

# RIISING TO THE CHALLENGE

## Shaping Our Financial Future

2018

CORPORATE BUSINESS PLAN  
AND BUDGET





The *2018 Corporate Business Plan and Budget: Shaping Our Financial Future* will guide our investment activities, projects, service levels and performance measures for 2018 with a disciplined and focused approach.

The *2018 Corporate Business Plan and Budget* reflects the priority needs of the community, based on City Council and citizen input.

## *Shaping Our Financial Future* **2018 BUDGET: At a Glance**

- A combined Operating and Capital Investment of over \$1.1 billion
- Total Civic Operating Expenditures of \$490.6 million
- Land Development Operating Expenditures of \$4.2 million
- Total Utility Operating Expenditures of \$352.3 million
- Capital Budget Investment of \$296.2 million

Photo courtesy of Tourism Saskatoon





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## Message from the Mayor

*“...at the local level we are navigating some of the most complex and pressing global challenges.”*

The City of Saskatoon's 2018 budget shows our priorities: we are making significant investments in our community's future while ensuring a positive quality of life for the citizens of today.

This year was not an easy year for budgeting, and even with the recent partial reinstatement of provincial funding we are still not at the level of funding that we were two years ago. Cities across the country are playing an increasingly important role in the lives of citizens, and at the local level we are at the forefront of navigating some of the most complex and pressing global challenges. Managing all of these challenges is no easy feat, but the 2018 budget addresses them in a meaningful way and it funds the core services that citizens require for a high quality of life.

The 2018 budget put forward the lowest expenditure increase that the City has budgeted for in over a decade, resolved some chronic deficits in core services to ensure that important services can still be delivered, and made record investments in road resurfacing, sidewalk rehabilitation, and water and sewer line replacement.

In light of these budget pressures, our staff and City Council have worked hard to find innovations and improvements that help to increase effectiveness and save money on delivering services. I am grateful for the hard work in this area.

The budget invested in Bus Rapid Transit, the backbone of our city's Plan for Growth and the key to smarter growth for our community. With an enhanced transit system, not only will our city become more environmentally friendly, but we will become more financially sustainable in the years to come. This budget also funded \$15 million in technology that will allow the City to deliver services more effectively and cheaper, helping to maximize the impact of tax dollars.

The City invested in a greener future, with increased funding towards Saskatoon's urban forest and plans to reduce greenhouse gas emissions. There is also increased funding to the Meewasin Valley Authority so that they can continue to do important work in conservation, trail development, and environmental education.

The 2018 budget continues to invest in the civic programs that help to build a stronger community: affordable housing, leisure programs, traffic safety, waste management, parks maintenance, firefighting, urban planning, police services, street sweeping, storm water management, snow removal, community grants, recreation facilities, and a whole host of other important services.

As our city continues to deal with the pressures of a changing world, the 2018 budget makes progress in the areas that matter to the citizens of Saskatoon and it sets our community up for success in the future.

A handwritten signature in black ink, appearing to read 'C. Clark'.

Charlie Clark  
Mayor  
2018





## Executive Summary

The City of Saskatoon's *Corporate Business Plan and Budget* is one of the most important and essential documents the City creates. It is influenced by many factors and strives to achieve important outcomes that make Saskatoon a better city, for both today and tomorrow.



Time and again, the City of Saskatoon (City) has demonstrated that it can rise to meet any challenge. Over the years, there have been countless examples of where the City's resolve has been tested. Here are just a few:

- When the economy started to boom in 2007 and people were moving to Saskatoon in droves, housing affordability and vacancy rates became a significant concern. In response, the City developed a unique and enviable Housing Business Plan that would head-off a potential long-term housing crisis in the community. In its first five years, the plan helped to build over 2,500 new housing units.
- When the global financial crisis struck in 2008 and the effects of it began to hit Saskatoon in 2009, the City made strategic infrastructure investments to help spur the local economy and minimize employment losses. A year later, economic growth in Saskatoon reached 6.5%.
- When the safe and efficient movement of people and goods were becoming a problem because more people were using our streets and bridges, in 2010, the City built a new bridge so people could get from the east and west side of the city with ease. Thousands of vehicles per day use the Gordie Howe Bridge to move safely and efficiently in getting to their destinations.
- When citizens expressed concern that Saskatoon's roads were becoming impassable, the City introduced its Building Better Roads plan in 2012 and waged war on improving its streets and roads. Although much work remains, Saskatoon's transportation network has improved by leaps and bounds when compared to its state in the earlier part of this decade.
- Finally, when City expenditures were growing too quickly as a result of a 3% to 4% annual population growth and other cost pressures, the City, in 2013, adopted a Continuous Improvement strategy, a corporate-wide approach to ensuring effectiveness and improving efficiencies in municipal services and operations. Today, this strategy has resulted in millions of dollars of cost savings or reallocations.

Yet through it all, year after year, the City has been able to maintain its 'AAA'/Stable credit rating. This is no small feat, considering that the City receives less than ten cents of every tax dollar collected by all orders of government and the fact it provided services and programs for the benefit of over 50,000 new residents in the last decade. This demonstrates the City's strong commitment to prudent financial management and fiscal discipline.

Despite these accomplishments, the City's resiliency is being tested once again.

On March 22, 2017, the City was dealt a serious blow to its fiscal framework with the release of the 2017-18 Provincial Budget, "Meeting the Challenge." The City already knew that its primary provincial transfer payment – Municipal Revenue

Sharing – was going to decrease by 5% over the previous year, simply because provincial sales tax (PST) revenues had decreased due to a slowdown in the economy. Right off the start, the City's revenues were going to be about \$2.1 million less in 2017 than the previous year.

While the City expected the Province would need to make difficult decisions in the budget, it was not anticipating that some significant Crown Corporation payments to the City would be eliminated, in addition to the automatic reduction in revenue sharing. "Meeting the Challenge" thus abolished decades-old payments of approximately \$11.4 million annually (based on 2017 estimates) through grants-in-lieu (GIL) of taxes that the City received from SaskPower and SaskEnergy.

To make matters even more challenging, the provincial budget also raised the PST by one percentage point, and more importantly, it also started taxing goods and services that used to be exempt from the tax. These tax changes increased civic operating expenditures by about \$1 million in 2017.

Taken together as a partial year in 2017, these changes created a \$9.3 million (\$1.0 million PST impact plus \$8.3 million partial year GIL impact) hole in the City's 2017 Operating Budget. As a result, the City had to re-open its Council-approved *2017 Business Plan and Budget*.

While this business plan and budget was not completely tossed aside, the City had to make some difficult decisions to address the large revenue hole in its operating budget and limit any potential property tax increases. Unfortunately, these measures would come to reduce the City's financial flexibility for future budgets.

The fiscal challenges that emerged in 2017 have somewhat re-appeared in 2018, making the 2018 Budget another big challenge for the City.

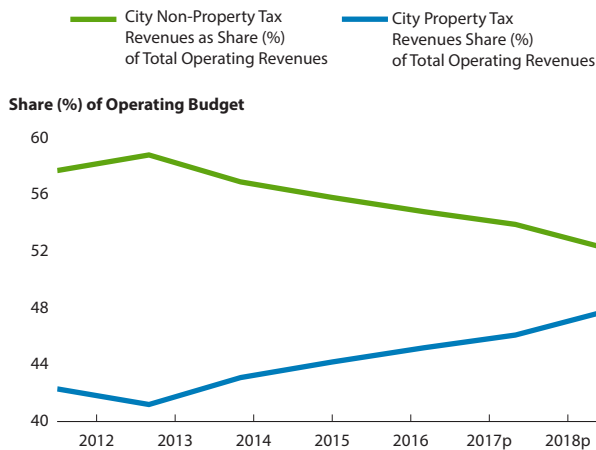
For example, for the second year in a row, the City's Municipal Revenue Sharing Grant is declining by an estimated \$3 million. The changes to the PST will now be in effect for a full calendar year, increasing the financial pressures on the operating and capital budgets.

However, the 2018-19 Provincial Budget provided some financial relief to the City, as it saw the reinstatement of the SaskEnergy GIL (properly called the SaskEnergy Municipal Surcharge) – and a GIL of property tax paid on real property for SaskEnergy and SaskPower. In total, the changes included in the Provincial Budget resulted in an overall return of approximately \$5.8 million to the City. Of this amount \$1.99 million was returned back to the 2018 Budget.

Unfortunately, the City's fiscal challenges were not resolved there. The fact is, the City's non-property tax revenues are declining as a share of its operating budget. As illustrated on page 5, the City's non-tax revenues as a share of total operating revenues have fallen from almost 59% in 2013 to a

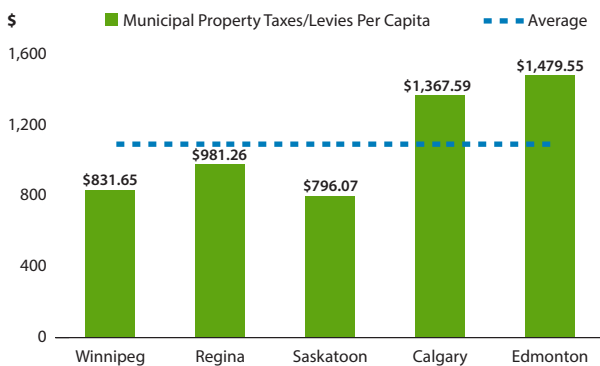
projected 52% in 2018. This means that the City has to increase its use of the municipal property tax to pay for the projects, programs and services that our citizens want and need.

### City's Non-Tax Revenues



While this trend is concerning for the City's future financial sustainability, the fact is the City collects the least amount of municipal property taxes per capita to pay for its programs, when compared to the five largest prairie cities. Saskatoon collects less than \$800 per person in municipal property taxes and related levies.

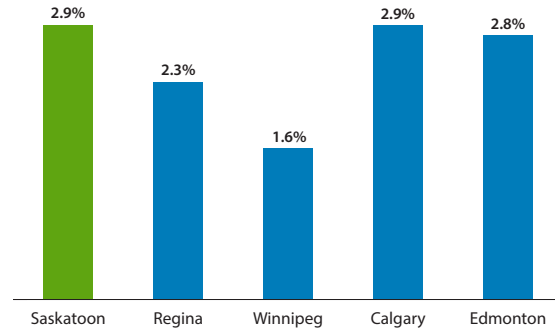
### Municipal Property Taxes/Levies Per Capita 2016



Sources: Annual Financial Report Selected Cities Statistics Canada: CSD Estimates July 1, 2016

What's more, Saskatoon has continued to grow despite an unstable economic environment in recent years. In fact, Saskatoon is tied with Calgary for the fastest growing city in Western Canada from 2012 to 2016, posting an annual average growth rate of 2.9%.

### Five-Year Average Annual Population Growth Rate 2012-2016



Source: Statistics Canada

In 2018, Saskatoon is expected to add about 6,000 new residents, close to 20 new people per day. Moreover, our economy is anticipated to grow by almost 7% since 2016.

### Economic Indicators

	2016	2017f	2018f	2019f
Real GDP (2007 \$ millions)	17,195	17,810	18,159	18,596
% Change	-0.8	3.6	2.0	2.4
Total Employment (000)*	168.5	169.8	171.8	175.1
% Change	-0.7	0.8	1.2	1.9
Unemployment Rate (%)*	6.9	8.1	6.6	6.4
Population (000)	315.2	323.3	329.4	336
% Change	3.2	2.6	1.9	2.0
Housing Starts (units)	1,909	1,662	1,779	2,085
Retail Sales (\$ millions)	7,150	7,524	7,630	7,851
% Change	1.4	5.2	1.4	2.9
CPI (2002 = 100)	132.6	134.9	137.9	140.9
% Change	1.2	1.7	2.3	2.1

\*Source: Conference Board of Canada (Saskatoon CMA data)

A growing population and a growing economy means an increase in demand for civic services. New residents and businesses expect that the City will deliver affordable, yet high-quality public services, since that is one of the reasons they are attracted to Saskatoon.

Given this challenge of collapsing non-tax revenues, combined with a growing population, how does the City

ensure that it is meeting the needs and wants of its citizens and businesses?

As the City has demonstrated so consistently in the past, it will rise to overcome this challenge. The *2018 Business Plan and Budget* attempts to do so by:

- (1) controlling our expenditures;
- (2) maintaining our services; and
- (3) investing in our infrastructure.

Before elaborating on how we are rising to overcome this challenge, it is important to provide some context on the fundamental priorities that are the foundation of the *2018 Business Plan and Budget*.

## Priorities for the 2018 Business Plan and Budget

The City of Saskatoon is playing an important role in connecting its citizens to one another and to the things they enjoy. We know that our community is changing. As a City that delivers essential public services and programs every day, we know we need to change along with it. With careful investments in the beauty and function of our city, we are keeping up with this evolving civic identity.

In supporting one of Canada's strongest economies over the past decade, the City will continue to deliver value to its citizens and businesses. With thousands of new people joining us every year, providing quality services, vital facilities, and properly maintained infrastructure is key to ensuring Saskatoon is a great place to live, raise a family, work and invest.

In doing so, we are integrating new roads, bridges, and transit options to move citizens around our city. We are making environmental sustainability a priority by focusing on reducing greenhouse gas emissions and diverting waste. We are fostering a diverse and resilient economy that attracts talent and investment by continuing to invest in our infrastructure and keeping taxes competitive. Most importantly, we are continuously improving by focusing on value and innovation in the services we deliver.

The City's Vision and Strategic Plan are the starting points for our annual business plan and budget cycle. The Strategic Plan has seven goals that guide our activities and progress toward achieving the Vision. Saskatoon has a vision of being a great place to live, where sustainable growth enables the community to invest for the benefit of all. The city we see developing before us is a result of the progress we are making in achieving our long-term vision.

The City strives to demonstrate value for money and sound financial stewardship in the development of the annual business plan and budget. All business lines prepare individual business plans with the objective of achieving the

City's Strategic Goals, performance targets, and most importantly, City Council's collective priorities.

In 2017, City Council adopted a new leadership model. As you will read later in this document, this model aims to empower each of its members in taking a leadership role in engaging citizens and stakeholders to find potential solutions to key issues in the community such as: increasing downtown development, reducing our environmental footprint, and improving the delivery of core services. Of course, resolving these priority issues will require long-term strategies and solutions. Despite the fiscal challenges facing the City in 2018, this Business Plan and Budget begins to invest in some of these strategic areas and sets the stage for potential future investments including:

- over \$61.2 million into Building Better Roads, including road maintenance, snow and ice programming and street sweeping;
- over \$1.2 million to implement the Growth Plan to Half a Million;
- over \$93.5 million in the renewal and expansion of the City's utility infrastructure (water, electric, waste water and storm); and
- \$15.0 million in energy performance contracting to create savings and efficiencies within civic facilities through retrofitting facilities to save on energy costs.

## A Plan and Budget Built on Transparency

One of the fundamental goals of the City in preparing the *2018 Business Plan and Budget* was to be as open and transparent as possible about how we arrived at our decisions. Specifically, our goal is to maintain a level of transparency that's meaningful and impactful to citizens. By taking such actions, we are accountable to the people we serve.

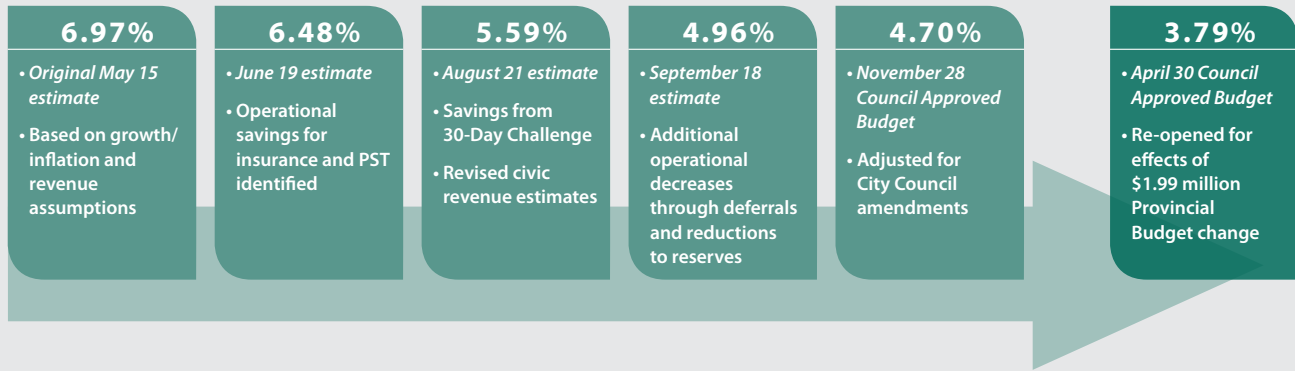
Thus, the planning and budgeting process is iterative and transparent. Meetings are open to the public and the Administration has presented budget updates to City Council throughout the year. In addition, we also engaged residents through surveys and an online budget tool to get their input on what's important to them in 2018. The *2018 Business Plan and Budget* provides City Council and stakeholders with information about how their taxes and fees are being spent to provide civic services.

The illustration on page 7 shows the transparent changes the City has made to the *2018 Business Plan and Budget*, with the aim of reducing any potential property tax increases while not compromising the delivery of public services. As readers will note, since May 2017, various measures have been implemented to address this concern.

This transparent approach is helping the City to overcome its 2018 Budget challenges.



### Transparent Budget Decisions



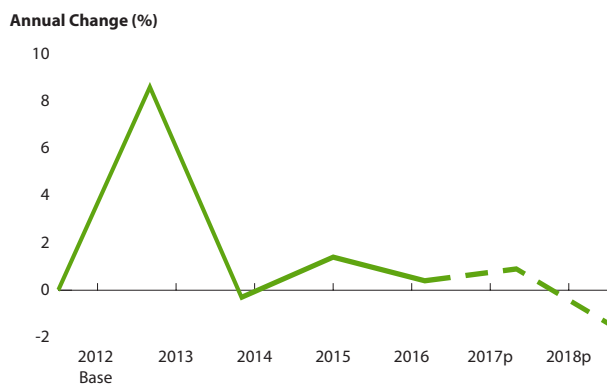
## Controlling Our Expenditures

Saskatoon, like other Canadian cities, provides a broad range of services and funds them from a limited set of revenue sources. Given this constraint, the City needs to be vigilant in managing its expenditures so that it can deliver affordable, yet high-quality public services.

To deliver true value, the City is committed to constantly reviewing and improving its operations. As we grow and develop, the City needs to be more innovative and more efficient every year, keeping a close eye on our budget to make sure each dollar is stretched as far as it can. With this in mind, the *2018 Business Plan and Budget* attempts to balance citizens' expectations with fiscal prudence.

In doing so, we have worked diligently to keep annual budgetary expenditure increases to a minimum. In fact, the *2018 Business Plan and Budget* includes a 2.7% increase in operating expenditures. This is the lowest year-over-year operating expenditure increase in the last decade, and if we adjust for inflation and population growth, we see that the City's real per capita operating spending is expected to see negative growth in 2018 when compared to 2017.

### Real Per Capita Operating Expenditures 2016 Constant \$



Source: City of Saskatoon, Statistics Canada, Conference Board of Canada

To be sure, our approach to prudent expenditure management could not be accomplished without a strong commitment to innovation and efficiency.

Innovation and efficiency are fundamental values of City Council and the Administration. We are committed to these values and they have become enshrined in the City's Strategic Plan through the Strategic Goal of Continuous Improvement. This goal has been brought to life by a Continuous Improvement (CI) strategy that enables employees to bring forward innovative and bold ideas on how the City can serve citizens better, potentially reduce costs, or generate new revenues.

Our commitment to the CI strategy was put to the test in preparation of the *2018 Business Plan and Budget*. In June 2017, the City launched a "30-Day Challenge" to push staff all across the organization to provide innovative and creative solutions to alleviate the financial pressures we are encountering for the 2018 Budget and beyond. Over 600 ideas were submitted as part of this exercise, demonstrating our City employees have great ideas for moving the City forward and tackling this challenge. Some of these ideas have been included as expenditure reductions in the 2018 Budget, while others are being reviewed with possible implementation in future years.

Thanks to our CI strategy, we are reducing waste and striving to increase efficiencies in all areas of the organization. Examples of CI initiatives are highlighted in the *2018 Corporate Business Plan* section of this report. These initiatives help ensure affordable and sustainable services are delivered to citizens. This is reflected in the fact that our residential and commercial property tax rates are among the lowest in Western Canada.

## Maintaining Our Services

In 2017, Insignitrix Research surveyed a representative sample of Saskatoon residents regarding their satisfaction with City services. According to this survey, 88% of respondents indicated that they were satisfied with the services the City

provides. Since 2013, overall satisfaction with the level of service provided by the City has significantly increased. These results affirm that the City is meeting citizen expectations in delivering the right mix of services.

During the City's *2018 Business Plan and Budget* engagement process, citizens strongly told us that they would prefer the City maintain, and in some cases, increase the resources allocated to our essential public services. In fact, the combined engagement results from the Online Citizen Budget and Civic Services Survey shows that citizens prefer to keep service levels and spending on those services at least the same as in the previous year. In other words, citizens said they were strongly against service reductions to help the City address its 2018 fiscal challenges.

Citizens said they prefer that the City use a combination of user fee and property tax increases to pay for services and balance the Operating Budget. While other governments have had to implement service reductions to address their fiscal pressures, the City has not adopted this approach. In fact, the *2018 Business Plan and Budget* maintains most services and even increases some, such as policing and snow and ice removal.

What's more, during our transparent budget process, the Administration presented service level reviews on various services for City Council's consideration. To date, City Council has directed the Administration to ensure that the service levels for most services are, at a minimum, maintained in the *2018 Business Plan and Budget*.

## Investing In Our Infrastructure

The City must take care of its public infrastructure to sustain our citizen's high quality of life and to ensure we remain competitive in attracting talent and investment. The value of Saskatoon's infrastructure is approximately \$4 billion. This includes the current replacement cost of our roads, bridges, underground water and waste water pipes, City-owned buildings, transit systems, electrical systems, street and traffic lights, and other equipment.

To safeguard these assets, the City relies on sophisticated lifecycle management systems to monitor scheduled repairs, assessments, and replacements. A properly funded preventive maintenance and renovation program is less costly in the long term and significantly defers the need for emergency repair or complete replacement, which always costs more.

The good news is that some of the City's infrastructure is fairly new and in good shape. The not so good news is that it requires significant funding to keep it that way. On the other hand, some of the City's infrastructure is not so new, which often requires more rigorous maintenance and rehabilitation, or even replacement. This too, requires substantial funding to ensure that it is functional and reliable for citizens and business to use.

That is why the *2018 Business Plan and Budget* is investing in our infrastructure. As one important example, we are investing more than \$61 million in Saskatoon's road network through the Building Better Roads program. This investment will help to improve the condition of Saskatoon's road network so that it can remain in good conditions for years to come.

In fact, a significant portion of the City's \$296 million investment being made through its Capital Budget is to rehabilitate or replace some aging assets. We are upgrading our Water and Waste Water Treatment Plants and improving the reliability of our electricity network. We have partnered with federal and provincial governments to upgrade our aging water and sewer lines, purchase new buses and upgrade our transit infrastructure. At the same time, this investment will also help to build new assets to accommodate our growing city.

## Conclusion

In this unpredictable economic climate, the City is striking a balance by investing in key priorities while practicing good fiscal management and restraint. Because of this balanced approach, not all of the City's or the public's priorities can be funded right now.

That said, the City's *2018 Business Plan and Budget* is achieving what the citizens want and need from their City. While the City cannot satisfy the demands of all, it is very proud to say that it attempts to accomplish many of the important things that the citizens told us they cherish.

In the following pages of this document you will learn how the City is working to overcome falling revenues, a growing population, and increasing demand for services and amenities. The *2018 Business Plan and Budget* rises to the challenge by controlling expenditures, maintaining services, and investing in infrastructure. These three fundamental solutions will ensure that the City provides everyday value to the over 265,000 people that it serves.





## The 2018 Corporate Business Plan and Budget

The City's business planning and budgeting process follows a framework that allows the City to be more adaptive and responsive to the changing dynamics in the city, the province, and the country.



## Introduction

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

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

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

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

## Strategic Direction of the Business Plan and Budget

### The 10-Year Strategic Plan

Developed with input from the Community Visioning process, the City's *2013-2023 Strategic Plan* outlines what is important and where the City needs to focus its energy. It includes an overarching Mission, Values, and Leadership Commitments which define how the City conducts business and empowers its employees to embrace change.

For each of the seven Strategic Goals included in the Strategic Plan, outcomes are outlined through the annual Corporate Business Plan and Budget process to ensure that the City is continuously progressing towards achieving the goals. The City will continue to monitor performance as it brings Saskatoon's collective community vision to life.

### Our Vision

**Saskatoon is a great place to live, work, learn and play.**

*In 2030, Saskatoon is a world-class city with a proud history of self-reliance, innovation, stewardship, and cultural diversity. Saskatoon is known globally as a sustainable city loved for its community spirit, robust economy, cultural experiences, environmental health, safety, and physical beauty. All citizens enjoy a range of opportunities for living, working, learning, and playing.*

### Our Mission

**Our corporation, the City of Saskatoon, exists to provide excellence in local governance and public service delivery.**

*Through leadership, teamwork, partnership, and dedication to the community, we will be innovative and creative in the efficient and effective delivery of public services for the economic, environmental, social, and cultural well-being of the community.*



## Our Strategic Goals

The purpose of the Strategic Goals, as identified in the *2013-2023 Strategic Plan*, is to emphasize the areas that the community and City Council have identified to realize the vision and accomplish the mission over the next ten years.

## Our Values

Our Strategic Goals will be achieved through the talent, creativity, and commitment of staff who demonstrate our five workplace values every day:

- Trust
- Integrity
- Respect
- Safety
- Courage

## Our Leadership Commitments

The City of Saskatoon's leadership commitments are another critical ingredient that helps to accomplish the vision and mission. We value and need people who demonstrate our four leadership commitments throughout their daily activities and in a manner that helps to achieve the Strategic Goals:

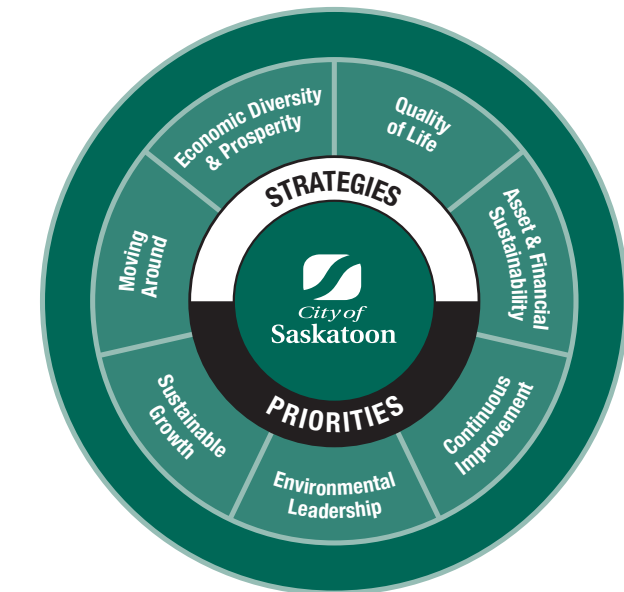
- **Reliable and Responsive Service**  
As leaders, we are proud to serve the public.
- **Strong Management and Fiscal Responsibility**  
As stewards, we lead.
- **Effective Communication, Openness and Accountability**  
As leaders, we do what we say.
- **Innovation and Creativity**  
As leaders, we generate new ideas.

## Strategic Priority Areas Of City Council

The world is changing, and cities are at the forefront of navigating these changes. Saskatoon has to think and work differently in order to become a city that is able to address the challenges and opportunities of the modern world: the competition for economic investment, growing diversity, climate change, technological advancements, and income inequality. How will we grow, how will we provide necessary services to residents, and how will we ensure a high quality of life for all citizens?

To address these questions, City Council has identified ten strategic priority areas that require coordinated and focused efforts from City Council and the City's Administration. In April 2017, City Council created a new leadership model to empower all of its members to take a leadership role—with support from Administration—in engaging citizens and stakeholders in these priority areas.

This leadership model is a new approach for the City. It is intended to address the pressures we are facing, get the



most out of the opportunities in front of us, and unlock the full potential of our community through meaningful engagement.

The ten priority areas and the City Council leads for each are outlined below.

### Community Safety and Well-being

Councillor Gough

*City Council is prioritizing an integrated and effective system of services to promote community safety and well-being.*

*Challenges pertaining to safety, inequality, and housing accessibility remain considerable, and working towards a holistic community well-being requires multiple approaches and partnerships.*

### Core Services

Councillor Iwanchuk

*City Council is prioritizing continued improvement on the delivery of core public services, including through the use of technology to ensure maximum benefit to citizens.*

*The work within this priority area is broad and intersects directly with daily lives of the citizens of Saskatoon.*

**Downtown Development**

Councillor Block

*City Council is prioritizing the development of the downtown as a neighbourhood, bringing more people, jobs, stores, restaurants, and amenities into the area.*

*A lively and energetic downtown is interconnected with other City goals, including infill, transit usage, economic development/diversification, and active transportation.*

**Reconciliation, Inclusion, Diversity**

Mayor Clark

*City Council is prioritizing work to foster an inclusive community and charting a new path of partnership, cooperation, and respect.*

*The goal of creating an inclusive community where all people are valued and feel a sense of belonging is key to establishing a strong and growing quality of life for all people in Saskatoon.*

**Economic Development**

Councillor Hill

*City Council is prioritizing strategic economic development that will position Saskatoon to succeed in a changing global economy.*

*Working collaboratively will allow us to identify opportunities, align infrastructure investments, and create a regulatory environment that fosters business growth and good jobs for Saskatoon citizens.*

**Recreation, Culture and Leisure**

Councillor Davies

*City Council is prioritizing the development of the right mix of recreation and culture amenities and programs to support our current and future citizens to be healthy, active, and have fun throughout all seasons.*

**Environmental Sustainability**Councillor Gersher  
Councillor Loewen

*City Council is prioritizing the transformation of Saskatoon from one of the highest emitters of greenhouse gases to a model city of innovation in energy conservation, renewables, and waste diversion.*

*City Council has set ambitious targets relating to environmental sustainability and we have the potential to make significant strides and show leadership in this area.*

**Regional Planning**

Councillor Donauer

*City Council is prioritizing the development of a vibrant, competitive, and well-planned region built on partnerships with surrounding urban and rural municipalities and First Nations. Building strong relationships with our partners will create certainty, efficiency, and provide the best opportunity for sustainable regional growth in the years to come.*

**Information Technology**

Councillor Jeffries

*City Council is prioritizing using information technology as a means to improve services for the citizens of Saskatoon.*

*The world of IT is rapidly changing, and this impacts the expectations of citizens in terms of what services that are provided and how they are provided.*

**Transportation**

Councillor Dubois

*City Council is prioritizing the development of a mobility strategy that supports various transportation options and will serve our community for decades.*



In support of these strategic priority areas, the *2018 Corporate Business Plan and Budget* is organized by business lines, bringing together similar services which are identified as service lines. Individual business lines identify the Strategic Goal(s) which it serves, and incorporate the major initiatives planned for the coming year.

## Providing Efficient, Effective, Accountable and Transparent Civic Government

Modern cities need to be increasingly creative, innovative, and proactive in planning, problem-solving and decision-making if they are to be successful in the new world economy. The pace of change is accelerating and the diversity of issues that the city is facing are becoming more complex.

In response to this accelerated pace of change and increased diversity of complex issues, the City has been striving to become more goal-oriented, responsive, and adaptive in our approach to municipal governance, continuing to look for new and innovative ways to provide the existing and emerging programs and services to our citizens.

The launch of the City's Continuous Improvement (CI) Strategy in 2013 and Service Saskatoon in 2016 are two key programs helping the City go beyond conventional approaches to meet the changing needs of our city.

The City is committed to providing the services that matter most to citizens and to high standards of performance. The CI Strategy supports the long-term strategy to focus on the use of innovative and creative means to identify and implement workplace efficiencies resulting in higher levels of service and reduced costs.

CI is a formalized approach to identifying opportunities to improve the overall efficiency and effectiveness of the organization and includes three key components: annual Civic Service Reviews, Internal Process Reviews, and Capacity Building.

In 2017, Performance Improvement Coordinators (PIC) began working in partnership with the Roadways and Operations, Water and Waste Stream, and Parks divisions to provide a more focused effort on:

- defining service levels;
- mapping out operational processes with a focus on streamlining processes and reducing waste;
- establishing key performance indicators; and
- building capacity through internal training for employees in these divisions.

In addition to the PIC partnerships and service level reports, reviews of the following services and/or programs were undertaken in 2017:

- Waste Management Business Model
- Internal Communications
- Claims Process
- Graffiti Remediation
- Corporate Payroll
- Engagement
- Optimization of Scheduling of Facilities Staff
- Fire Prevention Services
- Development – Greenfield and Infill

In June 2017, the City launched an internal "30-Day Challenge" as a new approach to solicit ideas from all City staff regarding solutions to maximize efficiency, cost savings and alternative revenue opportunities. Employee uptake in this engagement was unprecedented as over 600 ideas were received during the 30 days. The ideas were reviewed and grouped into various categories, including:

- ideas that the Administration will implement in 2018;
- ideas requiring City Council direction for possible 2018 implementation; and
- those that are not implementable for 2018 and require further investigation or analysis.

Several ideas were brought forward that require the direction of City Council to implement but could impact the property tax increase for 2018. These ideas included:

- removal of the dedicated snow and ice levy;
- reintroduction of an amusement tax;
- reduce the annual allocation to Reserve for Capital Expenditures;
- billboards on City rights-of-way;
- bi-weekly garbage collection;
- waste as a utility;
- discontinued printing and mailing of the collection calendar; and
- decreased watering of park/green space.

Additionally, there were over 130 ideas submitted during the Challenge that were of an operational nature and do not require the direction of City Council to implement in 2018. The City will continue to review and implement these ideas on an ongoing basis, where they make operational and financial sense. These include:

- adjustments to the City's Local Travel Policy (car allowance);
- voluntary unpaid days off;
- enhanced cell phone management program; and
- require applicants to pay for criminal record checks.

The City will continue to review and analyze these ideas and implement where savings, efficiencies, or improvements

can be realized and ongoing opportunities for new ideas to be identified are encouraged. With a goal of being the best-managed city in Canada, the City's focus on continuous improvement means continuously exploring and implementing new ways to improve service, increase savings, and grow our city in a sustainable way.

Since 2009, the City has been taking measures to find creative and innovative ways to reduce or defer spending of tax dollars and find new sources of revenue, identifying over \$300 million in reduced expenditures, savings, and additional revenues across the organization. Examples include:

- reduced expenditures by \$144 million through creative infrastructure solutions such as a rainfall flooding collector tank solution to residential flooding and improved GIS mapping to optimize current and future fire hall locations;
- identified savings of \$145 million through operational efficiencies and technology such as process optimization at the Water Treatment Plant and automation of several manual processes; and
- increased revenue of \$12 million through existing and new sources such as landfill gas that is drawn out of the landfill and sent to a power generation station and the installation of Smart Meters which has led to improved billing services.



Photo courtesy of Tourism Saskatoon



## Our Coordinated Approach to Service Delivery

Service Saskatoon is a City-wide shift in how we deliver front-line service and connect citizens to the answers and information they need from us – quickly, simply, and seamlessly. This new customer service model is built on four pillars: Citizen Input, Staffing, Systems, and Standards.

Excellent service delivery includes taking a citizen-centered approach, providing personalized access, having skilled people committed to service excellence, and engaging citizens to improve service outcomes. Over the past year, Service Saskatoon has worked on developing and documenting internal processes for many core services to ensure there is consistency and standardization when implementing a one-stop shop and corporate call centre for all citizen-facing service interactions.

A Customer Relationship Manager (CRM) system allows citizens to track and see status updates for requests they have submitted to the City. Best practices for how to effectively use a CRM system were collected from other cities and have been considered in Service Saskatoon's permanent solution. A pilot program tested a temporary CRM allowing citizens to submit requests, such as reporting potholes. This pilot provided a great learning experience for staff and citizens, structuring a program for success across all divisions.

Service Saskatoon isn't just about a single division or department; it's about working cooperatively to provide better service and improve services into the future. Customer Service Representatives and the CRM system require an

extensive knowledge base in order to be effective resources. This knowledge base is currently being developed by divisions through documenting their current state processes and defining service levels. A standard service level format was developed and approved in 2017 to ensure consistency and assist City Council in understanding our current levels of services. Service levels were defined for eight key core services, which included determining customer performance measures, funding gaps, and unit costs to help City Council make informed decisions. This was a critical step to helping build the knowledge base.

Outcomes and initiatives supporting Service Saskatoon's four pillars have been included within the business lines in the 2018 Corporate Business Plan and Budget. Several key strategic outcomes related to Service Saskatoon include:

- define service levels and develop funding strategies for key civic assets and services;
- civic facilities, programs, and services are accessible to all demographics; and
- consolidation and integration of business processes allows the City to monitor the progress of each citizen's service request, communicate with citizens directly on the progress of their request, ask for feedback, and provide real time data for costing of services.

Several accomplishments relate to all four pillars of Service Saskatoon in 2017, and 2018 is shaping up to be another great year following on the heels of the successes in 2017.

 <p>PILLAR</p> <h2>Citizen Input</h2> <p>We will take a "citizen first" approach to the design and delivery of services.</p>	 <p>PILLAR</p> <h2>Staffing</h2> <p>We will ensure dedicated customer service staff are trained, equipped and ready to respond.</p>	 <p>PILLAR</p> <h2>Systems</h2> <p>We will make it easier for citizens to access information, request services and track our progress from start to finish.</p>	 <p>PILLAR</p> <h2>Standards</h2> <p>We will strive to deliver quality and consistent service to every citizen, every time.</p>
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## Our Performance Improvement Plan: *Making Strides Towards the Strategic Goals*

The City's *Performance Improvement Plan – Making Strides* aims to improve transparency by providing citizens with an overview of the City's progress and performance toward our strategic goals and targets. The *Our Performance* web page on the City's website has three components:

**1. Performance Dashboard** – provides a snapshot of progress towards our measures. It also gives citizens a look at how the City is progressing - where we are making strides, areas where improvement is needed, and strategies to help us achieve our goals.

**2. City Spotlight** – highlights both the progress and achievements of divisions, teams, and individuals in helping the City reach greater efficiency, savings and improvements to service.

### A Fresh Face at the Saskatoon Forestry Farm Park & Zoo

Tim Sinclair-Smith's focus on animal welfare doesn't stop at training. He talks about showcasing a new way of thinking within the zoo industry.

June 28, 2017 - 4:26pm



**3. Latest Strides** – outlines successes and progress toward our goals.



The Roadways and Operations division is piloting a thermal patcher to lengthen the permanent pothole repair season. #BuildingBetter Roads

The City's 25 Corporate Performance Measures include 19 targets it is working to achieve and six indicators that it is watching to evaluate progress towards corporate goals. Of the 19 targets, 13 are long-term targets and six are annual targets. These targets and indicators, developed from citizen, stakeholder, and staff feedback, are used as inputs to guide decisions in the business planning and budget process and help to ensure investments are making a difference.

Detailed information on City Council's priorities, outcomes, and initiatives to achieve these measures, are highlighted in the business line overviews found later in this Executive Summary.

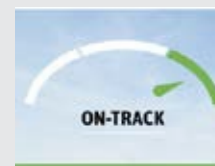
Performance Scorecards included within the business lines highlight the City's progress and trends with performance targets specifically related to each business line. Trends are reflective of actual performance from 2014 to 2017 (subject to available information). Progress towards achieving the targets is monitored so that areas that need improvement can be identified. For example, a *Waste Characterization Study* followed by a 30-Day Waste Challenge was conducted to improve performance on diverting 70% of waste from our landfill by 2023.

Dashboards are used to highlight the City's progress on the performance measures.



**Watching** if the measure is being monitored as an indicator of progress.

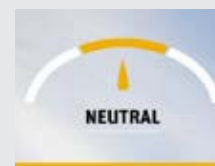
- No target has been set because the City does not have direct influence on achieving a target.



**On-Track** if one or more of the following:

- Annual target has been met

- Improvement from the previous year.
- Minimal change is needed to achieve the target.



**Neutral** if one or more of the following:

- No new numbers

- No change or relatively small change from previous year or from baseline.
- Moderate change is needed to achieve the target.



**Needs Improvement** if one or more of the following:

- Annual target has not been met by a significant amount.
- Adverse change from baseline and from previous year.
- Significant change is needed to achieve the target.



## Risk-Based Management Framework

Growth and development involves risk. Providing services to citizens also involves risks, and it is important to ensure risks are managed. As a result, the City has implemented a Risk-Based Management Program to assist the Administration in enhancing intelligent risk performance in all areas of operations, and ensuring continuous improvement in the way the City is managed.

Saskatoon, like all municipalities, faces both operational and strategic risks which can negatively impact the successful delivery of services and achievement of corporate goals. Operational risks are generally the result of adopting the wrong strategy, failing to execute a well-thought-out strategy or not modifying a successful strategy over time to reflect changes in the business environment. Strategic risks, on the other hand, result in a lack of achievement of strategic goals or overall objectives and are associated with initial strategy selection, execution or modification over time.

Risks must be recognized in any organization before they can be managed. Risk registers, developed in 2016 and

updated annually, involve the standardized collection and reporting of key characteristics of risks, including root causes, impacts, current mitigation activities, and planned mitigation strategies. Understanding these factors for each significant risk ensures the development and adoption of an effective risk response. The business line overviews highlight strategic risks that may impact successful completion of strategic and service outcomes, as well as initiatives to help mitigate the risks.

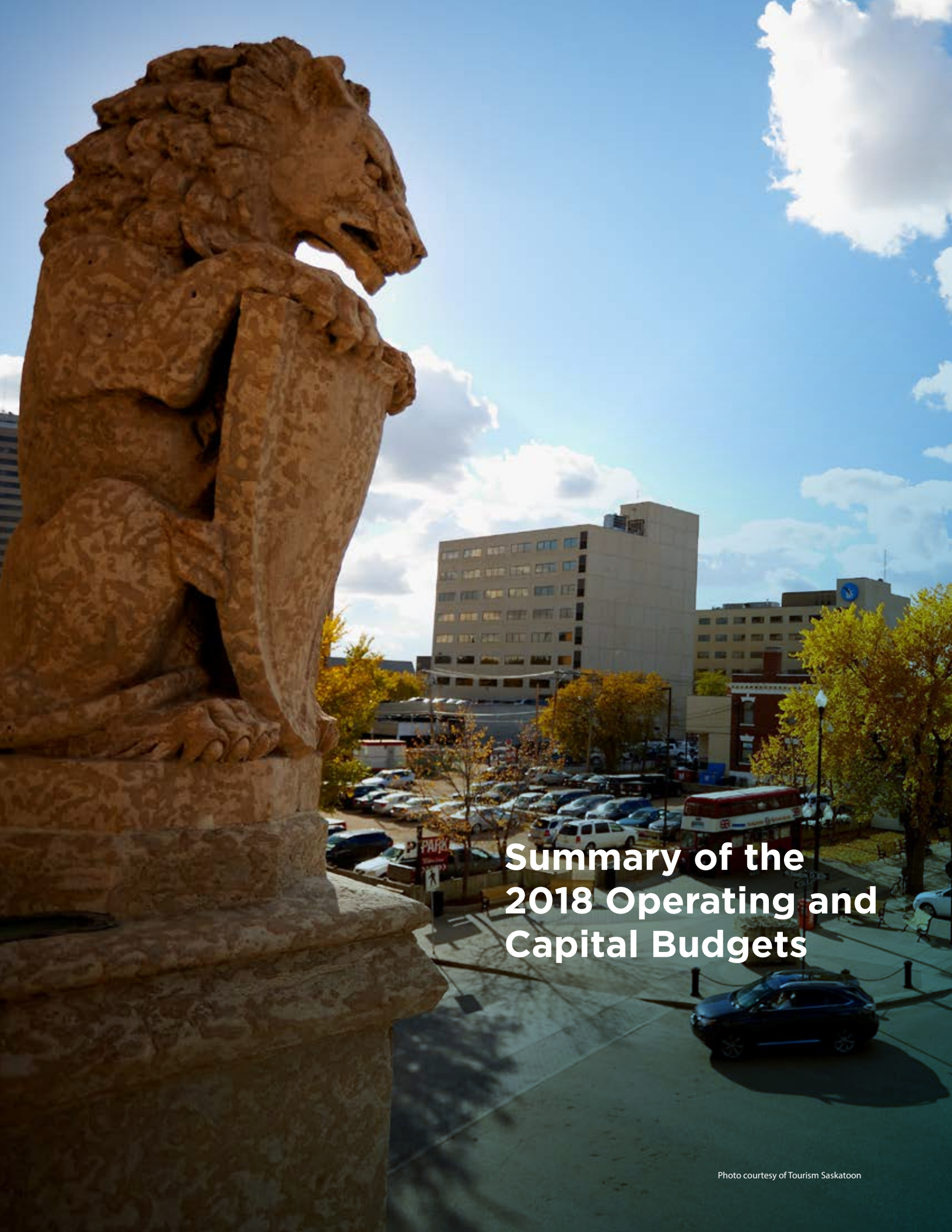
Risk also drives the City's internal audit function. The Internal Audit Plan focuses on the strategic risks that have been identified by the Administration and prioritized by City Council. The Internal Audit Plan is updated annually for changing circumstances, emerging issues and shifting priorities, and was tabled with City Council in January 2018. The table below summarizes the currently approved Internal Audit Plan, including the status of each audit from 2015 to 2018.

Year	Audit Area	Risk Narrative	Scope Description	Status
2015	Road Maintenance	The City may not be investing enough money in its transportation infrastructure to maintain an acceptable condition and level of service.	Assess the economy, efficiency and effectiveness of road maintenance.	Complete
2015/2016	Snow and Ice Management	The City may not be investing enough money in its transportation infrastructure to maintain an acceptable condition and level of service.	Assess economy, efficiency and effectiveness of snow and ice management program.	Complete
2016/2017	Revenue Generation	The City may be unable to adequately diversify its revenue sources.	Assess potential options with respect to additional revenue generation.	Complete
2016/2017	Asset Life Cycle Costs	The City may not be considering the total costs of asset ownership when making investment decisions.	Review current capital budgeting process and identify improvements to incorporate asset life cycle costs including future operating cost impact.	Complete
2016/2017	Transit Services Staff Scheduling	The City may not be investing enough money in its public transit infrastructure to maintain an acceptable level of service.	Assess economy, efficiency and effectiveness of transit services.	Complete
2017	Human Capital Planning and Management	The City's existing strategies may not be attracting, hiring, and managing, developing and retaining top talent to support existing and future operations.	Review process with respect to human capital strategies regarding attracting, developing and retaining talent.	Complete
2017/2018	Business Continuity	The City may not be prepared to quickly and effectively resume operations in the event of serious incident, accident, disaster or emergency.	Assess strategy to address business disruptions.	In Progress

*Table continues on the next page*

Year	Audit Area	Risk Narrative	Scope Description	Status
2017/2018	CO <sub>2</sub> Reduction Initiatives	The City may fail to identify and pursue corporate CO2 reduction initiatives.	Assess current environmental strategy of the City including CO2 reduction initiatives and carbon tax implications.	In Progress
2017/2018	Parks	The City may not be investing sufficient funds in its parks infrastructure to maintain an acceptable condition and level of service.	Assess service levels and asset management processes.	In Progress
2018	Contract Management	The City's purchases may not be in accordance with approved policy.	Review the contract lifecycle management processes.	In Progress
2018	Access and Privacy of Information	The City may not be adequately protecting information created by or entrusted to it.	Assess adequacy of risk management and legislative compliance activities.	In Progress
2018	Infrastructure Investment Evaluation	The City's infrastructure investments may not correspond to growth trends and forecasts for local or regional economy.	Assess current investment planning and prioritization processes.	In Progress





# Summary of the 2018 Operating and Capital Budgets

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

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

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

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

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

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

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

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

As required by *The Cities Act*, the City must pass a balanced Operating Budget each year. In other words, legislation mandates that the City cannot budget for an operating surplus or deficit, unlike federal and provincial governments. As a result, the City collects the necessary amount of property tax required to balance the budget after applying all other revenue sources.

If a revenue gap exists, then the property tax increase fills this gap. This point is illustrated in the figure below.

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

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

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

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

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

### The Balanced Budget Equation



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

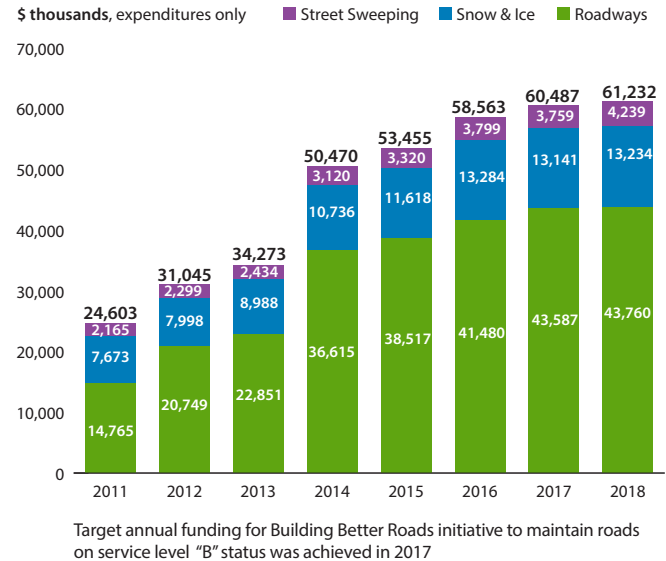
For example, to pay for some of the capital projects, the City makes transfers from the Operating Budget to various reserves. These reserves are then used to help pay for the capital costs of various projects. Similarly, when the City borrows to pay for capital projects, the debt repayment comes from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

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

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

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

### Total Investment in Roadways Including Back Lanes and Boundary Roads





# The 2018 Operating Budget

Photo: Adrien Williams

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

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

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

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

The City has developed a municipal price index (MPI) using the City's "basket of goods" such as fuel, asphalt, electricity,

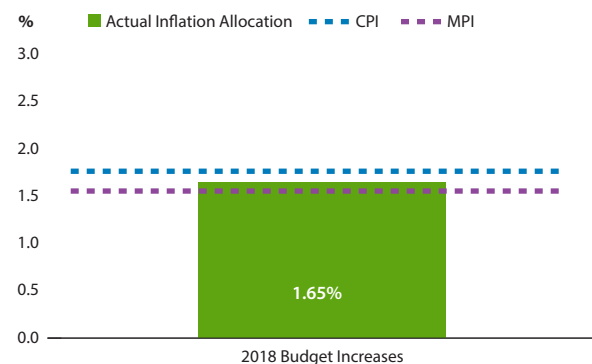
facility/equipment repairs, and maintenance costs. MPI is a better estimate for the City than the consumer price index (CPI) because CPI is a measure of inflation for average households and measures items such as food, household expenses, and education. Other cities in Canada have also begun calculating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

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

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

Also included in the 2018 Operating Budget is \$2.6 million for increased service levels. The largest service level expenditure increases in 2018 are increases of \$640,900 to the Snow & Ice Management, Road Maintenance and Street Sweeping programs, and \$849,900 for Saskatoon Police service level changes primarily funded by the provincial and federal governments.

## 2018 Inflationary Allocation



## Expenditures

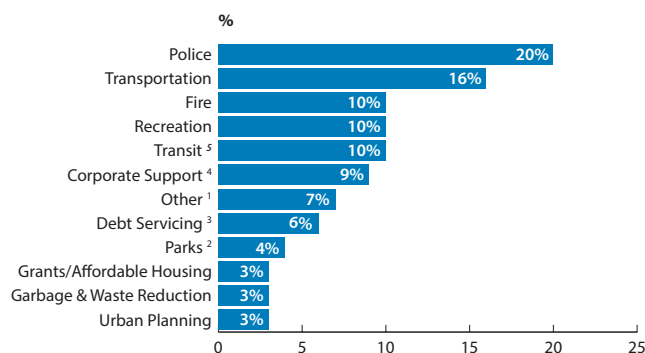
The City of Saskatoon's 2018 Operating Budget includes tax-supported expenditures of approximately \$490.6 million. Schedule II of the *2018 Approved Detailed Operating and Capital Budget* provides more details on the breakdown of these expenditures.

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

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

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

### Tax-Supported Expenditures by Service



<sup>1</sup> Other includes street lighting, animal services, cemeteries and facilities, court costs for traffic violations, Saskatoon Land, Impound Lot and property annexation costs

<sup>2</sup> Parks includes urban forestry and pest management

<sup>3</sup> Debt Servicing includes provisions for current and future debt servicing

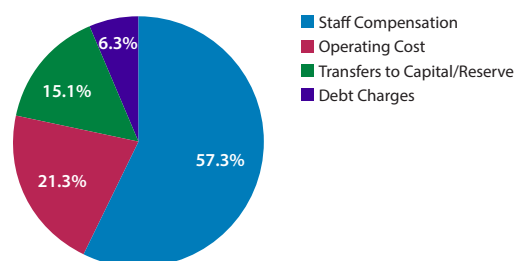
<sup>4</sup> Corporate Support includes the offices of the City Manager, City Clerk, City Solicitor, Legislative, Finance, Revenue, Service Saskatoon, Assessment & Taxation, Information Technology, Human Resources and General Administration

<sup>5</sup> Transit includes Access Transit

The following graph shows the percentage share of major expense categories within the 2018 Operating Budget as follows:

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

### Operating Expenditures by Category



### Staffing

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

- Corporate Asset Management includes 4.1 new FTEs of which 3.6 are related to supporting the facility requirements of the new Remai Modern which will be open for a full year for the first time in 2018.
- Corporate Governance & Finance includes 4.3 new FTEs which relate to 2.0 graphic design positions to enhance efficiency and internal capacity while offsetting these costs with reduced external contracting costs. In addition, 2.0 positions for a Community Engagement Consultant and a Truth and Reconciliation Coordinator to meet City Council's strategic priorities in these areas.
  - It is important to note that there was a total of 4.7 FTEs that were removed from the Revenue Services and Assessment & Taxation Services Lines as a result of continuous improvement initiatives, such as advanced meter infrastructure reading and a more efficient organizational structure.
- Transportation includes 1.4 FTEs. Included in this is 1.0 FTE for a Performance Improvement Coordinator in order to lead the optimization of business processes, inter-team coordination, continuous improvement initiatives and service level monitoring within the Roadways and Operations Division.
- Urban Planning & Development (including non-tax supported business licenses) includes 8.5 FTEs, of which:
  - 3.0 existing FTEs transferred into this business from Utilities and 2.0 new FTEs were included to help deliver bylaw enforcement for sewer use, drainage, and waste; funded through the Utility.
  - 2.0 FTEs were transferred from capital, relating to the Local Area Plan and Neighbourhood Safety project, and



### Summary of Staff Years in Full-time Equivalents (FTEs)

Full-time Equivalents (FTEs)	2017 Budget	2018 New	2018 Redeploy	2018 Budget	FTE Net Change
<b>Tax-Supported Services</b>					
<b>Civic Operations</b>					
Community Support	30.6	–	–	30.6	–
Corporate Asset Management	238.7	4.1	–	242.8	4.1
Corporate Governance & Finance	407.7	0.8	3.5	412.0	4.3
Environmental Health	108.0	2.5	(1.6)	108.9	0.9
Fire	335.0	1.0	–	336.0	1.0
Recreation & Culture	296.8	2.8	(1.2)	298.5	1.7
Transportation	617.2	1.0	0.4	618.6	1.4
Urban Planning & Development	40.7 ***	3.5	4.5	48.7	8.0
<b>Total Civic Operations</b>	<b>2,074.7</b>	<b>15.7</b>	<b>5.7</b>	<b>2,096.1</b>	<b>21.4</b>
<b>Police</b>					
Police	653.1	3.4	–	656.5	3.4
<b>Total Police</b>	<b>653.1</b>	<b>3.4</b>	<b>–</b>	<b>656.5</b>	<b>3.4</b>
<b>Controlled Corporations</b>					
Rimai Modern	39.3	5.7	–	45.1	5.7
SaskTel Centre	47.7	–	–	47.7	–
TCU Place	65.4	(2.8)	–	62.6	(2.8) *
<b>Total Controlled Corporations</b>	<b>152.3 ***</b>	<b>3.0</b>	<b>–</b>	<b>155.3</b>	<b>3.0</b>
<b>Total Tax-Supported Services</b>	<b>2,880.2</b>	<b>22.1</b>	<b>5.7</b>	<b>2,908.0</b>	<b>27.8</b>
<b>Non Tax-Supported Services</b>					
Building and Plumbing Permits & Standards	57.0	–	–	57.0	–
Business Licences	9.1	–	0.5	9.6	0.5
Golf Courses	24.8	–	–	24.8	–
Impound Lot	0.8	–	–	0.8	–
PotashCorp (now Nutrien) 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>116.1</b>	<b>–</b>	<b>0.5</b>	<b>116.6</b>	<b>0.5</b>
<b>Utilities</b>					
Utilities	357.8	–	–	357.8	–
New FTEs	–	3.2	–	3.2	3.2
Transferred to Operating	–	–	(3.3)	(3.3)	(3.3)
Transferred from Capital (Utilities)	–	–	3.7	3.7	3.7
<b>Total Utilities</b>	<b>357.8</b>	<b>3.2</b>	<b>0.4</b>	<b>361.4</b>	<b>3.6</b>
<b>Subtotal</b>	<b>3,354.1</b>	<b>25.3</b>	<b>6.6</b>	<b>3,386.0</b>	<b>31.9</b>
<b>Capital</b>					
Capital	303.8 **	–	–	303.8	–
New FTEs	–	2.7	–	2.7	2.7
Transferred to Operating	–	–	(2.9)	(2.9)	(2.9)
Transferred to Operating (Utilities)	–	–	(3.7)	(3.7)	(3.7)
<b>Capital</b>	<b>303.8</b>	<b>2.7</b>	<b>(6.6)</b>	<b>299.9</b>	<b>(3.9)</b>
<b>Total Full-time Equivalents</b>	<b>3,657.9</b>	<b>28.0</b>	<b>–</b>	<b>3,685.9</b>	<b>28.0</b>

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

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

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

are funded through a reduction in the transfer to the Reserve for Capital Expenditures.

- 1.0 FTE is a position to support the City Centre Development (leading the process to streamline the commercial permit process), funded through Building Permit fees.
- 0.5 FTE is a call-in Bylaw Inspector, with the cost for this position offset by a decrease in external contracting expenses.

The FTE increase within Bylaw Compliance is funded through the appropriate Utility. 2.0 FTEs are a transfer from capital, relating to the Local Area Plan and Neighbourhood Safety project, and are funded through a reduction in the transfer to the Reserve for Capital Expenditures. 1.0 FTE is a position to support the City Centre Development and leading the process to streamline the commercial permit process, funded through Building Permit fees. 0.5 FTE is a call-in Bylaw Inspector, with the cost for this position offset by a decrease in external contracting expenses.

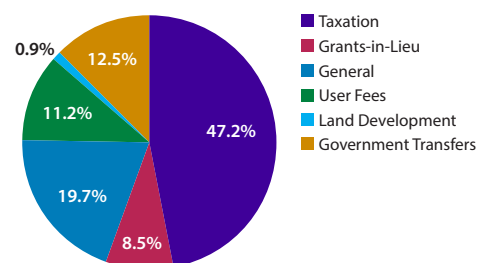
- Saskatoon Police Service includes 3.4 FTEs, of which 1.0 FTE is for media specialist to enhance public affairs for social media interactions, 1.0 FTE is provincially funded and is for a Victim Services Responder, and 1.5 FTEs are federally funded specifically for the Strengthening Families Program.
- The Remail Modern includes a 5.7 FTE increase for 2018. These positions are largely a result of prorated positions approved in 2017, with 2018 being the end load or first full year. These include:
  - 0.20 Art & Design Store Assistant Manager
  - 0.33 Special Events & Volunteer
  - 0.42 Development Assistant
  - 0.63 Art & Design Store Staff
  - 0.75 Program Assistant – Exhibitions
  - 0.75 Program Assistant – Collections
  - 0.75 Assistant Curator – Live Programs
  - 0.75 Special Events & Volunteer Coordinator
  - 1.15 Guest Experience Staff

## Revenues

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

The City continues to research and examine additional revenue sources and has a formalized revenue review process that includes the documentation and review of all revenue streams for the City. The annual process identifies the basis,

## Share of 2018 Operating Revenue Sources



calculation, method, and comparison of revenues to other jurisdictions as applicable.

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

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

## Non-Tax Revenue Trend

(\$ millions)	2016 Budget	2017 Budget	2018 Budget
Non-Tax Revenue	258.1	257.8	259.4
Increase Over Prior Year	7.8	(0.3)	1.6
<b>Total</b>	<b>265.9</b>	<b>257.5</b>	<b>261.0</b>

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

- \$2.1 million and \$3.0 million decrease in Provincial Revenue Sharing in 2017 and 2018 respectively as a result of declining Provincial Sales Tax revenue for the Province.
- The 2017-18 Provincial Budget resulted in the grant-in-lieu (GIL) previously provided by SaskPower and SaskEnergy being removed, creating a decrease of \$7.3 million and \$3.1 million in 2017 and 2018, respectively, to City revenue.

- The 2018-19 Provincial Budget resulted in the GIL from SaskEnergy being reinstated, resulting in an increase of \$1.99 million in 2018.
- Civic revenues for items such as Landfill Operations, Leisure Centres and Transit have remained relatively stagnant for 2017 and 2018.
- These decreases have been mainly offset by internal revenue sources such as Saskatoon Light & Power (SL&P) and Saskatoon Water return on investment and GIL increases.

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

### General Revenues

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

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

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

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

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

### Government Transfers

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

The most significant transfer is from the Government of Saskatchewan which is the Municipal Revenue Sharing Grant. The objective of this grant program is to provide long-term predictable funding to municipalities to help

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

them address operational challenges they face as a result of growing populations and increased demands for services. The program grant is tied to the Provincial Sales Tax (PST) that grows with the economy. The PST is predictable, sustainable, and reflective of economic growth. The grant represents the equivalent of one point of the PST revenue pool.

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

### User Fees

User fee revenue from services comprises 11.2% of the total 2018 Operating Budget. Various services provided by the City are funded in whole or in part through fees paid directly by the user. Some services are expected to be self-sufficient, while others are only expected to recover a portion of their total costs from users. For instance, for those services that directly benefit a particular user, user fees are charged in most cases. However, for those services that have social or community benefits, and where the cost to the user would be prohibitive, the City will subsidize a portion of the cost of the service.



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

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

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

### Grants-in-Lieu of Taxes

Grants-in-lieu of taxes are typically grant payments to municipalities from the federal and provincial orders of government. Although these orders of government are exempt from paying local property taxes, they do make grant payments in place of property taxes for government-owned/managed properties.

The City's utilities and Saskatoon Land continues to pay a GIL to the City as referenced in the "Contributions from City-Owned Utilities" table (see page 27).

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

### Franchise Fees

Prior to the March 2017 release of the 2017-2018 Provincial Budget, the City received GIL of property tax (historically referred to as franchise fees) from SaskPower (5% quarterly grant based on electricity consumption) and SaskEnergy/TransGas (5% monthly grant on the cost of supply and

## Municipal User Fees/Rates

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

The following have no increases for 2018:

Building and Plumbing Permits

Special Permits

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

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

<sup>3</sup> Saskatoon Water and Waste Water rates have previously been approved by City Council.

delivery). Effective April 1, 2017, these GIL payments were discontinued.

However, on April 10, 2018, the 2018-2019 Provincial Budget re-instated the 5% municipal payment from SaskEnergy. This revenue source totals \$14.1 million in 2018 and comprises 2.9% of the City's projected total revenues for 2018.

## Taxation

As required by provincial legislation, the City must balance its operating revenues with its operating expenditures. As shown in the 2018 Operating Revenue Source pie chart (under Revenues section on page 26), the City has limited revenue sources, and any revenue shortfalls must be balanced through a property tax increase.

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

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

- 0.90% increase for the Saskatoon Police Service;
- 0.37% increase for Fire Protection;
- 1.87% in order to backfill decreases in Provincial Funding; and
- 0.65% for all other Civic Operations.

### Breakdown of the Property Tax Increase (\$000s)

	Expenditures	Revenues	Budget Increase	% Increase
City Operations prior to Provincial Reductions & Dedicated Services	8,687.3	(7,246.5)	1,440.8	0.65%
Provincial Funding Impacts	–	4,128.6	4,128.6	1.87%
<b>Total City Operations (excluding Fire &amp; Police)</b>	<b>8,687.3</b>	<b>(3,117.9)</b>	<b>5,569.4</b>	<b>2.52%</b>
<b>Fire Services:</b>				
Cost of services + Growth + Service Level Adjustments	1,043.9	(241.1)	802.8	–
<b>Total Fire Services Operating</b>	<b>1,043.9</b>	<b>(241.1)</b>	<b>802.8</b>	<b>0.37%</b>
<b>Policing:</b>				
Cost of services + Growth + Service Level Adjustment	3,575.5	(1,592.8)	1,982.7	–
<b>Total Police Operating</b>	<b>3,575.5</b>	<b>(1,592.8)</b>	<b>1,982.7</b>	<b>0.90%</b>
<b>Total Municipal Increase</b>	<b>13,306.7</b>	<b>(4,951.7)</b>	<b>8,355.0</b>	<b>3.79%</b>

# Property Taxes and Bylaws





## Annual Property Taxes

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

## 2018 Budget

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

The result of the 2017-2018 Provincial Budget which was included in the original property tax increase was

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

Approved Budget Nov. 2017	2017/18 Provincial Budget Impact	2018/19 Provincial Budget Impact	Net Provincial Budget Impact	Total Property Tax Increase
\$4.2 million	+\$6.1 million	-\$2.0 million	=\$4.1 million	\$8.3 million
1.92%	+2.78%	-0.91%	=1.87%	3.79%

## Tax Ratio

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

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

## Average Residential Taxes

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

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

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

## City Tax Distribution

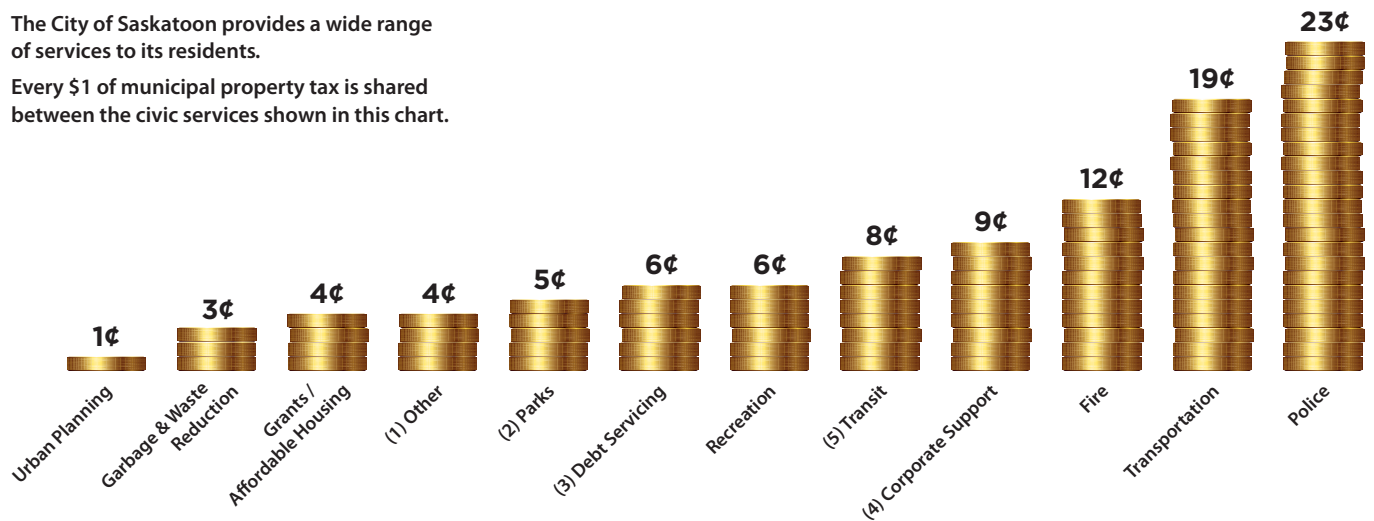
The following chart shows how the municipal property tax (City taxes only) is shared between the various services the City of Saskatoon provides.

Total property tax and assessment information for individual properties can be found on 'The Property Assessment and Tax Tool' on the City's website [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 Clerk, City Solicitor, 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 was a reassessment year and property values have been updated

to reflect market values as of January 1, 2015. The next revaluation will take place in 2021 using values as at January 2019. The City continues to lobby the provincial government to shorten the four-year cycle.

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

For more information on how properties are assessed visit [saskatoon.ca/assessment](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 2018 uniform mill rates shown below reflect the approved budgetary requirements of the City and the Public Library over the past five years:

### Uniform Mill Rates

Taxing Authority	2014	2015	2016	2017*	2018
City	7.2566	7.6300	7.9203	6.2942	6.5426
Library	0.7353	0.7657	0.8032	0.6526	0.6535
<b>Total</b>	<b>7.9919</b>	<b>8.3957</b>	<b>8.7235</b>	<b>6.9468</b>	<b>7.1961</b>

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

### Mill Rate Factors

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

The establishment of mill rate factors is not dependent upon establishing the uniform mill rate (which raises revenue for each taxing authority), but is based on various tax policies set by City Council. Two items impact the 2018 mill rate factors. First, the 2018 tax roll experienced growth, but not evenly amongst the different property classes. Second, in 2017 City Council adopted a tax ratio policy such that non-residential properties would pay property tax at a rate of 1.59 times that of residential properties.

### Mill Rate Factors

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

### Education Property Taxes

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

### 2018 Education Mill Rates

Residential, Condominium, Multi-residential	4.12
Agricultural	1.43
Commercial/Industrial	6.27
Resource	9.68

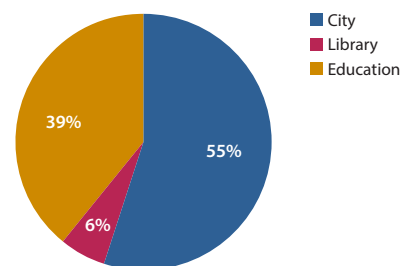
As shown in the following table, a residential property valued at \$371,000 in 2018 will pay \$1,222.82 for Education Taxes which results in a zero increase in Education Property Tax rates over 2017. All monies levied for Education Property Taxes are paid directly to the respective school divisions.

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

### Total Property Tax Distribution

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

### Distribution of Property Tax (2018)



### Property Tax Bylaws

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



# The 2018 Capital Budget



## The 2018 Capital Budget

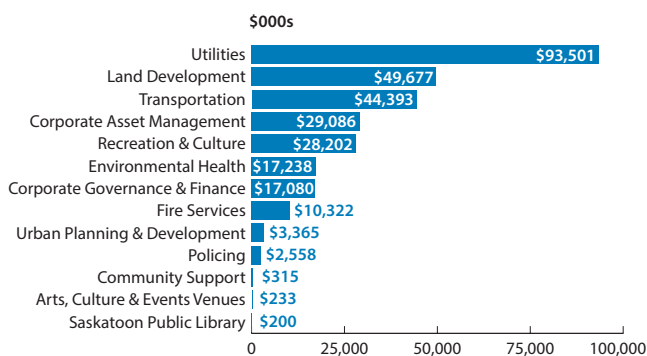
The City of Saskatoon's Capital Budget directs funding for the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines. The 2018 Capital Budget not only addresses the City's growth, but also its basic infrastructure needs with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

The City is continuing to develop funding plans for major infrastructure assets not only resulting from growth, but also for maintenance and replacement due to aging of the asset. One of the key funding strategies in prior years' budgets was to dedicate property tax increases, solely for the maintenance of roads as the required funding base is built to meet the long-term needs and to achieve the service levels desired by the citizens of Saskatoon. The 2018 Budget now encompasses sufficient base funding to meet the desired target of achieving a service level "B" status.

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

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

### Capital Investment by Business Line



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

- Over a \$40.6 million investment in upgrades and maintenance at the Water Treatment Plant for reservoir transfer pumping upgrades, rehabilitation/replacement of the water distribution system and pumping and electrical upgrades;
- Over a \$27.9 million investment in upgrades and maintenance at the Waste Water Treatment Plant, a fourth

digester tank, lift station upgrades, and the rehabilitation/replacement of the waste water collection system; and

- Saskatoon Light & Power is investing over \$19.8 million in upgrades to electrical distribution, substations, transmission lines, and street lights.

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

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

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

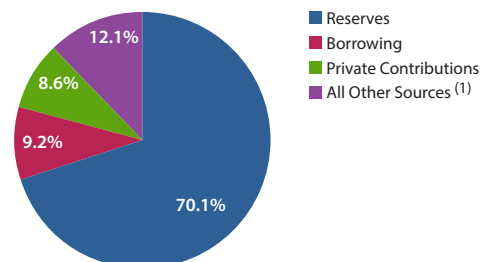
Land Development represents 16.8% of the total capital investment for 2018 required for various infrastructure requirements in Rosewood, Evergreen, Kensington, Aspen Ridge and Brighton, among other developments.

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

### Paying for the 2018 Capital Budget

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

### 2018 Capital Budget Funding Sources



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

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

2018 Capital Budget Funding Summary (\$000s)	
General Capital:	2018 Budget
Reserves	108,602
Borrowing	15,000
Provincial Government	–
Federal Government	–
Private/External Contributions	24,650
Operating Contributions	230
Other	33,576
Saskatoon Public Library Reserve	200
<b>Total General Capital</b>	<b>182,258</b>
Utility Capital:	
Reserves	78,519
Borrowing	12,240
Provincial Government	–
Federal Government	–
Private/External Contributions	680
Operating Contributions	1,360
Other	702
<b>Total Utility Capital</b>	<b>93,501</b>
<b>Total General &amp; Utility Capital</b>	<b>275,759</b>
Land Development:	
Reserves/Developers	20,411
<b>Total Capital Funding</b>	<b>296,170</b>

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

## Reserves

Reserves accumulate funds from various sources and are used to fund many capital projects. Annual contributions are made to designated capital reserves based on formulas and provisions as described in the Capital Reserves Bylaw and City Policy.

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

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

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

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



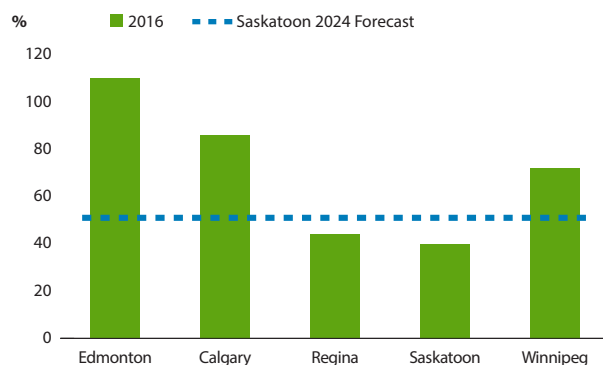
## External Borrowing

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

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

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

### 2016 Debt as a Percentage of Operating Revenue

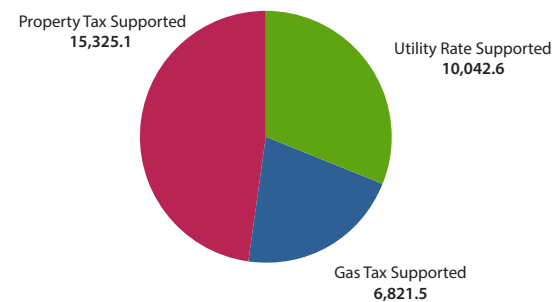


The forecasted borrowing for the next five years is to increase to a peak near \$416.3 million in 2018 as the P3 Agreement for the North Commuter Parkway and Traffic Bridge concludes.

In 2014, City Council approved the application to the Saskatchewan Municipal Board for an increase in the City's debt limit to \$558.0 million. Most of this increase in project debt is associated to P3 projects, such as the Civic Operations Centre, North Commuter Parkway, and Traffic Bridge Replacement projects. The total debt projections, including P3 debt, are within the City's debt limit.

Borrowing related to the utility projects will be repaid through utility rates. The repayment of the debt related to the other projects is funded through the general operating budget and through the overall borrowing strategy, using gas tax revenues from the federal government. In 2018, total debt servicing costs are budgeted at \$32.2 million which are made up of \$26.2 million and \$6.0 million in principal and interest payments respectively. The property tax supported funding sources are made up of \$15.3 million and \$6.8 million of property tax funds and Federal Gas Tax funding respectively. The total source of funding for all City debt servicing costs in 2018 are shown in the graph below.

### 2018 Budgeted Debt Servicing Costs by Funding Source (\$'000s)



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

## External Funding Sources

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

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

## Operating Budget Impact of Capital Investments

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

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

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

2018 Operating Impacts (\$000s)	
Project by Business Line	
Land Development	
P0607-Park Dev-Stonebridge Nbrhd	13.2
Recreation & Cultural Services	
P0706-CY-Leis Serv-Facility Equip Repl	20.0
P1664-CY-Gordon Howe Complex Upgrades	7.9
P1658-CY-Parks New Satellite Mtrc Bldg	76.2
P2130-CY-Satellite Skateboard Facilities	1.0
P2349-CY-Saskatoon Minor Football Field Upgrade	63.2
Transportation	
P1522-TU-Traffic Noise Attenuation	50.0
P2318-TR-Maintenance Management System	3.0
P2588-Access Transit-Bus Add On	9.5
P2589-TR-Technology Plan	3.0
Urban Planning & Development	
P2460-CY-Regional Planning	76.0
<b>Total</b>	<b>323.0</b>



# **Business Lines**

Photo courtesy of Tourism Saskatoon / Greg Huszar Photography





# Arts, Culture and Events Venues

## Service Outcomes

### Remai Modern Art Gallery

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



### SaskTel Centre

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



**Operating Budget:** \$7.7 million

**Capital Budget:** \$0.2 million

### Strategic Goal:



**Quality of Life**

### TCU Place

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

## At a Glance

### Remai Modern Art Gallery

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

### SaskTel Centre

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

### TCU Place

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

## City Council Strategic Priority Areas Supported by this Business Line

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

## Strategic Risks

### Remai Modern Art Gallery

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


### SaskTel Centre

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

### TCU Place

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

## Performance Measures

Performance Targets with Trends – Arts, Culture and Events Venues							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	Improvement	

## Strategic Outcomes and 2018 Initiatives

### *Successfully meet visitor and revenue targets in Remai Modern's first full year of operations:*

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

### *Upgrade the SaskTel Centre and ensure financial sustainability:*

- Expand the self-promoted event category to reduce reliance on major touring shows;

- Implement building and system upgrades and replacements, including: luxury suite upgrades, concession stand renovations, lighting system improvements, power enhancements, and increased security measures; and
- Expand the services offered to increase existing revenue streams and develop new revenue streams.

### *Upgrade TCU Place and explore programming and expansion options:*

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

## Arts, Culture and Events Venues Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Remai Modern	–	5,474.7	<b>5,474.7</b>	395.0	7.8%
SaskTel Centre	–	547.7	<b>547.7</b>	(46.5)	-7.8%
TCU Place	–	1,704.7	<b>1,704.7</b>	44.3	2.7%
<b>Total</b>	–	<b>7,727.1</b>	<b>7,727.1</b>	<b>392.8</b>	<b>5.4%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			152.3	155.3	3.0





# Community Support

## Service Outcomes

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

## At a Glance

*Supports the participation in sport, recreation and culture programs:*

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

*Supports and community investments provided to:*

- 50 social agencies
- 51 community outdoor rinks, including Meewasin outdoor rink
- 52 sports organizations
- 47 community associations
- 24 community gardens
- 18 major arts, cultural, and heritage organizations

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

*Subsidies:*

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

**Operating Budget:** \$15.3 million

**Capital Budget:** \$0.3 million

**Strategic Goal:**



**Quality of Life**

### Supports Cemetery services:

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

## City Council Strategic Priority Areas Supported by this Business Line

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

## Strategic Risks

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



## Performance Measures

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

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

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

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

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

## Strategic Outcomes and 2018 Initiatives

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

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

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

- Implement the anti-racism education strategy and communication plan; including implementation of the “I am the Bridge” communications strategy and inclusion of anti-racism training and leadership competencies for civic staff; and

- Develop a framework for a social development strategy that would provide long term direction to the City in addressing social development priorities.

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

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

**Community Support Operating Summary**

	\$000s				
	2018 Budget			Dollar Change from 2017	% Change from 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Animal Services	(642.7)	1,348.0	<b>705.3</b>	33.2	4.9%
Community Development	(350.0)	3,698.3	<b>3,348.3</b>	45.9	1.4%
Community Investments & Supports	–	11,207.7	<b>11,207.7</b>	1,124.5	11.2%
Cemeteries	(1,522.2)	1,543.8	<b>21.6</b>	(26.1)	-54.7%
<b>Total</b>	<b>(2,514.9)</b>	<b>17,797.8</b>	<b>15,282.9</b>	<b>1,177.5</b>	<b>8.4%</b>
<b>Staff Complement</b>			2017	2018	FTE Change
Full-time Equivalents			30.6	30.6	0.0





# Corporate Asset Management

## Service Outcomes

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

**Operating Budget:** \$8.5 million

**Capital Budget:** \$29.1 million

## Strategic Goal:



**Asset and  
Financial Sustainability**

## At A Glance

- 3.6 million liters of diesel/gasoline provided per year via six separate fueling stations
- 409,534 square meters of building area managed
- 365 buildings valued at \$1.56 billion with contents valued at \$120.3 million
- 139,400 square meters of parking lots
- 4,400 park furnishings in 235 parks
- 17,400 Facility Work Requests issued with an average of 67 working days
- 9,800 Fleet Services Work Requests issued with an average of 39 working days
- 9,300 assets maintained via the Comprehensive Maintenance Program
- 1,450 radios and related infrastructure valued at \$15.0 million
- 991 vehicles and equipment with a book value of \$97.3 million
- 220 play structures valued at \$8.5 million
- 55 user groups supported by Fleet Services within the Corporation
- 31 paddling pools, 20 spray parks, and 10 pools

## City Council Strategic Priority Areas Supported by this Business Line




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

## Strategic Risks

- The City may not be prepared to quickly and effectively resume operations in the event of serious incident, accident, disaster or emergency.
- The City may not be considering the total costs of asset ownership when making investment decisions.

- The City may not be investing enough money in its facilities to maintain an acceptable condition and level of service.
- The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance and ability to meet expectations for facilities management.
- The City may not be aligning its financial resources in a way that supports its priorities, strategic goals, and core services.
- The City's decision making processes may be hampered by information systems and data sets (financial and operational) that are not integrated.
- The City may not be investing enough money in its fleet infrastructure to maintain an acceptable condition and level of service.

## Performance Measures

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

## Strategic Outcomes and 2018 Initiatives

*Complete construction and begin operations of major facilities:*

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

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

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

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

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

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

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

### Corporate Asset Management Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Facilities Management	(72.5)	8,960.3	<b>8,887.8</b>	426.2	5.0%
Fleet Services	–	–	–	–	0.0%
City-Owned Property – Land	(2,771.3)	2,343.2	<b>(428.1)</b>	(155.6)	-57.1%
<b>Total</b>	<b>(2,843.8)</b>	<b>11,303.5</b>	<b>8,459.7</b>	<b>270.6</b>	<b>3.3%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			238.71	242.8	4.1





# Corporate Governance and Finance

## Service Outcomes

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

## At A Glance

- \$41.7 billion of assessed property in Saskatoon
- \$33.3 billion of taxable property
- \$477.6 million in the 2017 Civic Operating Budget (excluding utilities)
- \$261.9 million of projects in the 2017 Capital Budget
- 70,000 parcels of land are managed in our GIS system, 5,000 devices, and 60 locations supported by Information Technology (IT)
- 3,970 permanent full-time, part-time, and job-share employees throughout the City
- 3,670 full-time equivalent positions throughout the City
- 1,596 citizens visited the online citizen budget tool in 2017, 554 submitted feedback
- 1,051 Service Alerts in 2017 regarding service disruptions
- 17.7% of utility accounts are currently on eBill
- 30 boards, commissions, and committees plus three major tribunals
- 18 Joint Occupational Health and Safety Committees
- 12 unions and associations within the City's organizational structure
- 11 elected officials including the Mayor and 10 Councillors

**Operating Budget:** \$57.3 million

**Capital Budget:** \$17.1 million

## Strategic Goals:



**Asset and Financial Sustainability**



**Culture of Continuous Improvement**

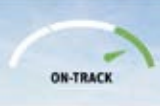


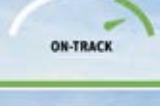
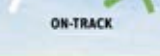
## City Council Strategic Priority Areas Supported by this Business Line

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

## Strategic Risks

- The City may be unable to adequately diversify its revenue sources.
- The City may not be prepared to quickly and effectively resume operations in the event of serious incident, accident, disaster, or emergency.
- The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens.
- The City may not be considering the total costs of asset ownership when making investment decisions.
- The City may not be aligning its financial resources in a way that supports its priorities, strategic goals, and core services.
- The City may not be consistently considering risk management when evaluating and pursuing strategic initiatives.
- The City's existing strategies may not be attracting, hiring, managing, developing, and retaining top talent to support existing and future operations.
- The City may be using outdated or unsupported software and/or hardware that may fail.
- The City's decision-making processes may be hampered by information systems and data sets (financial and operational) that are not integrated.
- The City may not be adequately protecting information created by or entrusted to it.
- The City's purchases may not be in accordance with approved policy.

## Performance Measures

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

## Strategic Outcomes and 2018 Initiatives

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

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

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

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

*Identify efficiencies in Corporate Governance and Finance Programs and Services:*

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

*Develop ways to maintain and improve the City’s financial situation:*

- Update the long-term financial plan in preparation of multi-year business planning and budgeting to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability;

- Explore alternate sources of revenues to pay for ongoing operations;
- Complete a life-cycle costing model which departments can use to provide consistent and reliable information during budget deliberations regarding major asset acquisitions; and
- 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 Council’s Priorities, strategic risks or corporate performance targets:*

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

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

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

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

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

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

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

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

- Implement recommendations from the HR Health Check internal audit conducted in 2017 which focused on talent management strategies and best practices for human resource functions;



- Implement the Diversity and Inclusion Action Plan that supports a diverse workforce that is representative of the community in which we live;
- Implement the Aboriginal Employment Strategy that provides, in cooperation with educational institutions and community organizations, increased opportunities for employment of Aboriginal people, with a focus on professional occupational groups;
- Review internal programs and services to identify and eliminate processes, policies, plans, and practices that create barriers for current and potential employees;
- Facilitate and implement Employee Engagement Survey Action Plans in partnership with the Joint Union/ Management Committee and Division Directors;
- Develop an Employee Rewards and Recognition Program in consultation with employees; and
- Implement the Pathway to Reconciliation Program which is an education program for employees that opens dialogue on reconciliation within the workplace.

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

- The transition from manual meter reading to Advanced Metering Infrastructure (AMI) will continue by studying the benefits and possibilities of Intelligent Segmentation

and Web Presentment systems to provide useful data for utilities and customers;

- Explore opportunities to convert paper records to digital to reduce office storage requirements, allow for easier access, and increase security and efficiency;
- Implement a data warehouse and business intelligence tool to enable the development of workforce analytics, collective bargaining strategies, and workforce planning;
- Explore options for replacement of vote counting machines reaching the end of their life expectancy and service support;
- Further define and build on the major programs and initiatives for IT that are enterprise enabled; and
- Identify communications and marketing tools to move towards a digital/online presence and expand access to City information and services.

***Improve IT infrastructure long-term sustainability:***

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

## Corporate Governance and Finance Operating Summary

\$000s

	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Legislative	–	1,585.9	<b>1,585.9</b>	10.9	0.7%
City Manager's Office	–	679.0	<b>679.0</b>	(2.7)	-0.4%
City Clerk's Office	5.0	2,689.0	<b>2,694.0</b>	46.8	1.8%
City Solicitor's Office	(325.0)	2,329.5	<b>2,004.5</b>	39.7	2.0%
Corporate Support	(70.8)	19,893.3	<b>19,822.5</b>	881.4	4.7%
General Services	(9,454.6)	8,144.1	<b>(1,310.5)</b>	192.4	12.8%
Assessment & Taxation	(4.5)	3,542.6	<b>3,538.1</b>	(145.4)	-4.0%
Revenue Services	(164.0)	2,106.7	<b>1,942.7</b>	(2.7)	-0.1%
Financial Services	–	3,446.7	<b>3,446.7</b>	108.6	3.3%
Debt Servicing	(6,821.5)	28,981.6	<b>22,160.1</b>	–	0.0%
Service Saskatoon	–	736.7	<b>736.7</b>	21.3	3.0%
Corporate Projects	–	–	–	–	0.0%
<b>Total</b>	<b>(16,835.4)</b>	<b>74,135.1</b>	<b>57,299.7</b>	<b>1,150.3</b>	<b>2.1%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			407.7	412.0	4.3



# Environmental Health

## Service Outcomes

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

## At a Glance

### Urban Forest: Parks

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

### Pest Management: Parks

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

### Garbage: Waste Handling Services

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

**Operating Budget:** \$14.3 million

**Capital Budget:** \$17.2 million

### Strategic Goal:



**Environmental Leadership**

### Environment: Environmental Program, Waste Reduction, and Resource Recovery

- 247,100 tonnes of waste are generated in Saskatoon; 66% of this is generated by businesses and institutions, 34% by residents.
- 3,852 kilotons of carbon dioxide equivalents (CO<sub>2</sub>e) are released into the atmosphere every year in Saskatoon. Emissions in Saskatoon increased approximately 12% between 2013 and 2014 and the City's own corporate emissions rose 39%.
- Ten major projects focused on improving environmental protection in Saskatoon are currently underway. In addition, the Environmental and Corporate Initiatives Division assisted various civic projects and operations with environmental support services on 150 separate matters in 2016 and contacted 240 businesses as part of the waste water discharge inventory. Demand for these support services is increasing as environmental awareness improves across the corporation.



### City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Environmental Sustainability

### Strategic Risks

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

## Performance Measures

Performance Targets with Trends – Environmental Health							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	23%	21%	22%	23%	Neutral	
Reduce the City of Saskatoon's greenhouse gas emissions	≥-40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	

## Strategic Outcomes and 2018 Initiatives

### Improve waste diversion performance:

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



**Reduce Saskatoon's carbon footprint:**

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

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

- Continue surveillance and monitoring of the City's Urban Forest for invasive pest issues and adjust established emergency response plans as required;
- Develop and implement response plans that will address the impacts associated with recent outbreak of Cottony Ash Psyllid; and

- Urban Forestry will meet the service level objective established by City Council of pruning street trees every seven years and pruning trees in civic parks every 13 years. Complete back-lane tree-trimming Civic Service Review with all divisions that require or deliver this service.

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

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

**Increase environmental compliance and reporting:**

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

**Environmental Health Operating Summary**

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Environmental Program	–	493.2	<b>493.2</b>	2.8	0.6%
Urban Forestry	–	3,631.7	<b>3,631.7</b>	79.0	2.2%
Waste Reduction & Resource Recovery	(4.0)	1,057.4	<b>1,053.4</b>	45.6	4.5%
Waste Handling Service	(5,180.0)	13,357.1	<b>8,177.1</b>	793.7	10.8%
Pest Management	(2.0)	991.1	<b>989.1</b>	79.8	8.8%
<b>Total</b>	<b>(5,186.0)</b>	<b>19,530.5</b>	<b>14,344.5</b>	<b>1,000.9</b>	<b>7.5%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			108.0	108.9	0.9



# Fire Services

## Service Outcomes

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

## At a Glance

- 335 staff within the Operations, Administration, Prevention, Community Relations, Training, Emergency Measures, and Support Divisions
- 12 front-line engines, two rescue trucks, two aerials, three brush trucks, two water tankers, hazmat response unit, decontamination unit, and water rescue fleet are operated out of nine fire stations
- 12,869 emergency and non-emergency calls required crews to respond, not including inspection activity or community engagement events
- 2,446 complaints received which generated 4,289 inspections and re-inspections by the Fire Prevention Division
- 231 fire investigations resulting in five criminal charges
- 24 students in Grades 9, 10 and 11 from five high schools participated in the F.I.R.E. Cadet Program, an eight-week fire training program
- Three graduates from the F.I.R.E Cadet Program were employed with the Saskatoon Fire Department during July and August for property maintenance, fire prevention initiatives, and community relations events

## City Council Strategic Priority Areas Supported by this Business Line

- Community Safety and Wellness
- Core Services
- Regional Planning

**Operating Budget:** \$48.1 million

**Capital Budget:** \$10.3 million

### Strategic Goal:





**Quality of Life**

## Strategic Risks

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

## Performance Measures

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

## Strategic Outcomes and 2018 Initiatives

*Ensure an emergency response approach that meets accepted standards:*

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

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

*Maintain the infrastructure required to meet expanding emergency response needs:*

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



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

- Develop a coordinated bylaw enforcement group to address increased property maintenance concerns within the City;
- Increase community engagement activities to create positive relationships within the community. Collaborate with the Saskatoon Council on Aging and implement the Remembering When Program, deliver the F.I.R.E. Cadet Program, and participate in community events throughout the year;
- Optimize skill sets of SFD staff (i.e. provision of flu shots by SFD Paramedics to SFD staff). Work with the Saskatoon

Health Region to identify opportunities to assist in meeting the needs of the community that do not have access to services; and

- Continue to evaluate job qualifications and hiring process to address diversity and inclusion with a completion of the process during 2019.

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

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

## Fire Services Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Fire Services	(963.4)	48,687.6	<b>47,724.2</b>	1,136.2	2.4%
Emergency Measures	–	424.4	<b>424.4</b>	3.4	0.8%
<b>Total</b>	<b>(963.4)</b>	<b>49,112.0</b>	<b>48,148.6</b>	<b>1,139.6</b>	<b>2.4%</b>
<b>Staff Complement</b>			2017	2018	FTE Change
Full-time Equivalents			335.0	336.0	1.0



## Land Development

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

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

### Service Outcomes

- To ensure an adequate supply of new infrastructure is in place throughout the city to accommodate new development and core civic services
- To invest capital dollars in the provision of municipal infrastructure and create demand for durable products and employment, adding value to the economy and encouraging job growth, positive net migration, and other important multiplier effects
- To perform all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, coordinating and overseeing the maintenance of lands held for future development, providing valuations, and providing real estate advice to the Corporation as a whole
- To construct arterial roadways, trunk sewers, primary water mains, storm water facilities, roadway interchanges, lift stations, and suburban park development through the use of the Land Development Capital program

**Operating Budget:** \$4.2 million

**Capital Budget:** \$49.7 million

### Strategic Goals:



**Asset and  
Financial Sustainability**



**Sustainable  
Growth**

- To use development levies collected from pre-paid servicing rates to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains and a portion of new roadway interchanges

## At a Glance

- \$123.3 million in net proceeds from land development investments in Hampton Village, Willowgrove, Evergreen, and Rosewood have been allocated by City Council to operating budgets and various capital projects since 2007
- \$37.1 million in total sales revenues for 2017:
  - 117 residential lots were sold for a total of \$18.96 million
  - 13 industrial parcels totaling 21.53 acres were sold for a total of \$13.9 million
  - Two institutional and multi-family parcels totaling 4.56 acres were sold for a total of \$4.2 million
- 80 leases of land and buildings are managed totaling approximately \$3.25 million in annual revenue
- 7,000 acres of future development land is managed/ maintained
- 1,850 acres of land has been acquired over the past two years for civic projects and future development
- 25 internal projects were delivered by Construction and Design, servicing Major Projects and Preservation, Urban Design, Transportation, Saskatoon Land, Roadways and Operations, Water and Waste stream along with technical services for private development
- New land development in 2017:
  - 900m of new water mains
  - 786m of new sanitary sewer mains
  - 750m of new storm sewer mains
  - 11.0 lane kms of new local and collector roads
  - 5.8 lane kms of new arterial roads




## City Council Strategic Priorities Supported by this Business Line

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

## Strategic Risks

- The City's infrastructure investments may not correspond to growth trends and forecasts for the local or regional economy.
- The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens.
- Sustained growth straining the City's funding capacity for offsite services while increasing pressure on existing infrastructure.
- Implementing a contractor management system, including a process for pre-qualifying contractors to ensure contractors with the capabilities, capacity, and expertise to perform required services.
- Maintaining current pro-forma and investment return targets in the current economic climate will be challenging with rising infrastructure costs from new roadway standards and other non-traditional growth levies that may be asked to be paid for by developers.
- Achieving land annual sales targets could be constrained by rising borrowing costs for mortgages, CMHC criteria for qualifying new home buyers, and recent changes to the application of PST to real property services.

## Performance Measures

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



## Strategic Outcomes and 2018 Initiatives

### *Service land in order to accommodate growth:*

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

### *Complete construction of required offsite infrastructure to accommodate future growth:*

- New arterial road construction in 2018 includes McOrmond Drive south of College Drive, 33rd Street, and Wanuskewin Road, and repayments of the North Commuter Arterial system with future year roads planned for Claypool Drive, Neault Road, and Taylor Street;

- Trunk sewer minor extensions in the following locations for 2018 in Brighton, Hampton Business Park, and the North Industrial areas with future services planned in University Heights;
- Installed primary water mains and fill mains situated in Kensington along Neault Road and Taylor Street in the Rosewood Area with additional services planned in other years within the Holmwood and Blairmore sector; and
- Development of new parks in Aspen Ridge, Rosewood, Evergreen, Kensington and Brighton is estimated at \$3.1 million for 2018.

### *Promote potential infill development opportunities on various city-owned parcels:*

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

## Land Development Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Saskatoon Land	(4,178.8)	4,178.8	–	–	0.0%
Land Development – Capital	0.0	0.0	–	–	0.0%
<b>Total</b>	<b>(4,178.8)</b>	<b>4,178.8</b>	<b>–</b>	<b>–</b>	<b>0.0%</b>
<b>Staff Complement</b>			2017	2018	FTE Change
Full-time Equivalents			17.5	17.5	0.0



# Policing

Public safety is key to quality of life, and 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 (STC), Federation of Sovereign Indigenous Nations (FSIN), the Saskatoon Health Region, Education, Social Services, and Community-Based Organizations to reduce the social determinants of crime

## At A Glance

- 653.11 staff members at SPS:
  - 460 police officers
  - 58.5 special constables
  - 134.61 civilians
- 248,298 calls received by the communication centre including 78,970 911 calls and cars dispatched to 79,208 calls for service
- 11,008 arrests processed through the detention area
- 33,158 traffic tickets issued

## City Council Strategic Priority Areas Supported by this Business Line

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

## Strategic Risks

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

**Operating Budget:** \$89.5 million

**Capital Budget:** \$2.6 million

## Strategic Goal:



**Quality of Life**

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 less turnover among senior staff and 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.
- % changes, 2016 versus 2015:
  - Crimes against the Person +1.1%
  - Crimes against Property +13.7%
  - Drug Related Offences excluding Possession +20.5%
  - Drug Related Offences – Possession +14.1%
- The possession offences of methamphetamine are up 60.9% (included in 14.1% increase noted above) comparing

2016 to 2015. This highly addictive drug can be considered a causal factor in crime overall.


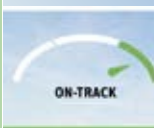

### *Decrease Traffic Collisions by 5% Annually:*

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

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

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

## Performance Targets with Trends – Policing

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



## Strategic Outcomes and 2018 Initiatives

### *Reduce street crime:*

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

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

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

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

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

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

- Funding has been confirmed for a Strengthening Families Project (SFP), 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 social and life skills for

youth. There are versions designed for both the 12-17 age group and for children aged 6-11 years old and their families. Preliminary planning has been completed with the first facilitated modules beginning in fall of 2017. The desired outcomes are to:

- Reduce youth 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;
- Increase family cohesion, communication and organization; and
- 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).

### *Increase online reporting:*

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

### *Expansion of Public Affairs:*

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

## Policing Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Saskatoon Police Service	(9,890.2)	99,353.7	<b>89,463.5</b>	2,814.5	3.3%
<b>Total</b>	<b>(9,890.2)</b>	<b>99,353.7</b>	<b>89,463.5</b>	<b>2,814.5</b>	<b>3.3%</b>
<b>Staff Complement</b>			2017	2018	FTE Change
Full-time Equivalents			653.1	656.5	3.4



# Recreation and Culture

## Service Outcomes

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

## At a Glance

- \$3.0 million dollars of public art maintained
- 1.57 million visits to City-operated leisure centres
- 300,000 visits to the riverfront trail at River Landing
- 219,600 visits to the Forestry Farm Park & Zoo
- 210,780 ride tickets used at Nutrien Playland at Kinsmen Park
- 134,000 participants in the summer playground programs
- 110,700 rounds of golf played
- 44,200 rental hours booked to community groups at leisure facilities
- 19,300 visitor nights at the Gordon Howe Campground
- 16,300 people registered in swimming lessons
- 15,000 participants in community association and neighbourhood-based programs
- 2,500 hectares (6,178 acres) of park/open spaces
- 1,200 trees planted annually in park and reforestation projects
- 283 outdoor sports fields and six leisure centres
- 145 km of park pathways
- 18 major arts, cultural, and heritage organizations supported attracting 1,007,000 visits



**Operating Budget:** \$29.2 million

**Capital Budget:** \$28.2 million

**Strategic Goal:**



**Quality of Life**

- 30 paddling pools, 17 spray pads, 11 youth centres, and four travelling program vans
- 14.8 hectares (36 acres) of pathways, green space, etc. at River Landing

## City Council Strategic Priority Areas Supported by this Business Line

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


## Strategic Risks

- The City may be unable to adequately diversify its revenue sources.
- The City's engagement and communication initiatives and opportunities may not be effectively reaching its citizens.
- The City may not be considering the total costs of asset ownership when making investment decisions.

- The City's infrastructure investments may not correspond to growth trends and forecasts for the local and regional economy.
- The City's existing strategies may not be attracting, hiring, managing, developing, and retaining top talent to support existing and future operations.
- The City may not be investing enough money in its parks infrastructure to maintain an acceptable condition and level of service.
- The City may not be investing enough money in its facilities to maintain an acceptable condition and level of service.

## Performance Measures

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

Performance Targets with Trends – Recreation and Culture							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Participation at City Recreation Facilities	≥6,600/1,000 population	6,216	6,634	6,959	6,667*	Decline *Holiday Park Executive 9 closed for half of season for capital improvement project.	

## Strategic Outcomes and 2018 Initiatives

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

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

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

- Develop a partnership policy based on the framework in the Recreation and Parks Master Plan and explore opportunities related to the implementation of the Recreation and Parks Master Plan Long Range Capital Plan;
- Review and update the current Joint Use Agreement in collaboration with the School Board Divisions;
- Develop capital planning, lifecycle replacement, and funding strategies for sport fields, recreation facilities, and recreation amenities in parks;
- Develop and enhance off-leash dog parks on available City-owned land or park space based on the approved plan;

- Review and update/modernize the Master Plan for the Saskatoon Forestry Farm Park & Zoo (SFFPZ); and
- Explore new revenue generating opportunities at SFFPZ.

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

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

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

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

## Recreation and Culture Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Spectator Ball Fields	–	163.4	<b>163.4</b>	6.4	4.1%
Marketing Services	–	635.5	<b>635.5</b>	12.7	2.0%
Community Partnerships	(16.8)	438.2	<b>421.4</b>	3.5	0.0%
Forestry Farm Park & Zoo	(1,025.7)	2,676.0	<b>1,650.3</b>	49.9	3.1%
Golf Courses	(4,045.6)	4,045.6	–	–	0.0%
Gordon Howe Campsite	(637.1)	637.1	–	–	0.0%
Indoor Rinks	(2,273.4)	2,498.1	<b>224.7</b>	(101.6)	-31.1%
PotashCorp (now Nutrien) Playland	(586.4)	586.4	–	–	0.0%
Outdoor Pools	(482.3)	1,373.3	<b>891.0</b>	8.6	1.0%
Outdoor Sports Fields	(645.3)	1,159.8	<b>514.5</b>	68.8	15.4%
Parks Maintenance & Design	(146.1)	14,182.3	<b>14,036.2</b>	618.5	4.6%
Playground & Recreation Areas	–	857.4	<b>857.4</b>	(30.0)	-3.4%
Program Research & Design	–	238.9	<b>238.9</b>	0.0	0.0%
Leisure Centres – Program	(6,644.8)	11,203.5	<b>4,558.7</b>	423.3	10.2%
Leisure Centres – Rentals	(6,537.3)	10,838.2	<b>4,300.9</b>	90.0	2.1%
Targeted Programming	(10.4)	597.7	<b>587.3</b>	8.9	1.5%
Albert Community Centre	(157.3)	238.9	<b>81.6</b>	3.0	3.8%
Marr Residence	(0.5)	22.7	<b>22.2</b>	0.2	0.9%
River Landing	(1,265.3)	1,265.3	–	–	0.0%
<b>Total</b>	<b>(24,474.3)</b>	<b>53,658.3</b>	<b>29,184.0</b>	<b>1,162.2</b>	<b>4.2%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			328.6	330.3	1.7





# Taxation and General Revenues

## Overview

The property levy is the amount required from property taxes to balance the operating budget. The operating budget changes on an annual basis due to service level changes, growth impacts and inflation among other variables. The Preliminary 2018 budget saw expenditures increase by \$13.0 million (2.7%) while operating revenues increased by \$2.6 million (0.55%), creating a funding gap of \$10.3 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 4.70% required from property taxes was included in the original budget approved by City Council on November 28, 2017.

The Province of Saskatchewan tabled their 2018-2019 budget on April 10, 2018. The changes included in the Provincial budget had an impact on the City of Saskatoon's 2018 budget in two parts. One being the reinstatement of the 5% SaskEnergy Municipal Surcharge, and two being a Grant-in-Lieu (GIL) of property taxes paid on real property for SaskEnergy and SaskPower. In total the changes included in the Provincial budget resulted in an overall return of approximately \$5.8 million to the City. In order to provide a fair and balanced approach, City Council returned \$1.99 million back to tax payers on April 30, 2018. This has resulted in a 0.91% reduction in property taxes from the originally approved 4.70% to a final property tax increase of 3.79%.

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, Waste Water 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.



**Operating Budget:** \$(384.6) million

**Capital Budget:** \$0.0 million

## Strategic Goals:



**Asset and Financial Sustainability**



**Economic Diversity and Prosperity**

## At a Glance

### Final Assessment Roll for 2017:

Total Assessment for Saskatoon:	\$52,704,468,500
Total Number of Properties:	95,516
Total Taxable Residential Condos:	23,137
Total Taxable Residential (less than 4 units):	64,535
Total Taxable Assessment:	\$45,959,955,680
Taxable portion:	\$35,053,336,625 (76.3% of total)
Exempt portion:	\$10,906,619,055 (23.7% of total)

## Strategic Outcomes and 2018 Initiatives



- Increase citizen satisfaction by implementing a tax estimator on the website, developing a video explaining the impact of assessment and taxation to citizens, increasing online payment functionality, and completing a project charter for Automated Metering Infrastructure (AMI);
- Identify new revenue sources to reduce reliance on municipal property taxes; and
- Maintain the integrity of the assessment process through working with the Office of the City Solicitor to mitigate for potential losses through appeals.

## Strategic Risks

- The inability of the property tax to fund a growing city.

## Performance Measures

### Performance Targets with Trends – Taxation and General Revenues

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

### Taxation and General Revenues Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Property Levy	(231,240.5)	665.0	<b>(230,575.5)</b>	(11,336.0)	5.2%
Grants-in-Lieu of Taxes	(41,531.5)	–	<b>(41,531.5)</b>	(3,219.9)	8.4%
Municipal Revenue Sharing Grant	(43,430.0)	–	<b>(43,430.0)</b>	3,000.0	-6.5%
General Revenue	(58,475.4)	(323.2)	<b>(58,798.6)</b>	(1,029.5)	1.8%
Fines and Penalties	(14,971.7)	5,933.5	<b>(9,038.2)</b>	300.0	-3.2%
Other Levies	(2,499.1)	1,234.8	<b>(1,264.3)</b>	140.3	-10.0%
<b>Total</b>	<b>(392,148.2)</b>	<b>7,510.1</b>	<b>(384,638.1)</b>	<b>(12,145.1)</b>	<b>3.3%</b>
<b>Staff Complement</b>					
	2017	2018	FTE Change		
Full-time Equivalents	0.0	0.0	0.0		



# Transportation

## Service Outcomes

- To plan, design, build, maintain, operate, and regulate the City's expanding transportation systems
- To provide fixed route service on designated bus routes as well as service for people with mobility issues
- To provide services for maintenance and rehabilitation of all roadway assets, including roads, bridges and overpasses, sidewalks, pathways, cycle tracks, and back lanes
- To efficiently move people, services, and goods while minimizing the environmental impact and promoting sustainability
- To provide services related to parking control and enforcement, traffic noise attenuation, signal operation, street lighting, seasonal lighting, sidewalk and back lane maintenance, street sweeping, and snow and ice management
- To provide a coordinated approach to the delivery of services through strengthened collaboration between divisions

## At A Glance

### *Bridges and structures:*

- 49 interchanges and overpasses
- 24 pedestrian overpasses and tunnels
- Six river crossings

### *Roads and sidewalks:*

- 4,053 lane km of paved roadways
- 1,499 km of sidewalks
- 461 km of back lanes
- 192 lane km of gravel roadways including boundary roads
- 230,000 potholes repaired using over 3,830 tonnes of asphalt
- 100,000 calls/emails in and out of the Customer Service Centre
- 35,000 work requests issued from the Customer Service Centre
- 32,769 street lights
- 2,300 km of walkways each maintained monthly between May and October

### *Transportation:*

- 2,800 paid parking stalls
- 1,197 km of cycling facilities
- 175 km of cycling-specific infrastructure

**Operating Budget:** \$108.7 million

**Capital Budget:** \$44.4 million

## Strategic Goal:



**Moving  
Around**

- 586 traffic count stations
- 487 seasonal decorations on street lights
- 317 traffic signals

#### Public transit:

- 8.5 million riders used Conventional Transit and 136,000 used Access Transit
- 185 public transit buses: 143 conventional 40-foot diesel buses, with a number of high-floor variant; ten articulating buses, six mid-sized low-floor 26-foot diesel buses; and 26 lift-equipped 26-foot diesel buses
- 35 bus routes operate on 276 km of streets providing service to 1,668 bus stops

Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, census metropolitan areas as provided by Statistics Canada, National Household Survey, 2011:

<i>Walking</i>	5.1%
<i>Bicycle</i>	2.0%
<i>Public Transit</i>	4.4%
<i>Car, Truck or Van (Driver and Passenger)</i>	86.5%




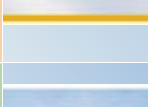
### City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Regional Planning
- Transportation

### Strategic Risks

- The City may not be investing enough money in its transportation infrastructure to maintain an acceptable condition and level of service.
- The City may not be investing enough money in its public transit infrastructure to maintain an acceptable level of service.
- The City may not be considering the total costs of asset ownership when making investment decisions.

## Performance Measures

Performance Targets with Trends – Transportation							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Transit Rides Per Capita	≥62	31.9	32.6	32.1	31.7	Improvement	
Km of Cycling-Specific Infrastructure	10% increase, for a total of 188 km by 2023	171 km	173 km	175 km	179 km	Improvement	
Transportation Choices	20% of people using cycling, walking or transit to get to work	12.5% (2011 actual)	12.5% (2011 actual)	11.9% (2016 actual)	11.9% (2016 actual)	Neutral	
Annual Decrease in Traffic Collisions	≥-5.0%	-3.80%	3.10%	-7.30%	-6.30%	Improvement	



## Strategic Outcomes and 2018 Initiatives

### *Improve transit ridership:*

- Implement the long-term transit strategy, setting out the appropriate mix of frequency versus coverage within a vision of rapid transit corridors linking neighbourhoods and creating a guide to investment, transportation, and urban planning decision making;
- Implement the Intelligent Transportation System project and significant software upgrades to improve transit customer experience;
- Review and develop cost-effective improvements to service utilizing existing suites of software and industry best practice;
- Increase communications with customers through education about appropriate public transit and the role customers play in providing service; and
- Increase transit ridership by changing attitudes around public transit, and provide service that is safe, convenient, reliable, and affordable.

### *Citizens have viable and accessible options to move around the city based on their personal choices and preferences:*

- Develop a Transportation Strategy using outputs from the Growth Plan and Active Transportation Plan that is practical and useful for vehicles, buses, bicycles, and pedestrians;
- Implement the Active Transportation Plan's action items; and
- Establish rapid mass transit corridors for Saskatoon to guide investment, transportation, and urban planning decision-making.

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

- Provide City Council with annual updates on the state of the infrastructure to facilitate funding consideration decisions to address reducing the infrastructure gap;
- Maintain annual reports of asset condition states and recommended rehabilitation plans regardless of actual programs adopted, including creation of one-year lagging growth and cost indexes to attempt to maintain funding at recommended levels based on the selected level of service targets;
- Expand the condition assessment program to establish an accurate deterioration model for the various asset classes, ultimately allowing more accurate budget needs forecasting;
- Review potential for an integrated asset management software for potential increased efficiency;

- Create a proper baseline of the complete pavement condition using automated and semi-automated data collection allowing for better decision making and funding allocation;
- Continue to establish service levels for the repair and maintenance of all operations for endorsement by City Council, and to enhance stakeholder awareness of the service delivery for each program; and
- Develop funding strategies for expenses related to new capital expenditures including core services, such as fire halls, roadways and underground services.

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

- Explore options to improve curb, sidewalk and facility accessibility for wheelchair users, and citizens with limited physical mobility.

### *Identify efficiencies in Transportation Programs and Services:*

- Implement the automation of operations of the Sign Shop to better track work orders and provide more timely communication to the public on road closures;
- Outline the process and opportunities for community and stakeholder engagement for major transportation infrastructure projects; and
- Streamline the Development Review process through collaboration of all divisions involved.

### *Optimize snow removal on roadways, pathways and sidewalks:*

- Implement Service Design initiatives to target specific mobility barriers for cyclists, motorists, sidewalk users, and transit users;
- Incorporate Global Positioning Systems to improve response times, report on level of service, and optimize equipment routing; and
- Test a road weather information system to improve ice and snow treatment effectiveness and predict icy road conditions.

### *Reduce energy consumption in existing street and park lighting:*

- Investigate the opportunity to upgrade existing street and park lighting to utilize light emitting diode (LED) fixtures to reduce energy consumption.

### *Expand and improve the parking program:*

- Complete the review and implementation of a new residential parking permit program capable of meeting the needs of an expanding city with evolving transportation methods; and

- Implement a new temporary reserved parking program including improved rates to improve accessibility, maintain cost recovery and enhance customer service.

*Improve traffic flow and enhance safety as areas continue to develop:*

- Complete the construction of the North Commuter Parkway and Traffic Bridge Replacement project;
- Support the Province on the Saskatoon Freeway project;

- Complete the two interchanges at Boychuk Drive and Highway 16 and at College Drive and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop;
- Investigate the feasibility of implementing the Vision Zero initiative to reduce traffic collisions; and
- Review and revise current approach to address neighbourhood traffic issues following the implementation of measures from the current assessment program.

### Transportation Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Transit Operations	(15,092.1)	41,197.3	<b>26,105.2</b>	571.7	2.2%
Access Transit	(1,170.3)	5,440.2	<b>4,269.9</b>	545.8	14.7%
Transportation Services	(240.7)	7,301.2	<b>7,060.5</b>	(62.8)	-0.9%
Road Maintenance	(278.6)	43,509.5	<b>43,230.9</b>	172.9	0.4%
Snow & Ice Management	(554.7)	13,233.6	<b>12,678.9</b>	92.5	0.7%
Street Cleaning & Sweeping	0.0	4,238.6	<b>4,238.6</b>	479.4	12.8%
Bridges, Subways, Overpasses	0.0	6,141.7	<b>6,141.7</b>	51.7	0.9%
Street Lighting	(30.8)	7,084.9	<b>7,054.1</b>	482.1	7.3%
Parking	(6,209.6)	3,367.2	<b>(2,842.4)</b>	295.0	-9.4%
Impound Lot	(367.4)	367.4	<b>0.0</b>	0.0	0.0%
Engineering	0.0	762.4	<b>762.4</b>	32.1	4.4%
<b>Total</b>	<b>(23,944.2)</b>	<b>132,644.0</b>	<b>108,699.8</b>	<b>2,660.4</b>	<b>2.5%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			617.9	619.3	1.4



# Urban Planning and Development

## Service Outcomes

- To provide an increasingly sustainable community and enhanced quality of life consistent with the vision and core strategies in the City's Strategic Plan
- To revitalize and sustain existing areas through local area plans, strategic investments, rejuvenation projects, Crime Prevention Through Environmental Design (CPTED) reviews, and incentives for supportive and attainable housing
- To provide support for economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, providing advice and timely review of development and building applications
- To provide leadership in planning for future growth in line with the City's Growth Plan to Half a Million which links land use, transportation, and infrastructure in more effective, efficient, and sustainable ways
- To provide a healthy and fair marketplace and ensure the health and safety of owners and occupants through building and plumbing inspections, licensing of new and established businesses, and permit and development application reviews
- To provide improved public spaces throughout the City through streetscape master plans and urban design projects in strategic areas, business improvement districts, and growth corridors
- To provide an adequate supply of attainable housing choices by working with community partners, developers, and builders
- To provide clear information to City Council, excellent customer service to clients, and meaningful consultation to stakeholders

**Operating Budget:** \$6.0 million

**Capital Budget:** \$3.4 million

## Strategic Goals:



**Economic Diversity and Prosperity**



**Quality of Life**



**Sustainable Growth**

## At a Glance

- \$18.5 million in funding since 2008 produced 4,790 Attainable Housing units
- 43% increase in number of licensed businesses operating in the city since 2007
- 14 neighbourhoods have approved Local Area Plans
- \$1.66 million in streetscape maintenance completed in 2017

- 11,250 licensed businesses expected to be operating in Saskatoon by the end of 2017
- 3,500 building permits estimated for 2017, estimated construction value of over \$650.0 million
- 874 Development Permits issued for the first three quarters of 2017
- 525 Attainable Housing units supported through various programs in the City's Housing Business Plan in 2016
- 550 property-use complaints estimated requiring attention in 2017
- 34 Subdivision Applications processed reflecting demand for fully-serviced residential, commercial and industrial building sites in all parts of the city
- 16 Official Community Plan and amendments and Rezoning Requests received
- 16 CPTED reviews conducted on various parks, neighbourhoods, and major capital projects to ensure safe design of buildings and sites
- 13 Discretionary Use Applications processed including garden and garage suite applications
- Condominium Applications received
- Vacant Lot Incentive Applications approved in 2017 resulting in new development on chronically vacant sites

## City Council Strategic Priority Areas Supported by this Business Line

- Downtown Development
- Economic Development
- Environmental Sustainability
- Reconciliation, Inclusion, and Diversity
- Regional Planning

## Strategic Risks




- The City's engagement and communications initiatives and opportunities may not be effectively reaching its citizens.
- The City's infrastructure investments may not correspond to growth trends and forecasts for the local or regional economy.
- The future growth of the city and region could be restricted by, or in conflict with, growth in surrounding areas.
- The City may not be prepared for the effects of climate change.

## Performance Measures

*500 new Attainable Housing units built annually:*

- Between 2013 and 2016, the annual target for attainable housing units has been exceeded every year. The 2017 results are expected to be slightly below the target of

### Performance Targets with Trends – Urban Planning and Development

Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
"Residential Infill Development (5 Yr. Avg)"	Average of 25% Infill Development Over Last 5 Years	2010-2014 15.3%	2011-2015 15.0%	2012-2016 14.8%	2013-2017 13.7%	Decline	 NEEDS IMPROVEMENT
Number of New Attainable Housing Units	≥500 new units annually across attainable housing continuum	542	560	525	377	Decline	 ON-TRACK
Vacancy Rates for Rental Housing	Average of 3% Vacancy Rate Over Last 10 Years	2005-2014 2.6%	2006-2015 2.8%	2007-2016 3.51%	2008-2017 4.41%	Improvement	 ON-TRACK



500 units. The target for 2017 and 2018 is reduced due to available funding, with a sustainable funding strategy proposed to start in 2019.

***Maintain an average rental housing vacancy rate of 3%:***

- This is a longer term indicator, therefore there is no annual target; and
- This rise in the city's vacancy rate began in 2015 and continued in 2016 to 10.3% due to a cooling off in the economy, the recent completion of several new rental projects, and additional condominiums on the rental market.

## **Strategic Outcomes and 2018 Initiatives**

***Growth and development ensure Saskatoon is a healthy and sustainable community:***

- Conduct the Bus Rapid Transit Detailed Functional Design as part of the Ten-Year Action Plan for the Growth Plan to Half a Million;
- Renew the Official Community Plan to reflect the vision and goals of the Growth Plan to Half a Million, as well as other planning and policy initiatives;
- Work with the Saskatoon North Partnership for Growth (P4G) to endorse a Regional Land Use Map, create a P4G Planning District and associated governance and administrative structures, adopt a Regional Plan, adopt a P4G Zoning Bylaw, and prioritize the follow-up studies needed to implement the Regional Plan;
- Work to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in the Saskatoon region through face-to-face meetings, educational materials, and events; and
- Partner with the University of Saskatchewan to establish a Sector Plan to support the University's development plans.

***Develop or implement Local Area, Concept, and Sector Plans:***

- Work with civic departments and external stakeholders to complete the Montgomery Place Local Area Plan;
- Complete amendments to the Holmwood Sector Plan to address the Suburban Centre, District Village, Phasing Plan, and transportation network adjustments;
- Complete the Imagine Idylwyld Corridor Study to improve the function, safety, connectivity, and quality of Idylwyld Drive as a key gateway to the City Centre; and
- Implement the strategy for the redevelopment of the South Caswell transit facilities.

***Land use planning supports a diverse economy and vibrant community:***

- Work with the Saskatoon North Partnership for Growth to create strategies for adopting new land use policies, and creating servicing and phasing plans, that would enable different forms of development in the Grasswood Mixed Use Node to serve the needs of a growing population;
- Implement a new Urban Design Council Policy (BID) to formalize the relationship between the Business Improvement Districts and the City with respect to communications and priority maintenance; and
- Complete the Office Policy Review Project.

***Reduce homelessness and ensure there are a diversity of housing options:***

- Work with community partners to implement Saskatoon's Homelessness Action Plan; and
- Work with stakeholders to improve the effectiveness of financial incentives offered through the Ten-Year Housing Business Plan to achieve the target of 500 new units annually across the attainable housing continuum.

***Protect the public health, safety, and property rights of citizens through timely, consistent, and effective enforcement of bylaws:***

- Complete the implementation of the Building Bylaw to reflect current legislative requirements and other necessary amendments;
- Complete the implementation of the Administrative Bylaw Enforcement Team to align current enforcement across the corporation and begin to develop a consistent delivery model;
- Initiate the project to develop a new drainage regulatory compliance model;
- Develop and implement new regulations around Short-Term Temporary Accommodations;
- Support legalizing existing suites that meet required standards and garage and garden suite development; and
- Finalize the Easy to Read Bylaw Guide to provide residents with key aspects of community standards and expectation to empower them to be good neighbours.

***Identify efficiencies in the Urban Planning and Development Programs:***

- Integrate the zoning compliance staff and other bylaw staff under one service line in the coming years;
- Complete an Internal Process Review on the circulation and review of major land use applications;
- Begin implementation of online programs and services within the Building Standards Division, which include

online applications for residential building permits, property information, and plumbing permits;

- Develop a four-year action plan to increase online delivery of programs and services within the Planning and Development Division with a focus on alignment with Service Saskatoon; and
- Streamline bylaw complaints and implement an enhanced data management framework, aligned with the Service Saskatoon model.

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

- Implement key findings from the Building and Development Permit Civic Service Reviews;
- Implement an Infill Coordinator position aimed at identifying and implementing mechanisms to streamline and support infill development; and
- Develop a Green Infrastructure Strategy, including policy, management guidelines, and funding programs in collaboration with Parks, Environmental and Corporate Initiatives, and the Meewasin Valley Authority.

## Urban Planning and Development Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Attainable Housing	–	422.8	<b>422.8</b>	(2.3)	-0.5%
Building and Plumbing Permits & Standards	(5,688.5)	5,688.5	–	–	0.0%
Business Improvement Districts	–	107.7	<b>107.7</b>	–	0.0%
Business Licenses	(1,093.8)	1,093.8	<b>0.0</b>	–	0.0%
Development Review	(718.1)	1,244.2	<b>526.1</b>	88.6	20.3%
Regional Planning	–	445.3	<b>445.3</b>	77.6	21.1%
Bylaw Compliance	(129.4)	764.5	<b>635.1</b>	(2.6)	-0.4%
Long Range Planning	(0.9)	217.4	<b>216.5</b>	21.8	11.2%
Neighbourhood Planning	–	740.2	<b>740.2</b>	188.0	34.1%
Research & Mapping	(17.3)	466.4	<b>449.1</b>	5.2	1.2%
Urban Design	–	2,485.5	<b>2,485.5</b>	–	0.0%
<b>Total</b>	<b>(7,648.0)</b>	<b>13,676.3</b>	<b>6,028.3</b>	<b>376.3</b>	<b>6.7%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			106.8	115.3	8.5



# Utilities

## Service Outcomes

- To provide safe, reliable, and cost effective electricity in an environmentally responsible way
- To provide quality drinking water, collection and treatment of waste water, and storm water collection
- To provide long-term, sustainable management of Saskatoon's water and energy resources
- To provide residential recycling and food and yard waste collection and processing
- To provide revenue for the City through fees generated by services

## At a Glance

### *Electricity: Saskatoon Light & Power*

- 60,694 customers
- 1,171 km of overhead lines in the transmission and distribution network
- 631 km of underground power cables

### *Drinking Water: The Water Treatment Plant and Distribution System*

- 44.1 million cubic meters treated per year
- 73,000 service connections
- 14,357 valves
- 7,173 fire hydrants
- 1,147 km of water mains

### *Waste Water: The Waste Water Treatment Plant and Collection System*

- 33.6 million cubic meters of waste water treated per year
- 71,349 service connections
- 20,700 manholes (storm and sanitary)
- 1,052 km of sanitary mains, 25 sanitary sewer lift stations and 49 km of force mains

### *Storm Water: Drainage and Collection System*

- 13,266 catch basins
- Two storm sewer lift stations
- 2,942 service connections
- 724 km of storm sewers, 42 km of sub-drainage, and 4 km of force mains

**Operating Budget:** \$352.3 million

**Capital Budget:** \$93.5 million

## Strategic Goals:



**Asset and  
Financial Sustainability**



**Environmental  
Leadership**

- 20 wet ponds, eight dry ponds, three natural ponds, and two constructed wetlands

#### *Recycling: Waste Services*

- 69,500 homes provided with curbside, biweekly recycling services
- 35,500 apartment and condominium units receive services
- 50,000 vehicles visit compost depots annually and 12,500 tonnes of leaves, grass, branches and other yard waste handled
- 7,000 subscribers to the Green Cart Program for food and yard waste




### City Council Strategic Priority Areas Supported by this Business Line

- Core Services
- Environmental Sustainability
- Regional Planning

### Strategic Risks

- The City may not be considering the total costs of asset ownership when making investment decisions.
- The City's waste and recycling services may not be meeting customer service delivery and environmental stewardship expectations.

## Performance Measures

Performance Targets with Trends – Utilities							
Measures	Target	2014	2015	2016	2017	Year-Over-Year Progress	Long-Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	22.5%	21%	21.7%	23%	Neutral	
Reduce the City of Saskatoon's greenhouse gas emissions	≥-40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	Neutral	
Key Civic Infrastructure Status	B Service Level	C	B	B	B	Neutral	

## Strategic Outcomes and 2018 Initiatives

### *Improve and expand electrical infrastructure:*

- Implement a funding strategy to address Saskatoon Light & Power's infrastructure renewal issues, growth requirements and service levels;
- Identify and design routing options for a new electrical supply point to provide a second source of power from SaskPower;

- Implement an asset management system for Saskatoon Light & Power in order to determine optimal maintenance and renewal strategies; and
- Explore options and complete viability assessments for clean energy generation projects including a potential hydropower project at the Saskatoon Weir and a combined heat and energy project at St. Paul's Hospital.

### *Improve and expand drinking water infrastructure:*

- Upgrade the filter infrastructure at the Water Treatment Plant to ensure continued filtration reliability and automation of controls;



- Continue with the accelerated cast iron water main and lead service line replacement programs;
- Complete design and start construction of transfer pump and electrical upgrades at the Water Treatment Plant to provide dedicated and efficient pumps to move water to the Avenue H Reservoir facility;
- Design and build a reservoir fill main in the northeast sector for the new reservoir required to service the growing northeast and east sectors;
- Continue with the installation of smart communication modules on water meters;
- Complete Optimum Water Services Strategy including ultimate water treatment capacity prior to construction of a new plant; and
- Reduce the backlog of repairs in the distribution system.

#### *Improve and expand waste water infrastructure:*

- Design and build a fourth digester at the Waste Water Treatment Plant with construction scheduled for 2019;
- Design and build a liquid solid 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 31 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 waste water plan;
- Close the intersection at 11th Street and Avenue H and design and construct a perimeter security fence at the Water Treatment Plant; and
- Reduce the backlog of repairs in the collection system.

#### *Improve and expand storm water infrastructure and monitor and remediate surface drainage:*

- Develop a comprehensive Storm Water Utility Business Plan including a long-term capital and funding plan for storm water infrastructure;
- Completion of the lower slope and storm sewer outfall at Saskatchewan Crescent and 16th Street and continue monitoring the riverbank;
- Continuation of a storm water condition assessment study and development of an asset management plan; and
- Increase investment in storm sewers and ponds with a target of 1.5% of the replacement value.

#### *Reduce energy consumption through conservation practices and increase energy efficiency and safety:*

- Offer conservation education programs to help citizens understand how they can reduce costs and reduce their environmental footprint;
- Conduct an energy audit at the Water Treatment Plant and Waste Water Treatment Plant;
- Improving efficiency at civic properties and communicate the benefits to inspire residents; and
- Investigate various water uses within the city to ensure water is accounted for.

#### *Improve waste diversion performance:*

- Develop plans for a city-wide Organics Program and continue the Green Cart Program while the plans are being developed.

### Utilities Operating Summary

	\$000s				
	2018 Budget			Dollar Change From 2017	% Change From 2017
	Revenue	Expense/ Recovery	Property Tax Impact		
Saskatoon Light & Power	(176,968.0)	176,968.0	–	–	0.0%
Storm Water Management	(6,372.0)	6,372.0	–	–	0.0%
Waste Water Utility	(79,029.0)	79,029.0	–	–	0.0%
Water Utility	(82,297.2)	82,297.2	–	–	0.0%
Waste Services Utility	(7,627.0)	7,627.0	–	–	0.0%
<b>Total</b>	<b>(352,293.2)</b>	<b>352,293.2</b>	<b>–</b>	<b>–</b>	<b>0.0%</b>
<b>Staff Complement</b>					
			2017	2018	FTE Change
Full-time Equivalents			357.8	361.4	3.6

## Definitions / Explanations

Key terms, titles and references found within the summaries of the 2018 Operating and Capital Budgets are defined below.

<i>Base Adjustment</i>	The budgetary change to the 2018 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).
<i>Business Line</i>	The higher categorization of major businesses that the City of Saskatoon undertakes for its citizens.
<i>Cost Recovery</i>	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.
<i>Growth</i>	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.
<i>Reserve for Capital Expenditures</i>	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.
<i>Service Level Adjustment</i>	A budgetary change to address an increase or decrease in the program's service level.
<i>Service Line</i>	A program or service which falls within the broader Business Line (see definition above) and has its own program definition, budget and outcomes.
<i>Staff Compensation</i>	Staff compensation includes items such as salaries, payroll costs, car allowance, uniform allowance and other direct employee costs.
<i>Unfunded Capital Projects</i>	Projects that have been proposed although 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.



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