9	(1,014.1)	20.0	11.2	7,418.0	7,123.3

#### Growth:

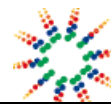
- A \$20.0 increase in materials and supplies is added as operating impact due to the purchase of new equipment approved in 2016 budget.

#### Service Level Change:

- The traffic signal infrastructure upgrades of \$11.2 is added to 2017 budget to increase the level of service and lower the risk for potential deterioration or outright failures with high impact in operations.

#### Capital Contribution:

- An inflationary increase of \$45.3 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.
- An inflationary increase of \$42.5 to the Traffic Noise Attenuation Reserve consistent with the Capital Reserve Bylaw.



- During City Council's budget deliberations in 2013, nine locations were selected to have sound walls installed in 2016 in the following neighbourhoods: College Park, College Park East (two locations), Wildwood, Lakeview, Eastview, Mount Royal, Massey Place, and Pacific Heights. As part of the overall funding strategy, the City was phasing in a 0.20% property tax increase for anticipated debt repayments related to these nine Traffic Noise Attenuation projects. Due to favourable pricing received in 2016, debt repayments will be significantly less than originally anticipated while still completing the original scope of sound wall locations. As such a decrease of \$1.3 million in annual contributions to the Traffic Noise Attenuation Reserve have been returned to taxpayers in 2017.
- A \$20.0 increase in transfers to reserve to accommodate the acquisition of additional equipment required for the Electronic Shop.

## **Other Significant Item(s):**

- A 1.0 FTE increase \$82.4 provides for a Roadway Activity Coordinator which is fully cost recovered. This position is required due to the volume of detours requested and has been filled as temporary. Filling the position permanently will provide continuity of service.
- The transfer of a Transportation Engineer position (\$106.9; 1.0 FTE) has been made from the Long Range Planning Service Line in the Urban Planning and Development Business Line to this service line to better align functionality.
- Cost recovery has increased by \$167.6 due to increased detour coordination activity. This is offset by a decrease of \$60.0 in cost recovery due to traffic counts and a decrease of \$25.4 in cost recovery due to custom work performed by the Electronics Shop.
- A \$26.6 reduction in budgeted fuel is due to historically low oil and gas prices over the past number of years which is expected to continue throughout 2017.
- Operational costs have increased \$43.7 to accommodate an electrical rate increase and \$42.8 for traffic signal LED bulb replacements in order to target a 7-year replacement cycle which will align with their anticipated useful life.

## **Not Included:**

- Conversion of traffic signals from incandescent bulbs to LED lighting was completed in 2007 resulting in a \$100.0 reduction in electricity expenses on an annual basis. These LED signals are now at the end of their operating life (approximately seven to ten years) and require replacement. A phased replacement program has been developed at a cost of \$90.0 annually. \$42.8 has been added to the 2017 budget, the remaining portion of the phase in will be added to the 2018 budget.
- The painting and signing programs have been facing gradual increases in material needed to meet increasing demands due to the growth of the City and inflationary pressures. \$200.0 has not been included in the 2017 budget which would align current sign shop demands with funding levels.
- An In-Service Safety Review was conducted in 2015 to identify improvements required to safety systems along high speed corridors throughout the city, including barriers, guardrail, etc. The review resulted in 385 recommendations at a total estimated cost of \$8.2 million. Available funding in 2017 from the Transportation Infrastructure Reserve is \$250,000; however high risk locations are estimated at \$850,000. Therefore, high risk locations will not be addressed within 4 years unless additional funding is added to this program.
- Traffic Signal Electrical costs have not kept up to the pace of growth and rates within the City. \$37.5 has been included in the 2017 budget in order to address the total shortfall of \$75.0. The remaining \$37.5 has not been included in the 2017 budget and will continue to be phased in in 2018.
- To address the aging infrastructure of signalized intersections there is a requirement to increase the maintenance provision of the Traffic Signal Program by \$100.0 for materials and labour costs. A number of older intersections require significant upgrades to both underground and above ground infrastructure. These upgrades are necessary to maintain or increase the actual level of service and lower the risk for potential deterioration or outright failures with high impact in operations.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P0631	TU-TRANSPORTATION SAFETY IMPROVEMENTS	100.0	100.0	100.0	100.0	100.0
P0948	TU-NEW SIDEWALKS AND PATHWAYS	1,300.0	0.0	0.0	0.0	0.0
P1036	TU-TRAFFIC CONTROL UPGRADES	200.0	400.0	400.0	400.0	400.0
P1041	TU-BENCHMARK REHABILITATION	0.0	50.0	0.0	50.0	0.0
P1504	TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	160.0	160.0	160.0	160.0	200.0
P1505	TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375.0	375.0	375.0	375.0	375.0
P1506	TU-TRAFFIC SIGNING REPLACE-INFRA	200.0	300.0	300.0	300.0	300.0
P1512	TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	350.0	200.0	200.0	200.0	250.0
P1556	TU-SYSTEM UPGRADES/REPLACEMENTS	0.0	100.0	100.0	100.0	100.0
P2233	TU-ADVANCED TRAFFIC MGT SYSTEM	150.0	150.0	150.0	230.0	230.0
P2234	TU-WALKWAY MANAGEMENT	90.0	90.0	90.0	90.0	90.0
P2235	TU-INTERSECTION IMPROVEMENTS	550.0	500.0	500.0	500.0	500.0
P2241	TU-TRUCK ENFORCEMENT/EDUCATION	50.0	50.0	100.0	0.0	0.0
P2265	TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	0.0	50.0	75.0	50.0	75.0
P2428	TU-FUNCTIONAL PLANNING STUDIES	0.0	100.0	0.0	0.0	50.0
P2436	TU-CORRIDOR PLANNING STUDIES	100.0	100.0	0.0	0.0	0.0
P2446	TU-PEDESTRIAN CROSSING IMPROVEMENTS	200.0	100.0	100.0	100.0	100.0
P2447	TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	500.0	0.0	0.0	0.0
P2448	TU-INTELLIGENT TRANSPORTATION SYSTEM	150.0	200.0	200.0	200.0	200.0
P2468	TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	500.0	500.0	500.0	500.0	500.0
<b>Total</b>		<b>4,475.0</b>	<b>4,025.0</b>	<b>3,350.0</b>	<b>3,355.0</b>	<b>3,470.0</b>

Unfunded Capital Projects		2017	2018	2019	2020	2021
P0948	TU-NEW SIDEWALKS AND PATHWAYS	0.0	350.0	350.0	350.0	350.0
P1504	TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	0.0	400.0	400.0	400.0	360.0
P1506	TU-TRAFFIC SIGNING REPLACE-INFRA	0.0	75.0	100.0	100.0	100.0
P1512	TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	0.0	150.0	150.0	150.0	100.0
P2425	TU-UNDERGROUND ENCROACHMENTS	0.0	100.0	100.0	0.0	0.0
P2446	TU-PEDESTRIAN CROSSING IMPROVEMENTS	0.0	50.0	50.0	50.0	50.0
P2468	TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	0.0	750.0	750.0	750.0	750.0
P2550	TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	400.0	400.0	400.0	400.0
<b>Total</b>		<b>0.0</b>	<b>2,275.0</b>	<b>2,300.0</b>	<b>2,200.0</b>	<b>2,110.0</b>

2017 Transportation Services Capital Investments include 15 funded projects totaling \$4.5 million.

Seven of these projects totaling \$2.2 million involve the capital rehabilitation or replacement of existing assets.

In 2017 there are eight projects totaling \$2.3 million that are geared towards improving traffic safety and traffic management.

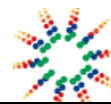
Included in this service line is \$1.65 million of Public Transit Infrastructure Funding as approved by the Federal Government.



In 2017, four 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**

There are no future operating impacts from 2017 Capital Projects.



## Road Maintenance

### Overview

This service line includes the maintenance, inspection, preservation and rehabilitation of the existing street, lane and sidewalk systems including ancillary items such as guardrail operations and maintenance.

In addition to the direct costs associated with asset management and maintenance, services provided include public enquiry and dispatch services.

Significant capital budget increases have been made to this service line in recent years, resulting in much larger and more comprehensive contracts. This in turn has helped lead to lower unit-prices for items such as patching and paving. This increased funding has therefore resulted in a large and efficient capital program that will ultimately restore the City's surface infrastructure to expected condition levels.

The approach to 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	0.0	(0.4)	(0.4)	0.0	0.4	-100.0%
Province of Saskatchewan	(278.2)	(267.7)	(281.0)	(278.6)	2.4	-0.9%
Staff Compensation	4,248.3	4,404.0	4,567.2	4,689.9	122.7	2.7%
Operating Cost	4,297.1	4,761.3	4,776.8	4,681.6	(95.2)	-2.0%
Cost Recovery	(1,132.0)	(500.5)	(530.0)	(530.4)	(0.4)	0.1%
Capital Contribution	24,895.3	24,895.3	30,582.2	34,495.5	3,913.3	12.8%
<b>Total</b>	<b>32,030.5</b>	<b>33,292.0</b>	<b>39,114.8</b>	<b>43,058.0</b>	<b>3,943.2</b>	<b>10.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	59.71	60.31	0.60

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Road Maintenance	(281.4)	2.8	(278.6)	39,396.2	12.6	14.5	3,913.3	43,336.6	43,058.0

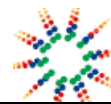
#### Growth:

- An operating impact of \$14.5 is required for the collection of public space recycling materials which contributes towards the waste reduction target.

#### Service Level Change:

The Building Better Roads program introduced in August 2013 attempts to address the asset funding gap through a dedicated tax. This program has resulted in over 220 lane kilometers of roadwork in 2016 compared to 76 lane kilometers in 2013. 2017 is the final year of a four year planned phase-in and is referred to as the Roadway Levy in the following comments:

- Included in the budget is a \$73.7 Roadway Levy to the Transportation Infrastructure Reserve to address the asset funding gap on back lanes and boundary roads.



- \$3.84 million Roadway Levy to the Paved Roadways Infrastructure Reserve to address the asset funding gap on roadway infrastructure is included in the 2017 Budget.

## Other Significant Item(s):

- A \$63.7 reduction in budgeted fuel is due to historically low oil and gas prices over the past number of years which is expected to continue throughout 2017.
- The addition of Engineering Technologist Positions (\$44.4; 0.6 FTE) required to assist with the management and administration of the contract work related to the Building Better Roads initiative. The cost associated with this FTE increase is offset by decreases to the general provision for materials and supplies and external equipment rentals.

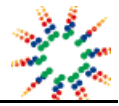
## Not Included:

- The Customer Service and Operations program requires an increase in their operational budget of \$53.3 due to a repeating shortfall in the budget for operational equipment costs as well as the cost of photocopiers.
- An operations superintendent, 1.0 FTE, for safety with a mill rate impact of \$77.2 has not been included in the budget. This position would be responsible for working directly with the staff and supervisors of Public Works to communicate safety goals and implement procedural changes, as required. The position provides a field presence and works with supervisors to find solutions for safety issues which will in turn reduce lost time incidents and prevent equipment downtime.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0837 TU-LANE REHAB & DRAINAGE IMPROV	1,785.0	1,785.0	1,785.0	1,785.0	1,785.0
P0959 TU-UPGRADE BOUNDARY ROADS	260.0	260.0	260.0	260.0	260.0
P1507 TU-GUARDRAILS	120.0	50.0	50.0	50.0	50.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	275.0	290.0	290.0	290.0	300.0
P1638 TU-BACK LANE TREE TRIMMING	50.0	0.0	0.0	0.0	0.0
P2043 TU-CURB REPLACEMENT/REHABILITATION	200.0	200.0	200.0	200.0	200.0
P2259 TU-PW SATELLITE YARDS	200.0	0.0	0.0	0.0	0.0
P2269 TU-ACCOMMODATION CONSTRUCTION	100.0	100.0	100.0	100.0	100.0
P2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION	32,096.0	30,627.0	30,627.0	30,627.0	30,627.0
P2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	400.0	250.0	250.0	250.0	250.0
<b>Total</b>	<b>35,486.0</b>	<b>33,562.0</b>	<b>33,562.0</b>	<b>33,562.0</b>	<b>33,572.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P0832 CY-CENTER MEDIAN REHABILITATION	0.0	200.0	200.0	200.0	200.0
P0959 TU-UPGRADE BOUNDARY ROADS	0.0	140.0	140.0	140.0	140.0
P1507 TU-GUARDRAILS	0.0	75.0	75.0	75.0	75.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	0.0	110.0	110.0	110.0	100.0
P1638 TU-BACK LANE TREE TRIMMING	0.0	50.0	50.0	50.0	50.0
P2044 TU-GRAVEL STREETS UPGRADES	0.0	1,000.0	1,000.0	1,000.0	1,000.0
P2259 TU-PW SATELLITE YARDS	0.0	6,082.0	50.0	100.0	2,401.0
P2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	0.0	950.0	950.0	950.0	950.0
<b>Total</b>	<b>0.0</b>	<b>8,607.0</b>	<b>2,575.0</b>	<b>2,625.0</b>	<b>4,916.0</b>



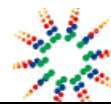
2017 Road Maintenance Capital Investments include ten funded projects totaling \$35.5 million to address the condition of the roadways. This investment represents increases in allocations to the Paved Roadways Infrastructure Reserve in the amount of \$3.84 million due to an increase in the dedicated roadway levy. This investment also represents increases to the Transportation Infrastructure Reserve in the amount of \$0.74 million also due to an increase in the dedicated Roadway Levy. This total increase of \$3.91 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 two projects that are not funded or not fully funded in this budget as current funding levels are not adequate to address the rehabilitative/replacement requirements. These projects have been deferred to future years.

#### **Future Operating Impact of Current Year's Capital Projects**

There are no future operating impacts from 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Province of Saskatchewan	(554.1)	(533.2)	(559.5)	(554.7)	4.8	-0.9%
Staff Compensation	4,096.4	4,324.3	4,433.8	4,610.1	176.3	4.0%
Operating Cost	6,170.8	6,541.8	8,097.8	7,779.1	(318.7)	-3.9%
Cost Recovery	(2.8)	(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%
<b>Total</b>	<b>10,463.8</b>	<b>11,084.8</b>	<b>12,724.0</b>	<b>12,586.4</b>	<b>(137.6)</b>	<b>-1.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	57.95	62.50	4.55

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Snow & Ice Management	(559.5)	4.8	(554.7)	13,283.5	(142.4)	0.0	0.0	13,141.1	12,586.4

#### Revenue Change:

- A decrease in revenue of \$4.8 from the Urban Highway Connector Program reflecting an adjustment to actual revenue received for snow and ice management as specified within the agreement.

#### Other Significant Item(s):

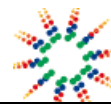
- An additional Engineering Technologist Position (\$29.6; 0.4 FTE) required to assist with the management and administration of the contract work related to the Building Better Roads initiative.
- Also included in 2017 budget is additional Pooled Labourers (\$280.3; 3.75 FTE) and an Engineering Technologist (\$29.6; 0.4 FTE) by utilizing existing available funding within the program.
- An overall decrease of \$4.6 is comprised of an \$86.2 reduction in budgeted fuel due to historically low oil and gas prices over the past number of years which is expected to continue throughout 2017. This is offset by a volume increase of \$81.6 for fuel in the ice management program to reflect actual usage.
- As a result of the 2017-2018 provincial government's budget, City Council deferred the originally approved 0.55% snow and ice management dedicated property tax increase. This was done to minimize the property tax impact.

### Summary of Capital Investments

Unfunded Capital Projects	2017	2018	2019	2020	2021
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	7,729.0	50.0	150.0	18,650.0
<b>Total</b>	<b>0.0</b>	<b>7,729.0</b>	<b>50.0</b>	<b>150.0</b>	<b>18,650.0</b>



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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	1,221.5	1,198.6	1,252.9	1,310.9	58.0	4.6%
Operating Cost	2,627.0	2,101.5	2,526.6	2,428.4	(98.2)	-3.9%
Cost Recovery	(10.5)	(7.0)	(7.0)	(7.0)	0.0	0.0%
Capital Contribution	26.9	26.9	26.9	26.9	0.0	0.0%
<b>Total</b>	<b>3,864.9</b>	<b>3,320.0</b>	<b>3,799.4</b>	<b>3,759.2</b>	<b>(40.2)</b>	<b>-1.1%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	16.69	17.19	0.50

### Summary of Budget Changes

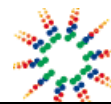
Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Street Cleaning & Sweeping	0.0	0.0	0.0	3,799.4	(40.2)	0.0	0.0	3,759.2	3,759.2

### Other Significant Item(s):

- A \$68.4 reduction in budgeted fuel is due to historically low oil and gas prices over the past number of years which is expected to continue throughout 2017.
- The addition of Engineering Technologist Positions (\$38.8; 0.5 FTE) required to assist with the management and administration of the contract work related to the Building Better Roads initiative. These costs are offset by decreases to the general provision for contract services.

### 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	235.4	315.8	325.6	339.0	13.4	4.1%
Operating Cost	354.1	313.5	313.6	367.0	53.4	17.0%
Capital Contribution	4,534.0	4,534.0	4,684.0	5,384.0	700.0	14.9%
<b>Total</b>	<b>5,123.5</b>	<b>5,163.3</b>	<b>5,323.2</b>	<b>6,090.0</b>	<b>766.8</b>	<b>14.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	4.56	4.56	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Bridges, Subways, Overpasses	0.0	0.0	0.0	5,323.2	16.8	50.0	700.0	6,090.0	6,090.0

#### Growth:

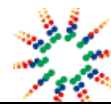
- As a result of new sound attenuation walls and pedestrian crossings installed throughout the city, operating costs have been increased by \$50.0 to reflect the cost of maintenance and graffiti removal required for these structures.

#### Capital Contribution:

- In 2017, there will be \$5,384.0 in contributions to the Bridge Major Repair Reserve, of which \$2,200.0 is temporary funding which will be redeployed in 2018 to base operating budgets required for the North Commuter Parkway and Traffic Bridge. Included in 2017's \$2,200.0 in temporary funding is an increase of \$700.0 representing the third year of a four year phase-in.

#### Not Included:

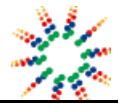
- Total estimated maintenance and inspection costs of \$100.0 for growth due to the addition of new structures and sound attenuation walls will be required. The 2017 budget does not include the full amount and will be phased in over two years with \$50.0 in new base funding in 2017 and 2018.
- Graffiti Removal has been transferred to this service line from the Street Signing and Pavement Marking Program which experienced a deficit due to this activity in 2015. The estimated cost of Graffiti Removal is \$100.0; within the Bridge Maintenance Program there is only a provision of \$70.0 for this purpose, or a \$30.0 shortfall. The goal of active removal of graffiti is to reduce vandalism related crimes in our downtown core and neighbourhoods.



## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1456	TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	1,200.0	300.0	190.0	200.0	200.0
P1526	TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	200.0	2,240.0	0.0
P1553	TU-SID BUCKWOLD BRIDGE REPAIRS	300.0	9,540.0	0.0	0.0	0.0
P1561	TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	0.0	100.0	305.0	0.0
P1994	TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	0.0	2,700.0	0.0
P2025	TU-MARQUIS DR/HWY 16 GRADE SEPARATION	0.0	0.0	0.0	0.0	1,800.0
P2257	TU-CIRCLE DR OVER 33RD ST NB/SB	0.0	200.0	1,924.0	0.0	0.0
P2268	TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	0.0	950.0	0.0	0.0	0.0
P2273	TU-108TH ST OVER CIRCLE DRIVE	0.0	0.0	0.0	100.0	289.0
P2392	TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	0.0	0.0	0.0	80.0
P2393	TU-TAYLOR/CIRCLE DRIVE	0.0	0.0	675.0	0.0	0.0
P2395	TU-CIRCLE DRIVE/14TH ST-NB	0.0	0.0	0.0	150.0	1,026.0
P2396	TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	0.0	4,847.0	0.0	0.0	0.0
P2398	TU-ATTRIDGE DR/CIRCLE DR OVERPASS	0.0	0.0	0.0	100.0	1,500.0
P2406	TU-MINOR BRIDGE REPAIRS	289.0	289.0	289.0	289.0	289.0
P2433	TU-8TH STREET & CPR GRADE SEPARATION	0.0	0.0	0.0	35,000.0	0.0
<b>Total</b>		<b>1,789.0</b>	<b>16,126.0</b>	<b>3,378.0</b>	<b>41,084.0</b>	<b>5,184.0</b>

Unfunded Capital Projects		2017	2018	2019	2020	2021
P1526	TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	0.0	2,130.0	0.0
P1527	TU-UNIVERSITY BRIDGE REHAB	0.0	0.0	0.0	0.0	18,000.0
P1528	TU-SPADINA CRES BRIDGE	0.0	566.0	0.0	0.0	0.0
P1561	TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	234.0	0.0	1,409.0	0.0
P1562	TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	343.0	0.0	0.0	0.0
P1893	TU-IDYLWYLD DRIVE/51ST ST OVERPASS REHAB	0.0	1,633.0	0.0	0.0	0.0
P1994	TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	0.0	52,300.0	0.0
P2025	TU-MARQUIS DR/HWY 16 GRADE SEPARATION	0.0	0.0	0.0	0.0	53,200.0
P2040	TU-UNDERWATER PIER INSPECTIONS	0.0	105.0	0.0	0.0	0.0
P2273	TU-108TH ST OVER CIRCLE DRIVE	0.0	0.0	0.0	0.0	911.0
P2392	TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	327.0	0.0	0.0	0.0
P2393	TU-TAYLOR/CIRCLE DRIVE	0.0	0.0	225.0	0.0	0.0
P2395	TU-CIRCLE DRIVE/14TH ST-NB	0.0	0.0	0.0	0.0	893.0
P2396	TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	0.0	3,457.0	0.0	0.0	0.0
P2397	TU-CIRCLE DRIVE/8TH ST - NB/SB	0.0	0.0	1,306.0	0.0	0.0
P2401	TU-PEDESTRIAN CROSSING STRUCTURES	0.0	347.0	0.0	0.0	0.0
P2402	TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	0.0	155.0	0.0	0.0	0.0
P2403	TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	0.0	164.0	0.0	0.0	0.0
P2434	TU-HWY 11 & HWY 16 CLOVERLEAF	0.0	0.0	0.0	0.0	93,000.0
<b>Total</b>		<b>0.0</b>	<b>7,331.0</b>	<b>1,531.0</b>	<b>55,839.0</b>	<b>166,004.0</b>



2017 Bridges, Subways, Overpasses Capital Investments include three funded projects totaling \$1.8 million.

These projects are geared towards the capital rehabilitation or replacement of existing assets, including design work for the future major rehabilitation of the Sid Buckwold Bridge.

Included in project 1456 is \$650.0 from the Public Transit Infrastructure Funding (PTIF) federal program which will be used for a Rail Grade Separation and Relocation Study to improve Transit delivery.

In the Bridges, Subways, Overpasses service line there is an unfunded component of \$2.8 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 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Province of Saskatchewan	(30.8)	(29.6)	(31.1)	(30.8)	0.3	-1.0%
Staff Compensation	139.3	163.1	168.3	148.3	(20.0)	-11.9%
Operating Cost	5,690.6	5,868.9	5,781.0	6,492.5	711.5	12.3%
Cost Recovery	(57.5)	(38.0)	(38.0)	(38.0)	0.0	0.0%
<b>Total</b>	<b>5,741.6</b>	<b>5,964.4</b>	<b>5,880.2</b>	<b>6,572.0</b>	<b>691.8</b>	<b>11.8%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	1.20	1.20	0.00

### Summary of Budget Changes

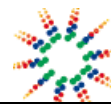
Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Street Lighting	(31.1)	0.3	(30.8)	5,911.3	691.5	0.0	0.0	6,602.8	6,572.0

### Other Significant Item(s):

- Due to the compounded increase to electrical costs of 8.68% over 2016, the 2017 budget includes a \$692.2 increase to maintain the current street lighting service levels.

### 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(5,281.4)	(6,907.3)	(5,907.3)	(5,938.2)	(30.9)	0.5%
Staff Compensation	440.6	401.5	411.5	501.9	90.4	22.0%
Operating Cost	2,223.0	2,231.8	2,204.7	2,207.8	3.1	0.1%
Cost Recovery	(345.0)	(325.5)	(325.5)	(395.1)	(69.6)	21.4%
Capital Contribution	205.3	1,344.9	417.7	456.2	38.5	9.2%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
<b>Total</b>	<b>(2,727.5)</b>	<b>(3,224.6)</b>	<b>(3,168.9)</b>	<b>(3,137.4)</b>	<b>31.5</b>	<b>-1.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	5.25	6.25	1.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Parking	(5,907.3)	(30.9)	(5,938.2)	2,738.4	(77.6)	80.0	60.0	2,800.8	(3,137.4)

#### Revenue Change:

- Parking Permits, Parking Card Admin Fees and Billboard revenue are anticipated to increase by \$15.9, based on historical trends.
- Parking ticket late fee revenues are anticipated to increase by \$15.0, based on historical trends.

#### Growth:

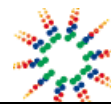
- A Parking Permit Coordinator (\$80.0; 1.0 FTE) is needed to provide the expected level of service for the development, delivery, and management of the various parking permit programs. This includes permit policy, fees, charging, tracking and customer service. The position will develop a responsive permit system able to capture parking revenues accordingly.

#### Service Level Change:

- Beginning in 2017, parking customers will have the ability to pay for parking via a new phone app. The cost of this service is estimated at \$60.0.

#### Capital Contribution:

- The parking meter replacement project is vendor financed, to be repaid through incremental parking revenues. The 2017 payment has increased by \$38.5 based on the repayment formula.



## Other Significant Item(s):

- An agreement with River Landing to provide parking revenue collection and enforcement services has resulted in an increase in cost recovery of \$69.6.
- Bank fees have been reduced by \$92.5 based on current estimates for credit card usage and charges.

## Not Included:

- Current funding for parking enforcement is not meeting expected parking enforcement service levels as increases in this budget have not kept up with City growth. Increased dissatisfaction in the community and reductions in parking ticket revenue are some of the risks associated with not including this item. \$245.0 would allow parking enforcement to meet expected service levels. Other options include reducing existing residential parking permit areas or redefining service levels and parking bylaw standards.

## Summary of Capital Investments

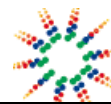
Funded Capital Projects		2017	2018	2019	2020	2021
P1518	CY-PAY STATION PURCHASES & IMPLEMENTATION	160.0	60.0	60.0	60.0	60.0
P2429	CY-LICENSE PLATE RECOGNITION SYSTEM	0.0	0.0	65.0	65.0	65.0
<b>Total</b>		<b>160.0</b>	<b>60.0</b>	<b>125.0</b>	<b>125.0</b>	<b>125.0</b>

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

This project is funded from the Parking Capital Reserve.

## Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2017 Capital Project.



## Impound Lot

### Overview

The Impound Lot program administers, operates, and maintains the impound lot located in the Holiday Park Industrial area and provides impounding services as required by the Saskatoon Police Service. The fiscal principle for the impound lot is to operate on a full cost recovery basis.

The primary objective of the lot is to facilitate the storage of vehicles seized due to unpaid parking violations and the clearing of snow routes. In addition, the City has the authority to seize, immobilize, and impound vehicles with delinquent parking violations or those vehicles in violation of the Traffic Bylaw.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(237.5)	(825.0)	(530.3)	(536.8)	(6.5)	1.2%
Staff Compensation	49.5	64.1	64.4	64.9	0.5	0.8%
Operating Cost	591.8	708.5	717.3	723.3	6.0	0.8%
Debt Charges	52.4	52.4	52.4	52.4	0.0	0.0%
Cost Recovery	(426.3)	0.0	(303.8)	(303.8)	0.0	0.0%
<b>Total</b>	<b>29.9</b>	<b>0.0</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.75	0.75	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Impound Lot	(530.3)	(6.5)	(536.8)	530.3	6.5	0.0	0.0	536.8	0.0

#### Revenue Change:

- Revenue from impounded vehicles is anticipated to increase by \$6.5, based on historical trends.

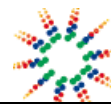
### Summary of Capital Investments

Unfunded Capital Projects	2017	2018	2019	2020	2021
P2251 CY-IMPOUND LOT	0.0	100.0	1,640.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>100.0</b>	<b>1,640.0</b>	<b>0.0</b>	<b>0.0</b>

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 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	3,370.4	1,089.2	1,109.8	1,082.4	(27.4)	-2.5%
Operating Cost	3,144.6	639.6	650.3	650.6	0.3	0.0%
Cost Recovery	(5,889.2)	(983.3)	(996.0)	(1,002.7)	(6.7)	0.7%
<b>Total</b>	<b>625.8</b>	<b>745.5</b>	<b>764.1</b>	<b>730.3</b>	<b>(33.8)</b>	<b>-4.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	13.77	13.77	0.00

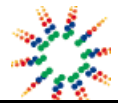
### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Engineering	0.0	0.0	0.0	764.1	(33.8)	0.0	0.0	730.3	730.3

There are no significant changes in Engineering.

### Summary of Capital Investments

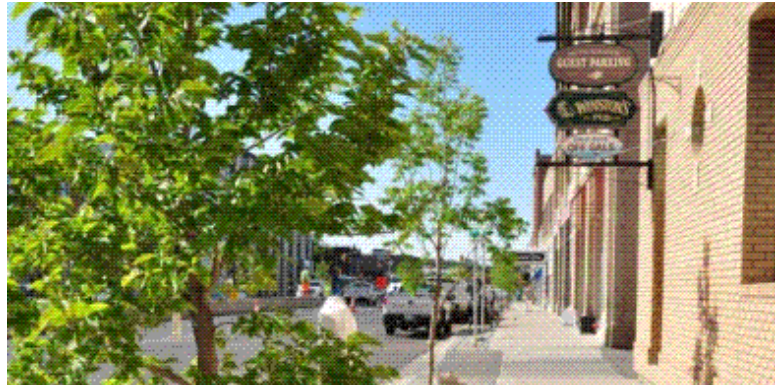
There are no capital investments in Engineering.





**Operating Budget**  
\$5.7 million

**Capital Budget**  
\$14.4 million



## STRATEGIC GOALS:



Economic Diversity & Prosperity



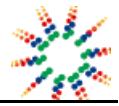
Quality of Life



Sustainable Growth

## Service Outcomes

- To provide an increasingly sustainable community and enhanced quality of life consistent with the vision and core strategies in the City's Strategic Plan.
- To provide urban renewal and sustain existing areas through local area plans, strategic investments, rejuvenation projects, Crime Prevention Through Environmental Design (CPTED) reviews, and incentives for supportive and attainable housing.
- To provide support for economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, providing advice and timely review of development applications.
- To provide leadership in planning for future growth in line with the City's Integrated Growth Plan to Half a Million which links land use, transportation, and infrastructure in more effective, efficient, and sustainable ways.
- To provide a healthy and fair marketplace and ensure the health and safety of owners and occupants through building and plumbing inspections, licensing of new and established businesses, and permit and development application reviews.
- To provide improved public spaces throughout the City through streetscape master plans and urban design projects in strategic areas, business improvement districts, and growth corridors.
- To provide an adequate supply of attainable housing choices by working with community partners, developers, and builders.
- To provide clear information to City Council, excellent customer service to clients, and meaningful consultation to stakeholders.



## At A Glance

\$17.9 million in funding since 2008 produced 4,200 Attainable Housing units.

2,395 new licensed businesses since 2008.

17 new services added and 16 expanded since 2007 to meet the demands of one of the fastest growing cities in Canada.

13 neighbourhoods have approved Local Area Plans.

\$1.65 million in streetscaping projects completed.

10,850 licensed businesses are expected to be operating in Saskatoon by the end of 2016.

4,000 building permits estimated for 2016, estimated construction value of over \$850.0 million.

1,500 Development Permits issued.

560 Attainable Housing units supported through various programs in the City's Housing Business Plan.

500 property-use complaints estimated requiring attention in 2016.

82 Subdivision Applications processed reflecting strong demand for new, fully-serviced residential, commercial and industrial lots.

37 Official Community Plan and amendments and Rezoning Requests received.

21 Condominium Applications received.

20 Discretionary Use Applications processed including garden and garage suite applications and continued strong demand for more care homes.

18 CPTED reviews conducted on various parks, neighbourhoods and major capital projects to ensure safe design of buildings and sites.

7 Vacant Lot Incentive Applications approved in 2016 resulting in new development on chronically vacant sites and the adaptive reuse of vacant buildings in established areas.

## Council Priorities

- Develop partnerships and programs with Aboriginal organizations that will assist in enhancing economic, employment and training opportunities.
- Implement the Growth Plan to Half a Million (formerly known as the Integrated Growth Plan).
- Create incentives to promote density.
- Continue to create and support a business-friendly environment and increase the non-residential tax base.
- Maintain competitive rates for residential and business property taxes within comparative jurisdictions.

## Strategic Risks

- There may be limitations on non-property tax revenue options and taxing powers, resulting in an over-reliance on property tax.
- The City carries the risk of over/under investing within its future infrastructure and not being aligned to the economic scenario within the city/province.
- Lack of a regional growth plan that includes all of the City's neighbours could restrict growth in the future.



## Performance Measures

### **At least 25% of residential development is in infill neighbourhoods by 2023.**

- 2017 Target: 17%

### **500 new Attainable Housing units built annually.**

- 2017 Target: 400

### **Maintain an Average Rental Housing Vacancy Rate of 3%.**

- This is a longer term indicator therefore there is no annual target.

## Strategic Outcomes and 2017 Initiatives

### **Growth and development ensure Saskatoon is a healthy and sustainable community; balancing the environmental social and economic needs of the community and region.**

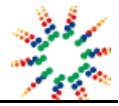
- Establish a range of policies and strategies to address the financial requirements of implementing the Growth Plan to Half a Million.
- Conduct the Bus Rapid Transit Detailed Functional Design as part of the 10 Year Action Plan for the Growth Plan to Half a Million.
- Renew the Official Community Plan to reflect the vision and goals of the Growth Plan to Half a Million, as well as other planning and policy initiatives.
- Pursue amendments to The Planning and Development Act, 2007 to enable interim development in the path of future urban growth by ensuring full cost recovery for future urban services.
- Work with the Saskatoon North Partnership for Growth (P4G) to endorse a Regional Land Use Map, create a P4G Planning District and associated governance and administrative structures, adopt a Regional Plan, adopt a P4G Zoning Bylaw, and prioritize the follow-up studies needed to implement the Regional Plan.
- Work to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in the Saskatoon region through face-to-face meetings, educational materials, and events.
- Partner with the University of Saskatchewan to establish a Sector Plan to support the University's development plans.

### **Develop or implement Local Area, Concept and Sector Plans.**

- Work with civic departments and external stakeholders to complete the Meadowgreen and Montgomery Place Local Area Plans.
- Complete amendments to the Holmwood Sector Plan to address the Suburban Centre, District Village, Phasing Plan and transportation network adjustments.
- Complete the Imagine Idylwyld Corridor Study to improve the function, safety, connectivity, and quality of Idylwyld Drive as a key gateway to the City Centre.
- Establish a redevelopment plan for the South Caswell transit facilities.

### **Land use planning supports a diverse economy and vibrant community, enhancing Saskatoon's natural and built environment and protecting its heritage**

- Develop a Green Infrastructure Strategy, including policy and management guidelines, in collaboration (cooperation) with Parks and Environmental and Corporate Initiatives and Meewasin.
- Work with the Saskatoon North Partnership for Growth to create strategies for adopting new land use policies, and creating servicing and phasing plans, that would enable different forms of development in the Grasswood Mixed Use Node to serve the needs of a growing population.
- Complete Planning and Developments final phase of the Neighbourhood Level Infill Development Strategy to address four unit dwellings on corner sites.
- Develop the Heritage Registry to increase awareness of valuable heritage resources.



- Implement a new Urban Design Council Policy (BID) to formalize the relationship between the Business Improvement Districts and the City with respect to communications and priority maintenance.
- Complete the Office Policy Review Project.

**Reduce homelessness and ensure there are a diversity of housing options that create equitable and inclusive neighbourhoods**

- Work with community partners to implement Saskatoon's Homelessness Action Plan.
- Work with stakeholders to determine 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.

**Protect the public health, safety and property rights of citizens through timely, consistent and effective enforcement of bylaws.**

- Complete the implementation of the Building Bylaw to reflect current legislative requirements and other necessary amendments.
- Launch the Administrative Bylaw Enforcement Team to align current enforcement across the corporation and begin to develop a consistent delivery model.
- Initiate the project to develop a new drainage regulatory compliance model.
- Develop and implement new regulations around Short-Term Temporary Accommodations.
- Support legalizing existing suites that meet required standards and garage and garden suite development.
- Finalize the Easy to Read Bylaw Guide to provide residents with key aspects of community standards and expectation to empower them to be good neighbours.

**Identify efficiencies in the Urban Planning and Development Programs.**

- Integrate the zoning compliance staff and other bylaw staff under one service line in the coming years.
- Develop action plans to support and implement key findings from the Building and Development Permit Civic Service Reviews.
- Complete an Internal Process Preview on the process of circulation and reviewing major land use applications.
- Develop a four-year action plan to increase online delivery of programs and services within the Buildings Standards division with a focus on alignment with Service Saskatoon.
- Streamline bylaw complaints and implement an enhanced data management framework with the implementation of a Customer Service Coordinator position.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Attainable Housing	335.7	424.3	424.9	0.0	425.1	425.1	0.2	0.0%
Building and Plumbing Permits & Standards	0.0	0.0	0.0	(6,749.6)	6,749.6	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	(47.9)	0.0	0.0	(1,020.1)	1,020.1	0.0	0.0	0.0%
Development Review	500.6	463.2	433.7	(829.4)	1,266.9	437.5	3.8	0.9%
Regional Planning	346.5	358.5	366.9	0.0	367.7	367.7	0.8	0.2%
Bylaw Compliance	418.8	394.3	556.8	(129.4)	767.1	637.7	80.9	14.5%
Long Range Planning	281.9	291.1	296.1	(0.9)	195.6	194.7	(101.4)	-34.2%
Neighbourhood Planning	483.0	538.6	549.0	0.0	552.2	552.2	3.2	0.6%
Research & Mapping	404.8	422.1	442.2	(17.3)	461.2	443.9	1.7	0.4%
Urban Design	2,247.3	2,485.5	2,485.5	0.0	2,485.5	2,485.5	0.0	0.0%
Total	5,078.4	5,485.3	5,662.8	(8,746.7)	14,398.7	5,652.0	(10.8)	-0.2%

Staff Complement	2016	2017	Difference
Full Time Equivalents	108.75	106.75	(2.00)

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Attainable Housing	0.0	0.0	0.0	424.9	0.2	0.0	0.0	425.1	425.1
Building and Plumbing Permits & Standards	(6,647.9)	(101.7)	(6,749.6)	6,647.9	101.7	0.0	0.0	6,749.6	0.0
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7
Business Licenses	(1,004.9)	(15.2)	(1,020.1)	1,004.9	15.2	0.0	0.0	1,020.1	0.0
Development Review	(834.7)	5.3	(829.4)	1,268.4	(1.5)	0.0	0.0	1,266.9	437.5
Regional Planning	0.0	0.0	0.0	366.9	0.8	0.0	0.0	367.7	367.7
Bylaw Compliance	(129.7)	0.3	(129.4)	686.5	(0.4)	81.0	0.0	767.1	637.7
Long Range Planning	(0.9)	0.0	(0.9)	297.0	(101.4)	0.0	0.0	195.6	194.7
Neighbourhood Planning	0.0	0.0	0.0	549.0	3.2	0.0	0.0	552.2	552.2
Research & Mapping	(17.3)	0.0	(17.3)	459.5	1.7	0.0	0.0	461.2	443.9
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5
<b>Total</b>	<b>(8,635.4)</b>	<b>(111.3)</b>	<b>(8,746.7)</b>	<b>14,298.2</b>	<b>19.5</b>	<b>81.0</b>	<b>0.0</b>	<b>14,398.7</b>	<b>5,652.0</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	200.0	175.0	175.0	75.0	0.0
Business Improvement Districts	0.0	0.0	0.0	0.0	0.0
Business Licenses	0.0	0.0	0.0	0.0	0.0
Development Review	0.0	0.0	0.0	0.0	0.0
Regional Planning	0.0	0.0	0.0	0.0	0.0
Bylaw Compliance	125.0	125.0	0.0	0.0	0.0
Long Range Planning	11,350.0	0.0	0.0	0.0	0.0
Neighbourhood Planning	210.0	50.0	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	2017	2018	2019	2020	2021
Urban Design	2,500.0	2,000.0	1,000.0	1,000.0	100.0
<b>Total</b>	<b>14,385.0</b>	<b>2,350.0</b>	<b>1,175.0</b>	<b>1,075.0</b>	<b>100.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
BLDG PERMITS/INSPECT STAB RESERVE	263.0	238.0	175.0	75.0	0.0
FCM	100.0	0.0	0.0	0.0	0.0
INFRA RES - STORM WATER	62.0	62.0	0.0	0.0	0.0
OTHER	5,250.0	0.0	0.0	0.0	0.0
PTIF - FEDERAL	5,250.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	960.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	2,500.0	2,050.0	1,000.0	1,000.0	100.0
<b>Total</b>	<b>14,385.0</b>	<b>2,350.0</b>	<b>1,175.0</b>	<b>1,075.0</b>	<b>100.0</b>
Unfunded	0.0	5,835.0	2,930.0	8,810.0	1,620.0

## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P2162 CY-URBAN DESIGN - BIDS	0.0	3.0	0.0	0.0	0.0
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	0.0	40.5	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>43.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Attainable Housing

### Overview

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

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

The 10-year Housing Business Plan (2013- 2022) evaluates community needs in housing, and a progress report is provided to City Council each year, as well as detailed business plans for the following year. The focus in 2017 and 2018 will be to work with community partners to implement Saskatoon's Homelessness Action Plan.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	183.9	212.3	214.2	219.7	5.5	2.6%
Operating Cost	11.5	99.6	99.6	99.6	0.0	0.0%
Capital Contribution	34.0	34.0	34.0	34.0	0.0	0.0%
Transfer to/from Reserves	106.3	78.4	77.1	71.8	(5.3)	-6.9%
<b>Total</b>	<b>335.7</b>	<b>424.3</b>	<b>424.9</b>	<b>425.1</b>	<b>0.2</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	2.33	2.33	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Attainable Housing	0.0	0.0	0.0	424.9	0.2	0.0	0.0	425.1	425.1

There are no significant operating changes in Attainable Housing.

### Summary of Capital Investments

There are no capital investments for Attainable Housing.



## Building and Plumbing Permits & Standards

### Overview

The Building and Plumbing Permits & Standards Program provides for the review, issuance, and inspection of building, plumbing, and demolition permits. This process ensures individuals and groups have safe and healthy places to live and work. The Program also processes requests for Property Information Disclosures, Encroachment Agreements, and Civic Addresses. The Program contributes to the Plan Review and Inspection Stabilization Reserve. This reserve is to stabilize the program during periods of less activity.

This program is not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in the Plan Review and Inspection Services Stabilization Reserve.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(7,717.7)	(6,590.4)	(6,647.9)	(6,749.6)	(101.7)	1.5%
Staff Compensation	4,523.7	4,837.8	4,993.9	5,008.1	14.2	0.3%
Operating Cost	1,291.6	1,273.4	1,322.1	1,354.8	32.7	2.5%
Cost Recovery	(97.9)	(97.8)	(103.8)	(103.8)	0.0	0.0%
Transfer to/from Stabilization	2,000.2	577.0	435.7	490.5	54.8	12.6%
<b>Total</b>	<b>(0.1)</b>	<b>0.0</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	57.00	57.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Building and Plumbing Permits & Standards	(6,647.9)	(101.7)	(6,749.6)	6,647.9	101.7	0.0	0.0	6,749.6	0.0

#### Revenue Change:

- Revenue increases of \$101.7 represents the net increases in the value of plumbing permits and an increase in fees from plan reproductions.

#### Capital Contribution:

- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will increase by \$54.8 in 2017, bringing the total transfer to \$490.5.

#### Other Significant Item(s):

- Expenditure increase of \$29.0 relates to an allocation of staff costs for a portion of a Communications Coordinator position approved in 2016 under Urban Planning and Development – Bylaw Compliance. This expenditure nets with a corresponding decrease in the transfer to the Plan Review and Inspection Services Stabilization Reserve.



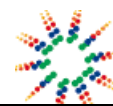
## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P2169	CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	200.0	175.0	175.0	75.0	0.0
Total		200.0	175.0	175.0	75.0	0.0

Capital Project 2169 involves systems upgrades and enhancements related to existing programs and the development of new programs, with a focus on increasing online services. 2017 is the first year of a targeted 4 year plan. This project is funded from the Plan Review and Inspection Services Stabilization Reserve.

### **Future Operating impact of Current Year's Capital Projects**

There are no future operating impacts from the 2017 capital project.



## Business Improvement Districts

### Overview

Funding provided to Business Improvement Districts helps to bolster the administrative and financial capability of these organizations, which in turn assists the City Administration to plan and make improvements in these areas. The BIDs collaborate with City Administration on a range of projects such as Local Area Plans, City Centre Plan, The Junction, and Broadway 360, to name a few. The BIDs also provide advice to help the City prioritize urban design projects and maintenance priorities as part of the on-going cooperative efforts in the BID areas.

This program provides each of the Downtown Saskatoon Business Improvement District, the Riversdale Business Improvement District, and the Broadway Business Improvement District with a grant based on an allocation of parking revenues.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Operating Cost	107.7	107.7	107.7	107.7	0.0	0.0%
<b>Total</b>	<b>107.7</b>	<b>107.7</b>	<b>107.7</b>	<b>107.7</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(970.3)	(994.2)	(1,004.9)	(1,020.1)	(15.2)	1.5%
Staff Compensation	684.9	747.2	748.1	754.0	5.9	0.8%
Operating Cost	237.5	247.0	256.8	258.5	1.7	0.7%
Transfer to/from Stabilization	0.0	0.0	0.0	7.6	7.6	0.0%
<b>Total</b>	<b>(47.9)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	9.10	9.10	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Business Licenses	(1,004.9)	(15.2)	(1,020.1)	1,004.9	15.2	0.0	0.0	1,020.1	0.0

#### Revenue Change:

- Business License revenue has increased \$15.2 due to an increase in the number of businesses operating in the city.

#### Capital Contributions:

- Due to the full cost recovery nature of this program, the contribution to the Business License Stabilization Reserve has increased by \$7.6, bringing the total contribution to \$7.6.

### 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(690.8)	(731.7)	(834.7)	(829.4)	5.3	-0.6%
Staff Compensation	1,003.0	1,011.6	999.0	997.2	(1.8)	-0.2%
Operating Cost	298.8	291.1	296.6	297.0	0.4	0.1%
Cost Recovery	(25.8)	(21.0)	(21.0)	(21.0)	0.0	0.0%
Transfer to/from Reserves	(84.6)	(86.8)	(6.2)	(6.3)	(0.1)	1.6%
<b>Total</b>	<b>500.6</b>	<b>463.2</b>	<b>433.7</b>	<b>437.5</b>	<b>3.8</b>	<b>0.9%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	10.00	10.00	0.00

### Summary of Budget Changes

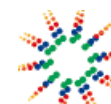
Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Development Review	(834.7)	5.3	(829.4)	1,268.4	(1.5)	0.0	0.0	1,266.9	437.5

#### Revenue Change:

- Development Review revenue is anticipated to decrease by \$5.3. This decrease is largely due to a reduction in subdivision application and approval fee volumes of \$22.4, offset by increases for zoning, discretionary use and condo application fees for \$17.1.

### 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	274.9	280.3	288.3	289.1	0.8	0.3%
Operating Cost	71.5	78.2	78.6	78.6	0.0	0.0%
<b>Total</b>	<b>346.4</b>	<b>358.5</b>	<b>366.9</b>	<b>367.7</b>	<b>0.8</b>	<b>0.2%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	2.50	2.50	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Regional Planning	0.0	0.0	0.0	366.9	0.8	0.0	0.0	367.7	367.7

There are no significant operating changes in Regional Planning.

### Summary of Capital Investments

There are no capital investments for Regional Planning.



## Bylaw Compliance

### Overview

The Community Standards division exists to provide an effective delivery model for bylaw enforcement and related activities. This Bylaw Compliance service line continues to grow as the Division brings together the many different bylaw groups under one delivery model.

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

- Review and enforcement of Zoning Bylaw contraventions;
- Administer the Legalizing Existing Suites Program;
- Review of all sign applications on private property;
- Ensure that required parking and landscaping is implemented, where required in new construction projects;
- Inspection and compliance of the Street Use Bylaw, which regulates the public use of City property including street use, sidewalk clearing, and overgrown vegetation affecting traffic flow;
- Inspection, education and compliance of the Drainage Bylaw, which involves maintenance of the drainage design grades on private properties. Staffing and related costs for this function are currently budgeted under Utilities – Storm Water Management and will be transferred to this service line in 2018; and
- Provides inspection and coordination with the Property Maintenance & Nuisance Bylaw to improve compliance on issues of untidy and overgrown properties.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(93.4)	(106.3)	(129.7)	(129.4)	0.3	-0.2%
Staff Compensation	418.8	412.2	581.5	651.9	70.4	12.1%
Operating Cost	93.3	88.4	133.2	148.2	15.0	11.3%
Cost Recovery	0.0	0.0	(28.2)	(33.0)	(4.8)	17.0%
<b>Total</b>	<b>418.7</b>	<b>394.3</b>	<b>556.8</b>	<b>637.7</b>	<b>80.9</b>	<b>14.5%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	7.00	8.00	1.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Bylaw Compliance	(129.7)	0.3	(129.4)	686.5	(0.4)	81.0	0.0	767.1	637.7

### Revenue Change:

- Bylaw Compliance revenue is anticipated to stay consistent in 2017, with a slight decrease of \$0.3. This decrease is due to declining sign permit volumes of \$12.8, offset by increases to Legalizing Existing Suites rates of \$12.5.



## Growth:

- One new Bylaw Inspector position (\$80.0; 1.0 FTE) is required to meet the ongoing growth and prescribed mandate of the Community Standards Division in alignment with citizen expectations. This position will act as a general bylaw inspector assisting in addressing the increased volume and complexity of complaints related to the Zoning Bylaw and supporting the Property Maintenance and Nuisance Bylaw in achieving tidy and maintained yards.

## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P2604	CY- DRAINAGE REGULATION	125.0	125.0	0.0	0.0	0.0
Total		125.0	125.0	0.0	0.0	0.0

\$250.0 is required over two years to allow for the development of a regulatory compliance framework to control drainage.

## Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2017 capital projects.



## Long Range Planning

### Overview

The key function of the Long Range Planning section is policy development related to the sustainable growth of Saskatoon. With a planning horizon of 500,000 people, staff is engaged in two primary roles – the ongoing development of policy in the adopted Official Community Plan, and, the implementation of the new Growth Plan to Half a Million. This section is also responsible for Regional Transportation, Long Range Transit, major Sector Plans, and a new Employment Area Plan in conjunction with the Growth Plan to Half a Million.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	580.1	600.9	507.2	414.3	(92.9)	-18.3%
Operating Cost	53.6	26.2	26.2	23.2	(3.0)	-11.5%
Cost Recovery	0.0	(5.3)	(5.3)	(5.3)	0.0	0.0%
Transfer to/from Reserves	(351.8)	(329.8)	(231.1)	(236.6)	(5.5)	2.4%
<b>Total</b>	<b>281.9</b>	<b>291.1</b>	<b>296.1</b>	<b>194.7</b>	<b>(101.4)</b>	<b>-34.2%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	5.00	4.00	(1.00)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Long Range Planning	(0.9)	0.0	(0.9)	297.0	(101.4)	0.0	0.0	195.6	194.7

### Other Significant Item(s):

- The Infrastructure Engineer position (\$103.6, 1.0 FTE) has been transferred to Transportation Services Service Line under Transportation Business Line to reflect the realignment of the Long Range and Active Transportation functions. \$2.9 in related operating costs have also been transferred.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2390 CY-GREEN INFRASTRUCTURE STRATEGY	100.0	0.0	0.0	0.0	0.0
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	11,250.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>11,350.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	0.0	1,475.0	2,720.0	8,450.0	1,410.0
<b>Total</b>	<b>0.0</b>	<b>1,475.0</b>	<b>2,720.0</b>	<b>8,450.0</b>	<b>1,410.0</b>



The Growth Plan to Half a Million Implementation project involves implementation and project coordination, including community engagement and communications, for the core initiatives of the Growth Plan to Half a Million.

The Green Infrastructure Strategy will integrate StormWater management, natural areas, and land use planning through a climate change adaption lens. This project is subject to the City successfully obtaining a Federal grant.

### **Future Operating Impact of Current Year's Capital Project**

There will be an increased cost in 2018 for Transit in the amount of \$40.5 due to additional shelter maintenance costs, data charges for buses, and software maintenance charges.

### **Future Operating Budget Impacts of 2017 Capital Projects**

Project	2017	2018	2019	2020	2021
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	0.0	40.5	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>40.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	439.8	484.1	494.5	497.7	3.2	0.6%
Operating Cost	483.0	488.0	514.5	502.5	(12.0)	-2.3%
Cost Recovery	(16.3)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	0.0	0.0	(450.0)	0.0	450.0	-100.0%
Transfer to/from Reserves	(423.5)	(423.5)	0.0	(438.0)	(438.0)	0.0%
<b>Total</b>	<b>483.0</b>	<b>538.6</b>	<b>549.0</b>	<b>552.2</b>	<b>3.2</b>	<b>0.6%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	4.82	4.82	0.00

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Neighbourhood Planning	0.0	0.0	0.0	549.0	3.2	0.0	0.0	552.2	552.2

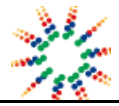
### Capital Contribution:

- The transfer from the BID Streetscape Reserve has decreased by \$12.0 to reflect a reduction in operating budget of the Community Support Program, as outlined in the contract with the Downtown Business Improvement District.

### Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P1573 CY- CSO-COMPREHENSIVE REVIEW STUDY	0.0	50.0	0.0	0.0	0.0
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>210.0</b>	<b>50.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	0.0	210.0	210.0	210.0	210.0
<b>Total</b>	<b>0.0</b>	<b>210.0</b>	<b>210.0</b>	<b>210.0</b>	<b>210.0</b>



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 with Meadowgreen and Montgomery Place in progress.

Capital Project 1573 involves a comprehensive review of the Community Support Program, to be completed prior to the end of the current contract with the Downtown Business Improvement District in 2018.

**Future Operating Impact of Current Year's Capital Projects**

There are no future operating impacts from 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(14.3)	(17.3)	(17.3)	(17.3)	0.0	0.0%
Staff Compensation	473.9	478.0	498.1	499.8	1.7	0.3%
Operating Cost	58.1	72.9	65.5	65.5	0.0	0.0%
Cost Recovery	(118.5)	(115.4)	(109.0)	(109.0)	0.0	0.0%
Transfer to/from Reserves	5.6	3.9	4.9	4.9	0.0	0.0%
<b>Total</b>	<b>404.8</b>	<b>422.1</b>	<b>442.2</b>	<b>443.9</b>	<b>1.7</b>	<b>0.4%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	6.00	6.00	0.00

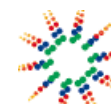
### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Research & Mapping	(17.3)	0.0	(17.3)	459.5	1.7	0.0	0.0	461.2	443.9

There are no significant operating changes in Research & Mapping.

### Summary of Capital Investments

There are no capital investments for Research & Mapping.



## Urban Design

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Staff Compensation	470.7	493.5	507.4	289.2	(218.2)	-43.0%
Operating Cost	376.7	541.4	481.6	468.2	(13.4)	-2.8%
Capital Contribution	1,741.9	1,843.6	1,936.5	1,665.2	(271.3)	-14.0%
Transfer to/from Other Operating	(750.0)	(750.0)	(500.0)	0.0	500.0	-100.0%
Transfer to/from Reserves	424.9	357.0	60.0	62.9	2.9	4.8%
<b>Total</b>	<b>2,264.2</b>	<b>2,485.5</b>	<b>2,485.5</b>	<b>2,485.5</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	5.00	3.00	(2.00)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5

### Capital Contribution:

Within the Urban Design service line is \$1,665.2 in capital contributions, which are the net impact of the following three items:

- The \$2,461.0 transfer to the BID Streetscape Reserve is funded through a policy allocation of a specified percentage of parking revenues. The reserve then funds the cost of streetscape projects within established BIDs.
- The Urban Design BID program's operating budget reflects projects costing less than \$50.0 as well as continuing programs and operational administration costs; the 2017 transfer from the Streetscape BID Reserve is \$672.3 to fund this program.
- 2016 was the final year that Saskatoon Land's Sales Administration Fees funded the City-Wide Urban Design Program (2016 transfer was \$500.0). In 2017, funding of \$120.6 supporting the annual operating costs of the City-Wide Urban Design Program will come from the City-Wide Streetscape reserve.

### Other Significant Item(s):

- A Senior Planner position (\$107.1; 1.0 FTE) and operating expenditures of \$26.5 have been transferred from the City-Wide Urban Design program to the Urban Design BID program within the Urban Design service line, to accurately reflect the time spent on the program areas.
- A Senior Planner (\$100.0; 1.0 FTE) and a Landscape Architect (\$88.2; 1.0 FTE), along with operating expenditures of \$22.7 have been transferred from the City-Wide Urban Design program to Capital Project 2541 Growth Plan to Half a Million Implementation.



## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P2162 CY-URBAN DESIGN - BIDS	2,500.0	2,000.0	1,000.0	1,000.0	100.0
<b>Total</b>	<b>2,500.0</b>	<b>2,000.0</b>	<b>1,000.0</b>	<b>1,000.0</b>	<b>100.0</b>

Unfunded Capital Projects	2017	2018	2019	2020	2021
P1508 CY-CITY ENTRANCE SIGNS	0.0	150.0	0.0	150.0	0.0
P2166 CY-URBAN DESIGN - CITY-WIDE	0.0	4,000.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>4,150.0</b>	<b>0.0</b>	<b>150.0</b>	<b>0.0</b>

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

In 2017, project 2162 includes the first phase of construction of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to 25<sup>th</sup> Street and the second year of a three 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. 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

Annual maintenance of \$3.0 for phase 1 of the Idylwyld Drive comprehensive streetscape project for 2018.

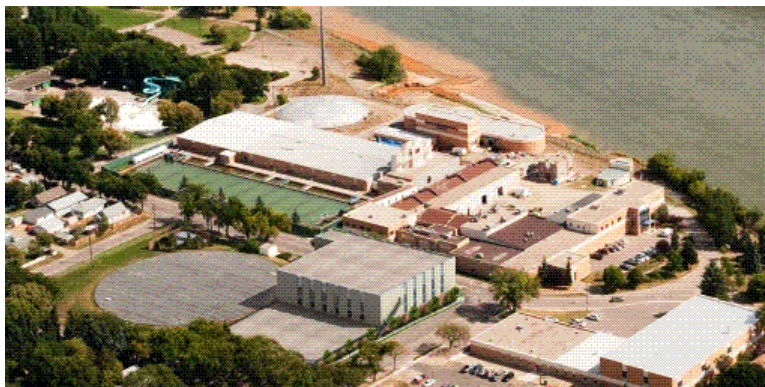
#### Future Operating Budget Impacts of 2017 Capital Projects

Project	2017	2018	2019	2020	2021
P2162 CY-URBAN DESIGN - BIDS	0.0	3.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



**Operating Budget**  
\$330.0 million

**Capital Budget**  
\$104.4 million



## STRATEGIC GOAL:



Environmental Leadership



Asset & Financial Sustainability

## Service Outcomes

- To provide safe, reliable electricity in a cost-effective and environmentally responsible way.
- To provide quality drinking water, collection and treatment of wastewater, and storm water collection.
- To provide long-term, sustainable management of Saskatoon's water and energy resources.
- To provide residential recycling and yard waste collection.
- To provide revenue for the City through fees generated by services.

## At A Glance

### Electricity: Saskatoon Light & Power

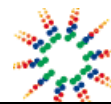
- 1,171 km of overhead lines in the distribution network.
- 615 km of underground power cables.

### Drinking Water: The Water Treatment Plant & Distribution System

- 43 million cubic meters treated per year.
- 71,139 service connections.
- 14,302 valves.
- 7,139 fire hydrants.
- 1,147 km of water mains.

### Wastewater: The Wastewater Treatment Plant & Collection System

- 33 million cubic meters of wastewater treated per year.
- 71,349 service connections.
- 11,586 manholes.



- 1,052 km of sanitary mains, 25 sanitary sewer lift stations and 49 km of force mains.

#### Storm Water: Drainage & Collection System

- 13,266 catch basins.
- 2 storm sewer lift stations.
- 2,942 service connections.
- 724 km of storm sewers, 42 km of sub-drainage, and 4 km of force mains.
- 20 wet ponds, 8 dry ponds, 3 natural ponds, and 2 constructed wetlands.

#### Recycling: Waste Services

- 68,500 homes provided with curbside, biweekly recycling services.
- 34,500 apartment and condominium units receive services.
- 45,000 vehicles visit compost depots annually.
- 12,500 tonnes of leaves, grass, branches, yard waste and kitchen scraps collected.
- 6,000 subscribers to the Green Cart Program for food and yard waste.

## Council Priorities

- Identify opportunities to replace conventional energy sources with green technologies.
- Leverage technology and emerging trends to reach our goals, serve citizens, and connect meaningfully with our stakeholders.

## Strategic Risks

- While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.
- The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance.
- Regulatory changes impacting the water, wastewater, and storm water sectors may result in a heavy financial burden.

## Performance Measures

#### **Divert 70% of Waste from the Saskatoon Landfill.**

- 2017 Target: 23%

#### **Reduce the City of Saskatoon's greenhouse gas emissions by 30% from 2006 Levels.**

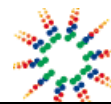
- 2017 Target: 5% below 2014 levels

#### **Maintain key civic infrastructure at an Annual "B" Service Level.**

- 2017 Target: B Service Level

#### **Annual municipal tax increases are equal to or less than the Municipal Price Index.**

- 2017 Target: 2.4%



## Strategic Outcomes and 2017 Initiatives

### **Improve and expand electrical infrastructure.**

- Clarify a funding strategy to address Saskatoon Light & Power infrastructure renewal issues regarding industry standards, growth requirements, priority projects, and service levels.
- Identify and design routing options for a new electrical supply point to provide a second source of power from SaskPower.
- Begin construction of the new electrical supply point in 2017 and finish in 2020.
- Complete implementation of the asset management system for Saskatoon Light & Power in order to determine optimal maintenance and renewal strategies.
- Explore options and complete viability assessments for green energy generation projects including a potential hydropower project at the Saskatoon Weir.
- Finish installing the smart electricity meters.

### **Improve and expand drinking water infrastructure.**

- Upgrade the filter infrastructure at the Water Treatment Plant to ensure continued filtration reliability and automation of controls.
- Accelerate the cast iron watermain and lead service line replacement programs.
- Complete transfer pump and electrical upgrades at the Water Treatment Plant to provide dedicated and efficient pumps to move water to the Avenue H Reservoir facility.
- Design and build a reservoir fill main in the northeast sector for the new reservoir required to service the growing northeast and east sectors.
- Proceed with the installation of smart communication modules on water meters.

### **Improve and expand wastewater infrastructure.**

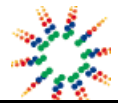
- Design and build a fourth digester at the Wastewater Treatment Plant with construction scheduled for 2018.
- Continue with the odour abatement capital project completing construction in April 2017 to reduce 76 percent of odour emissions.
- Design and build a liquid waste station in the north industrial area and eliminate the need for waste haulers to travel through residential neighborhoods and school zones.
- Conduct a condition assessment and hydraulic analysis of all 28 sanitary sewer lift stations and force mains to create a capital plan for lift station upgrades.
- Identify the most likely growth path for the Saskatoon region and develop a comprehensive water and wastewater plan.

### **Improve and expand storm water infrastructure and monitor and remediate surface drainage.**

- Develop a comprehensive Storm Water Utility Business Plan including a long-term capital and funding plan for storm water infrastructure.
- Completion of the Saskatchewan Crescent and 16<sup>th</sup> Street slope remediation capital project and continual monitoring of the riverbank.
- Continuation of a storm water condition assessment study.
- Increase investment in storm sewers and ponds with a target of 1.5 percent of the replacement value.

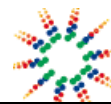
### **Reduce energy consumption through conservation practices and increase energy efficiency and safety.**

- Offer conservation education programs to help citizens understand how they can reduce costs and reduce their environmental footprint.
- Conduct an energy audit at the Water Treatment Plant and Wastewater Treatment Plant.
- Improving efficiency at civic properties and communicate the benefits to inspire residents.



**Improve waste diversion performance.**

- Expand the Green Cart Program.



## Operating Summary

	2015 Actual	2015 Budget	2016 Budget	2017 Budget				
				000's		Net	Dollar Change	% Change
				Revenue	Exp/Rec			
Saskatoon Light & Power	0.0	0.0	0.0	(168,971.4)	168,971.4	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(6,220.0)	6,220.0	0.0	0.0	0.0%
Wastewater Utility	0.0	0.0	0.0	(70,171.1)	70,171.1	0.0	0.0	0.0%
Water Utility	0.0	0.0	0.0	(76,969.7)	76,969.7	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(7,677.0)	7,677.0	0.0	0.0	0.0%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(330,009.2)</b>	<b>330,009.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	338.37	357.82	19.45

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Saskatoon Light & Power	(156,865.2)	(12,106.2)	(168,971.4)	156,865.2	12,106.2	0.0	0.0	168,971.4	0.0
Storm Water Management	(6,010.6)	(209.4)	(6,220.0)	6,010.6	131.2	78.2	0.0	6,220.0	0.0
Wastewater Utility	(62,840.1)	(7,331.0)	(70,171.1)	62,840.1	7,073.7	215.2	42.1	70,171.1	0.0
Water Utility	(70,657.6)	(6,312.1)	(76,969.7)	70,657.6	5,566.6	670.1	75.4	76,969.7	0.0
Waste Services Utility	(6,989.1)	(687.9)	(7,677.0)	6,989.1	673.2	0.0	14.7	7,677.0	0.0
<b>Total</b>	<b>(303,362.6)</b>	<b>(26,646.6)</b>	<b>(330,009.2)</b>	<b>303,362.6</b>	<b>25,550.9</b>	<b>963.5</b>	<b>132.2</b>	<b>330,009.2</b>	<b>0.0</b>

## Summary of Funded Capital Investments

Service Line	2017	2018	2019	2020	2021
Saskatoon Light & Power	16,672.0	16,885.0	16,100.0	17,605.0	16,560.0
Storm Water Management	2,362.0	1,707.0	5,735.0	1,765.0	1,809.0
Wastewater Utility	29,104.0	30,478.0	14,015.0	16,232.0	37,528.0
Water Utility	56,250.0	26,740.0	46,266.0	38,102.0	52,664.0
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>104,388.0</b>	<b>75,810.0</b>	<b>82,116.0</b>	<b>73,704.0</b>	<b>108,561.0</b>

## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
BORROWING	22,140.0	9,450.0	9,090.0	2,520.0	19,260.0
COST RECOVERY PPD LAND DEVELOPMENT	1,372.0	1,372.0	1,372.0	1,372.0	1,372.0
CWWF - FEDERAL	10,800.0	0.0	0.0	0.0	0.0
CWWF - PROVINCIAL	5,400.0	0.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION EXTENSION RES	4,860.0	7,138.0	7,158.0	7,313.0	5,708.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	9,195.0	7,270.0	6,465.0	7,540.0	8,000.0
INFRA RES - STORM WATER	2,362.0	1,707.0	5,735.0	1,765.0	1,809.0
INFRA RES-WTR & SAN SWR	22,486.0	25,824.0	27,934.0	28,751.0	29,606.0
LANDFILL REPLACEMENT RESERVE	60.0	0.0	0.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	2,460.0	1,050.0	1,010.0	280.0	2,140.0
SEWAGE COLL & TRTMNT REPL RES	1,706.0	2,506.0	2,942.0	1,477.0	2,946.0
SL&P CUSTOMER CONTRIBUTION	1,185.0	1,105.0	1,105.0	1,380.0	1,480.0
WASTEWATER TRTMNT CAP RES	7,750.0	10,380.0	3,809.0	7,311.0	13,757.0
WATER SUPPLY REPL RES	3,085.0	1,404.0	665.0	3,392.0	3,364.0

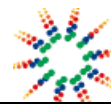


## Financing for Funded Capital Investments

Funding Source	2017	2018	2019	2020	2021
WATERWORKS CAPITAL PROJECTS RESERVE	9,527.0	6,604.0	14,831.0	10,603.0	19,119.0
<b>Total</b>	<b>104,388.0</b>	<b>75,810.0</b>	<b>82,116.0</b>	<b>73,704.0</b>	<b>108,561.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0

## Future Operating Budget Impacts of 2017 Capital Projects

Service Line	2017	2018	2019	2020	2021
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	85.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>85.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Saskatoon Light & Power

### Overview

Saskatoon Light & Power's mandate is to provide safe, reliable and cost effective electricity in an environmentally responsible way. Saskatoon Light & Power strives to minimize the number and duration of customer outages with a focus on system maintenance, staff training and safety.

Outside forces affecting Saskatoon Light & Power 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.

The below chart measures the availability of service to customers compared to the Canadian Urban average on an annual basis. Saskatoon Light & Power continues to achieve its goals of meeting or bettering the Canadian Urban Average for system reliability.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(139,288.7)	(140,855.5)	(142,845.0)	(153,845.9)	(11,000.9)	7.7%
Prov Utility Municipal Surcharge	(13,651.8)	(13,842.7)	(14,020.2)	(15,125.5)	(1,105.3)	7.9%
Staff Compensation	8,386.4	7,223.1	7,343.8	9,094.4	1,750.6	23.8%
Operating Cost	134,368.9	135,738.4	138,041.3	148,731.9	10,690.6	7.7%
Debt Charges	99.3	99.3	55.3	16.1	(39.2)	-70.9%
Cost Recovery	(2,813.3)	(2,119.4)	(2,226.1)	(2,798.4)	(572.3)	25.7%
Capital Contribution	13,768.9	13,755.6	13,649.7	13,926.2	276.5	2.0%
Transfer to/from Reserves	2.3	1.2	1.2	1.2	0.0	0.0%
<b>Total</b>	<b>872.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	69.20	84.30	15.10

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget
Saskatoon Light & Power	(156,865.2)	(12,106.2)	(168,971.4)	156,865.2	12,106.2	0.0	0.0	168,971.4
								0.0

#### Revenue Change:

- The 2017 operating budget reflects a 7.7% overall increase including power revenue of \$11.0 million, combined with a municipal surcharge revenue increase of \$1.11 million. These have been adjusted for SaskPower's overall rate increases of 5.0% on July 1, 2016 and 3.5% on January 1, 2017.
- The landfill gas revenue has decreased by \$61.1 to reflect actual generating output.

#### Capital Contribution:

- Provisions to Capital Reserves that support the 2017 capital program are set to increase by \$653.2. Capital repayments from the Landfill Gas Generation program decrease by \$379.2 in 2017.

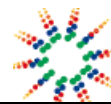


## Other Significant Item(s):

- The cost of purchasing bulk power increased by \$6.65 million mainly due to rate increases by SaskPower and consumption estimates.
- The grant-in-lieu provided to the City has increased by \$1.7 million while the return on investment (ROI) to the City increased by \$1.6 million.
- Staff compensation costs increased by \$1.75 million including 15.0 FTE's transferred from Capital to better reflect actuals caused by a more proactive approach to preventative maintenance. An additional .1 FTE was transferred from Transit for Financial staff.
- Special services increased by \$335.1 due to increasing maintenance costs and traffic zone setup costs for street light repairs. Increased billing costs caused Customer Billings/Collections to increase by \$63.2, while Materials & Supplies increased by \$82.5 and Vehicle and equipment fleet charges increased by \$379.7 due to increased preventative maintenance work. Cost Recovery programs increased by \$575.3 in 2017 to better reflect all costs recovered on billable work.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. Saskatoon Light & Power's (SL&P) 2017 budget includes the following: \$566.5 administrative recovery for services like HR, Finance and IT that are provided to the Utility, \$22.7 million (Grant-in-Lieu) and \$24.7 million (Return on Investment). In the 2017 budget, SL&P's total contribution to the City's tax supported operating budget is \$48.0 million.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0720 SL&P - CAPACITOR INSTALLATIONS	0.0	150.0	0.0	0.0	0.0
P0724 SL&P - REVENUE METER - NEW & REPLACEMENT	3,500.0	250.0	250.0	250.0	250.0
P0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,300.0	2,400.0	2,400.0	2,600.0	2,860.0
P0825 SL&P - STREET LIGHT UPGRADES	160.0	160.0	265.0	265.0	365.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	0.0	200.0	0.0	200.0	0.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	150.0	150.0	150.0	750.0	0.0
P1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	0.0	50.0	500.0	500.0	2,000.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0
P1251 SL&P - SUBSTATION - 138 kV SWITCHING	200.0	50.0	50.0	50.0	50.0
P1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	200.0	300.0	200.0	100.0	0.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	0.0	120.0	120.0	120.0	120.0
P1268 SL&P - NETWORK VAULTS	0.0	0.0	1,250.0	1,250.0	0.0
P1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	0.0	0.0	0.0	720.0	720.0
P1272 SL&P - BUILDINGS & GROUNDS	0.0	375.0	250.0	250.0	400.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	220.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - MITIGATION	870.0	870.0	770.0	780.0	780.0
P1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	180.0	0.0	0.0	0.0	0.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	0.0	205.0	0.0	205.0	0.0
P1295 SL&P - NETWORK - MAJOR ASSETS	200.0	200.0	0.0	400.0	0.0
P1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	300.0	300.0	300.0	300.0	300.0
P1297 SL&P - NETWORK - PRIMARY LINES	200.0	600.0	500.0	0.0	200.0
P1298 SL&P - NETWORK - SECONDARY LINES	60.0	60.0	60.0	0.0	0.0
P1299 SL&P - NETWORK - PROTECTION & CONTROL	260.0	260.0	260.0	260.0	260.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	250.0	500.0	500.0	0.0	0.0



Funded Capital Projects		2017	2018	2019	2020	2021
P1303	SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	150.0	0.0	0.0	0.0	0.0
P1305	SL&P - FEEDER UPGRADES/REPLACEMENT	1,875.0	1,875.0	1,875.0	1,875.0	1,875.0
P1308	SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,200.0	1,400.0	950.0	1,000.0	1,000.0
P1310	SL&P - UTILITY - RESEARCH & DEVELOPMENT	165.0	155.0	145.0	145.0	145.0
P1315	SL&P - 138 KV TRANSMISSION LINE UPGRADE	1,320.0	2,150.0	2,150.0	2,150.0	2,150.0
P1316	SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	150.0	120.0	120.0	0.0	100.0
P1326	SL&P - SUBSTATION MONITORING SYS UPGRADE	250.0	200.0	250.0	200.0	250.0
P1329	SL&P - SUBSTATION RELAY UPGRADES	500.0	500.0	500.0	500.0	500.0
P1332	SL&P - SUBSTATION SERVICE LIFE EXTENSION	400.0	300.0	300.0	300.0	300.0
P1333	SL&P - SUBSTATION UPGRADE - AVE. C	0.0	500.0	0.0	0.0	0.0
P1350	SL&P - SUBSTATION BUILDING & GROUND RENO	0.0	150.0	100.0	100.0	0.0
P1353	SL&P - EQUIPMENT UPGRADE & REPLACEMENT	112.0	635.0	185.0	635.0	235.0
<b>Total</b>		<b>16,672.0</b>	<b>16,885.0</b>	<b>16,100.0</b>	<b>17,605.0</b>	<b>16,560.0</b>

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.

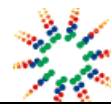
Major capital initiatives for 2017 include \$2.3 million for customer connections (new and upgrade), \$2.2 million for the North Supply 138 KV transmission line, \$1.9 million for street lighting initiatives including new subdivisions, \$0.6 million for substation upgrades, \$3.8 million for transmission and distribution line and equipment upgrades, \$3.5 million for smart meters and AMI, \$1.0 million for upgrades to the downtown secondary network system, \$0.6 million for repair of street lights damaged by vehicles, \$1.2 million for communications and control systems, and \$0.4 million for smaller infrastructure projects.

#### **Future Operating Impacts of Current Year's Capital Projects**

Future operating impacts from the installation of street lighting consists of the cost of electricity estimated at \$85.0 per year.

#### **Future Operating Budget Impacts of 2017 Capital Projects**

Project	2017	2018	2019	2020	2021
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	85.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>85.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Storm Water Management

### Overview

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

The 2017 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.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(5,741.3)	(6,194.3)	(6,010.6)	(6,220.0)	(209.4)	3.5%
Staff Compensation	1,389.1	1,579.3	1,622.8	1,651.9	29.1	1.8%
Operating Cost	1,431.0	1,693.8	1,721.3	1,878.2	156.9	9.1%
Debt Charges	(35.3)	(35.3)	(24.8)	(23.2)	1.6	-6.5%
Capital Contribution	2,956.5	2,956.5	2,691.3	2,713.1	21.8	0.8%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	19.51	19.61	0.10

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Storm Water Management	(6,010.6)	(209.4)	(6,220.0)	6,010.6	131.2	78.2	0.0	6,220.0	0.0

#### Revenue Change:

- An increase in revenue of \$209.4 is primarily due to growth and the continued phase in of the Equivalent Runoff Unit (ERU) rate structure. 2017 is the sixth year of the seven year phase in of the Storm Water Utility rate structure.

#### Growth:

- An increase of \$47.0 is required for contract services and \$35.8 for vehicles and equipment required due to an increased storm water infrastructure and surface drainage area, which is partially offset by a change in building maintenance of \$4.6.

#### Capital Contribution:

- There has been an increase in the transfer to the Storm Water Management Capital Reserve of \$21.8 as a result of operational and capital requirements.

#### Other Significant Item(s):

- There is an increase of \$64.0 for risk management cross charges from Solicitor's.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. In the 2017 budget, Storm Water Management's total contribution to the City is \$51.8 for an administrative recovery for Finance, HR and other support services provided to the Utility.



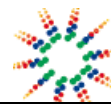
## Summary of Capital Investments

Funded Capital Projects		2017	2018	2019	2020	2021
P1493	TU-EAST RIVERBANK STABILIZATION	1,035.0	350.0	359.0	368.0	377.0
P1619	TU-STORM SEWER TRUNK AND COLLECTION	1,124.0	1,150.0	5,163.0	1,180.0	1,209.0
P1621	TU-STORM SEWER POND PRESERVATION	125.0	127.0	131.0	133.0	137.0
P1677	TU-STORM WATER MGMT UTILITY BILLING	78.0	80.0	82.0	84.0	86.0
<b>Total</b>		<b>2,362.0</b>	<b>1,707.0</b>	<b>5,735.0</b>	<b>1,765.0</b>	<b>1,809.0</b>

2017 Storm Water Management Capital Investments include four funded projects totaling \$2.4 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 2017 Capital Projects.



## Wastewater Utility

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(59,065.4)	(57,466.3)	(62,840.1)	(70,171.1)	(7,331.0)	11.7%
Staff Compensation	9,194.3	9,225.8	9,486.0	9,681.1	195.1	2.1%
Operating Cost	16,307.2	18,268.5	20,400.1	21,635.4	1,235.3	6.1%
Debt Charges	4,150.7	4,244.7	5,096.1	6,178.9	1,082.8	21.2%
Cost Recovery	(1,083.5)	(1,105.7)	(1,117.6)	(335.5)	782.1	-70.0%
Capital Contribution	27,527.0	26,831.4	28,973.9	33,009.6	4,035.7	13.9%
Transfer to/from Reserves	3.2	1.6	1.6	1.6	0.0	0.0%
Transfer to/from Stabilization	2,966.5	0.0	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	109.08	108.77	(0.31)

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Wastewater Utility	(62,840.1)	(7,331.0)	(70,171.1)	62,840.1	7,073.7	215.2	42.1	70,171.1	0.0

#### Revenue Change:

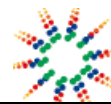
- The 2017 operating budget reflects the 2017 water rate increase to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. An overall bill increase of 9.5% will come into effect as of January 2017 to cover operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The revenue increase of \$1.6 million reflects the January 2017 rate increase and an increase in meters. There is also an anticipated volumetric revenue increase of \$126.0 due to increase in meters.
- This rate increase also provides for an increase of \$5.4 million in the Infrastructure Levy to accommodate the rehabilitation of Water and Wastewater distribution and collection systems. Other revenue increases include commercial surcharges and direct dumping charges of \$74.3 and \$78.8 from the Flood Protection Levy.

#### Service Level Change:

- Additional equipment and rising material costs to support increased testing at the wastewater treatment plant are a combined increase of \$42.5.

#### Growth:

- An increase of \$25.0 for contractual services for sewer inspections, \$66.3 for equipment, \$85.7 for V&E rentals, \$46.0 for contractual services and (\$10.0) adjusted against material and supplies for sewer maintenance.



## Capital Contribution:

- As per policy, reserve transfer changes include a decrease of \$281.0 to the supplemental provision for the Wastewater Capital Projects Reserve and a decrease of \$1.16 million in the transfer to the Wastewater Supply Replacement Reserve. An increase of \$5.4 million to the Infrastructure Replacement Reserve – Water and Wastewater is to provide funding for the Accelerated Lead Replacement Program. Additionally, the Flood Protection Program Levy transfer increased by \$78.8.

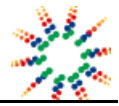
## Other Significant Item(s):

- Increases include \$133.9 for Grants in Lieu of Taxes, \$227.3 for billing and support services received from Corporate Revenue largely due to transitioning in the AML system, and \$116.0 for overhead and other operational expenditures due to inflation and increased general requirements. Heavy Grit Facility charges have been reduced by \$185.7. In addition, the debt charges for capital projects have increased by \$1.1 million due to increased borrowing to support the capital plan. Public notice will be given prior to undertaking additional borrowing.
- The reduction of 1.21 FTE is the result of a transfer to the Water Utility for realignment of positions required for the operations of the Water Utility service line by the Public Works division.
- An Environmental Protection Officer (1.0 FTE) is transferred into this service line from Capital, and 0.10 of a secretarial position has been transferred to the Water Utility service line both due to operational requirements.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Wastewater Utilities 2017 budget includes the following: \$0.9 million (Admin. Recovery), \$4.0 million (Grant-in-Lieu) and \$2.8 million (Return on Investment). In the 2017 budget, Wastewater's total contribution to the City is \$7.7 million.
- 2017 is the second year of a five year phase-in plan to establish an ROI from both the Water and Wastewater Utilities.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P0687 WWT- ASSET REPLACEMENT	1,706.0	2,506.0	2,942.0	1,477.0	2,946.0
P1243 WWT- LIFT STATION UPGRADES	3,064.0	808.0	1,105.0	1,687.0	1,755.0
P1616 TU-WASTE WATER COLLECTION	7,011.0	5,109.0	5,235.0	5,366.0	5,498.0
P1618 TU-SANITARY SEWER TRUNKS	1,837.0	1,883.0	1,929.0	1,978.0	2,027.0
P2224 WWT-LIQUID WASTE HAULERS STATION	4,500.0	0.0	0.0	0.0	0.0
P2230 WWT-EXPECTED UPGRADES	500.0	520.0	541.0	2,812.0	2,925.0
P2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100.0	100.0	100.0	100.0	100.0
P2567 WWTP-RELINING CELL	2,000.0	3,640.0	0.0	0.0	0.0
P2577 WWTP-PEP 6TH PUMP	386.0	0.0	0.0	0.0	0.0
P2578 WWTP-DOWNSTREAM USER STUDY	0.0	312.0	0.0	0.0	0.0
P2579 WWTP-DIGESTER TANK 4	8,000.0	15,600.0	0.0	0.0	0.0
P2580 WWTP-DIGESTER CLEANING FACILITY	0.0	0.0	2,163.0	0.0	0.0
P2581 WWTP-FACILITY UPGRADE N40/WWTP	0.0	0.0	0.0	0.0	9,359.0
P2585 WWTP-BIOREACTOR EXPANSION	0.0	0.0	0.0	2,812.0	12,918.0
<b>Total</b>	<b>29,104.0</b>	<b>30,478.0</b>	<b>14,015.0</b>	<b>16,232.0</b>	<b>37,528.0</b>

The 2017 Wastewater Capital Investments in the Wastewater Utility includes ten capital expansion and replacement/rehabilitation projects for a total of \$29.1 million.



The asset replacement project for the Wastewater Utility at \$1.7 million in 2017, is comprised of seven components with major replacements consisting of a bioreactor refurbishment for \$516.0, a fermenter refurbishment for \$360.0 and a heating building refurbishment for \$350.0.

The six growth and capital expansion projects for the Wastewater Utility total \$18.5 million. Major capital investments include \$3.0 million for lift station upgrades, \$4.5 million for liquid waste haulers station, \$2.0 million for treatment plant cell relining, \$8.0 million for digester tank upgrade, and \$500.0 for expected upgrades.

The 2017 program for the rehabilitation and replacement of the wastewater collection system has been identified at \$8.8 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater, and the Clean Water and Wastewater Fund, as approved by the Federal and Provincial Governments in 2016.

#### **Future Operating Impact of Current Year's Capital Projects**

There are no future operating impacts from 2017 Capital Projects.



## Water Utility

### Overview

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

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(65,197.9)	(63,746.2)	(70,657.6)	(76,969.7)	(6,312.1)	8.9%
Staff Compensation	11,764.5	11,587.4	11,910.2	12,494.4	584.2	4.9%
Operating Cost	23,672.5	24,192.7	27,842.2	30,050.5	2,208.3	7.9%
Debt Charges	9,238.0	9,261.4	11,090.5	11,992.2	901.7	8.1%
Cost Recovery	(1,144.8)	(937.7)	(987.4)	(316.1)	671.3	-68.0%
Capital Contribution	20,055.7	19,640.8	20,800.5	22,747.1	1,946.6	9.4%
Transfer to/from Reserves	3.2	1.6	1.6	1.6	0.0	0.0%
<b>Total</b>	<b>(1,608.8)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2016	2017	Difference
Full Time Equivalents	137.08	141.39	4.31

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level	2017 Budget	2017 Budget
Water Utility	(70,657.6)	(6,312.1)	(76,969.7)	70,657.6	5,566.6	670.1	75.4	76,969.7	0.0

#### Revenue Change:

- The 2017 operating budget reflects the 2017 water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. The 2017 estimated yearly water consumption of 36.0 million cubic meters is consistent with the 2015 demand levels forecasting no increase in consumption for the upcoming year. Revenue resulting from volumetric increases is largely offset by conservation measures. An overall bill increase of 9.5% effective January 2017 covers operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The metered revenue increase of \$2.4 million includes the rate increase and growth in the number of meters. There is also an anticipated volumetric revenue increase of \$174.0 due to growth in the number of these meters.
- This rate increase also provides for an increase of \$3.92 million in the Infrastructure Levy to accommodate the rehabilitation of Water and Wastewater distribution and collection systems.

#### Service Level Change:

- A service level increase of \$75.4 represents compliance of higher compaction standards for Roadways/Landscaping providing a longer service life of the roadway and to prevent early deterioration due to settlements caused by improper compaction methods.

#### Growth:

- An increase of \$153.1 for staff compensation (water services, main maintenance, hydrants), \$327.6 for maintenance and equipment costs, and \$5.8 for contractual services (aggregate, roadway/landscaping charges).



## Capital Contribution:

- As per policy, reserve transfers include a \$251.8 decrease in contribution to the Water Supply Replacement Reserve and a \$1.7 million decrease in the supplemental contribution to the Water Capital Reserve. In addition, a \$3.92 million increase to the Infrastructure Replacement Reserve – Water and Wastewater is to provide funding for the accelerated Lead Replacement program.

## Other Significant Item(s):

- Increases include: \$896 for operation of the distribution system, which includes a reallocation of \$350 from the Wastewater Utility Service Line, to reflect actuals, \$50 for chemicals required for treatment, \$348.4 for Electricity (including Ave H pumping) and \$200.0 for Grants in Lieu of Taxes. In addition, the 2017 debt charges have increased by \$901.7 due to increased borrowing to support the capital plan. Public notice will be given prior to undertaking additional borrowing.
- Two water system operator positions are required to maintain existing levels of services with regards to valve and hydrant operations. They will ensure that hydrant inspections are completed ensuring a safer City and higher quality of life for citizens and businesses.
- An increase of 1.21 FTE representing pooled labourer positions is the result of a transfer from the waste water service line required for maintenance of the water distribution system. In addition, 0.10 FTE for a secretarial position has been transferred from the waste water service line due to operational requirements. 1.00 FTE representing 0.50 for a Watershed Protection Manager and 0.50 for a Project Manager have been transferred into this service line from capital, also due to operational requirements.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Water Utilities 2017 budget includes the following: \$1.4 million (Admin Recovery), \$5.5 million (Grant-in-Lieu), and \$3.5 (Return on Investment). In the 2017 budget, Water's total contribution to the City is \$10.4 million.
- 2017 is the second year of a five year phase-in plan to establish a return on investment (ROI) from both the Water and Wastewater Utilities.

## Summary of Capital Investments

Funded Capital Projects	2017	2018	2019	2020	2021
P1054 WTP-ASSET REPLACEMENT	3,085.0	1,404.0	665.0	3,392.0	3,364.0
P1055 WTP-AUTOMATIC METER READING CONV	2,600.0	2,704.0	2,812.0	0.0	0.0
P1210 WTP - FILTER PLANT UPGRADE/EXPANSION	0.0	832.0	7,788.0	0.0	0.0
P1615 TU-WATER DISTRIBUTION	27,789.0	16,735.0	15,670.0	16,309.0	16,983.0
P1617 TU-PRIMARY WATER MAINS	1,949.0	1,997.0	5,000.0	4,998.0	4,998.0
P2197 WTP - WATER CONSERVATION INITIATIVE	450.0	468.0	541.0	0.0	0.0
P2214 WTP - WATER SYSTEM ASSESSMENT	0.0	0.0	0.0	187.0	0.0
P2219 WTP-N.E. SECTOR RESERVOIR	0.0	0.0	0.0	4,499.0	19,303.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	2,667.0	1,040.0	1,082.0	0.0	0.0
P2272 WTP - AUXILIARY EQUIPMENT	160.0	0.0	0.0	0.0	0.0
P2275 WTP - PLANT FACILITY ACCESS UPGRADE	0.0	0.0	0.0	0.0	877.0
P2558 WTP-CLARIFIER TUBE SETTLERS	0.0	0.0	9,734.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	4,000.0	0.0	0.0	0.0	0.0
P2561 WTP-EXPECTED UPGRADES	0.0	1,560.0	0.0	5,624.0	1,170.0
P2562 WTP-CLARIFIER CONSTRUCTION	0.0	0.0	0.0	0.0	1,290.0
P2563 WTP-LOW LIFT UPGRADE	0.0	0.0	0.0	0.0	4,679.0
P2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	13,550.0	0.0	0.0	0.0	0.0
P2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	0.0	0.0	2,974.0	3,093.0	0.0
<b>Total</b>	<b>56,250.0</b>	<b>26,740.0</b>	<b>46,266.0</b>	<b>38,102.0</b>	<b>52,664.0</b>



The 2017 Water Capital Investment in the Water Utility includes nine capital expansion and replacement/rehabilitation projects for a total of \$56.3 million.

The asset replacement project, at \$3.1 million in 2017, is comprised of three components: \$1.95 million for filter plant refurbishment, \$60.0 for chemical feed systems refurbishment and \$1.1 million for plant HVAC refurbishment.

The five growth and capital expansion projects for the Water Utility total \$23.0 million. Major capital investments include \$13.6 million for transfer pumping and electrical upgrades, \$2.6 million for automatic meter reading conversion, \$2.7 million for the Water Treatment Plant filter plant underdrain upgrade, \$4.0 million for a sand separator upgrade, and \$160.0 for auxiliary (non-plant) equipment.

The 2017 program for the rehabilitation and replacement of the water distribution system has been identified at \$29.7 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater, and from the Clean Water and Wastewater Fund (CWWF), as approved by the Federal and Provincial Governments in 2016.

#### **Future Operating Impact of Current Year's Capital Projects**

The Automated Meter Reading Conversion project is estimated to have future operational costs of \$22.1 million to be offset by projected savings of \$76.1 million over 20 years.



## Waste Services Utility

### Overview

The purpose of the Waste Services Utility is to provide cost-effective, convenient, affordable, and efficient waste diversion programs that protect the asset life span of the Saskatoon Regional Waste Management Facility (Landfill).

Waste Services includes contracted recycling collections and City-provided composting programs. Loraas Recycle has been contracted to provide bi-weekly curbside service to all residential properties receiving black-cart garbage collections. Cosmopolitan Industries Ltd. has been contracted to serve multi-unit residences having commercial waste bins. Both recycling collections programs offer convenient single-stream recycling (no sorting required). The Green Cart program provides seasonal curbside collection of kitchen scraps and yard waste to residents interested in subscribing. Yard waste may also be delivered to composting depots that provide free access to residents and a deeply-subsidized seasonal permit providing a disposal option to commercial haulers of yard waste.

Waste diversion is anticipated to increase and a culture of recycling created as a result of convenient and affordable collection services, along with a wide-range of regular education and awareness activities. The City, Loraas, Cosmo, and other community partners all work together to promote waste diversion toward the Performance Target of 70% diversion.

### Summary of Operating Changes

Operating Budget:	2015 Actuals	2015 Budget	2016 Budget	2017 Budget	Dollar Change	% Change
Revenue	(6,832.3)	(7,208.3)	(6,989.1)	(7,677.0)	(687.9)	9.8%
Staff Compensation	400.7	272.0	308.5	355.3	46.8	15.2%
Operating Cost	6,065.5	6,630.3	6,374.6	6,863.2	488.6	7.7%
Debt Charges	0.0	0.0	0.0	(6.2)	(6.2)	0.0%
Cost Recovery	(6.0)	(26.0)	(26.0)	(26.0)	0.0	0.0%
Transfer to/from Reserves	178.2	182.0	182.0	182.0	0.0	0.0%
Transfer to/from Stabilization	194.0	150.0	150.0	308.7	158.7	105.8%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

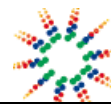
Staff Complement	2016	2017	Difference
Full Time Equivalents	3.50	3.75	0.25

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2017 Budget	Net 2017 Budget
	2016 Base	Change	2017 Budget	2016 Base	Base Adj	Growth & Cont Impr	Service Level		
Waste Services Utility	(6,989.1)	(687.9)	(7,677.0)	6,989.1	673.2	0.0	14.7	7,677.0	0.0

#### Revenue Change:

- An increase of \$223.3 in revenue for the Residential Recycling Program is due to growth of the city and an increase of \$21.3 in revenue is due to an uptake in subscriptions for the Leaves and Grass Program.
- Revenue in the Multi-unit Recycling Program has increased by \$224.7 due to modifications in provincial funding as well as an increase of \$218.6 for rising program participation.
- Revenue in the compost program has been increased by \$3.0 based on an adjustment to actuals from prior years.



## **Service Level Change:**

- An increase of 0.25 FTE, \$14.7, for a labourer position will provide additional resources required to reduce overtime incurred during deployment of the Green Cart Program in the spring.

## **Other Significant Item(s):**

- Operating cost increases of \$223.3 are for residential recycling contractual fees and operating expenses and \$443.3 are for multi-unit recycling contractual fees and operating expenses.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. In the 2017 budget, Waste Services total contribution to the City is \$53.5 for an administrative recovery for Finance, HR and other support services provided to the Utility.

## **Not Included:**

- The Compost Depot Utility is currently not full cost recovery as actuals have been trending behind budget for a number of years, impacting reductions in reserve contributions and capital replacements as these dollars are used to offset the compost utility deficit. \$230.0 increase and scaling back of operations to a single depot are required to mitigate this issue
- The Green Cart Program subscription rates are not sufficient to cover the costs of running the program; as a result the Landfill mill rate program covers any deficit in this program and the Landfill program redirecting funds from reserve contributions and expansion of capital programming in order to support the green cart program. An increase in the annual rates would result in the program becoming self-sufficient.

## Summary of Capital Investments

There are no capital investments for Waste Services.





## Schedule I General Revenues

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>TAX-SUPPORTED SERVICES</b>				
<b>Taxation</b>				
Property Levy	193,407.1	192,744.2	206,624.7	219,885.5
Municipal Services Agreement	236.7	216.3	231.1	281.1
Trailer Occupancy	93.8	85.0	90.0	96.9
Amusement	68.5	71.0	72.0	71.1
<b>Taxation</b>	<b>193,806.1</b>	<b>193,116.5</b>	<b>207,017.8</b>	<b>220,334.6</b>
<b>Grants In Lieu Of Taxes</b>				
Saskatoon Land	747.5	295.6	370.0	600.0
Own Utilities	28,962.4	29,248.8	30,189.2	32,181.6
Senior Governments & Agencies	4,999.0	4,980.0	5,180.0	5,530.0
<b>Grants In Lieu Of Taxes</b>	<b>34,708.8</b>	<b>34,524.4</b>	<b>35,739.2</b>	<b>38,311.6</b>
<b>General Revenues</b>				
Administration Recovery	7,394.2	7,394.2 <sup>(1)</sup>	9,454.6	9,454.6
Fines & Penalties	11,998.5	12,086.2	12,501.7	13,571.7
Franchise Fees	21,616.1	19,877.9	21,895.4	15,249.7
Interest Earnings	10,810.3	11,109.2	11,208.8	11,046.7
Licences & Permits	1,394.4	1,368.9	1,453.2	1,500.1
Other (Grants)	118.3	10.4	10.4	10.4
Other Revenue	625.8	228.6	526.6	529.6
Property Rentals	3,019.5	2,641.1	2,604.9	2,611.3
R.M. Of Corman Park	126.0	75.0	130.2	180.1
Tax Penalties	1,846.4	1,500.0	1,600.0	2,050.0
Utilities-Return On Investment	23,059.7	23,059.7	26,059.7	31,009.7
<b>General Revenues</b>	<b>82,009.3</b>	<b>79,351.2</b>	<b>87,445.5</b>	<b>87,213.9</b>
<b>User Fees</b>				
Access Transit	223.5	245.3	245.3	230.3
Albert Community Centre	188.9	157.3	157.3	157.3
Ball Fields	—	—	—	—
Cemeteries	1,114.1	1,145.7	1,227.3	1,258.6
Community Partnerships	14.5	15.0	16.8	16.8
Environmental Protection	8.8	8.2	8.2	8.4
Fire	363.8	656.2	462.2	783.3
Forestry Farm Park	946.8	836.0	900.9	960.7
Legal Fees	288.4	231.8	278.0	325.0
Leisure Centres-Program	6,007.8	6,272.3	6,586.2	6,618.4
Leisure Centres-Rentals	5,740.0	5,854.1	6,187.7	6,356.6
Marr Residence	—	0.5	0.5	0.5



**Schedule I (cont.)  
General Revenues**

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
Outdoor Sports Fields	517.1	535.1	573.1	627.1
Outdoor Swimming Pools	430.2	440.3	447.3	471.4
Parking	5,281.4	6,907.3	5,907.3	5,938.2
Planning	242.3	347.0	410.9	405.6
Policing	1,634.4	1,233.8	1,319.3	1,466.8
River Landing	466.0	115.5	180.7	1,210.3
Skating Rinks	2,045.6	2,060.2	2,014.5	2,125.2
Solid Waste Management	5,102.8	6,348.2	6,540.0	5,920.0
Tax Searches & Enforcement	198.3	203.0	215.0	215.0
Transit Operations	13,143.5	14,637.0	13,823.3	14,273.5
<b>User Fees</b>	<b>43,958.3</b>	<b>48,249.8</b>	<b>47,501.8</b>	<b>49,369.0</b>
<b>Transfers From Other Governments</b>	<b>66,462.9</b>	<b>66,095.4</b>	<b>67,377.9</b>	<b>64,459.7</b>
<b>TOTAL TAX-SUPPORTED SERVICES</b>	<b>420,945.4</b>	<b>421,337.3</b>	<b>445,082.2</b>	<b>459,688.8</b>
<b>NON TAX-SUPPORTED SERVICES</b>				
Building and Plumbing Permits & Standards	7,717.7	6,590.4	6,647.9	6,749.6
Business Licenses	970.3	994.2	1,004.9	1,020.1
Golf Courses	3,788.9	3,935.9	3,896.6	3,922.1
Gordon Howe Campsite	568.0	585.2	627.6	637.9
Impound Lot	237.5	825.0	530.3	536.8
Saskatoon Land	3,590.3	8,436.3	6,382.8	4,507.4
PotashCorp Playland	289.1	348.2	577.4	586.4
<b>TOTAL NON TAX-SUPPORTED SERVICES</b>	<b>17,161.7</b>	<b>21,715.2</b>	<b>19,667.5</b>	<b>17,960.3</b>
<b>TOTAL REVENUES</b>	<b>438,107.1</b>	<b>443,052.5</b>	<b>464,749.7</b>	<b>477,649.1</b>

(1) 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 budget, an accounting change was made to flow the \$6.0 million transfer through the operating budget. The expenditures have been increased by \$4.0 million in 2015 budget with corresponding increases to Administration Recovery line in Schedule I General Revenues.



## Schedule II General Expenditures

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>TAX-SUPPORTED SERVICES</b>				
<b>Arts, Culture &amp; Events Venues</b>				
Rimai Modern	3,661.1	3,661.1	5,026.1	5,079.7
SaskTel Centre	558.8	558.8	558.8	594.2
TCU Place	1,621.5	1,621.6	1,621.6	1,660.4
<b>Arts, Culture &amp; Events Venues</b>	<b>5,841.4</b>	<b>5,841.5</b>	<b>7,206.5</b>	<b>7,334.3</b>
<b>Community Support</b>				
Animal Services	1,258.1	1,239.4	1,277.9	1,301.3
Community Development	3,647.9	3,376.1	3,518.0	3,505.2
Community Investments & Supports	9,449.4	9,495.7	9,583.4	10,083.2
Cemeteries	1,589.1	1,516.1	1,568.5	1,498.0
<b>Community Support</b>	<b>15,944.5</b>	<b>15,627.3</b>	<b>15,947.8</b>	<b>16,387.7</b>
<b>Corporate Asset Management</b>				
Facilities Management	7,693.8	7,961.5	8,580.6	8,516.1
Fleet Services	—	—	—	—
City-Owned Property - Land	2,307.6	2,107.7	2,159.3	2,265.5
<b>Corporate Asset Management</b>	<b>10,001.5</b>	<b>10,069.2</b>	<b>10,739.9</b>	<b>10,781.6</b>
<b>Corporate Governance &amp; Finance</b>				
Legislative	1,368.1	1,541.7	1,562.1	1,575.0
City Manager's Office	657.8	656.4	675.4	681.7
City Clerk's Office	2,108.2	2,276.4	2,370.4	2,667.2
City Solicitor's Office	2,076.7	2,152.7	2,230.6	2,289.8
Corporate Support	17,385.7	18,076.4	18,713.0	19,011.9
Service Saskatoon	175.6	200.0	200.0	715.4
General Services	5,515.9	3,801.1	6,212.4	7,951.7
Assessment & Taxation	3,198.7	3,561.0	3,672.1	3,688.0
Revenue Services	1,856.2	1,920.3	2,029.0	2,108.5
Financial Services	3,087.3	2,891.7	3,097.6	3,338.1
<b>Subtotal Before Debt Servicing</b>	<b>37,430.1</b>	<b>37,077.7</b>	<b>40,762.6</b>	<b>44,027.3</b>
<b>Debt Servicing</b>				
Debt Servicing	26,884.0	26,886.6	27,736.3	29,354.7
<b>Corporate Governance &amp; Finance</b>	<b>64,314.1</b>	<b>63,964.3</b>	<b>68,498.9</b>	<b>73,382.0</b>
<b>Environmental Health</b>				
Environmental Program	476.7	474.2	480.4	490.4
Urban Forestry	3,363.3	3,504.8	3,565.8	3,552.7



## Schedule II (cont.) General Expenditures

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
Waste Reduction & Resource Recovery	978.7	823.7	890.0	1,020.2
Waste Handling Service	12,983.0	13,669.2	13,354.4	13,303.4
Pest Management	822.2	868.2	921.8	911.3
<b>Environmental Health</b>	<b>18,623.9</b>	<b>19,340.1</b>	<b>19,212.4</b>	<b>19,278.0</b>
<b>Fire Services</b>				
Fire Services	45,558.0	45,403.0	46,885.2	47,647.1
Emergency Measures	396.5	408.8	419.7	421.0
<b>Fire Services</b>	<b>45,954.5</b>	<b>45,811.8</b>	<b>47,304.9</b>	<b>48,068.1</b>
<b>Policing</b>				
Saskatoon Police Service	89,948.7	89,589.9	94,155.8	95,796.0
<b>Policing</b>	<b>89,948.7</b>	<b>89,589.9</b>	<b>94,155.8</b>	<b>95,796.0</b>
<b>Recreation &amp; Culture</b>				
Spectator Ballfields	147.7	151.4	153.0	157.0
Marketing Services	591.2	599.2	609.4	622.8
Community Partnerships	283.0	356.8	369.0	434.7
Forestry Farm Park & Zoo	2,571.0	2,435.5	2,517.4	2,561.1
Indoor Rinks	2,408.8	2,333.3	2,373.8	2,447.4
Outdoor Pools	1,214.7	1,247.0	1,293.3	1,353.8
Outdoor Sports Fields	872.4	885.7	960.0	1,076.9
Parks Maintenance & Design	12,791.1	12,785.9	13,165.6	13,567.4
Playground & Recreation Areas	828.8	879.1	904.9	887.4
Program Research & Design	231.0	213.5	217.4	238.9
Leisure Centres - Program	10,107.9	9,949.1	10,482.5	10,753.8
Leisure Centres - Rentals	9,982.3	10,053.2	10,235.7	10,567.5
Targeted Programming	543.2	589.3	592.9	588.8
Albert Community Centre	219.6	226.9	228.4	235.9
Marr Residence	28.4	21.8	22.1	22.5
River Landing	466.0	115.5	180.7	1,210.3
<b>Recreation &amp; Culture</b>	<b>43,287.2</b>	<b>42,843.2</b>	<b>44,306.1</b>	<b>46,726.2</b>
<b>Taxation &amp; General Revenues</b>				
Property Levy <sup>(1)</sup>	260.3	442.5	646.0	646.0
Fines & Penalties	5,501.7	3,833.5	4,233.5	4,233.5
Other Levies	1,078.3	1,033.3	1,049.5	1,094.5
General Revenue	—	—	—	(102.5)
<b>Taxation &amp; General Revenues</b>	<b>6,840.4</b>	<b>5,309.3</b>	<b>5,929.0</b>	<b>5,871.5</b>
<b>Transportation</b>				
Transit Operations	38,452.6	40,104.7	40,827.3	40,625.6



## Schedule II (cont.) General Expenditures

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
Access Transit	4,686.4	4,653.7	4,691.2	4,930.0
Transportation Services	7,817.9	7,757.2	8,400.9	7,418.0
Road Maintenance	32,308.6	33,560.1 <sup>(2)</sup>	39,396.2	43,336.6
Snow & Ice Management	11,017.8	11,618.0	13,283.5	13,141.1
Street Cleaning & Sweeping	3,864.8	3,320.0	3,799.4	3,759.2
Bridges, Subways, Overpasses	5,123.5	5,163.3	5,323.2	6,090.0
Street Lighting	5,772.4	5,994.0	5,911.3	6,602.8
Parking	2,553.9	3,682.7	2,738.4	2,800.8
Engineering	625.9	745.5	764.1	730.3
<b>Transportation</b>	<b>112,223.9</b>	<b>116,599.2</b>	<b>125,135.5</b>	<b>129,434.4</b>
<b>Urban Planning &amp; Development</b>				
Attainable Housing	335.7	424.3	424.9	425.1
Business Improvement Districts	107.7	107.7	107.7	107.7
Development Review	1,191.4	1,194.9	1,268.4	1,266.9
Regional Planning	346.5	358.5	366.9	367.7
Bylaw Compliance	512.1	500.6	686.5	767.1
Long Range Planning	281.9	292.0	297.0	195.6
Neighborhood Planning	483.0	538.6	549.0	552.2
Research & Mapping	419.1	439.4	459.5	461.2
Urban Design	2,247.3	2,485.5	2,485.5	2,485.5
<b>Urban Planning &amp; Development</b>	<b>5,924.8</b>	<b>6,341.5</b>	<b>6,645.4</b>	<b>6,629.0</b>
<b>TOTAL TAX-SUPPORTED SERVICES</b>	<b>418,904.8</b>	<b>421,337.3</b>	<b>445,082.2</b>	<b>459,688.8</b>
<b>NON TAX-SUPPORTED SERVICES</b>				
Building and Plumbing Permits & Standards	7,717.7	6,590.4	6,647.9	6,749.6
Business Licenses	922.4	994.2	1,004.9	1,020.1
Golf Courses	3,788.9	3,935.9	3,896.6	3,922.1
Gordon Howe Campsite	568.0	585.2	627.6	637.9
Impound Lot	267.5	825.0	530.3	536.8
Saskatoon Land	3,590.3	8,436.3	6,382.8	4,507.4
PotashCorp Playland	289.1	348.2	577.4	586.4
<b>TOTAL NON TAX-SUPPORTED SERVICES</b>	<b>17,143.8</b>	<b>21,715.2</b>	<b>19,667.5</b>	<b>17,960.3</b>
<b>TOTAL EXPENDITURES</b>	<b>436,048.6</b>	<b>443,052.5</b>	<b>464,749.7</b>	<b>477,649.1</b>

(1) The Property Levy service line expenditures is for Tax Loss Compensation for the East Sector and Boundary Alteration Annexation.

(2) 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 budget, an accounting change was made to flow the \$6.0 million transfer through the operating budget. The expenditures have been increased by \$4.0 million in 2015 budget with corresponding increases to Administration Recovery line in Schedule I General Revenues.



## Schedule III Water Utility

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>Revenues:</b>				
Metered Revenue	54,675.6	53,752.0	58,786.4	61,183.0
Infrastructure Levy	9,366.8	9,006.9	10,862.5	14,775.0
Miscellaneous	284.7	137.2	138.6	140.0
Fire Protection Charge	696.6	696.6	715.1	715.1
Late Payment Penalties	174.3	153.5	155.0	156.6
<b>Total Revenues</b>	<b>65,197.9</b>	<b>63,746.2</b>	<b>70,657.6</b>	<b>76,969.7</b>
<b>Expenditures:</b>				
General	9,935.4	10,053.3	10,542.5	10,177.6
Laboratory	(77.3)	—	—	663.3
Treatment and Pumping	10,813.8	11,061.1	12,019.2	12,437.6
Buildings and Grounds	912.9	914.9	935.8	910.2
Meters	1,602.9	1,533.2	1,668.5	1,819.0
Watermains	7,421.6	7,535.1	7,929.1	8,227.9
Hydrants	828.7	1,335.2	1,365.3	1,257.7
Services	2,857.4	2,409.6	2,564.6	3,212.3
Contribution to Capital Reserves	20,055.7	19,642.4	20,802.1	22,748.7
Transfer to Stabilization Reserve	1,608.9	—	—	—
Debt Charges	9,238.0	9,261.4	11,090.5	11,992.2
Return on Investment <sup>(1)</sup>	—	—	1,740.0	3,523.2
<b>Total Expenditures</b>	<b>65,197.9</b>	<b>63,746.2</b>	<b>70,657.6</b>	<b>76,969.7</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

(1) 2016 was the first year in which the Water Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



## Schedule IV Wastewater Utility

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>Revenues:</b>				
Metered Revenue	40,565.8	40,461.0	42,910.6	44,514.5
Infrastructure Levy	12,935.1	12,438.1	18,921.7	24,403.5
Hauler Revenue	—	—	—	170.0
Late Payment Penalties	116.2	101.0	102.0	103.0
Miscellaneous Revenue	1,607.2	769.2	905.8	980.1
Flood Protection Levy	3,841.1	3,697.0	—	—
<b>Total Revenues</b>	<b>59,065.4</b>	<b>57,466.3</b>	<b>62,840.1</b>	<b>70,171.1</b>
<b>Expenditures:</b>				
General	7,172.4	7,330.5	7,837.6	7,475.9
Heavy Grit Facility	—	—	—	361.6
Laboratory	(4.0)	—	—	649.0
Lift Stations	1,750.5	1,395.6	1,741.9	1,737.8
Pollution Control Plant	7,422.3	7,694.9	7,594.6	7,833.6
Sludge Handling & Disposal	1,709.8	2,001.6	1,959.5	1,940.5
Sewer Engineering	417.6	434.1	451.3	463.3
Sewer Inspections	376.9	635.2	643.8	669.7
Sewer Maintenance	3,906.4	4,417.3	4,724.0	4,814.4
Service Connections	1,669.2	2,481.0	2,557.4	2,210.0
Debt Charges	4,150.7	4,244.7	5,096.1	6,178.9
Contribution to Capital Reserves	27,527.0	26,831.4	28,973.9	33,009.6
Transfer to Stabilization Reserve	2,966.5	—	—	—
Return on Investment <sup>(1)</sup>	—	—	1,260.0	2,826.8
<b>Total Expenditures</b>	<b>59,065.4</b>	<b>57,466.3</b>	<b>62,840.1</b>	<b>70,171.1</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

(1) 2016 was the first year in which the Wastewater Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



## Schedule V Saskatoon Light and Power

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>Revenues:</b>				
Metered Revenue	136,518.3	138,457.2	140,201.5	151,255.0
Municipal Surcharge	13,651.8	13,842.7	14,020.2	15,125.5
Service Connection Fees	445.8	435.0	435.0	435.0
Miscellaneous	905.2	594.0	593.4	589.2
Tax Collection Commission	1.8	1.8	1.8	1.8
Late Payment Penalties	290.5	260.0	275.0	290.0
Landfill Gas Generation Revenue	1,121.4	1,100.0	1,332.0	1,270.9
Green Power Revenue	5.8	7.5	6.3	4.0
<b>Total Revenues</b>	<b>152,940.6</b>	<b>154,698.2</b>	<b>156,865.2</b>	<b>168,971.4</b>
<b>Expenditures:</b>				
General	25,469.4	26,109.5	26,439.9	28,112.6
Equipment	(61.3)	—	—	—
Custom Work	52.2	—	—	—
Power Purchased	80,508.9	81,555.8	83,335.6	89,998.4
Buildings and Grounds	570.0	792.4	807.1	742.1
Poles, Lines and Feeders	5,434.3	4,942.2	5,055.8	5,978.7
Substations	1,017.3	995.7	1,022.9	1,294.9
Street Lighting	1,581.1	1,283.5	1,323.6	1,796.7
Meters	1,564.8	1,343.8	1,367.0	1,346.6
System Operations	160.9	181.8	181.5	177.5
Landfill Gas Generation	1,121.4	1,100.0	1,332.0	1,270.9
Provision for Capital Extension	6,278.8	6,278.8	5,935.1	5,815.5
Provision for Capital Replacement	7,055.0	7,055.0	7,005.0	7,777.8
Transfer to Stabilization Reserve	—	—	—	—
Return on Investment <sup>(1)</sup>	22,187.7	23,059.7	23,059.7	24,659.7
<b>Total Expenditures</b>	<b>152,940.6</b>	<b>154,698.2</b>	<b>156,865.2</b>	<b>168,971.4</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

(1) The Saskatoon Light & Power (SL&P) Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



## Schedule VI Storm Water Management Utility

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>Revenues:</b>				
Metered Revenue	5,729.4	6,184.2	6,000.0	6,209.0
Late Payment Penalties	11.9	10.1	10.6	11.0
<b>Total Revenues</b>	<b>5,741.3</b>	<b>6,194.3</b>	<b>6,010.6</b>	<b>6,220.0</b>
<b>Expenditures:</b>				
General	150.6	211.4	166.2	234.4
Storm Sewers Engineering	417.8	407.0	416.8	432.0
Storm Sewers Maintenance	1,449.0	1,830.7	1,857.7	1,931.4
Drainage	670.5	788.7	878.6	909.1
Contribution to Capital Reserves	2,956.5	2,956.5	2,691.3	2,713.1
Transfer to Stabilization Reserve	96.8	—	—	—
<b>Total Expenditures</b>	<b>5,741.3</b>	<b>6,194.3</b>	<b>6,010.6</b>	<b>6,220.0</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Schedule VII Waste Services Utility

(\$000's)	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>Revenues:</b>				
Residential Recycling Revenue	4,063.0	4,120.8	4,243.2	4,466.5
Compost Revenue	476.5	479.2	379.2	382.2
Multi-Unit Recycling Revenue	1,948.6	2,333.3	2,009.2	2,452.5
Leaves & Grass Revenue	344.3	275.0	357.5	375.8
<b>Total Revenues</b>	<b>6,832.3</b>	<b>7,208.3</b>	<b>6,989.1</b>	<b>7,677.0</b>
<b>Expenditures:</b>				
General	712.6	783.6	679.9	704.6
Contractor Services	5,747.6	6,092.7	5,977.2	6,481.7
Contribution to Capital Reserve	178.2	182.0	182.0	182.0
Transfer to Stabilization Reserve	194.0	150.0	150.0	308.7
<b>Total Expenditures</b>	<b>6,832.3</b>	<b>7,208.3</b>	<b>6,989.1</b>	<b>7,677.0</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Schedule VIII Summary of Staff Years in Full-Time Equivalents (FTEs)

(FTEs)	2016	2017	FTE Change
<b>TAX-SUPPORTED SERVICES</b>			
<b>Civic Operations</b>			
Community Support	30.6	30.6	0.0
Corporate Asset Management	229.7	238.7	9.0
Corporate Governance & Finance	401.7 <sup>(1)</sup>	407.7	6.0
Environmental Health	107.3	108.0	0.7
Fire	334.0	335.0	1.0
Recreation & Culture	293.1	296.8	3.7
Transportation	603.1	617.2	14.1
Urban Planning & Development	42.7	40.6	(2.0)
<b>Total Civic Operations</b>	<b>2,042.2</b>	<b>2,074.7</b>	<b>32.5</b>
<b>Police</b>			
Police	644.8	653.1	8.3 <sup>(2)</sup>
<b>Total Police</b>	<b>644.8</b>	<b>653.1</b>	<b>8.3</b>
<b>Controlled Corporations</b>			
Remai Modern	31.1	39.3	8.2 <sup>(3)</sup>
SaskTel Centre	47.7	47.7	—
TCU Place	65.4	65.3	—
<b>Total Controlled Corporations</b>	<b>144.2</b>	<b>152.4</b>	<b>8.2</b>
<b>TOTAL TAX-SUPPORTED SERVICES</b>	<b>2,831.2</b>	<b>2,880.2</b>	<b>49.0</b>
<b>NON TAX-SUPPORTED SERVICES</b>			
Building and Plumbing Permits & Standards	57.0	57.0	—
Business Licenses	9.1	9.1	—
Golf Courses	24.8	24.8	—
Impound Lot	0.8	0.8	—
Potash Corp Playland	4.3	4.3	—
Gordon Howe Campsite	2.7	2.7	—
Land Development	17.5 <sup>(1)</sup>	17.5	—
<b>Sub-total</b>	<b>116.2</b>	<b>116.1</b>	<b>0.0</b>
<b>Utilities</b>			
Utilities	338.4	338.4	—
New FTEs	—	2.3	2.3
Operating Transfer	—	0.1	0.1



**Schedule VIII (cont.)**  
**Summary of Staff Years in Full-Time Equivalents (FTEs)**

(FTEs)	2016	2017	FTE Change
Transferred from Capital (Utilities)	—	17.0	17.0
<b>Total Utilities</b>	<b>338.4</b>	<b>357.8</b>	<b>19.4</b>
<b>TOTAL NON TAX-SUPPORTED SERVICES</b>	<b>454.6</b>	<b>473.9</b>	<b>19.4</b>
<b>CAPITAL</b>	<b>315.8</b>	<b>315.8</b>	<b>0.0</b>
New	—	4.0	4.0
Operating Transfer	—	2.0	2.0
Transferred to Operating (Utilities)	—	(17.0)	(17.0)
<b>TOTAL CAPITAL</b>	<b>315.8</b>	<b>304.8</b>	<b>(11.0)</b>
<b>FTE TOTAL<sup>(4)</sup></b>	<b>3,601.6</b>	<b>3,658.9</b>	<b>57.4</b>

(1) The Corporate Projects, 1.0 FTE, service line moved from Land Development to Corporate Governance & Finance

(2) Includes 4 prorated constables hired in August 2016 creating an end-load of 2.3 FTEs in 2017. A 2.0 FTE reduction for the removal of two government funded positions is also included.

(3) The 8.2 increase includes 5.2 FTEs that were prorated from the 2016 budget and an additional 8.75 FTEs that will be hired partway through 2017 with an impact of 3.0 FTE impact on the 2017 budget.

(4) This schedule does not include Saskatoon Public Library



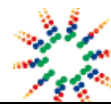
## Schedule IX Future Operating Impacts of 2017 Funded Capital Projects

	2018	2019	2020
<b>Corporate Governance &amp; Finance</b>			
1780-CP-CORP NETWORK INFRASTRUCTURE	10.0	—	—
1944-CP-LEARNING MANAGEMENT SYSTEM	19.0	—	—
1977-CP-LOCAL AREA NETWORK & DATA SECURITY	6.0	—	—
<b>Corporate Governance &amp; Finance</b>	<b>35.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Environmental Health</b>			
2050-US-CONSTRUCTN & DEMOLITION WASTE MGT CTR-RECOVERY PARK	900.0	—	—
<b>Environmental Health</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Fire Services</b>			
2508-FIRE-REPLACEMENT OF STATION NO. 5	—	100.0	—
<b>Fire Services</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>
<b>Land Development</b>			
0607-PARK DEV-STONEBRIDGE NBRHD	—	14.6	—
0668-PARK DEV-BOULEVARD DEVELOPMENT	—	—	9.4
1057-PARK DEV-IND'L AREA BLVD TREE PLANTING	—	—	4.0
1568-PARK DEV-ROSEWOOD	—	38.7	—
1570-PARK DEV-KENSINGTON	—	8.9	—
1574-PARK DEV-ASPEN RIDGE	—	3.1	44.1
1663-PARK DEV-N.E. SWALE	—	61.0	—
<b>Land Development</b>	<b>0.0</b>	<b>126.3</b>	<b>57.5</b>
<b>Policing</b>			
2389-POLICE-FLEET ADDITIONS	54.0	—	—
2499-POLICE-TECHNOLOGY REPLACEMENT	35.0	—	—
2610-POLICE-TECHNOLOGY EXPANSION	50.3	—	—
<b>Policing</b>	<b>139.3</b>	<b>0.0</b>	<b>0.0</b>
<b>Recreation &amp; Culture</b>			
0706-CY-LEIS SERV-FACILITY EQUIP REPL	20.0	—	—
1595-CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	7.7	—	—
1641-CY-PARKS-ARBOR CREEK PARK PEDESTRIAN BRIDGES REPLACEMENT	4.8	—	—
1658-CY-PARKS NEW SATELLITE MTNC BLDG	31.2	—	—
1664-CY-GORDON HOWE COMPLEX UPGRADES	17.5	—	—
2048-CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	10.8	—	—
2102-CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	5.0	—	—
2130-CY-SATELLITE SKATEBOARD FACILITIES	1.0	—	—
2349-CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	—	28.0	—



**Schedule IX (cont.)**  
**Future Operating Impacts of 2017 Funded Capital Projects**

	2018	2019	2020
2528-CY-DOG PARK DEVELOPMENT	8.0	—	—
<b>Recreation &amp; Culture</b>	<b>106.0</b>	<b>28.0</b>	<b>0.0</b>
<b>Transportation</b>			
2317-TR-SHELTERS/BENCHES	2.5	—	—
2318-TR-MAINTENANCE MANAGEMENT SYSTEM	3.0	—	—
2588-ACCESS TRANSIT-BUS ADD ON	9.5	—	—
2589-TR-TECHNOLOGY PLAN	3.0	—	—
<b>Transportation</b>	<b>18.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Urban Planning and Development</b>			
2162-CY-URBAN DESIGN-BIDS	3.0	—	—
2541-CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	40.5	—	—
<b>Urban Planning and Development</b>	<b>43.5</b>	<b>0.0</b>	<b>0.0</b>
<b>Utilities</b>			
1174-SL&P-STREET LIGHTS-LAND DEVELOPMENT	85.0	—	—
<b>Utilities</b>	<b>85.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL OPERATING IMPACTS - FUNDED</b>	<b>1,326.8</b>	<b>254.3</b>	<b>57.5</b>



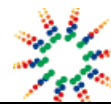
## Schedule X Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
<b>SERVICE LINE ORDER BASED ON CIVIC SURVEY RESULTS</b>			
<b>Road Maintenance</b>		Base Budget	39,114.8
		Revenue Decrease	(2.8)
	Inflation/Transfers	Expenditure Increase	12.6
	Growth/Cont Impr	Expenditure Increase: Operating impact for Public Space Recycling	14.5
	Service Level Adj	Expenditure Increase: 1.93% Dedicated Road Levy; New 1.0 FTE (Customer Support Coordinator), & Customer Service Manager position redeployment	3,913.3
		Total Expenditure Increase	3,940.4
		<b>2017 Budget</b>	<b>43,058.0</b>
<b>Snow &amp; Ice Management</b>		Base Budget	12,724.0
		Revenue Decrease	(4.8)
	Inflation/Transfers	Expenditure Decrease	(142.4)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(142.4)
		<b>2017 Budget</b>	<b>12,586.4</b>
<b>Street Cleaning &amp; Sweeping</b>		Base Budget	3,799.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(40.2)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(40.2)
		<b>2017 Budget</b>	<b>3,759.2</b>
<b>Bridges, Subways, Overpasses</b>		Base Budget	5,323.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	16.8
	Growth/Cont Impr	Expenditure Increase: Project 1522 Operating Impact (Structure, sound wall, pedestrian crossing preservation)	50.0
	Service Level Adj	Expenditure Increase: 3rd year phase-in for North Commuter Bridge funding	700.0
		Total Expenditure Increase	766.8
		<b>2017 Budget</b>	<b>6,090.0</b>
<b>Policing</b>		Base Budget	84,323.9
		Revenue Decrease	(702.7)
	Inflation/Transfers	Expenditure Increase	1,517.0
	Growth/Cont Impr	Expenditure Increase: Salary end-load of 2016 approved FTEs and 8.0 new 2017 FTEs	582.6
	Service Level Adj	Expenditure Decrease: Elimination of Provincial programs (Operation overdrive, Intersection safety, Centre of responsibility). Partially offset by an increase in MD Ambulance contract for an EMT	(477.2)
		Total Expenditure Increase	1,622.4
		<b>2017 Budget</b>	<b>86,649.0</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 1]**

Service Line	Change Type	Explanation	(\$000's)
Transportation Services		Base Budget	8,102.4
		Revenue Decrease	(3.8)
	Inflation/Transfers	Expenditure Decrease	(1,014.1)
	Growth/Cont Impr	Expenditure Decrease: Increased cost recovery for detour coordination, partially offset by 1.0 new FTE (Roadway activity coordinator) and increased roadway signing materials	20.0
	Service Level Adj	Expenditure Increase: To maintain LED replacement & traffic signal infrastructure	11.2
		Total Expenditure Decrease	(982.9)
		<b>2017 Budget</b>	<b>7,123.3</b>
Long Range Planning		Base Budget	296.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(101.4)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(101.4)
		<b>2017 Budget</b>	<b>194.7</b>
Attainable Housing		Base Budget	424.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	0.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.2
		<b>2017 Budget</b>	<b>425.1</b>
Property Levy		Base Budget	(205,978.7)
		Revenue Increase	13,260.8
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>(219,239.5)</b>
Transit Operations		Base Budget	26,235.2
		Revenue Increase	500.0
	Inflation/Transfers	Expenditure Decrease	(357.3)
	Growth/Cont Impr	Expenditure Increase: 1.0 new FTE (Mechanic), 0.50 FTE end-load from 2016 & Equipment Mntce for Evergreen service	155.6
	Service Level Adj		—
		Total Expenditure Decrease	(201.7)
		<b>2017 Budget</b>	<b>25,533.5</b>



**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			
<b>Arts, Culture &amp; Events Venues</b>			
<b>Remai Modern</b>		Base Budget	5,026.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(113.0)
	Growth/Cont Impr	Expenditure Increase: CBCM increase	166.6
	Service Level Adj		—
		Total Expenditure Increase	53.6
		<b>2017 Budget</b>	<b>5,079.7</b>
<b>SaskTel Centre</b>		Base Budget	558.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	35.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	35.4
		<b>2017 Budget</b>	<b>594.2</b>
<b>TCU Place</b>		Base Budget	1,621.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	38.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	38.8
		<b>2017 Budget</b>	<b>1,660.4</b>
<b>Community Support</b>			
<b>Animal Services</b>		Base Budget	638.6
		Revenue Decrease	(10.1)
	Inflation/Transfers	Expenditure Increase	10.9
	Growth/Cont Impr	Expenditure Increase: P#2353 & P#2528 Operating Impacts	12.5
	Service Level Adj		—
		Total Expenditure Increase	23.4
		<b>2017 Budget</b>	<b>672.1</b>
<b>Cemeteries</b>		Base Budget	106.1
		Revenue Increase	22.9
	Inflation/Transfers	Expenditure Decrease	(35.5)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(35.5)
		<b>2017 Budget</b>	<b>47.7</b>
<b>Community Development</b>		Base Budget	3,315.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(12.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(12.8)
		<b>2017 Budget</b>	<b>3,302.4</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Community Investments & Supports		Base Budget	9,618.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	428.6
	Growth/Cont Impr	Expenditure Increase: Cultural/Heritage grant funding; Increased financial assistance to community groups	36.2
	Service Level Adj		—
		Total Expenditure Increase	464.8
		<b>2017 Budget</b>	<b>10,083.2</b>

**Corporate Asset Management**

City-Owned Property - Land		Base Budget	(367.5)
		Revenue Increase	11.2
	Inflation/Transfers	Expenditure Increase	106.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	106.2
		<b>2017 Budget</b>	<b>(272.5)</b>

Facilities Management		Base Budget	8,503.5
		Revenue Decrease	(4.8)
	Inflation/Transfers	Expenditure Decrease	(405.7)
	Growth/Cont Impr	Expenditure Increase: Building Custodian/Operator, Trade staff & maintenance for new Remail Art Gallery	244.9
	Service Level Adj	Expenditure Increase: 1.0 new FTE for an indoor air quality manager	114.1
		Total Expenditure Decrease	(46.7)
		<b>2017 Budget</b>	<b>8,461.6</b>

Fleet Services		Base Budget	—
		Revenue Change	—
	Inflation/Transfers		(444.5)
	Growth/Cont Impr	Expenditure Increase: 4.0 new FTE mechanics, 1.0 new FTE service writer	394.5
	Service Level Adj	Expenditure Increase: To equipment acquisition reserve for parks equipment	50.0
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>—</b>

**Corporate Governance & Finance**

Service Saskatoon		Base Budget	200.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	215.4
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 1.0 new FTE (Service Saskatoon Director), and increase to the Corporate Capital Reserve	300.0
		Total Expenditure Increase	515.4
		<b>2017 Budget</b>	<b>715.4</b>

Assessment & Taxation		Base Budget	3,647.6
		Revenue Decrease	(20.0)
	Inflation/Transfers	Expenditure Increase	15.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	15.9
		<b>2017 Budget</b>	<b>3,683.5</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
City Clerk's Office		Base Budget	2,364.4
		Revenue Increase	14.0
	Inflation/Transfers	Expenditure Increase	81.3
	Growth/Cont Impr	Expenditure Increase: 1.0 FTE Committee Assistant	115.9
	Service Level Adj	1.0 new FTE (Access & Privacy Officer)	99.6
		Total Expenditure Increase	296.8
		<b>2017 Budget</b>	<b>2,647.2</b>
City Manager's Office		Base Budget	675.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	6.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	6.3
		<b>2017 Budget</b>	<b>681.7</b>
City Solicitor's Office		Base Budget	1,952.6
		Revenue Increase	47.0
	Inflation/Transfers	Expenditure Increase	59.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	59.2
		<b>2017 Budget</b>	<b>1,964.8</b>
Corporate Projects		Base Budget	—
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>—</b>
Corporate Support		Base Budget	18,642.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(7.9)
	Growth/Cont Impr	Expenditure Increase: 1.0 new FTE (Engagement & Communications Manager)	100.7
	Service Level Adj	Expenditure Increase: 1.0 new FTE for Fire (HR Consultant); 1.0 new FTE (Customer Advocate & Liason)	206.1
		Total Expenditure Increase	298.9
		<b>2017 Budget</b>	<b>18,941.1</b>
Debt Servicing		Base Budget	20,559.8
		Revenue Increase	18.1
	Inflation/Transfers	Expenditure Increase	18.4
	Growth/Cont Impr	Expenditure Increase: Dedicated Phase-ins for Funding Plans	1,600.0
	Service Level Adj		—
		Total Expenditure Increase	1,618.4
		<b>2017 Budget</b>	<b>22,160.1</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Financial Services		Base Budget	3,097.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	240.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	240.5
		<b>2017 Budget</b>	<b>3,338.1</b>
General Services		Base Budget	(3,242.2)
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	1,779.3
	Growth/Cont Impr	Expenditure Decrease - Transfer to RCE for MVA Rink	(40.0)
	Service Level Adj		—
		Total Expenditure Increase	1,739.3
		<b>2017 Budget</b>	<b>(1,502.9)</b>
Legislative		Base Budget	1,562.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	12.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	12.9
		<b>2017 Budget</b>	<b>1,575.0</b>
Revenue Services		Base Budget	1,925.4
		Revenue Increase	59.5
	Inflation/Transfers	Expenditure Increase	79.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	79.5
		<b>2017 Budget</b>	<b>1,945.4</b>
<b>Environmental Health</b>			
Environmental Program		Base Budget	480.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	10.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.0
		<b>2017 Budget</b>	<b>490.4</b>
Pest Management		Base Budget	916.8
		Revenue Decrease	(3.0)
	Inflation/Transfers	Expenditure Decrease	(16.1)
	Growth/Cont Impr	Expenditure Increase: Increased area of trees/shrubs for new park development	5.6
	Service Level Adj		—
		Total Expenditure Decrease	(10.5)
		<b>2017 Budget</b>	<b>909.3</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Urban Forestry		Base Budget	3,565.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(46.3)
	Growth/Cont Impr	Expenditure Increase: Tree maintenance of newly planted trees/shrubs for new park development	33.2
	Service Level Adj		—
		Total Expenditure Decrease	(13.1)
		<b>2017 Budget</b>	<b>3,552.7</b>
Waste Handling Service		Base Budget	6,814.4
		Revenue Decrease	(620.0)
	Inflation/Transfers	Expenditure Decrease	(80.7)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 0.75 new Pooled Labourer FTE (47260), responsible for recycling depot maintenance	29.7
		Total Expenditure Decrease	(51.0)
		<b>2017 Budget</b>	<b>7,383.4</b>
Waste Reduction & Resource Recovery		Base Budget	881.8
		Revenue Increase	4.2
	Inflation/Transfers	Expenditure Decrease	(9.2)
	Growth/Cont Impr	Expenditure Increase: Increasing demand of HHW program (outlined in the 2016 Council report)	50.0
	Service Level Adj	Expenditure Increase: 0.25 new Pooled Labourer FTE (47260) and maintenance costs of the recycling depots	89.4
		Total Expenditure Increase	130.2
		<b>2017 Budget</b>	<b>1,007.8</b>
<b>Fire Services</b>			
Fire Services		Base Budget	46,197.1
		Revenue Increase	371.0
	Inflation/Transfers	Expenditure Increase	529.0
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 1.0 new FTE (Fire Inspector), increased HR support, and increased community cleanup	232.9
		Total Expenditure Increase	761.9
		<b>2017 Budget</b>	<b>46,588.0</b>
Emergency Measures		Base Budget	419.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	1.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1.3
		<b>2017 Budget</b>	<b>421.0</b>
<b>Land Development</b>			
Saskatoon Land		Base Budget	—
		Revenue Decrease	(1,875.4)
	Inflation/Transfers	Expenditure Decrease	(1,875.4)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(1,875.4)
		<b>2017 Budget</b>	<b>—</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
<b>Recreation &amp; Culture</b>			
<b>Albert Community Centre</b>		Base Budget	71.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	7.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	7.5
		<b>2017 Budget</b>	<b>78.6</b>
<b>Community Partnerships</b>		Base Budget	352.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	65.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	65.7
		<b>2017 Budget</b>	<b>417.9</b>
<b>Forestry Farm Park &amp; Zoo</b>		Base Budget	1,616.5
		Revenue Increase	59.8
	Inflation/Transfers	Expenditure Increase	43.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	43.7
		<b>2017 Budget</b>	<b>1,600.4</b>
<b>Golf Courses</b>		Base Budget	—
		Revenue Increase	25.5
	Inflation/Transfers	Expenditure Increase	25.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	25.5
		<b>2017 Budget</b>	<b>—</b>
<b>Gordon Howe Campsite</b>		Base Budget	—
		Revenue Increase	10.3
	Inflation/Transfers	Expenditure Increase	10.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.3
		<b>2017 Budget</b>	<b>—</b>
<b>Indoor Rinks</b>		Base Budget	363.4
		Revenue Increase	110.7
	Inflation/Transfers	Expenditure Increase	73.6
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	73.6
		<b>2017 Budget</b>	<b>326.3</b>
<b>Marketing Services</b>		Base Budget	609.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	13.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	13.4
		<b>2017 Budget</b>	<b>622.8</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Marr Residence		Base Budget	21.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	0.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.4
		<b>2017 Budget</b>	<b>22.0</b>
Outdoor Pools		Base Budget	846.0
		Revenue Increase	24.1
	Inflation/Transfers	Expenditure Increase	45.6
	Growth/Cont Impr	Expenditure Increase: 0.32 new Pooled Lifeguard FTE (06330)	14.9
	Service Level Adj		—
		Total Expenditure Increase	60.5
		<b>2017 Budget</b>	<b>882.4</b>
Outdoor Sports Fields		Base Budget	382.8
		Revenue Increase	54.0
	Inflation/Transfers	Expenditure Increase	40.2
	Growth/Cont Impr	Expenditure Increase: Phase 3 Gordon Howe Bowl (ticket booth)	76.7
	Service Level Adj		—
		Total Expenditure Increase	116.9
		<b>2017 Budget</b>	<b>445.7</b>
Parks Maintenance & Design		Base Budget	13,009.6
		Revenue Decrease	(6.3)
	Inflation/Transfers	Expenditure Increase	128.5
	Growth/Cont Impr	Expenditure Increase: Increased water volume usage, 1.62 new Seasonal labourers FTEs, increased contract mowing on medians/boulevards	273.3
	Service Level Adj		—
		Total Expenditure Increase	401.8
		<b>2017 Budget</b>	<b>13,417.7</b>
Playground & Recreation Areas		Base Budget	904.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(17.5)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(17.5)
		<b>2017 Budget</b>	<b>887.4</b>
PotashCorp Playland		Base Budget	—
		Revenue Increase	9.0
	Inflation/Transfers	Expenditure Increase	9.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	9.0
		<b>2017 Budget</b>	<b>—</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Program Research & Design		Base Budget	217.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	21.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	21.5
		<b>2017 Budget</b>	<b>238.9</b>
Rec-Competitive Facilities - Program		Base Budget	3,896.3
		Revenue Increase	32.2
	Inflation/Transfers	Expenditure Increase	187.6
	Growth/Cont Impr	Expenditure Increase: 1.75 new Pooled lifeguard FTEs (06260/06280/24520/39250)	83.7
	Service Level Adj		—
		Total Expenditure Increase	271.3
		<b>2017 Budget</b>	<b>4,135.4</b>
Rec-Competitive Facilities - Rentals		Base Budget	4,048.0
		Revenue Increase	168.9
	Inflation/Transfers	Expenditure Increase	331.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	331.8
		<b>2017 Budget</b>	<b>4,210.9</b>
River Landing		Base Budget	—
		Revenue Increase	1,029.6
	Inflation/Transfers	Expenditure Increase	78.0
	Growth/Cont Impr		—
	Service Level Adj		951.6
		Total Expenditure Increase	1,029.6
		<b>2017 Budget</b>	<b>—</b>
Spectator Ballfields		Base Budget	153.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	4.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	4.0
		<b>2017 Budget</b>	<b>157.0</b>
Targeted Programming		Base Budget	582.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(4.1)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(4.1)
		<b>2017 Budget</b>	<b>578.4</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
<b>Taxation &amp; General Revenues</b>			
<b>Fines and Penalties</b>		Base Budget	(8,268.2)
		Revenue Increase	1,070.0
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>(9,338.2)</b>
<b>General Revenue</b>		Base Budget	(59,504.8)
		Revenue Decrease	(1,838.2)
	Inflation/Transfers	Expenditure Decrease	(102.5)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(102.5)
		<b>2017 Budget</b>	<b>(57,769.1)</b>
<b>Grants in Lieu of Taxes</b>		Base Budget	(35,739.2)
		Revenue Increase	2,572.4
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>(38,311.6)</b>
<b>Municipal Revenue Sharing Grant</b>		Base Budget	(48,533.3)
		Revenue Decrease	(2,103.3)
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>(46,430.0)</b>
<b>Other Levies</b>		Base Budget	(943.6)
		Revenue Increase	506.0
	Inflation/Transfers	Expenditure Increase	45.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	45.0
		<b>2017 Budget</b>	<b>(1,404.6)</b>
<b>Transportation</b>			
<b>Access Transit</b>		Base Budget	3,450.3
		Revenue Decrease	(35.0)
	Inflation/Transfers	Expenditure Increase	162.0
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 2016 Endload approved	76.8
		Total Expenditure Increase	238.8
		<b>2017 Budget</b>	<b>3,724.1</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Engineering		Base Budget	764.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(33.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(33.8)
		<b>2017 Budget</b>	<b>730.3</b>
Impound Lot		Base Budget	—
		Revenue Increase	6.5
	Inflation/Transfers	Expenditure Increase	6.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	6.5
		<b>2017 Budget</b>	<b>—</b>
Parking		Base Budget	(3,168.9)
		Revenue Increase	30.9
	Inflation/Transfers	Expenditure Decrease	(77.6)
	Growth/Cont Impr	Expenditure Increase: 1.0 new Parking permit coordinator FTE (46990)	80.0
	Service Level Adj	Expenditure Increase: New parking cell-phone app contract fees	60.0
		Total Expenditure Increase	62.4
		<b>2017 Budget</b>	<b>(3,137.4)</b>
Street Lighting		Base Budget	5,880.2
		Revenue Decrease	(0.3)
	Inflation/Transfers	Expenditure Increase	691.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	691.5
		<b>2017 Budget</b>	<b>6,572.0</b>
<b>Urban Planning &amp; Development</b>			
Building and Plumbing Permits & Standards		Base Budget	—
		Revenue Increase	101.7
	Inflation/Transfers	Expenditure Increase	101.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	101.7
		<b>2017 Budget</b>	<b>—</b>
Business Improvement Districts		Base Budget	107.7
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>107.7</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Business Licenses		Base Budget	—
		Revenue Increase	15.2
	Inflation/Transfers	Expenditure Increase	15.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	15.2
		<b>2017 Budget</b>	—
Bylaw Compliance		Base Budget	556.8
		Revenue Decrease	(0.3)
	Inflation/Transfers	Expenditure Decrease	(0.4)
	Growth/Cont Impr	Expenditure Increase: 1.0 new Bylaw Inspector FTE (46980)	81.0
	Service Level Adj		—
		Total Expenditure Increase	80.6
		<b>2017 Budget</b>	<b>637.7</b>
Development Review		Base Budget	433.7
		Revenue Decrease	(5.3)
	Inflation/Transfers	Expenditure Decrease	(1.5)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(1.5)
		<b>2017 Budget</b>	<b>437.5</b>
Neighbourhood Planning		Base Budget	549.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	3.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.2
		<b>2017 Budget</b>	<b>552.2</b>
Regional Planning		Base Budget	366.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	0.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.8
		<b>2017 Budget</b>	<b>367.7</b>
Research & Mapping		Base Budget	442.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	1.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1.7
		<b>2017 Budget</b>	<b>443.9</b>
Urban Design		Base Budget	2,485.5
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>2,485.5</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
<b>Utilities</b>			
<b>Water Utility</b>		Base Budget	—
		Revenue Increase	6,312.1
	Inflation/Transfers	Expenditure Increase	5,566.6
	Growth/Cont Impr	Expenditure Increase: Increased costs in water initiatives program, 2.0 new FTEs (Water system operators), increased equipment maintenance and aggregate material required for water services	670.1
	Service Level Adj	Expenditure Increase: Increased equipment maintenance for higher compaction standards & increased fleet demands	75.4
		Total Expenditure Increase	6,312.1
		<b>2017 Budget</b>	—
<b>Wastewater Utility</b>		Base Budget	—
		Revenue Increase	7,331.0
	Inflation/Transfers	Expenditure Increase	7,073.7
	Growth/Cont Impr	Expenditure Increase: Contractual services for sewer inspections, equipment and fleet costs, contractual services	215.2
	Service Level Adj	Expenditure Increase: Additional lab equipment (for more In-house testing); and the removal of the HGF cost recovery	42.1
		Total Expenditure Increase	7,331.0
		<b>2017 Budget</b>	—
<b>Saskatoon Light &amp; Power</b>		Base Budget	—
		Revenue Increase	12,106.2
	Inflation/Transfers	Expenditure Increase	12,106.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	12,106.2
		<b>2017 Budget</b>	—
<b>Storm Water Management</b>		Base Budget	—
		Revenue Increase	209.4
	Inflation/Transfers	Expenditure Increase	131.2
	Growth/Cont Impr	Expenditure Increase: Increased contract services & fleet services due to demand	78.2
	Service Level Adj		—
		Total Expenditure Increase	209.4
		<b>2017 Budget</b>	—
<b>Waste Services Utility</b>		Base Budget	—
		Revenue Increase	687.9
	Inflation/Transfers	Expenditure Increase	673.2
	Growth/Cont Impr		—
	Service Level Adj		14.7
		Total Expenditure Increase	687.9
		<b>2017 Budget</b>	—



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
TOTAL CIVIC SERVICES (Includes Land)		Base Budget	—
		Revenue Increase	12,899.4
	Inflation/Transfers		2,389.5
	Growth/Cont Impr		4,152.4
	Service Level Adj		6,357.5
		Total Expenditure Increase	12,899.4
		<b>2017 Budget</b>	—
TOTAL UTILITIES		Base Budget	—
		Revenue Increase	26,646.6
	Inflation/Transfers		25,550.9
	Growth/Cont Impr		963.5
	Service Level Adj		132.2
		Total Expenditure Increase	26,646.6
		<b>2017 Budget</b>	—
<b>Saskatoon Public Library</b>			
Library Property Levy		Base Budget	(20,940.9)
		Revenue Increase	1,846.0
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2017 Budget</b>	<b>(22,786.9)</b>
Saskatoon Public Library		Base Budget	20,940.9
		Revenue Increase	20.0
	Inflation/Transfers	Expenditure Increase	1,265.4
	Growth/Cont Impr		375.6
	Service Level Adj		225.0
		Total Expenditure Increase	1,866.0
		<b>2017 Budget</b>	<b>22,786.9</b>
TOTAL SASKATOON PUBLIC LIBRARY		Base Budget	—
		Revenue Increase	1,866.0
	Inflation/Transfers		1,265.4
	Growth/Cont Impr		375.6
	Service Level Adj		225.0
		Total Expenditure Increase	1,866.0
		<b>2017 Budget</b>	—



## Schedule XI Summary of Pressure Points Not Included

	Not Included
<b>COMMUNITY SUPPORT</b>	
<b>Community Investments and Support</b>	
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.	110.0
The budget provided for the burial of a deceased person with limited financial means of \$35.0 has the potential risk for a shortfall of \$15.0 compared to prior actual expenditures.	15.0
<b>CORPORATE ASSET MANAGEMENT</b>	
<b>Facilities Management</b>	
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 \$300.0.	490.9
The City currently does not have any dedicated resources with expertise in relation to corporate security initiatives. 1.0 FTE and \$100.0 would ensure that safety and security concerns that affect employees, elected officials and the public are adequately addressed and resolved.	100.0
<b>ENVIRONMENTAL HEALTH</b>	
<b>Waste Handling</b>	
The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not been adjusted for growth over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$175.8 is required in order to ensure citizens have access to garbage containers and meet the growing demand for this service.	175.8
Landfill revenue has been trending down due to waste diversion initiatives as well as competition from other landfills that have opened in the area. This has resulted in decreased tonnages from over 50,000 in 2012 to approximately 37,500 in 2016. An adjustment of \$450.0 to landfill revenue has been included in the 2017 budget, however, it is possible that the impact of this could be greater. Administration will continue to monitor and implement mitigating factors, however, a further adjustment may be required in subsequent years.	—
An Environmental Protection Officer and vehicle for a total possible cost of \$103.4 has not been included in the budget. This position is required due to the increased number of waste containers in the city due to Recycling Programs (66,000 to 136,000). This provision would assist in addressing resident and councilor complaints and to provide education and enforcement of the bylaw.	103.4
<b>FIRE SERVICES</b>	
The Fire Dispatch Management System has several modules which would greatly improve efficiencies within Saskatoon Fire (training, asset management, mobile CAD), requiring 1.0 FTE and \$100.0 for dedicated IT staff to install, test and implement.	100.0
Saskatoon Fire apparatus and various equipment are replaced on an established schedule based on a normal lifespan. Due to decreases in the value of the Canadian Dollar in relation to the US Dollar, apparatus and equipment are scheduled to be used beyond their lifespan. An additional \$100.0 contribution to the reserve would offset this change in exchange rate and enable apparatus and equipment to be replaced within a normal lifespan.	100.0
<b>LAND</b>	
The 2017 budget does not include an increase to the Land Sales Administrative Fee from 6% or increases to the maximum operations reserve of 1.5 times the operating budget. Due to decreased sales, not increasing this Administration Fee could result in the Land Operations Reserve having insufficient funds to cover operations during an economic downturn. Increasing the Land Administration Fee to 8% and the maximum balance to 2.0 times Saskatoon Land's operating budget would ensure adequate reserve balances going forward.	2,608.5
<b>TRANSPORTATION</b>	
<b>Access Transit</b>	
Service level related increased costs to accommodate additional trips for Access Transit customers. \$76.8 has not been included for 0.50 FTE Operator and maintenance costs to meet this desired service level.	76.8



## Schedule XI (cont.) Summary of Pressure Points Not Included

Not Included

### Bridges, Subways, Overpasses

Total estimated maintenance and inspection costs of \$100.0 for growth due to the addition of new structures and sound attenuation walls will be required.† The 2017 budget does not include the full amount and will be phased in over two years with \$50.0 in new base funding in 2017 and 2018. 50.0

Graffiti Removal has been transferred to this service line from the Street Signing and Pavement Marking Program which experienced a deficit due to this activity in 2015. The estimated cost of Graffiti Removal is \$100.0; within the Bridge Maintenance Program there is only a provision of \$70.0 for this purpose, or a \$30.0 shortfall. The goal of active removal of graffiti is to reduce vandalism related crimes in our downtown core and neighbourhoods. 30.0

### Parking

Current funding for parking enforcement is not meeting expected parking enforcement service levels as increases in this budget have not kept up with City growth. Increased dissatisfaction in the community and reductions in parking ticket revenue are some of the risks associated with not including this item. \$245.0 would allow parking enforcement to meet expected service levels. Other options include reducing existing residential parking permit areas or redefining service levels and parking bylaw standards. 245.0

### Road Maintenance

The Customer Service and Operations program requires an increase in the operational budget of \$53.3 due to a repeating shortfall in the budget for operational equipment costs as well as the cost of photocopiers. 53.3

An operations superintendent (1.0 FTE) for safety with a mill rate impact of \$77.2 has not been included in the budget.† This position would be responsible for working directly with the staff and supervisors of Public Works to communicate safety goals and implement procedural changes, as required.† The position provides a field presence and works with supervisors to find solutions for safety issues which will in turn reduce lost time incidents and prevent equipment downtime. 77.2

### 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. 248.4

Total estimated support costs to Transit operations to maintain an appropriate maintenance schedule include 3.5 FTE (\$256.1) for a Mechanic Journeyman, a Stores Parts Person, a Service/Utility position and 0.5 for a Body Repairman Journeyman.† Additional operational expenses to support this shift in operations amount to \$321.1 including \$191.4 contribution to replacement and refurbishment reserves.† This is not included in the 2017 budget; however, operations from the new Transit location will be closely monitored in 2017 and operational costs revisited for the 2018 budget. 577.2

### Transportation Services

Traffic Signal Electrical costs have not kept up to the pace of growth and rates within the City.† \$37.5 has been included in the 2017 budget in order to address the total shortfall of \$75.0.† The remaining \$37.5 has not been included in the 2017 budget and will continue to be phased in in 2018. 37.5

To address the aging infrastructure of signalized intersections there is a requirement to increase the maintenance provision of the Traffic Signal Program by \$100.0 for materials and labour costs.† A number of older intersections require significant upgrades to both underground and above ground infrastructure.† These upgrades are necessary to maintain or increase the actual level of service and lower the risk for potential deterioration or outright failures with high impact in operations. 100.0

Conversion of traffic signals from incandescent bulbs to LED lighting was completed in 2007 resulting in a \$100.0 reduction in electricity expenses on an annual basis. These LED signals are now at the end of their operating life (approximately seven to ten years) and require replacement. A phased replacement program has been developed at a cost of \$90.0 annually. \$42.8 has been added to the 2017 budget, the remaining portion of the phase in will be added to the 2018 budget. 47.2

The Painting and Signing Programs have been facing gradual increases in material needed to meet increasing demands due to the growth of the City and inflationary pressures. \$200.0 has not been included in the 2017 budget which would align current sign shop demands with funding levels. 200.0

An In-Service Safety Review was conducted in 2015 to identify improvements required to safety systems along high speed corridors throughout the city, including barriers, guardrail, etc. The review resulted in 385 recommendations at a total estimated cost of \$8.2 million. Available funding in 2017 from the Transportation Infrastructure Reserve is \$250.0; however high risk locations are estimated at \$850.0. Additional funding will be required to address the high risk locations over the next four years. 600.0



## Schedule XI (cont.) Summary of Pressure Points Not Included

	Not Included
<b>UTILITIES</b>	
<b>Waste Services</b>	
The Compost Depot Utility is currently not full cost recovery as actuals have been trending behind budget for a number of years, impacting reductions in reserve contributions and capital replacements as these dollars are used to offset the compost utility deficit. \$230.0 increase and scaling back of operations to a single depot are required to mitigate this issue.	230.0
The Green Cart Program subscription rates are not sufficient to cover the costs of running the program; as a result the Landfill mill rate program covers any deficit in this program and the Landfill program redirecting funds from reserve contributions and expansion of capital programming in order to support the Green Cart Program. An increase in the annual rates would result in the program becoming self-sufficient.	140.2
<b>TOTAL <sup>(1)</sup></b>	<b>6,516.4</b>

(1) For further details on the risk and how the Not Included items summarized above are being addressed in the 2017 budget, please see the operating budget summary in each service line.



## Schedule XII Capital Reserve Sufficiency

	Forecast	2017		Balance	2018		Balance	2019-2021		Balance	Unfunded	Total
(\$000's)	Jan 1/17	Source	Appl	Dec/17	Source	Appl	Dec/18	Source	Appl	Dec/21	Projects	Dec/21
<b>Civic Departments:</b>												
Access Transit Reserve <sup>(2)</sup>	59	418	(470)	7	253	(250)	10	758	(750)	18	—	18
Active Transportation Reserve	14	500	(500)	14	500	(500)	14	1,500	(1,500)	14	(6,000)	(5,986)
Animal Services Reserve	68	30	—	98	30	(60)	68	90	(60)	98	—	98
Arbor Creek Parks Equip Maint Res	131	1	(130)	2	—	—	2	—	—	2	—	2
Auto Garbage Container Repl	7	334	(334)	7	371	(371)	7	1,195	(1,195)	7	—	7
Bridge Major Repairs <sup>(7)</sup>	(149)	10,384	(589)	9,646	6,184	(15,826)	4	9,552	(9,556)	—	(32,205)	(32,205)
Campsite <sup>(1, 6)</sup>	244	88	(100)	232	101	—	333	586	—	919	—	919
Civic Bldgs Comp Mtnce	2,200	7,995	(9,381)	814	9,611	(9,456)	969	30,292	(28,447)	2,814	(1,500)	1,314
Civic Radio Replace & Expansion	—	360	(350)	10	360	(350)	20	1,140	(1,150)	10	—	10
Civic Veh & Equip Disp/Acq'n	85	—	(85)	—	—	—	—	—	—	—	—	—
Civic Vehicles & Equip Repl	2,625	5,281	(7,128)	778	5,397	(5,692)	483	17,416	(17,600)	299	—	299
Computer Equipment Repl	250	—	(225)	25	627	(650)	2	2,020	(2,000)	22	—	22
Corporate Capital Reserves	661	2,551	(2,411)	801	2,561	(1,691)	1,671	8,210	(5,450)	4,431	—	4,431
Dedicated Lands	1,814	41	(280)	1,575	38	—	1,613	118	—	1,731	—	1,731
Dedicated Roadways	675	15	—	690	15	—	705	45	—	750	—	750
Facilities Site Repl	—	300	(300)	—	500	(500)	—	1,850	(1,800)	50	(1,400)	(1,350)
Fire Apparatus	1,419	844	(681)	1,582	869	(894)	1,557	2,769	(3,863)	463	—	463
Fire - Small Equipment Repl	118	260	(228)	150	268	(369)	49	853	(924)	(22)	—	(22)
Forestry Farm Auditorium	21	7	—	28	6	—	34	19	—	53	—	53
Forestry Farm Development <sup>(1)</sup>	31	48	(28)	51	48	(78)	21	143	(82)	82	—	82
Forestry Farm Park & Zoo Capital	14	162	(150)	26	162	(150)	38	486	(370)	154	—	154
Golf Course Capital Reserve <sup>(1)</sup>	557	448	(350)	655	495	(500)	650	1,146	(1,420)	376	—	376
Grounds Maintenance Equip Repl	214	347	(550)	11	400	(410)	1	1,200	(1,025)	176	—	176
Heritage Fund Reserve	141	48	(45)	144	48	(14)	178	142	(44)	276	—	276
Infra Expansion - Transp	309	2,016	(1,000)	1,325	2,016	(1,950)	1,391	6,048	(3,960)	3,479	(800)	2,679
Infra Repl - Parks	35	963	(945)	53	975	—	1,028	2,998	—	4,026	—	4,026
Infra Repl - Storm	2,015	2,696	(2,424)	2,287	2,696	(1,769)	3,214	8,088	(9,309)	1,993	—	1,993
Infra Repl - W & S <sup>(5)</sup>	(5,847)	29,179	(22,486)	846	30,410	(25,858)	5,398	86,292	(86,325)	5,365	—	5,365
IT Digital Data Res	36	42	—	78	42	(80)	40	127	(90)	77	—	77
IT Systems Development	265	781	(1,000)	46	154	(200)	—	372	—	372	—	372
Landfill Replacement <sup>(4)</sup>	(1,085)	2,485	(510)	890	2,066	(2,679)	277	7,417	(13,000)	(5,306)	(7,000)	(12,306)
Leisure Serv Equip Repl <sup>(2)</sup>	943	387	(395)	935	407	(120)	1,222	1,220	(610)	1,832	—	1,832
Park Enhancement Reserve <sup>(1, 3)</sup>	369	300	(405)	264	300	(400)	164	900	(494)	570	—	570
Parking Capital Reserve	283	135	(160)	258	135	(60)	333	404	(375)	362	—	362
Parks (Grounds Maint) Equip Acq Res	163	163	(300)	26	163	(100)	89	490	(450)	129	—	129
Paved Roadways Infra Reserve	580	30,982	(30,496)	1,066	30,982	(30,627)	1,421	92,946	(91,881)	2,486	(200)	2,286
Printing and Mail Equipment Repl	186	20	—	206	20	—	226	60	(136)	150	—	150
Public Works Bldgs Civic Facilities	89	15	—	104	15	—	119	45	—	164	—	164
River Landing Capital Reserve	299	73	—	372	73	—	445	220	—	665	—	665
Saskatoon Light & Power Extension	(4,538)	7,411	(5,715)	(2,842)	7,709	(7,138)	(2,271)	21,849	(20,179)	(601)	—	(601)
Saskatoon Light & Power Repl	6,729	7,694	(9,270)	5,153	7,279	(7,270)	5,162	23,099	(22,005)	6,256	—	6,256
Snow & Ice Mgmt Equip Reserve	267	265	(515)	17	265	—	282	795	—	1,077	—	1,077
Street Clean/Sweep Equip Acq'n Res	158	27	—	185	27	—	212	81	—	293	—	293



## Schedule XII (cont.) Capital Reserve Sufficiency

	Forecast	2017		Balance	2018		Balance	2019-2021		Balance	Unfunded	Total
(\$000's)	Jan 1/17	Source	Appl	Dec/17	Source	Appl	Dec/18	Source	Appl	Dec/21	Projects	Dec/21
Streetscape - BID <sup>(1)</sup>	2,763	2,461	(3,613)	1,611	2,461	(3,196)	876	7,383	(5,664)	2,595	—	2,595
Streetscape - City Wide <sup>(1)</sup>	628	—	(121)	507	—	—	507	—	—	507	—	507
Traffic Noise Attenuation	2,306	550	(2,856)	—	—	—	—	—	—	—	—	—
Traffic Safety Reserve	790	890	(1,225)	455	890	(890)	455	2,670	(2,630)	495	(2,310)	(1,815)
Trans Infra Reserve	59	3,514	(3,465)	108	3,514	(3,510)	112	10,542	(10,540)	114	(6,465)	(6,351)
Transit Additional Veh Repl	235	100	—	335	100	—	435	300	(530)	205	—	205
Transit Capital Projects	150	957	(1,080)	27	957	(810)	174	2,871	(2,530)	515	—	515
Transit Vehicles Repl	303	896	(870)	329	896	(890)	335	2,687	(2,730)	292	—	292
Transportation Equip Acquisition Res	126	59	—	185	59	(50)	194	177	(200)	171	—	171
Trunked Radio System Infr Res	325	401	(485)	241	489	(489)	241	1,740	(1,740)	241	—	241
Unified Communications Reserve	200	50	—	250	50	—	300	150	—	450	—	450
Wastewater Coll & Treat Repl	2,758	2,045	(1,706)	3,097	1,875	(2,506)	2,466	6,335	(7,365)	1,436	—	1,436
Wastewater Treatment Capital	1,947	6,560	(7,800)	707	10,353	(10,380)	680	24,956	(24,877)	759	—	759
Water Supply Repl	3,226	1,702	(3,085)	1,843	1,541	(1,404)	1,980	5,711	(7,421)	270	—	270
Waterworks Capital Projects Res	7,203	6,184	(12,277)	1,110	6,772	(6,604)	1,278	65,910	(66,065)	1,123	—	1,123
<b>Subtotal</b>	<b>35,474</b>	<b>142,465</b>	<b>(138,519)</b>	<b>39,420</b>	<b>144,535</b>	<b>(146,741)</b>	<b>37,214</b>	<b>466,413</b>	<b>(458,342)</b>	<b>45,285</b>	<b>(57,880)</b>	<b>(12,595)</b>
<b>Boards and Commissions:</b>												
Albert Comm Centre Repair	1	22	—	23	22	—	45	69	(110)	4	—	4
SaskTel Centre Equip Repl	455	350	(198)	607	350	(73)	884	1,050	(414)	1,520	—	1,520
SaskTel Centre Fac. Enhancement	2,313	700	(585)	2,428	700	(325)	2,803	2,350	(975)	4,178	—	4,178
Remai Modern Art Gallery Cap Equip Repl	2	65	(53)	14	65	(41)	38	300	(172)	166	—	166
Police Radio	524	273	(585)	212	273	(325)	160	2,185	(2,035)	310	—	310
Police Facility Renovations	498	150	(157)	491	150	(385)	256	1,200	(150)	1,306	—	1,306
Police Oper Equip & Tech Adv.	96	1,188	(2,058)	(774)	1,188	(1,428)	(1,014)	9,503	(9,295)	(806)	—	(806)
Public Library Capital Expan	13,569	339	—	13,908	339	—	14,247	1,017	(2,150)	13,114	—	13,114
Public Library Equip Repl	2,355	141	(200)	2,296	141	(200)	2,237	423	(600)	2,060	—	2,060
Public Library Francis Morrison Mtnc	1,701	319	—	2,020	319	—	2,339	957	—	3,296	—	3,296
Public Library JS Wood Mtnc	211	55	(266)	—	55	—	55	165	—	220	—	220
Public Library Mayfair Mtnc	55	14	—	69	14	—	83	42	—	125	—	125
Public Library Alice Turner Mtnc	688	94	—	782	94	—	876	282	—	1,158	—	1,158
Public Library New Central Library	7,820	2,300	(50)	10,070	2,300	(50)	12,320	6,900	(6,350)	12,870	—	12,870
Public Library Information Technology	634	—	(200)	434	—	(100)	334	—	—	334	—	334
TCU Place Capital Exp	3,775	283	—	4,058	285	—	4,343	864	—	5,207	—	5,207
TCU Place Equipment Repl	3,734	535	(291)	3,978	540	(59)	4,459	1,629	(1,923)	4,165	—	4,165
<b>Subtotal</b>	<b>38,431</b>	<b>6,828</b>	<b>(4,643)</b>	<b>40,616</b>	<b>6,835</b>	<b>(2,986)</b>	<b>44,465</b>	<b>28,936</b>	<b>(24,174)</b>	<b>49,227</b>	<b>0</b>	<b>49,227</b>
<b>TOTAL RESERVE SUFFICIENCY</b>	<b>73,905</b>	<b>149,293</b>	<b>(143,162)</b>	<b>80,036</b>	<b>151,370</b>	<b>(149,727)</b>	<b>81,679</b>	<b>495,349</b>	<b>(482,516)</b>	<b>94,512</b>	<b>(57,880)</b>	<b>36,632</b>

(1) Applications include contributions to operations

(2) Subject to operating budget approval

(3) Applications include commitment to community cost-shared projects

(4) Source includes a portion of tipping fees

(5) Includes the Flood Protection Program

(6) Applications include contributions to capital projects

(7) One time funding of \$5.0 million for bridge rehabilitation will be made available from gas tax in 2017 through Major Transportation Funding Plan



## Schedule XIII Prepaid Land Development Reserve Sufficiency Forecast

(\$000's)	Arterial Road Levy	Trunk Sewer Levy	Primary WtrMn Levy	WWtr Lift STN	Inter- Change	Direct Services <sup>1</sup>	Planning Levy	Parks & Rec. Levy	Industrial Parks	Comm. Center Levy	Total
<b>Opening 2017 Balance</b>	<b>25,927</b>	<b>(53,327)</b>	<b>(3,405)</b>	<b>(9,254)</b>	<b>(13,657)</b>	<b>54,299</b>	<b>143</b>	<b>8,695</b>	<b>1,554</b>	<b>7,156</b>	<b>18,131</b>
<b>Inflows:</b>											
Lot Sales & Other Transfers	8,185	10,083	2,339	523	1,969	16,559	244	5,597	43	2,426	47,968
Redevelopment Levy	—	—	—	—	—	3,000	—	—	—	—	3,000
<b>Outflows:</b>											
Transfers to Operating	—	—	—	—	—	—	(246)	—	—	—	(246)
Capital Expenses	(6,742)	(1,000)	(475)	(244)	—	(6,117)	—	(3,549)	(50)	(1,900)	(20,077)
<b>ENDING 2017 BALANCE<sup>(1)</sup></b>	<b>27,370</b>	<b>(44,244)</b>	<b>(1,541)</b>	<b>(8,975)</b>	<b>(11,688)</b>	<b>67,741</b>	<b>141</b>	<b>10,743</b>	<b>1,547</b>	<b>7,682</b>	<b>48,776</b>

(1) The Prepaid Land Development Reserve Sufficiency Forecast encompasses the 2017 Development Plan to be submitted to City Council.

(2) Direct Services balance is temporarily funding \$15,015,000 of redevelopment services with reimbursement established per year from a utility charge. The net balance in 2017 is expected to be \$12,315,000. The net balance consists of the 2016 opening balance of \$15,015,000 with additions of \$0 and expected repayment of \$2,700,000.



## Schedule XIV Funded Capital Investments

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
<b>Arts, Culture and Events Venues</b>						
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	291	59	1,299	80	544	2,273
1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	198	73	183	123	108	685
1834 REMAI MODERN-EQUIPMENT PURCHASES	53	41	86	—	—	180
<b>Arts, Culture and Events Venues</b>	<b>542</b>	<b>173</b>	<b>1,568</b>	<b>203</b>	<b>652</b>	<b>3,138</b>
<b>Community Support</b>						
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	150	—	—	—	—	150
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	575	50	—	50	—	675
<b>Community Support</b>	<b>725</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>825</b>
<b>Corporate Asset Management</b>						
0877 AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	485	489	900	420	420	2,714
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,771	9,456	10,348	9,956	8,043	45,574
1356 AF-V&E ADD'L VEHICLES & EQUIPT	815	100	250	100	100	1,365
1357 AF-V&E REPL'T VEHICLES & EQUIPT	7,128	5,692	5,700	5,900	6,000	30,420
1523 AF-TRUNKING RADIO REPLACEMENT	350	350	350	400	400	1,850
1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	—	50	50	50	50	200
1584 CIVIC OPERATIONS CENTRE	500	8,000	52,000	—	—	60,500
1929 AF-CSR BUILDING RENOS	85	—	—	—	—	85
1934 AF-SPCA BUILDING UPGRADES	100	—	—	—	—	100
1943 AF-EMERGENCY BACK-UP POWER SYSTEM	1,500	—	—	—	—	1,500
1949 AF-SERVICE SASKATOON-STAFFING ACCOMMODATION	1,550	5,550	5,550	1,550	1,550	15,750
2176 AF-SHAW CENTRE MAJOR REPAIRS	1,870	—	—	—	—	1,870
2180 AF-CIVIC FACILITY SITE MAINTENANCE	300	500	600	600	600	2,600
<b>Corporate Asset Management</b>	<b>22,454</b>	<b>30,187</b>	<b>75,748</b>	<b>18,976</b>	<b>17,163</b>	<b>164,528</b>
<b>Corporate Governance &amp; Finance</b>						
1083 CP-CORPORATE NETWORK EQUIPMENT REPL	—	450	500	550	550	2,050
1364 CP-SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING	200	200	200	200	200	1,000
1780 CP-CORP NETWORK INFRASTRUCTURE	125	125	125	125	150	650
1829 AF-SERVICE SASKATOON-SYSTEMS	500	—	—	—	—	500
1883 CK-ELECTRONIC RECORDS MANAGEMENT	—	—	85	350	50	485
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	—	—	90	—	—	90
1942 AF-CORPORATE SECURITY PLAN	150	—	—	—	—	150
1944 CP-LEARNING MANAGEMENT SYSTEM	280	—	—	—	—	280
1977 CP-LOCAL AREA NETWORK & DATA SECURITY	100	75	—	—	—	175
2079 AF-PROPERTY REASSESSMENT	—	—	100	250	100	450
2368 AF-PRINTING AND MAIL SERVICES-EQUIPMENT	—	—	—	136	—	136
2514 AF-CIS SYSTEM	150	—	—	—	—	150



## Schedule XIV (cont.) Funded Capital Investments

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
2515 AF-MULTI-YEAR BUSINESS PLAN AND BUDGET	650	—	—	—	—	650
2516 CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	450	200	—	—	—	650
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	85	—	—	—	—	85
2523 CP-CITIZEN WEB STOREFRONT AND CITY INTRANET	550	—	—	—	—	550
2524 CP-NAMING AND SPONSORSHIP	50	—	—	—	—	50
2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	—	—	—	300	—	300
2622 SO-COMPREHENSIVE GOVERNANCE REVIEW	100	—	—	—	—	100
<b>Corporate Governance &amp; Finance</b>	<b>3,390</b>	<b>1,050</b>	<b>1,100</b>	<b>1,911</b>	<b>1,050</b>	<b>8,501</b>
<b>Environmental Health</b>						
1475 US-AUTO'D GARBAGE CONTAINER REPL	509	371	384	398	413	2,075
1662 CY-ELM TREE INVENTORY	50	—	—	—	—	50
2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR-RECOVERY PARK	7,000	—	—	—	—	7,000
2051 US-LANDFILL OPTIMIZATION	300	700	3,000	6,500	3,500	14,000
2184 US-WASTE CHARACTERIZATION STUDY	225	—	—	—	—	225
2518 PUBLIC SPACE RECYCLING	118	—	—	—	—	118
2568 US-CIVIC FAC ENERGY & WTR MONITORING	5,000	10,000	—	—	—	15,000
<b>Environmental Health</b>	<b>13,202</b>	<b>11,071</b>	<b>3,384</b>	<b>6,898</b>	<b>3,913</b>	<b>38,468</b>
<b>Fire Services</b>						
0582 FR-APPAR-REFURB/REPL/ADD'L	228	369	304	296	324	1,521
1914 FR-NEW STATION-NORTHWEST SASKATOON	—	—	—	500	—	500
2373 FR-REPLACEMENT OF STATION NO. 3	5,235	—	—	—	—	5,235
2379 FR-APPARATUS REPLACEMENT	681	894	1,935	1,378	550	5,438
2380 FR-FIRE STATION NO. 11-HOLMWOOD	—	871	—	—	—	871
2504 FR-NEW EQUIPMENT	590	—	—	—	—	590
2508 FIRE-REPLACEMENT OF STATION NO. 5	500	6,500	—	—	—	7,000
<b>Fire Services</b>	<b>7,234</b>	<b>8,634</b>	<b>2,239</b>	<b>2,174</b>	<b>874</b>	<b>21,155</b>
<b>Land Development</b>						
0607 PARK DEV-STONEBRIDGE NBRHD	493	—	—	—	—	493
0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	175	1,195	4,458	12,143	7,019	24,990
0619 LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	—	4,392	—	—	—	4,392
0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	200	—	6,783	—	5,797	12,780
0626 LAND DEV'T-SUBDIVIS'N WARRANTY	595	—	—	—	—	595
0627 LAND DEV'T-SUBDIVIS'N FENCING	—	146	—	—	—	146
0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	250	6,689	3,611	8,770	9,401	28,721
0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	—	—	—	50	—	50
0639 LAND DEV'T-SUBDIVIS'N BUFFERS	61	625	36	—	—	722
0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	6,742	3,934	—	3,794	2,481	16,951



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
0668 PARK DEV-BOULEVARD DEVELOPMENT	150	150	150	150	150	750
0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	—	—	3,519	—	3,207	6,726
0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	50	2,873	—	—	—	2,923
0748 LAND DEV'T-GEN ADMIN-OLD AREAS	86	—	—	—	—	86
0778 LAND DEV'T-TR SWR-STONEBRIDGE	244	—	—	—	—	244
1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	50	50	50	50	50	250
1400 LAND DEV'T-HAMPTON VILLAGE SUB	110	—	—	—	—	110
1403 LAND DEV'T-ROSEWOOD	1,319	784	—	—	—	2,103
1405 LAND DEV'T-EVERGREEN	496	—	—	—	—	496
1407 LAND DEV'T-KENSINGTON	512	4,128	—	—	—	4,640
1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	—	1,204	—	—	—	1,204
1410 LAND DEV'T-ELK POINT	423	—	—	—	—	423
1411 LAND DEV'T-ASPEN RIDGE	4,425	12,988	4,844	—	—	22,257
1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	—	11,377	—	728	—	12,105
1417 LAND DEV'T-TR SWR-BLAIRMORE	150	—	7,086	—	—	7,236
1418 LAND DEV'T-TR SWR-HOLMWOOD	400	50	23,260	17,489	—	41,199
1419 LAND DEV'T-BRIGHTON	195	2,932	—	—	—	3,127
1420 LAND DEV'T-INFILL DEVELOPMENTS	430	—	—	—	—	430
1424 LAND DEV'T-NEIGHBOURHOOD 1-RIEL SECTOR	400	—	—	—	—	400
1435 LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	250	2,208	1,400	3,187	11,738	18,783
1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	—	4,294	2,173	2,988	26,100	35,555
1437 LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	—	—	4,628	3,209	—	7,837
1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	—	13,330	—	—	12,148	25,478
1460 LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	—	3,429	4,504	5,308	7,229	20,470
1464 LAND DEV'T-ART RD-FEDORUK DRIVE	—	—	—	4,579	—	4,579
1466 LAND DEV'T-ART RD-WANUSKEWIN RD	—	3,298	—	3,005	—	6,303
1467 LAND DEV'T-ART RD-33RD ST (HUGHES-NEAULT RD)	—	4,552	—	—	—	4,552
1468 LAND DEV'T-ART RD-8TH STREET EAST	—	—	—	4,586	3,332	7,918
1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	—	—	54,702	46,079	52,026	152,807
1568 PARK DEV-ROSEWOOD	1,050	332	1,050	2,760	—	5,192
1570 PARK DEV-KENSINGTON	314	2,785	639	700	—	4,438
1574 PARK DEV-ASPEN RIDGE	272	1,700	141	1,747	4,393	8,253
1575 PARK DEV-ELK POINT	—	—	—	3,375	4,495	7,870
1576 PARK DEV-BRIGHTON	—	1,295	6,489	1,393	4,594	13,771
1663 PARK DEV-N.E. SWALE	500	500	1,870	—	—	2,870
1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	882	6,523	—	—	—	7,405
2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	1,000	500	—	—	—	1,500
<b>Land Development</b>	<b>22,224</b>	<b>98,263</b>	<b>131,393</b>	<b>126,090</b>	<b>154,160</b>	<b>532,130</b>



## Schedule XIV (cont.) Funded Capital Investments

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
<b>Policing</b>						
2119 POLICE-RADIO REPLACEMENT	585	325	325	325	325	1,885
2389 POLICE-FLEET ADDITIONS	206	456	170	170	170	1,172
2489 POLICE-FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	99	74	120	428	—	721
2498 POLICE-EQUIPMENT EXPANSION	315	—	—	—	—	315
2499 POLICE-TECHNOLOGY REPLACEMENT	924	814	399	1,307	827	4,271
2610 POLICE-TECHNOLOGY EXPANSION	770	150	—	—	—	920
2612 POLICE-COMBINED TRAFFIC SERVICES SASKATCHEWAN VEHICLES	92	—	—	—	—	92
2618 POLICE-FACILITY RENOVATION	992	335	—	—	—	1,327
<b>Policing</b>	<b>4,033</b>	<b>2,204</b>	<b>1,064</b>	<b>2,280</b>	<b>1,372</b>	<b>10,953</b>
<b>Recreation &amp; Culture</b>						
0677 AF-ALBERT COMM CENTRE RENOS	—	—	60	—	50	110
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	600	410	265	360	400	2,035
0706 CY-LEIS SERV-FACILITY EQUIP REPL	395	120	245	120	245	1,125
0901 CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	945	—	—	—	—	945
1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	140	—	—	—	—	140
1641 CY-PARKS-ARBOR CREEK PARK PEDESTRIAN BRIDGES REPLACEMENT	130	—	—	—	—	130
1653 CY-PARK DRAINAGE	100	—	—	—	—	100
1658 CY-PARKS NEW SATELLITE MTNC BLDG	1,525	20	250	—	—	1,795
1664 CY-GORDON HOWE COMPLEX UPGRADES	1,510	—	—	—	—	1,510
1876 AF-TENNIS COURT-ACRYLIC SURFACE	50	—	50	—	50	150
1938 AF-PLAY STRUCTURE UPRGDE AND REPL	930	—	—	—	—	930
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	275	200	120	—	250	845
2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	350	500	200	610	610	2,270
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	345	350	345	—	—	1,040
2130 CY-SATELLITE SKATEBOARD FACILITIES	80	—	—	—	—	80
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	1,700	750	—	—	—	2,450
2528 CY-DOG PARK DEVELOPMENT	250	60	—	60	—	370
<b>Recreation &amp; Culture</b>	<b>9,325</b>	<b>2,410</b>	<b>1,535</b>	<b>1,150</b>	<b>1,605</b>	<b>16,025</b>
<b>Saskatoon Public Library</b>						
0838 LIBR-EQUIPMENT REPLACEMENT	200	200	200	200	200	1,000
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	—	—	6,000	500	2,000	8,500
<b>Saskatoon Public Library</b>	<b>200</b>	<b>200</b>	<b>6,200</b>	<b>700</b>	<b>2,200</b>	<b>9,500</b>
<b>Transportation</b>						
0583 TR-REPLACE/REFURB BUSES	15,360	890	5,900	4,110	4,120	30,380
0584 TR-ADDITIONAL BUSES	—	—	530	—	—	530



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS	100	100	100	100	100	500
0671 TR-AUXILIARY VEH/EQUIP	—	100	100	100	100	400
0837 TU-LANE REHAB & DRAINAGE IMPROV	1,785	1,785	1,785	1,785	1,785	8,925
0948 TU-NEW SIDEWALKS AND PATHWAYS	1,300	—	—	—	—	1,300
0959 TU-UPGRADE BOUNDARY ROADS	260	260	260	260	260	1,300
1036 TU-TRAFFIC CONTROL UPGRADES	200	400	400	400	400	1,800
1041 TU-BENCHMARK REHABILITATION	—	50	—	50	—	100
1194 TR-ENGINE OVERHAUL	300	300	300	300	300	1,500
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	1,200	300	190	200	200	2,090
1504 TU-NEIGH. TRAFFIC REVIEW PERMANENT INSTALLATIONS	160	160	160	160	200	840
1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375	375	375	375	375	1,875
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	200	300	300	300	300	1,400
1507 TU-GUARDRAILS	120	50	50	50	50	320
1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	350	200	200	200	250	1,200
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	275	290	290	290	300	1,445
1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	160	60	60	60	60	400
1526 TU-CIRCLE DR BRIDGE REPAIR	—	—	200	2,240	—	2,440
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	300	9,540	—	—	—	9,840
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	—	100	100	100	100	400
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	—	100	305	—	405
1638 TU-BACK LANE TREE TRIMMING	50	—	—	—	—	50
1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	—	—	—	2,700	—	2,700
2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	—	—	—	—	1,800	1,800
2043 TU-CURB REPLACEMENT/REHABILITATION	200	200	200	200	200	1,000
2095 ACCESS TRANSIT-BUS REPLACEMENTS	1,300	260	260	260	260	2,340
2097 TR-BUS SEAT REPLACEMENT	50	—	50	—	50	150
2100 ACCESS TRANSIT-ADDITIONAL BUSES	130	—	—	—	—	130
2233 TU-ADVANCED TRAFFIC MGT SYSTEM	150	150	150	230	230	910
2234 TU-WALKWAY MANAGEMENT	90	90	90	90	90	450
2235 TU-INTERSECTION IMPROVEMENTS	550	500	500	500	500	2,550
2241 TU-TRUCK ENFORCEMENT/EDUCATION	50	50	100	—	—	200
2257 TU-CIRCLE DR OVER 33RD ST NB/SB	—	200	1,924	—	—	2,124
2259 TU-PW SATELLITE YARDS	200	—	—	—	—	200
2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	—	50	75	50	75	250
2268 TU-IDYLWYLD DR FWY / 1ST AVE-NB RAMP	—	950	—	—	—	950
2269 TU-ACCOMMODATION CONSTRUCTION	100	100	100	100	100	500
2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION	32,096	30,627	30,627	30,627	30,627	154,604
2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	400	250	250	250	250	1,400
2273 TU-108TH ST OVER CIRCLE DRIVE	—	—	—	100	289	389
2317 TR-SHELTERS/BENCHES	200	200	200	200	200	1,000
2318 TR-MAINTENANCE MANAGEMENT SYSTEM	270	—	—	—	—	270



## Schedule XIV (cont.) Funded Capital Investments

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
2323 TR-RIDERSHIP GROWTH INITIATIVES	200	200	200	200	200	1,000
2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	—	—	—	—	80	80
2393 TU-TAYLOR/CIRCLE DRIVE	—	—	675	—	—	675
2395 TU-CIRCLE DRIVE/14TH ST-NB	—	—	—	150	1,026	1,176
2396 TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	—	4,847	—	—	—	4,847
2398 TU-ATTRIDGE DR/CIRCLE DR OVERPASS	—	—	—	100	1,500	1,600
2406 TU-MINOR BRIDGE REPAIRS	289	289	289	289	289	1,445
2428 TU-FUNCTIONAL PLANNING STUDIES	—	100	—	—	50	150
2429 CY-LICENSE PLATE RECOGNITION SYSTEM	—	—	65	65	65	195
2433 TU-8TH STREET & CPR GRADE SEPARATION	—	—	—	35,000	—	35,000
2436 TU-CORRIDOR PLANNING STUDIES	100	100	—	—	—	200
2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	200	100	100	100	100	600
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	—	500	—	—	—	500
2448 TU-INTELLIGENT TRANSPORTATION SYSTEM	150	200	200	200	200	950
2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	500	500	500	500	500	2,500
2588 ACCESS TRANSIT-BUS ADD ON	50	—	—	—	—	50
2589 TR-TECHNOLOGY PLAN	60	100	100	100	100	460
<b>Transportation</b>	<b>59,830</b>	<b>55,823</b>	<b>48,055</b>	<b>83,396</b>	<b>47,681</b>	<b>294,785</b>
<b>Urban Planning and Development</b>						
1573 CY-CSO-COMPREHENSIVE REVIEW STUDY	—	50	—	—	—	50
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210	—	—	—	—	210
2162 CY-URBAN DESIGN-BIDS	2,500	2,000	1,000	1,000	100	6,600
2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	200	175	175	75	—	625
2390 CY-NATURAL AREAS STRATEGY & GREEN STORM WATER MANAGEMENT	100	—	—	—	—	100
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	11,250	—	—	—	—	11,250
2604 CY-DRAINAGE REGULATION	125	125	—	—	—	250
<b>Urban Planning and Development</b>	<b>14,385</b>	<b>2,350</b>	<b>1,175</b>	<b>1,075</b>	<b>100</b>	<b>19,085</b>
<b>Utilities</b>						
0687 WWT-ASSET REPLACEMENT	1,706	2,506	2,942	1,477	2,946	11,577
0720 SL&P-CAPACITOR INSTALLATIONS	—	150	—	—	—	150
0724 SL&P-REVENUE METER-NEW & REPLACEMENT	3,500	250	250	250	250	4,500
0736 SL&P-CUSTOMER UPGRADES AND EXTENSIONS	2,300	2,400	2,400	2,600	2,860	12,560
0825 SL&P-STREET LIGHT UPGRADES	160	160	265	265	365	1,215
1016 SL&P-NEIGHBOURHOOD STREET LIGHT UPGRDS	—	200	—	200	—	400
1018 SL&P-MONITORING SYSTEM UPGRADE (SCADA)	150	150	150	750	—	1,200
1019 SL&P-SUBSTATION UPGRADE-W. J. BUNN	—	50	500	500	2,000	3,050
1054 WTP-ASSET REPLACEMENT	3,085	1,404	665	3,392	3,364	11,910
1055 WTP-AUTOMATIC METER READING CONV	2,600	2,704	2,812	—	—	8,116



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
1174 SL&P-STREET LIGHTS-LAND DEVELOPMENT	1,500	1,500	1,500	1,500	1,500	7,500
1210 WTP-FILTER PLANT UPGRADE/EXPANSION	—	832	7,788	—	—	8,620
1243 WWT-LIFT STATION UPGRADES	3,064	808	1,105	1,687	1,755	8,419
1251 SL&P-SUBSTATION-138 kV SWITCHING	200	50	50	50	50	400
1255 SL&P-DISTRIBUTION-EQUIPMENT UPGRADE	200	300	200	100	—	800
1257 SL&P-SUBSTATION SECURITY IMPROVEMENTS	—	120	120	120	120	480
1268 SL&P-NETWORK VAULTS	—	—	1,250	1,250	—	2,500
1269 SL&P-NORTH DOWNTOWN DEVELOPMENT	—	—	—	720	720	1,440
1272 SL&P-BUILDINGS & GROUNDS	—	375	250	250	400	1,275
1281 SL&P-SUSTAIN POWER GENERATION OPTIONS	220	200	200	200	200	1,020
1282 SL&P-STREET LIGHTS-MITIGATION	870	870	770	780	780	4,070
1283 SL&P-15KV FDR UPGRADE-RIVER CROSSING	180	—	—	—	—	180
1286 SL&P-ELEC SYS PLANNING STUDIES	—	205	—	205	—	410
1295 SL&P-NETWORK-MAJOR ASSETS	200	200	—	400	—	800
1296 SL&P-NETWORK-CIVIL INFRASTRUCTURE	300	300	300	300	300	1,500
1297 SL&P-NETWORK-PRIMARY LINES	200	600	500	—	200	1,500
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	250	500	500	—	—	1,250
1303 SL&P-AVE C FEEDER #2-TRAFFIC BRIDGE	150	—	—	—	—	150
1305 SL&P-FEEDER UPGRADES/REPLACEMENT	1,875	1,875	1,875	1,875	1,875	9,375
1308 SL&P-15 KV CONV-INTERMED SUBSTATIONS	1,200	1,400	950	1,000	1,000	5,550
1310 SL&P-UTILITY-RESEARCH & DEVELOPMENT	165	155	145	145	145	755
1315 SL&P-138 KV TRANSMISSION LINE UPGRADE	1,320	2,150	2,150	2,150	2,150	9,920
1316 SL&P-TRANSMIS POLE/STRUCTURE UPGRADES	150	120	120	—	100	490
1326 SL&P-SUBSTATION MONITORING SYS UPGRADE	250	200	250	200	250	1,150
1329 SL&P-SUBSTATION RELAY UPGRADES	500	500	500	500	500	2,500
1332 SL&P-SUBSTATION SERVICE LIFE EXTENSION	400	300	300	300	300	1,600
1333 SL&P-SUBSTATION UPGRADE-AVE. C	—	500	—	—	—	500
1350 SL&P-SUBSTATION BUILDING & GROUND RENO	—	150	100	100	—	350
1353 SL&P-EQUIPMENT UPGRADE & REPLACEMENT	112	635	185	635	235	1,802
1493 TU-EAST RIVERBANK STABILIZATION	1,035	350	359	368	377	2,489
1615 TU-WATER DISTRIBUTION	27,789	16,735	15,670	16,309	16,983	93,486
1616 TU-WASTE WATER COLLECTION	7,011	5,109	5,235	5,366	5,498	28,219
1617 TU-PRIMARY WATER MAINS	1,949	1,997	5,000	4,998	4,998	18,942
1618 TU-SANITARY SEWER TRUNKS	1,837	1,883	1,929	1,978	2,027	9,654
1619 TU-STORM SEWER TRUNK AND COLLECTION	1,124	1,150	5,163	1,180	1,209	9,826
1621 TU-STORM SEWER POND PRESERVATION	125	127	131	133	137	653
1677 TU-STORM WATER MGMT UTILITY BILLING	78	80	82	84	86	410
2197 WTP-WATER CONSERVATION INITIATIVE	450	468	541	—	—	1,459
2214 WTP-WATER SYSTEM ASSESSMENT	—	—	—	187	—	187
2219 WTP-N.E. SECTOR RESERVOIR	—	—	—	4,499	19,303	23,802



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	Total
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	2,667	1,040	1,082	—	—	4,789
2224 WWT-LIQUID WASTE HAULERS STATION	4,500	—	—	—	—	4,500
2230 WWT-EXPECTED UPGRADES	500	520	541	2,812	2,925	7,298
2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100	100	100	100	100	500
2272 WTP-AUXILIARY EQUIPMENT	160	—	—	—	—	160
2275 WTP-PLANT FACILITY ACCESS UPGRADE	—	—	—	—	877	877
2558 WTP-CLARIFIER TUBE SETTLERS	—	—	9,734	—	—	9,734
2559 WTP-SAND SEPARATORS	4,000	—	—	—	—	4,000
2561 WTP-EXPECTED UPGRADES	—	1,560	—	5,624	1,170	8,354
2562 WTP-CLARIFIER CONSTRUCTION	—	—	—	—	1,290	1,290
2563 WTP-LOW LIFT UPGRADE	—	—	—	—	4,679	4,679
2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	13,550	—	—	—	—	13,550
2567 WWTP-RELINING CELL	2,000	3,640	—	—	—	5,640
2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	—	—	2,974	3,093	—	6,067
2577 WWTP-PEP 6TH PUMP	386	—	—	—	—	386
2578 WWTP-DOWNSTREAM USER STUDY	—	312	—	—	—	312
2579 WWTP-DIGESTER TANK 4	8,000	15,600	—	—	—	23,600
2580 WWTP-DIGESTER CLEANING FACILITY	—	—	2,163	—	—	2,163
2581 WWTP-FACILITY UPGRADE N40/WWTP	—	—	—	—	9,359	9,359
2585 WWTP-BIOREACTOR EXPANSION	—	—	—	2,812	12,918	15,730
<b>Utilities</b>	<b>104,388</b>	<b>75,810</b>	<b>82,116</b>	<b>73,704</b>	<b>108,561</b>	<b>444,579</b>
<b>TOTAL FUNDED CAPITAL PROJECTS</b>	<b>261,932</b>	<b>288,225</b>	<b>355,577</b>	<b>318,607</b>	<b>339,331</b>	<b>1,563,672</b>



## Schedule XV Reserve for Capital Expenditures

RCE FUNDED (\$000's)	2017 Cost	2017 Budget	2018 Cost	2018 Unfunded	2019 Cost	2019 Unfunded	2020 Cost	2020 Unfunded	2021 Cost	2021 Unfunded	Operating Impact		
											2018	2019	2020
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION*	1,425	750	1,475	1,475	2,720	1,620	8,450	1,450	1,410	1,410	0	0	0
1829 AF-SERVICE SASKATOON-SYSTEMS*	500	500	5,750	—	5,780	—	5,970	—	—	—	0	2,100	0
2515 AF-MULTI-YEAR BUSINESS PLAN AND BUDGET*	650	650	—	—	—	—	—	—	—	—	0	0	0
2349 CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE*	1,700	350	1,000	250	—	—	—	—	—	—	28	0	0
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION*	210	210	210	210	210	210	210	210	210	210	0	0	0
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT*	85	85	—	—	—	—	—	—	—	—	0	0	0
2622 SO-COMPREHENSIVE GOVERNANCE REVIEW*	100	100	50	50	—	—	—	—	—	—	0	0	0
2518 PUBLIC SPACE RECYCLING*	118	118	—	—	—	—	—	—	—	—	0	0	0
2524 CP-NAMING AND SPONSORSHIP*	50	50	—	—	—	—	—	—	—	—	0	0	0
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE*	150	150	150	150	160	160	—	—	—	—	0	0	0
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION*	275	125	625	425	270	150	—	—	400	150	11	0	0
2528 CY-DOG PARK DEVELOPMENT	250	250	110	50	—	—	110	50	—	—	8	0	0
1938 AF-PLAY STRUCTURE UPGRADE AND REPL	900	480	675	675	675	675	675	675	675	675	0	0	0
1658 CY-PARKS NEW SATELLITE MTNC BLDG	405	255	90	—	810	—	—	—	—	—	11	0	0
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	575	75	325	275	325	325	600	550	200	200	0	0	0
1638 TU - BACK LANE TREE TRIMMING	50	50	50	50	50	50	50	50	200	50	0	0	0
1934 AF-SPCA BUILDING UPGRADES**	100	100	—	—	—	—	—	—	—	—	0	0	0
<b>TOTAL RCE FUNDED REQUESTS (\$4.473 million)</b>	<b>7,543</b>	<b>4,298</b>	<b>10,510</b>	<b>3,610</b>	<b>11,000</b>	<b>3,190</b>	<b>16,065</b>	<b>2,985</b>	<b>3,095</b>	<b>2,695</b>	<b>58</b>	<b>2,100</b>	<b>0</b>

\* Identified as projects supporting the City's Strategic Plans 4 Year Priorities

\*\* Identified as projects supporting the City's Strategic Plans 10 Year Strategies