



2020²⁰₂₁
Multi-Year Budget

**2020-2021 APPROVED
DETAILED OPERATING &
CAPITAL BUDGET**
With Capital Project Details



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APPROVED BY CITY COUNCIL
November 27, 2019

City of Saskatoon

2020/2021 APPROVED CORPORATE BUSINESS PLAN AND OPERATING AND CAPITAL BUDGETS

APPROVED BY CITY COUNCIL

NOVEMBER 27, 2019

This document contains the details for the 2020/2021 Approved Corporate Business Plan and Operating and Capital Budgets.

This document includes the following sections:

- 1) Introduction to the 2020/2021 Approved Corporate Business Plan and Budget
- 2) 2020/2021 Corporate Business Plan and Operating Budget
- 3) 2020/2021 Approved Capital Project Details

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THE 2020/2021 MULTI-YEAR BUSINESS PLAN

The 2020/2021 Business Plan includes initiatives and projects that are aligned with the 2018-2021 Strategic Plan and City Council's ten strategic priority areas. It will guide investments, projects, and service levels that the City will implement and achieve over the next two years.



The 2020/2021 Business Plan supports City Council's strategic priority areas, service outcomes, performance measures, strategic outcomes, and actions planned within the City's 14 Business Lines:

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

The City's business planning process ensures resources are provided to priority programs and services. Funding is tied to clear and achievable outcomes identified in the 2018-2021 Strategic Plan.

In addition, the multi-year business plan provides the framework which allows the City to quickly adapt, respond and adjust if needed to changing municipal, provincial, and federal environments.

SUMMARY OF THE 2020/2021 OPERATING AND CAPITAL BUDGETS

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

To achieve these priorities, the City prepares an annual business plan and budget that allocates the financial, human, and technological resources to infrastructure and various programs and services. In terms of the budget, the City produces two distinct types of budgets each year -- operating and capital.

The City's Operating Budget allocates the costs for civic services and programs that the citizens 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 **2020 Operating Budget** includes total operating expenditures of \$532.1 million, an increase of \$21.7 million, or 4.25%, over the 2019 Operating Budget. The **2021 Operating Budget** includes total operating expenditures of \$551.7 million, an increase of \$19.6 million, or 3.68%, over the 2020 Operating Budget.

The increases in operating expenditures are recommended as a result of two key considerations:

- 1. The cost to maintain existing services.** Every year the City is faced with increases in expenditures as a result of inflationary requirements such as cost of living increases to wages, contractual obligated increases to contractors and vendors, and utility rate increases. In addition, as Saskatoon grows, there is the need to provide the existing service level over an expanded service area. For example, new neighbourhoods require transit service, street sweeping, roadway and park maintenance, and garbage collection, among other services. Without increases to the civic budget to account for inflation and growth pressures, the City would be unable to provide the existing level of service. **The total expenditure increase within the Business Plan and Budget to address inflation and growth pressures is \$14.3 million in 2020 and \$13.9 million in 2021 (excluding Police).**
- 2. Service level improvements.** Based on City Council's approved Strategic Plan, there are several areas that City Council has directed the Administration to prioritize over the next several years. While some of these strategic priorities can be achieved without financial impact, there are several initiatives that require financial investment in order to achieve the priority. Examples include enhanced maintenance and repairs to parks, sidewalk and bridge infrastructure; increased funding for recreation and culture; community partnerships through the City's Game Plan; and quicker implementation of the City's Active Transportation Master Plan, among other initiatives.

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

If a revenue gap exists, then the property tax increase fills this gap as shown below.



2020/2021 Operating Budget

To help pay for the City's operations and to ensure the budget is balanced, **the Operating Budget includes a municipal property tax increase of 3.70% and 3.87% for 2020 and 2021 respectively.**

In 2020, 1.0% of property tax is equivalent to \$2.4 million, and in 2021, \$2.5 million. The proposed property tax increase for 2020 and 2021 will generate an additional \$9.1 million and \$9.9 million respectively for the City's Operating Budget.

More details on the 2020/2021 Operating Budget, including the proposed property tax increase, are provided later in this document.

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

2020/2021 Capital Budget

For the Capital Budget, the City is investing \$377.2 million and \$294.8 million in 2020 and 2021 respectively in various capital projects.

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

To pay for some of the capital projects, the City transfers funds from the Operating Budget to various reserves. These reserves are then used to help pay for the capital costs of various projects. Similarly, when the City borrows to pay for capital projects, the debt repayment comes from the City's Operating Budget. Once the projects in the Capital Budget are fully constructed or operational, the City is required to pay for the maintenance and/or the operation of the project. For example, when the City builds a new bridge, there is an obligation to ensure the bridge is maintained. When the City constructs a new recreation centre, there is an obligation to ensure there is enough staff to operate the building. These obligations, therefore, have an impact on the Operating Budget. The operating impacts of capital projects are addressed in more detail later in this document.

THE 2020/2021 OPERATING BUDGET

The overall vision for the 2020/2021 Business Plan and Budget was to have a more integrated process whereby City Council's Strategic Plan drives the business planning process and is the basis for budget preparation. This concept is illustrated below:



Utilizing this vision, the 2020/2021 Business Plan and Budget followed a four-step process:



Step 1 Determine Cost to Maintain Service Levels

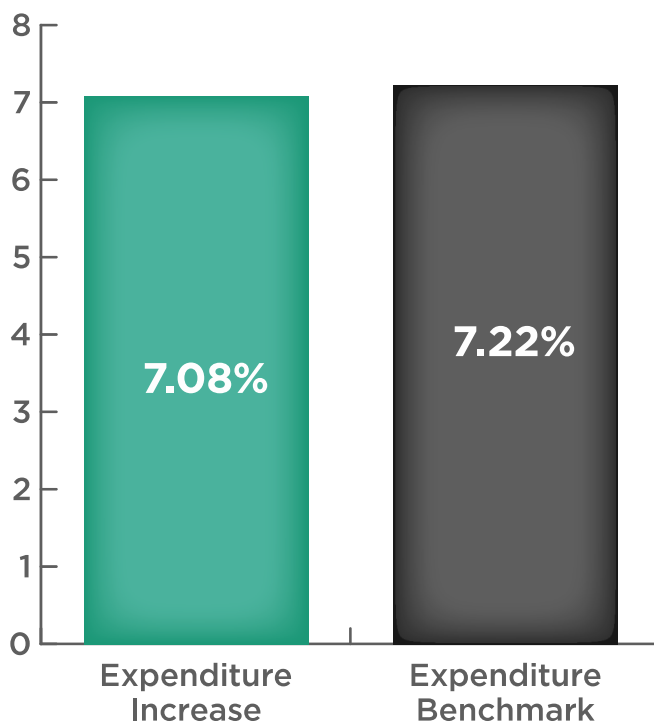
As part of developing the cost to maintain services, City departments were given a 0% expenditure increase as a starting point. Any requests for increases were thoroughly reviewed on an individual basis by the Budget Committee comprised of the City Manager, Department Heads and senior Finance Division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

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

This process resulted in an initially projected property tax increase of 3.94% and 4.17% in 2020 and 2021 respectively. These property tax increases were based on the following:

2020/2021 Item	Dollar Change (In millions)	% Change
Civic Expenditure Increases Due to Growth and Inflation	\$28.70	7.08%
Police Expenditure Increases Due to Growth and Inflation	\$8.86	8.44%
Revenue Increases	(\$22.66)	4.44%
2020/2021 Preliminary Revenue Gap to Maintain Services	\$14.90	
Previous Direction of a Two Year Phase in of the Organics Program and Correction of the Waste Handling Services Deficit	\$4.88	
Total 2020/2021 Preliminary Revenue Gap	\$19.78	

2020/2021 EXPENDITURE INCREASE



As included in the preliminary revenue gap estimate above, a total increase of \$28.70 million (or 7.08%) in civic expenditures over 2020 and 2021 was projected. In order to properly benchmark the City's expenditure increases, City Administration has historically used the benchmark of inflation plus growth. **Over 2020 and 2021, the City is projecting approximately 1.75% in growth and 1.86% in inflationary impacts based on the City's Municipal Price Index formula. Compounding these impacts over two years, the City has projected a combined expenditure benchmark of 7.22% over 2020 and 2021. Civic expenditures are currently below this benchmark at 7.08%.**

While benchmarking is important to ensure reasonability in the City's forecast it is important to note that every expenditure increase is extensively reviewed to ensure it is required. Alternative operational strategies including continuous improvement or efficiencies are also factored in.

In addition, while civic expenditures were forecasted to increase by nearly **\$28.70 million in order to maintain services for inflation and growth**, it is important to note that a significant amount of these increases had few options other than increasing the expenditure base, based on past agreements and policies.

Approximately 75% of the total expenditure increases can be summarized as follows:

- Approximately \$12.0 million in additional expenditures over two years as a result of anticipated collective bargaining agreements, utility increases, and reserve bylaw/policy inflationary increase requirements.

- Growth increases of \$3.82 million to the City's debt servicing costs in order to fund previously approved or upcoming major infrastructure as included in the Civic Facilities and Major Transportation Infrastructure Funding Plans. These funds will be utilized to pay for projects such as Bus Rapid Transit, Recovery Park, Fire Hall redeployments, Civic Operations Centre and other projects.
- Approximately \$1.6 million in gross operating budget impact over two years from the Carbon Tax, which includes approximately \$1.2 million in tax on fuel and \$400,000 on utilities.
- Over \$1.5 million in additional expenditures to cover increasing gasoline and diesel costs required to deliver civic programs.
- The Building Better Roads Program requires inflation and growth allocations in order to maintain the service level of a 1 in 20 year treatment cycle. Increases of \$1.4 million to this program have been included in order to support this.
- Approximately \$750,000 in increases to Community Support subsidies and grants based on current policies and past City Council decisions and agreements, such as the Youth Sport Subsidy, SREDA and SPCA grants, increased cost to provide provision of civic services to community events, Cultural Capital Reserve and Social Services grant programs.

Step 2 Determine Property Tax Target

Step 2 of the City's 2020/2021 Business Plan and Budget process consisted of utilizing the costs to maintain existing services to set a property tax target or indicative rate.

Setting an indicative rate is an important step in the development of a singular or multi-year business plan and budget. A key risk to any business plan and budget is the continuous reworking of assumptions and plans due to moving targets and lack of parameters set at the beginning of the planning cycle.

Based on Step 1 of the process, there was a projected **preliminary revenue gap of \$19.78 million** over 2020/2021 that must be addressed through either:

1. decreased expenditures;
2. increased operating revenues; or
3. a property tax increase

If this gap were to be addressed by a property tax increase, it would be equivalent to a 3.94% and 4.17% property tax increase in 2020 and 2021.

These forecasts were presented to the Governance and Priorities Committee (Committee) at its meeting on June 17, 2019.

At this meeting Committee was also presented with the following options on how to proceed:

- 1. Target a two-year municipal property tax increase less than 3.94% and 4.17% for 2020 and 2021 respectively. This option would require the Administration to reproduce a budget less than the current estimated cost to maintain existing services, and implement the city-wide organics and waste handling service deficit correction phase-ins.**
- 2. Target a two-year municipal property tax increase equivalent to 3.94% and 4.17% for 2020 and 2021 respectively. This option would direct the Administration to proceed with the current estimated costs to maintain existing services. This would include as a priority the 1.00% annual budgetary allocation for resolving the structural solid waste budget issues and fund the implementation of a city-wide organics program. This option would not leave any additional budgetary room for adding further resources to Business Plan Options.**
- 3. Target a two-year municipal property tax increase higher than 3.94% and 4.17% for 2020 and 2021 respectively. This option would provide sufficient funding to maintain existing service levels, continue the phase-in of the city-wide organics program, and provide funding for the implementation of Business Plan Options.**

After consideration of these three options, Committee directed the Administration to **target a lower property tax than the forecasted 3.94% and 4.17% in 2020 and 2021.**

This new target helped form the next stages of the process as outlined in Step 3.

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

Step 3 of the 2020/2021 Business Plan and Budget process consisted of the Administration forming working committees to develop strategies and initiatives in order to achieve City Council's priorities and the previously directed property tax target.

At the July 29, 2019, Regular Business Meeting of City Council, the Administration presented several options in order to reduce the originally estimated property tax of 3.94% and 4.17% in 2020 and 2021. At this meeting, City Council directed the Administration to implement the following options:

Option Implemented	2020 Property Tax Reduction	2021 Property Tax Reduction
\$10.0 million of the \$14.1 million one-time additional Federal Gas Tax funding that was received in 2019 was allocated towards the future organics program for bin purchases. The original plan included debt as the funding source for bin purchases and required a phase-in of property taxes to repay the borrowing. This decision has reduced the property tax increase in 2020 through 2023 by 0.13% in each year.	0.13%	0.13%
\$906,000 of the unallocated Multi-Material Stewardship Funding was allocated towards correcting the waste handling deficit.	0.19%	0.19%
All bylaw and policy required inflationary increases to reserve transfers were deferred.	0.15%	0.17%
Phase-in of building maintenance of the Remai Modern was reduced from a \$200,000 increase in each of 2020 and 2021 to a \$100,000 increase each year.	0.04%	0.04%
The final phase-in of \$241,700 for Recovery Park debt repayments were deferred in 2020 to a future year as construction is not anticipated to be completed during this two-year budget.	0.10%	-
The City's Major Transportation Funding Plan intended to fund major transportation initiatives, most notably the Bus Rapid Transit project, was revised to be phased in over five years instead of the originally planned four years.	0.10%	0.10%
Total Property Tax Reduction	0.71%	0.63%

City Council directed the Administration to include the above six property tax reduction measures in the Preliminary 2020/2021 Business Plan and Budget. **These six options were included in the Preliminary Business Plan and Budget document resulting in a preliminary property tax increase of 3.23% and 3.54% for 2020 and 2021 respectively.**

In addition to property tax reduction options, the Administration continued to work in cross-divisional working committees utilizing City Council's renewed Strategic Plan to develop options and initiatives that would directly contribute to achieving these priorities. At the August 19, 2019, Governance and Priorities Committee meeting, the Administration presented:

1. An overview of initiatives currently underway utilizing existing resources aimed at achieving City Council priorities; and
2. A listing of operating options that require resources aimed at accelerating the achievement of City Council's priorities.

At this meeting, Committee referred the entire listing of Operating Budget options to the Business Plan and Budget Review meeting at the end of November 2019. Based on this direction, the Administration did not include any of these Business Plan options within the Preliminary 2020/2021 Business Plan and Budget.

Step 4 Incorporate Business Plans into the Business Plan and Budget

Expenditures

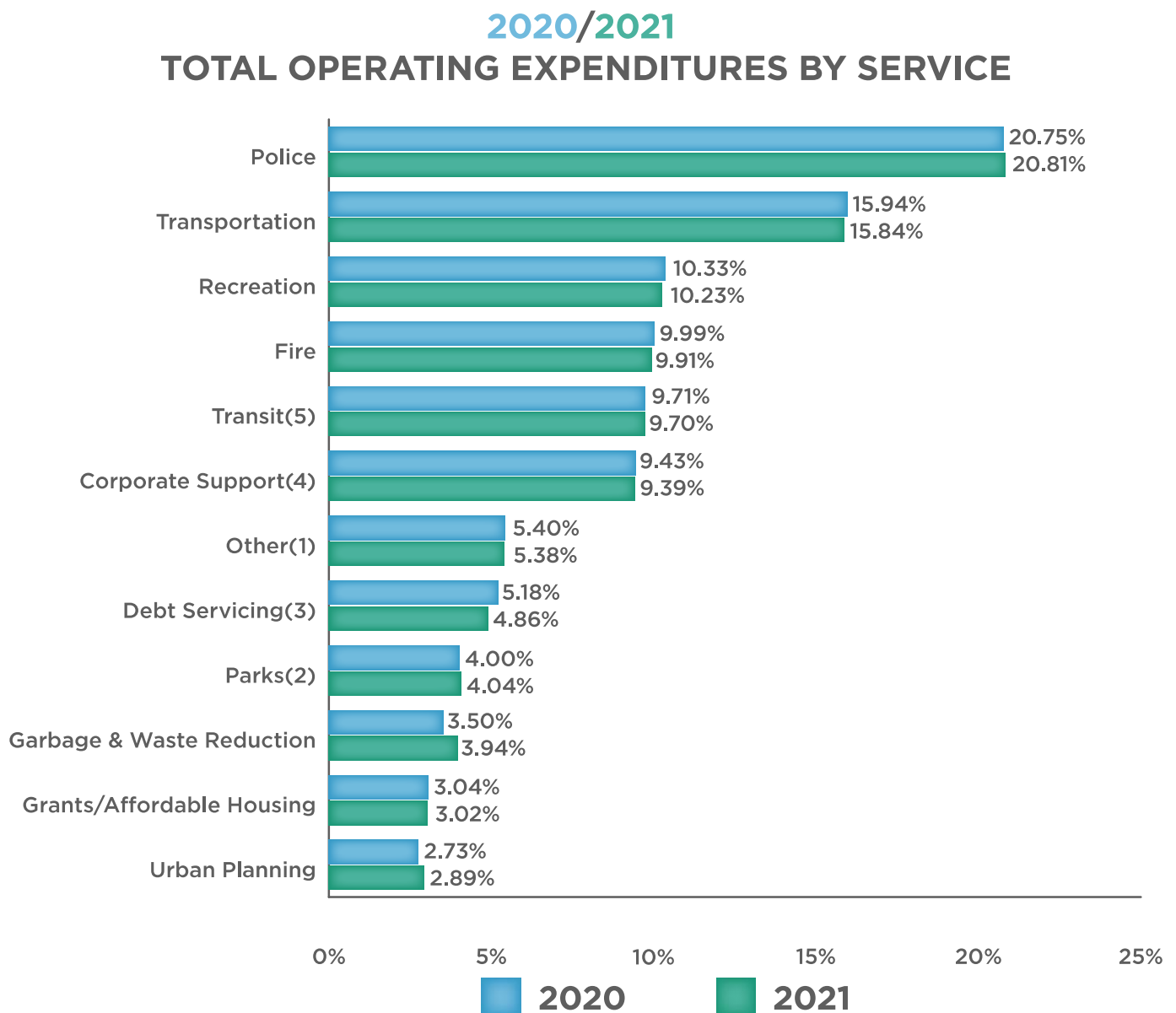
The City's 2020 and 2021 Approved Operating Budget includes total expenditures of \$532.1 million and \$551.7 million, respectively. Schedule II of the 2020/2021 Approved Detailed Operating and Capital Budget provides additional details on the breakdown of these expenditures.

For the 2020 and 2021 Approved Operating Budget, expenditures are increasing by 4.25% and 3.68%, respectively. It is important to note that the increase in expenditures is comprised of the following:

Police and Civic Expenditure Changes

Item	2019 Budget	2020 Budget	2020 (\$) Increase	2020 (%) Increase	2021 Budget	2021 (\$) Increase	2021 (%) Increase
Saskatoon Police	\$ 105.0	\$ 110.4	\$ 5.4	5.13%	\$ 114.8	\$ 4.4	3.99%
All Other Civic Operations	\$ 405.4	\$ 421.7	\$ 16.3	4.02%	\$ 436.9	\$ 15.2	3.60%
Total	\$ 510.4	\$ 532.1	\$ 21.7	4.25%	\$ 551.7	\$ 19.6	3.68%

The following chart shows the distribution of total expenditures by service. Policing represents the largest portion of the City's operating expenditures at approximately 21%, or \$110.4 million in 2020 and \$114.8 million in 2021.

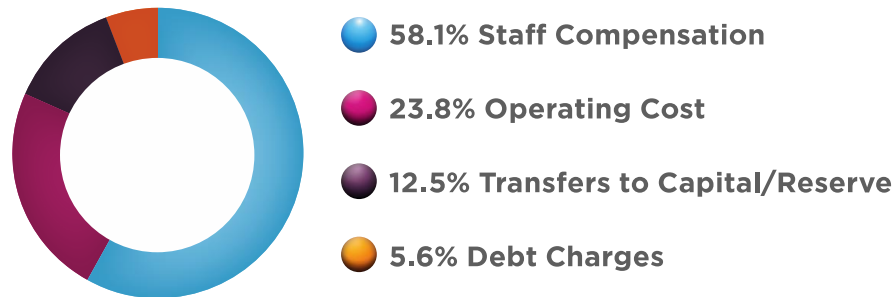


- (1) Other includes street lighting, animal services, cemeteries and facilities, court costs for traffic violations, Saskatoon Land, Impound Lot, and property annexation costs
- (2) Parks includes urban forestry and urban biological services
- (3) Debt Servicing includes provisions for current and future debt servicing
- (4) Corporate Support includes the offices of the City Manager, City Clerk, City Solicitor, Legislative, Finance, Revenue, Service Saskatoon, Assessment & Taxation, Information Technology, Human Resources, and General Administration
- (5) Transit includes Access Transit

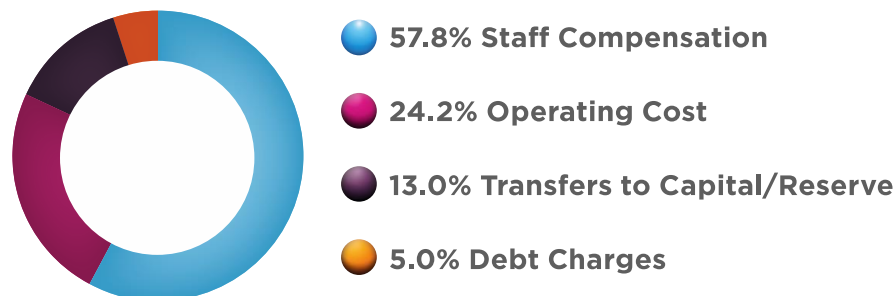
The following chart shows the percentage share of major expense categories within the 2020/2021 Approved Operating Budget.

- The majority of expenditures, \$309.4 million in 2020 and \$319.0 million in 2021, are for staff salaries and payroll costs.
- Transfers to Capital and Operating Reserve account for \$66.3 million in 2020 and \$71.5 million in 2021 (includes capital down payments for funding plans).
- Debt servicing costs (principal and interest) excluding utilities are \$30.0 million in 2020 and \$27.7 million in 2021. These debt servicing costs are funded by \$7.5 million in 2020 and \$7.7 million in 2021 from reallocated Federal Gas Tax funds, and \$22.6 million in 2020 and \$20.0 million in 2021 from property taxation.

2020 TOTAL OPERATING EXPENDITURES BY CATEGORY



2021 TOTAL OPERATING EXPENDITURES BY CATEGORY



Staffing

The 2020 Operating Budget includes an additional 68.0 FTEs over 2019 (a 1.8% increase). The 2021 Operating Budget includes an additional 39.8 FTEs over 2020 (a 1.0% increase), excluding the Saskatoon Public Library. The following table shows the total staffing requirements and change over 2020 and 2021:

Summary of Full-Time Equivalents (FTEs)

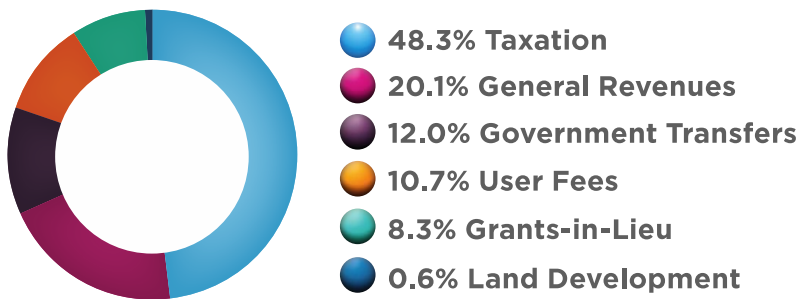
(FTEs)	2019	2020	2020 Change	2021	2021 Change
CIVIC, POLICE & CONTROLLED CORPORATIONS					
Civic Operations					
Community Support	29.6	29.6	-	29.6	-
Corporate Asset Management	245.9	248.4	2.5	251.4	3.0
Corporate Governance & Finance	420.5	429.0	8.6	434.0	5.0
Environmental Health	111.0	115.2	4.2	115.2	-
Fire	337.0	343.0	6.0	343.0	-
Recreation & Culture	302.9	308.3	5.4	311.6	3.2
Transportation	631.1	636.6	5.6	640.4	3.8
Urban Planning & Development	50.3	55.7	5.4	57.7	2.0
Total Civic Operations	2,128.2	2,165.8	37.7	2,182.9	17.0
Police					
Police	666.5	681.5	15.0	687.3	5.8
Total Police	666.5	681.5	15.0	687.3	5.8
Controlled Corporations					
Remai Modern	47.6	47.6	-	47.6	-
SaskTel Centre	47.7	52.3	4.6	52.3	-
TCU Place	62.6	63.6	1.0	63.6	-
Total Controlled Corporations	157.8	163.4	5.6	163.5	-
TOTAL CIVIC, POLICE & CONTROLLED CORPORATIONS	2,952.5	3,010.8	58.3	3,033.7	22.8
NON TAX-SUPPORTED SERVICES					
Building and Plumbing	58.0	58.0	-	58.0	-
Licenses and Permits	10.6	10.6	-	10.6	-
Golf Courses	24.8	24.8	-	24.8	-
Impound Lot	0.8	0.8	-	0.8	-
Nutrien Playland	3.8	3.8	-	3.8	-
Gordon Howe Campsite	2.7	2.7	-	2.7	-
Land Development	18.4	18.4	-	18.4	-
Sub-total	119.1	119.1	-	119.1	-
Utilities					
Utilities	361.4	367.9		370.3	
New FTEs	5.8	5.0	5.0	4.0	4.0
Transfer to Operating	-	(2.3)	(2.3)	-	-
Transfer to Capital (Utilities)	0.7	(0.3)	(0.3)	-	-
Total Utilities	367.9	370.3	2.4	374.3	4.0
TOTAL NON TAX-SUPPORTED SERVICES	487.0	489.4	2.4	493.4	4.0
Capital					
Capital	299.9	307.5		314.8	
New	8.9	10.9	10.9	13.0	13.0
Transferred to Operating	(0.6)	(3.8)	(3.8)	-	-
Transferred from Operating (Utilities)	(0.7)	0.3	0.3	-	-
Total Capital	307.5	314.8	7.3	327.8	13.0
FTE TOTAL	3,747.0	3,815.0	68.0	3,854.8	39.8
LIBRARY	149.6	150.6	1.0	152.6	2.0
FTE TOTAL WITH LIBRARY	3,896.6	3,965.6	69.0	4,007.4	41.8

Revenues: Where the Money Comes From

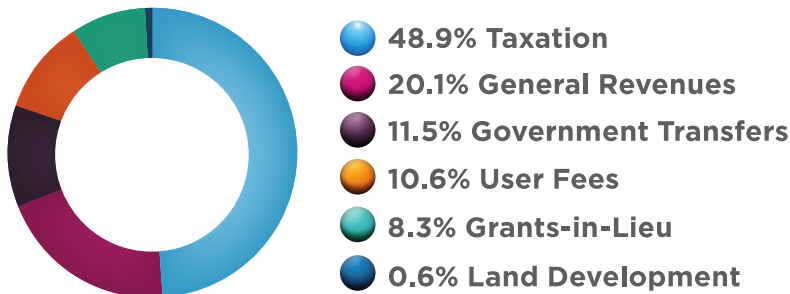
The City of Saskatoon generates operating revenues from six sources to pay for the delivery of its programs and services: taxation, general revenues, user fees, government transfers, grants-in-lieu of taxes, and land development.

The percentage of revenue sources that pay for all civic programs and services in the City's 2020/2021 Operating Budget is shown in the graphs below.

SHARE OF 2020 OPERATING REVENUES



SHARE OF 2021 OPERATING REVENUES



As illustrated, almost half (48.3% and 48.9%) of the City's 2020 and 2021 operating revenues come from taxation. Of these amounts, the majority is from the municipal property tax.

Taxation has been steadily rising as a share of operating revenues for two reasons:

- Tax-supported expenditures have been consistently increasing due to inflation, growth and service level increases; and
- Other non-tax revenues have not been keeping pace with rising costs, putting more pressure on the property tax to fund the shortfall.

The following section addresses each of the **City's five primary revenue sources** in more detail.

General Revenues

For 2020 and 2021 respectively, general revenues make up 20.1% and 20.1% of the City's total operating revenue, which 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 Saskatoon Light & Power (SL&P), Saskatoon Water and Wastewater utilities. Each of the utilities is also charged an administrative fee to cover the costs of providing certain corporate support services (e.g. legal, payroll, purchasing, accounts payable, etc.).

The City owns and operates five utilities (Water, Wastewater, Stormwater, SL&P and Waste Services, which currently includes the Recycling, and Leaves and Grass programs) which are self-funded programs that form an important source of revenue for the City. The SL&P, Saskatoon Water and Wastewater utilities each pay a grant-in-lieu of property taxes.

The table below summarizes the utility contributions to City revenues for the 2019 to 2021 budget years. The increased revenue included in the Operating Budget is approximately \$2.8 million in 2020 and \$1.6 million in 2021.

Utility Contributions

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Recycling	53,500	53,500	0	53,500	0
Admin. Recovery	53,500	53,500	0	53,500	0
SL&P	47,737,800	48,230,800	493,000	49,028,300	797,500
Admin. Recovery	431,100	431,100	0	431,100	0
GIL	22,647,000	23,140,000	493,000	23,937,500	797,500
ROI	24,659,700	24,659,700	0	24,659,700	0
Storm	51,800	51,800	0	51,800	0
Admin. Recovery	51,800	51,800	0	51,800	0
Waste Water	13,108,400	14,048,500	940,100	14,390,400	341,900
Admin. Recovery	4,369,700	4,369,700	0	4,369,700	0
GIL	4,769,700	4,853,000	83,300	5,009,000	156,000
ROI	3,969,000	4,825,800	856,800	5,011,700	185,900
Water	16,563,600	17,895,200	1,331,600	18,382,000	486,800
Admin. Recovery	3,923,900	3,923,900	0	3,923,900	0
GIL	7,158,700	7,307,100	148,400	7,537,300	230,200
ROI	5,481,000	6,664,200	1,183,200	6,920,800	256,600
Grand Total	77,515,100	80,279,800	2,764,700	81,906,000	1,626,200

(1) Grants-in-Lieu (GIL)

(2) Return on Investment (ROI)

Grants-in-Lieu of Taxes and Franchise Fees

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

This revenue source totals \$44.2 million in 2020 and \$45.8 million in 2021 and comprises 8.3% and 8.3% of the City's projected revenues in each of these years. These figures represent an annual increase of \$1.2 million in 2020 and \$1.6 million in 2021.

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

User Fees

User fee revenue from services comprise 10.7% of the total 2020 and 10.6% of the total 2021 Operating Budget.

Various services provided by the City are funded in whole or in part through fees paid directly by the user. Some services are expected to be self-sufficient, while others are only expected to recover a portion of their total cost from users. For instance, for those services that directly benefit a particular user, in most cases user fees are charged. However, for those services that have social or community benefits and where the cost to the user would be prohibitive, then the City will subsidize a portion of the cost of the service, such as public transit and memberships to civic leisure centres.

The following table provides a 2019-2021 comparative summary for some of the City's significant user fee changes. This information includes the proposed fee changes effective January 1, 2020, unless otherwise noted.

Other significant user fees that have remained unchanged from the 2019 Budget include transit rates, and landfill tipping and entrance fee rates (not inclusive).

Municipal User Fees Rates Table – Comparative Summary

	2019 Rates	2020 Rates	Change (\$)	Change (%)	2021 Rates	Change (\$)	Change (%)
Indoor Rink Admission:							
Adult	\$ 5.75	\$ 5.75	\$ -	0.0%	\$ 5.75	\$ -	0.0%
Youth	\$ 3.75	\$ 3.75	\$ -	0.0%	\$ 2.75	\$ -	0.0%
Forestry Farm Park & Zoo:							
Adult	\$ 12.50	\$ 13.00	\$ 0.50	4.0%	\$ 13.50	\$ 0.50	3.8%
Youth	\$ 7.50	\$ 7.80	\$ 0.30	4.0%	\$ 8.10	\$ 0.30	3.8%
Family ⁽¹⁾	\$ 25.00	\$ 26.00	\$ 1.00	4.0%	\$ 27.00	\$ 1.00	3.8%
Adult Season Pass	\$ 40.00	\$ 42.50	\$ 2.50	6.3%	\$ 45.00	\$ 2.50	5.9%
Youth Season Pass	\$ 24.00	\$ 25.50	\$ 1.50	6.3%	\$ 27.00	\$ 1.50	5.9%
Family Season Pass	\$ 80.00	\$ 85.00	\$ 5.00	6.3%	\$ 90.00	\$ 5.00	5.9%
Leisure Cards:							
Adult 1 Month	\$ 50.00	\$50.00	\$ -	0.0%	\$50.00	\$ -	0.0%
Youth 1 Month	\$ 30.00	\$30.00	\$ -	0.0%	\$30.00	\$ -	0.0%
Family 1 Month	\$ 100.00	\$100.00	\$ -	0.0%	\$100.00	\$ -	0.0%
Nutrien Playland:							
General Admission	\$2.00	\$2.25	\$ 0.25	12.5%	\$2.25	\$ -	0.0%
Playpack	\$20.00	\$22.50	\$ 2.50	12.5%	\$22.50	\$ -	0.0%
Recycling and Leaves & Grass Subscription Program:							
Residential Recycling (per month)	\$5.65	\$7.38	\$ 1.73	30.6%	\$7.47	\$ 0.09	1.2%
Multi-unit Recycling (per month)	\$3.11	\$3.71	\$ 0.60	19.3%	\$3.86	\$ 0.15	4.0%
<u>Leaves & Grass subscription fee (per season):</u>							
Early Rate (January - April)	\$55.00	\$65.00	\$ 10.00	18.2%	\$65.00	\$ -	0.0%
Standard Rate (May - December)	\$75.00	\$85.00	\$ 10.00	13.3%	\$85.00	\$ -	0.0%
Saskatoon Light & Power (Electrical)							
(yearly increase) ⁽²⁾	4.00%	4.60%			4.15%	-	-
Water/Wastewater (yearly increase)⁽³⁾							
	9.25%	4.10%			3.90%	-	-

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

⁽²⁾ Saskatoon Light & Power rates mirror SaskPower rate changes, and will be brought forward for City Council approval as rates are officially released by SaskPower.

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

Government Transfers

In order to provide necessary and essential public services and programs for residents, the City receives funding from other orders of government. For 2020 and 2021, government transfers account for 12.0% and 11.5% of the City's total operating revenues.

The bulk of the City's operating transfers comes from the Government of Saskatchewan's flagship program, Municipal Revenue Sharing (MRS).

MRS is an unconditional transfer payment made to Saskatchewan municipalities to help them deliver services that reflect the provincial interest. For the last decade, the program has been linked to the performance of the Provincial Sales Tax (PST) revenues, wherein the government has shared the equivalent of one percentage point of PST revenues.

The City is currently projecting to receive \$49.8 million and \$51.6 million in MRS in 2020 and 2021 respectively, which is an increase of \$6.4 million (14.7%) and \$1.8 million (3.6%) in each year.

Approved Property Taxes for the Typical Homeowner in 2020 & 2021

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

The 2020/2021 Operating Budget includes a municipal property tax increase of 3.70% and 3.87% in 2020 and 2021 respectively.

On November 27, 2019, City Council approved the 2020/2021 Budget with property tax increases that would generate an additional \$9.1 million in 2020 (a 3.70% property tax increase) and \$9.9 million in 2021 (a 3.87% property tax increase).

The 2020 property tax increase of 3.70% means that a homeowner who owns a single-family detached home with an average assessed value of \$371,000 will see their municipal property taxes increase by the approximate amounts categorized in the table below.

2020/2021 Approved Property Tax Increase

Municipal Tax	2020	2021
Increase Per Average Household \$371,000 Assessment	Total City Services 3.70%	Total City Services 3.87%
Approximate Total Increase (\$ per year)	\$69.87	\$75.74
Approximate Total Increase (\$ per month)	\$5.82	\$6.31

PROPERTY TAXES AND BYLAWS

Annual Property Taxes

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

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 (2017-2020). Continuation of the existing 1.59 tax ratio in 2020 resulted in a 0.47% shift from residential to commercial properties. The ratio of 1.59:1 for the reassessment cycle, means that for every \$1.00 of taxes paid by a residential property, a non-residential property would pay \$1.59 on an equivalent assessment. As a result, the final 2020 municipal (residential) increase was 3.73% as shown in the table below.

Municipal (Residential) Property Tax Increase	
Property Tax Increase	3.70%
Tax Ratio Change	0.03%
Final 2020 Tax Increase	3.73%

Average Residential Taxes

As a result of the above noted decisions, an average residential property will see an annual increase of \$77.70 (2.35%) to its total 2020 tax bill (Municipal, Library and Education). Although Education property taxes are billed by the City, all monies for education are remitted to the respective school board.

The following table illustrates the changes in taxes from 2019 to 2020 for a residential property with an assessed value of \$371,000.

Tax Changes for Residential Property (valued at \$371,000)	2019 Taxes	2020 Budget (Nov. 27, 2019)	2020 Shift to 1.59:1	2020 Taxes
City	\$1,888.48	\$ 69.87	\$0.59	\$1,958.94
Library	\$ 192.59	\$ 7.18	\$0.06	\$ 199.84
Education	\$1,222.82	\$ 0.00	\$0.00	\$1,222.82
Total Taxes	\$3,303.89	\$ 77.05	\$0.65	\$3,381.59
% Increase (2020 taxes compared to 2019 taxes)				2.35%

City Tax Distribution

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

Total property tax and assessment information for individual properties can be found on 'The Property Assessment and Tax Tool' on the City's website at saskatoon.ca.

HOW YOUR MUNICIPAL PROPERTY TAXES ARE DISTRIBUTED IN 2020/2021

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



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

(2) Includes urban forestry and urban biological services

(3) Includes provisions for current and future servicing

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

(5) Includes Access Transit

Calculation of Property Taxes

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

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

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

Taxable Assessment

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

The Province of Saskatchewan determines how much of the assessed value is taxable (also known as the percentage of value or POV). Taxable assessment is calculated by multiplying the assessed value by the POV. For 2020, commercial properties have a POV of 100% and residential properties have a POV of 80%.

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

Uniform Mill Rate

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

The 2020 uniform mill rates below reflect the approved budgetary requirements of the City and the Saskatoon Public Library over the past five years:

Uniform Mill Rates					
Taxing Authority	2016	2017*	2018	2019	2020
City	7.9203	6.2942	6.5426	6.8161	7.0802
Library	0.8032	0.6526	0.6535	0.6951	0.7298
Total	8.7235	6.9468	7.1961	7.5112	7.8100

Mill Rate Factors

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

The establishment of mill rate factors is not dependent upon establishing the uniform mill rate (which raises revenue for each taxing authority), but is based on various tax policies set by City Council. Two items impact the 2020 mill rate factors. First, the 2020 tax roll experienced marginal growth overall, 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	2016	2017*	2018	2019	2020
Residential/Condominium	0.9443	0.9321	0.9311	0.9335	0.9322
Multi-Unit Residential	0.9443	0.9397	0.9311	0.9335	0.9332
Commercial	1.1661	1.1945	1.2007	1.1957	1.2007
Private Light Aircraft Hangar	0.6610	0.7106	0.7449	0.7468	0.7457

Education Property Taxes

Provincial legislation requires the City to levy and collect property taxes on behalf of the two school divisions within the city. Education property taxes are set by the Province of Saskatchewan in the spring of each year. The following table shows a five-year breakdown of Education property tax mill rates.

Education Mill Rates	2016	2017*	2018	2019	2020
Residential, Condominium, Multi-Residential	5.03	4.12	4.12	4.12	4.12
Agricultural Property	2.67	1.43	1.43	1.43	1.43
Commercial/Industrial	8.28	6.27	6.27	6.27	6.27
Resource (oil, gas, mine, pipe)	11.04	9.68	9.68	9.68	9.68

As shown in the following table, a residential property valued at \$371,000 in 2020 will pay \$1,222.82 for Education property taxes, which results in a zero increase in Education property tax rate over 2019. All monies levied for Education property taxes are paid directly to the respective school division.

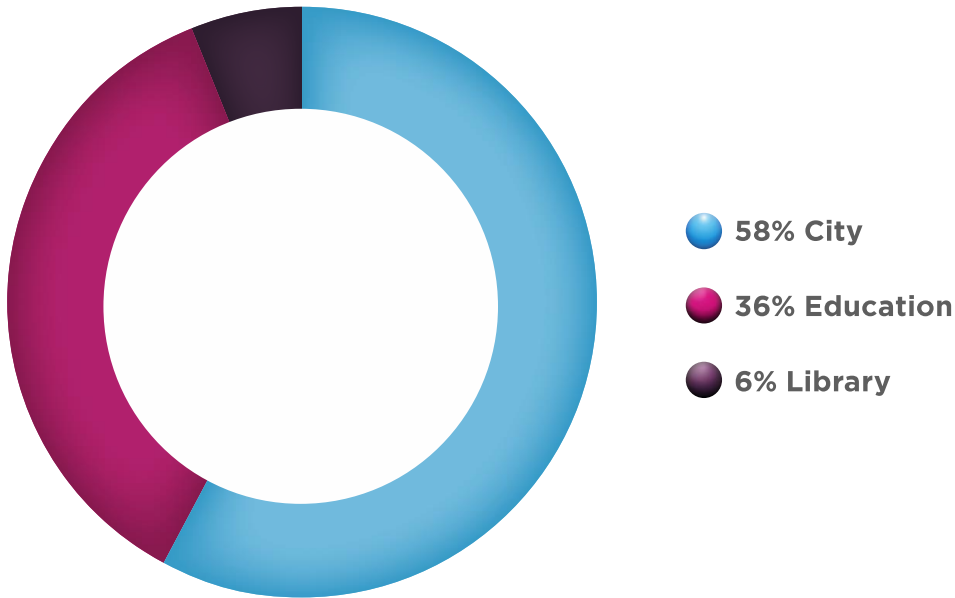
Education Taxes for Residential Property (valued at \$371,000)	2019 Taxes	2020 Taxes	2020 Tax Increase (%)
Education	\$ 1,222.82	\$ 1,222.82	0.00%

Total Property Tax Distribution

In 2020, a little more than half of all property taxes collected went to the City for the delivery of key services such as road maintenance, policing, fire protection, and public transit.

Of the property taxes collected by the City, 36% is remitted to the Province of Saskatchewan to pay for education.

DISTRIBUTION OF PROPERTY TAX (2020)



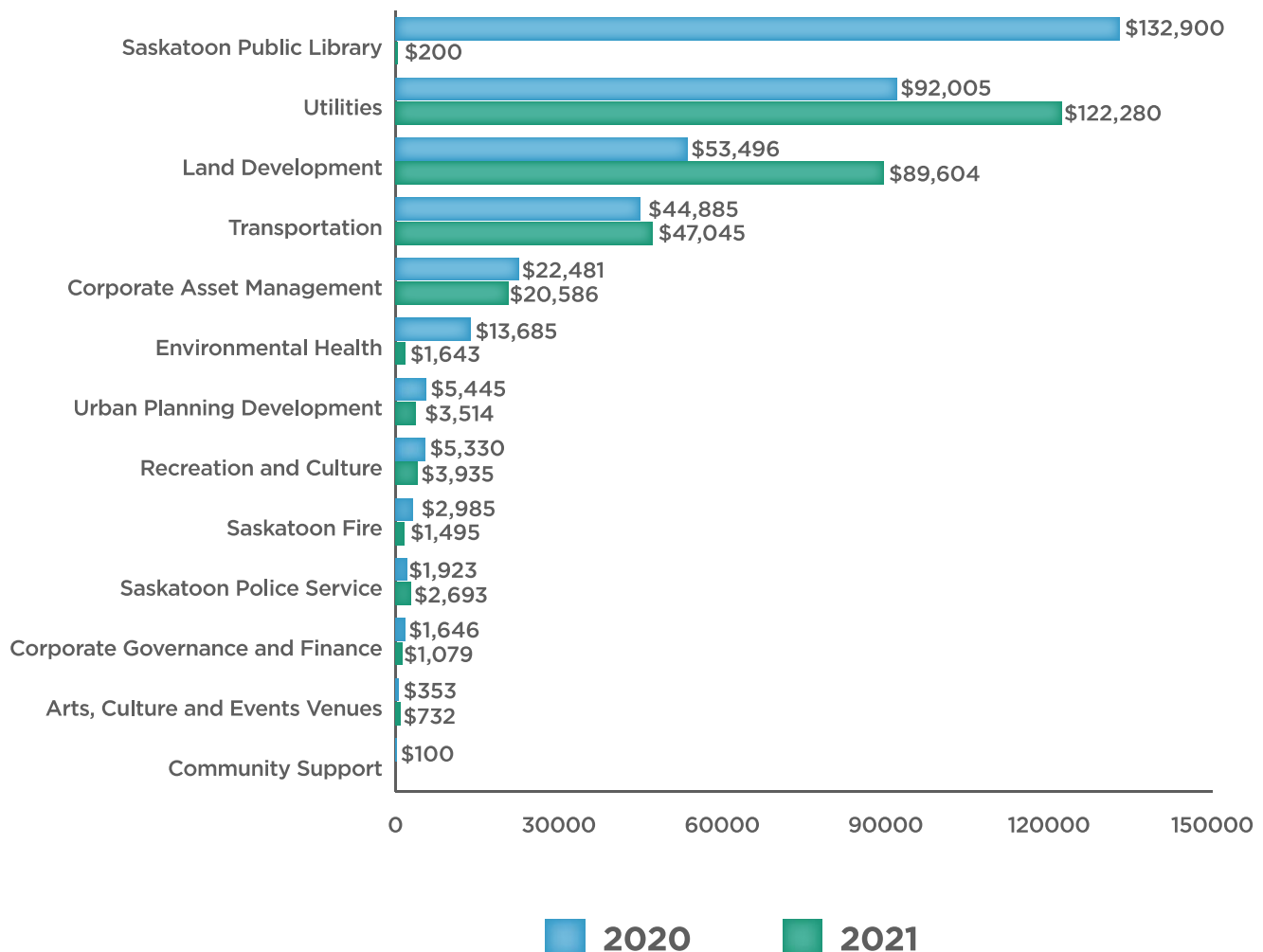
THE 2020/2021 CAPITAL BUDGET

The City's Capital Budget directs funding towards the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines.

The 2020/2021 Capital Budget not only addresses Saskatoon's growth, but also its basic infrastructure needs with continued emphasis on roads, transit, water, and wastewater distribution systems.

The City continues to develop funding plans for major infrastructure assets not only resulting from growth, but also for 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 was built, it helped to meet the long-term needs and achieve the service levels desired by the citizens of Saskatoon. The City's 2020/2021 Capital Budget provides a total capital investment of \$672.0 million, including \$377.2 million in 2020 and \$294.8 million in 2021. An overview of the capital investment by Business Line is shown below.

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



Saskatoon Public Library makes up 35.2% of the total capital project investment for **2020**. Of the Library's total \$132.9 capital investment, **\$132.7 million** relates to an investment in the new central library.

Utility-related projects make up 24.4% of the total capital investment in 2020 and 41.5% in 2021, including:

- A \$39.3 million investment in upgrades and maintenance at the Water Treatment Plant in 2020 and \$62.8 million in 2021 for rehabilitation and replacement of the water distribution system, replacement of the existing sand separator (2020), low lift pumping station upgrades, chlorine capacity upgrades (2021), a new meter shop and receiving facility (2021) and an additional reservoir and pumping facility;
- A \$22.9 million investment in upgrades and maintenance at the Wastewater Treatment Plant in 2020 and \$28.5 million in 2021 for rehabilitation and replacement of the wastewater collection system, lift station upgrades, major replacements of bioreactor pumps and components; and
- Over \$19.1 million in investment in 2020 and \$17.6 million in 2021 as Saskatoon Light & Power upgrades electrical distribution, substations, transmission lines and streetlights.

Land Development represents 14.2% of the total capital investment for 2020 and 30.4% for 2021 which is required for various infrastructure requirements in Holmwood, Brighton, Aspen Ridge, North Industrial, and Neault Road among other developments.

Transportation projects represent 11.9% of the total capital investments in 2020 and 16.0% in 2021.

Some of the notable investments include:

- \$31.9 million (2020) and \$32.1 million (2021) for paved roadway and sidewalk preservation;
- \$1.2 million (2020) and \$0.8 million (2021) for bus refurbishment and replacement;
- \$1.1 million in both 2020) and 2021 for the implementation of the Active Transportation Plan; and
- \$1.4 million (2020) and \$1.2 million (2021) for Traffic Control System upgrades and refurbishments.

The remaining 14.3% in 2020 and 12.1% in the 2021 Capital Budget is allocated among various smaller projects.

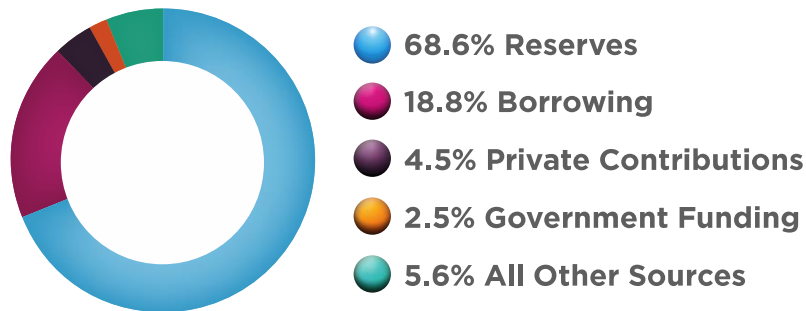
PAYING FOR THE 2020/2021 CAPITAL BUDGET

The largest source of funding for the 2020/2021 Capital Budget comes from reserves. For this budget cycle (2020/2021), approximately \$528.8 million (78.7%) of the entire Capital Budget is funded through reserves that the City has set aside for capital replacement, enhancement, and new capital work.

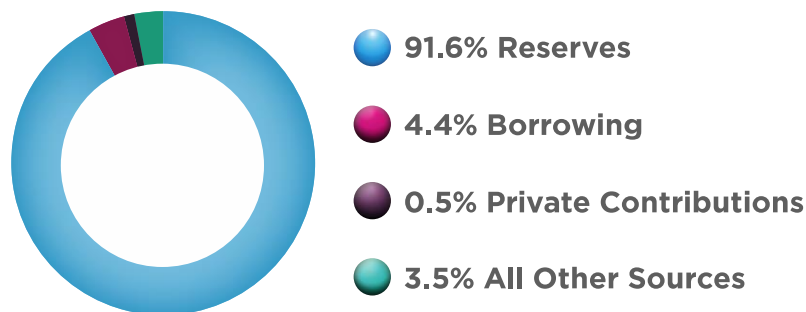
Approximately \$83.8 million (12.5%) in borrowing is planned for 2020 and 2021 combined, with the most significant portion, \$67.5 million, to fund part of the new central library construction.

The remaining \$59.4 million (8.8%) of the Capital Budget is split among various sources. An overview of all sources is shown in the following charts.

2020 CAPITAL BUDGET FUNDING SOURCES



2021 CAPITAL BUDGET FUNDING SOURCES



(1) Other sources includes \$15.0 million of private contribution and \$4.6 million in land sales to fund the new central library

2020/2021 Capital Budget Funding Summary

GENERAL CAPITAL: (\$000's)	2020	2021
Reserves	176,374	168,677
Borrowing	67,915	-
Provincial Government	250	-
Federal Government	9,050	-
Private/External Contributions	15,615	-
Operating Contributions	250	50
Other	10,847	3,799
TOTAL GENERAL CAPITAL	280,301	172,526
UTILITY CAPITAL: (\$000's)		
Reserves	82,382	101,393
Borrowing	3,060	12,870
Provincial Government	-	-
Federal Government	5	-
Private/External Contributions	1,420	1,570
Operating Contributions	340	1,430
Other	2,968	3,360
TOTAL UTILITY CAPITAL	90,175	120,623
TOTAL GENERAL & UTILITY CAPITAL	370,476	293,149
LAND DEVELOPMENT: (\$000's)		
Reserves/Developers	6,758	1,657
TOTAL CAPITAL FUNDING	377,234	294,806

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

Reserves

Reserves accumulate funds from various sources and are used to fund many capital projects. Annual contributions are made to designated capital reserves based on formulas and provisions as described in Bylaw No. 6774, The Capital Reserve Bylaw, and Council Policy No. C03-003, Reserves for Future Expenditures.

Schedule XI (Capital Reserve Sufficiency) of the 2020/2021 Approved Detailed Operating and Capital Budget reflects the sufficiency of these reserves.

The balances of the City's capital and stabilization reserves heading into 2020/2021 remain healthy, with a total projected balance of \$204.1 million in 2020 and \$190.4 million in 2021.

Capital and Stabilization Reserve Sufficiency

Estimated Reserve Balances		(\$ millions)		
Capital Reserves:	Jan/19	Jan/20	Jan/21	
General	53.5	\$ 41.5	\$ 51.0	
Prepaid Services (Land Development)	58.9	\$ 57.9	\$ 56.0	
Property Realized	30.9	\$ 24.8	\$ 26.5	
Boards/Commissions (Including Saskatoon Public Library)	50.7	\$ 52.0	\$ 29.3	
Capital Reserves Total	194.0	176.1	162.7	
Stabilization Reserves:				
Fiscal Stabilization	5.0	4.8	4.8	
Land Operations Stabilization	3.6	3.8	3.9	
Fuel Stabilization	0.3	0.4	0.4	
Utilities Stabilization	11.4	9.0	9.0	
Building Permits/Inspections Stabilization	7.0	5.1	4.3	
Other	5.7	4.8	5.2	
Stabilization Reserves Total	33.0	28.0	27.7	
Total Reserves Balance	227.0	204.1	190.4	

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. Approximately \$2.6 million and \$2.2 million is available to fund the discretionary capital projects in 2020 and 2021 respectively as seen in the table below. RCE is mostly funded by an annual mill rate contribution.

Reserve for Capital Expenditure (RCE) Reserve Forecast

Reserve for Capital Expenditures (RCE) Reserve Forecast	2020	2021
Projected January 1 Opening Balance	1,227,900	750,000
Contribution from Operating Budget	2,868,400	2,868,400
River Landing Operating Funding	(709,800)	(718,400)
Minimum Balance Retained	(750,000)	(750,000)
Allocated to RCE Capital Projects	2,636,500	2,150,000

External Borrowing

The 2020/2021 Capital Budget includes \$83.8 million in projected borrowing requirements with the most significant portion, \$67.5 million, to fund a portion of the new central library construction. The total outstanding debt as of December 31, 2019 was \$326.3 million.

The forecasted borrowing is projected to peak at approximately \$430.0 million in 2023 including:

- \$67.5 million for the new central library project;
- \$31.4 million for the Bus Rapid Transit Funding Plan; and
- future borrowing requirements for a variety of utility projects.

The Saskatchewan Municipal Board has approved the City's debt limit to \$558.0 million. The total debt projections are within the City's debt limit. The City has maintained a "AAA/Stable" credit rating every year for more than a decade. This rating essentially means that the City can borrow money at lower rates, and is viewed by financial institutions as having virtually no risk with respect to defaulting on credit.

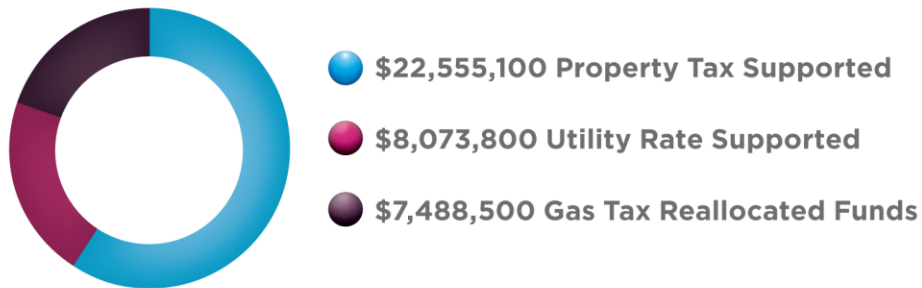
Borrowing related to the utility projects will be repaid through utility rates. The repayment of the debt related to the other projects is funded through the general Operating Budget and through the overall borrowing strategy, using Gas Tax reallocation revenue from the federal government.

In 2020 and 2021 respectively, total debt servicing costs are budgeted at \$38.1 million and \$35.7 million. These are made up of principal payments of \$24.0 million and \$22.4 million in 2020 and 2021 respectively, and interest payments of \$12.9 million and \$13.3 million in 2020 and 2021 respectively.

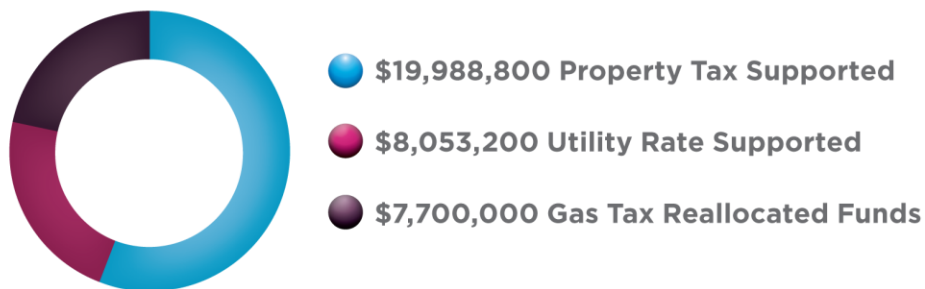
The 2020/2021 property tax supported funding source is \$22.6 million and \$20.0 million respectively; \$7.5 million in 2020 and \$7.7 million in 2021 is federal Gas Tax reallocation funded, with the remaining \$8.1 million in 2020 and \$8.1 million in 2021 being utility rate supported.

The total funding sources for all City debt servicing costs in 2020/2021 are shown in the following chart.

2020 BUDGETED DEBT SERVICING COST BY FUNDING SOURCE



2021 BUDGETED DEBT SERVICING COST BY FUNDING SOURCE



Operating Budget Impact of Capital Investments

Capital projects contained in the 2020/2021 Capital Budget will impact future City operating programs. The additional operating costs as a result of capital projects are summarized below.

Operating Impacts of Funded Capital

Business Line	(000's)				
	2020	2021	2022	2023	2024
Community Support	-	-	10.0	-	-
Land Development	-	-	481.1	58.9	199.5
Recreation and Cultural Services	-	-	11.5	23.6	-
Transportation	60.0	2.1	-	44.3	44.3
Urban Planning and Development	-	-	153.0	-	-
Utilities	105.0	105.0	-	-	-
Policing	-	52.0	3.0	36.0	3.0
Total	\$165.0	\$159.1	\$658.6	\$162.8	\$246.8

DEFINITIONS/EXPLANATIONS

The **2020/2021 Approved Business Plan and Budget** document contains key terms, titles, and references as defined below.

Base Adjustment: The budgetary change from the prior year's budget that would include all inflationary changes, transfers, and other adjustments to deliver the same service levels as in the previous year (excludes growth and service level adjustments).

Business Line: The higher categorization of major businesses that the City undertakes for its citizens.

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

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

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

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

Service Line: A program or service which falls within the broader business line (see definition above) and has its own program definition, budget, and outcomes.

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

Unfunded Capital Projects: Projects that have been proposed but there is no source of funding, or a lack of reserve funding available. These projects are presented at the annual Business Plan and Budget Review for consideration if other funding becomes available.

SASKATOON POLICE SERVICE

City of Saskatoon

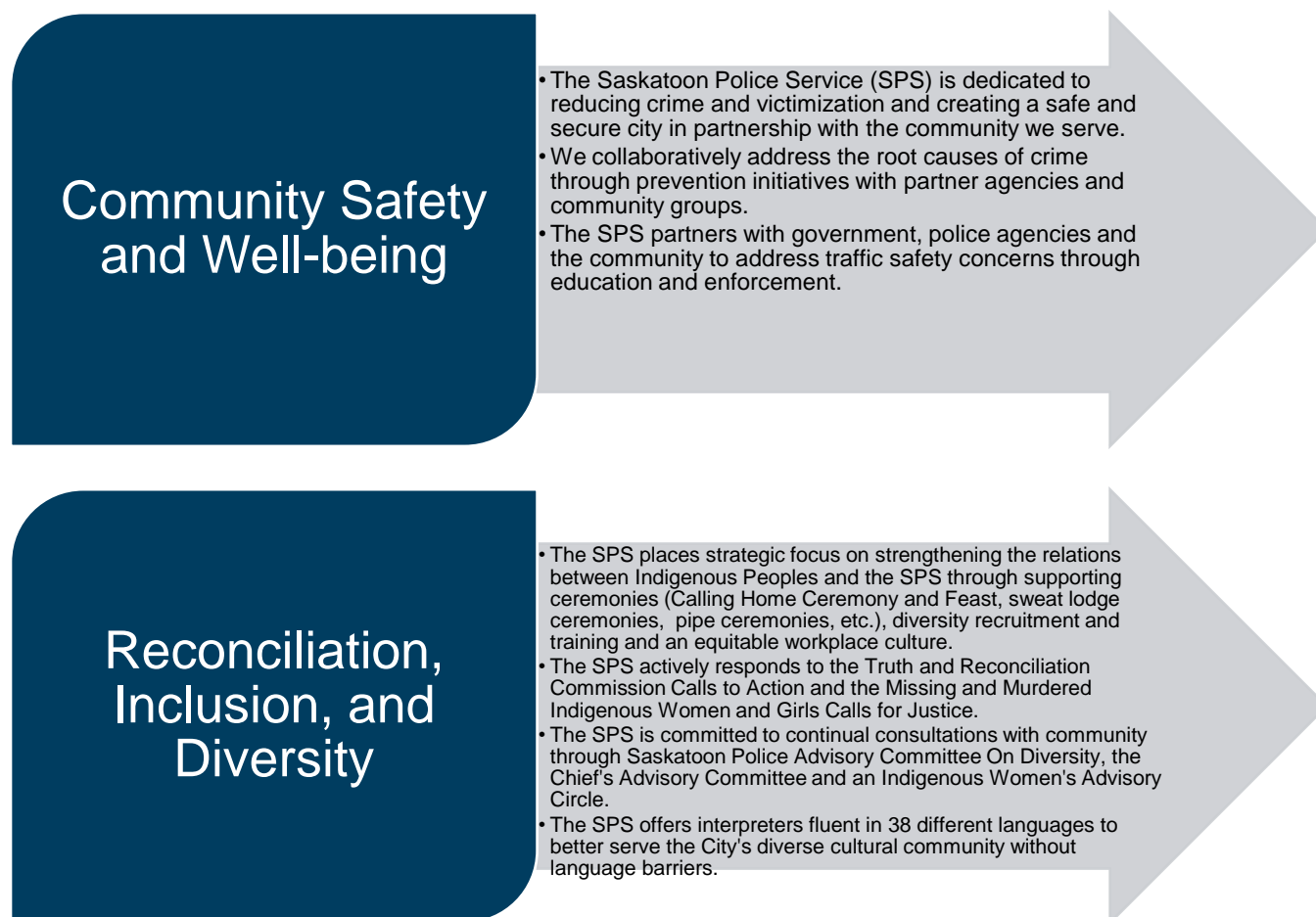
Operating & Capital Budget
Approved 2020/2021

The Saskatoon Police Service Business Line is a collection of various policing and public safety services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

The Saskatoon Police Service Business Line supports the following strategic priority areas:



Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – A Culture of Continuous Improvement	
The well-being of citizens is a shared responsibility and our community is safe.	The SPS works closely with agencies including AIDS Saskatoon in the creation of a safe consumption site, focusing on safety, education and awareness.
	The SPS has worked with the Okihtcitawak Patrol Group (OPG) to help establish a foundation for safe, citizen led community patrolling.
	We are part of the Safe Action Alliance, partnering with other agencies to take strategic action in bringing positive change for the most vulnerable in our community.
	The SPS has partnered with the City of Saskatoon in the development and implementation of the City's Fusion or Enterprise Resource Planning project, designed to upgrade both the payroll and scheduling systems.
The workforce at the SPS is healthy and engaged.	The SPS has developed an employee wellness strategy to ensure employees have access to a specialist in both physical fitness programs and mental health programs. A full-time Clinical Psychologist provides psychological screening, support and education to sworn members who are working in units with frequent or high intensity exposure to primary or secondary traumatic situations or content. Members have also been educated on PTSD and how to recognize signs of declining mental health.
Strategic Goal – Quality of Life	
Citizens are engaged in a welcoming place and enjoy a range of opportunities.	SPS members remain focused on the reduction of crime and victimization (particularly property and violent crime fueled by addiction), and the drug trade (including methamphetamine and fentanyl). Continued focus on enforcement has resulted in a significant number of arrests and seizures.
	The SPS headquarters building is designed to be a place for community gatherings. Our community room regularly hosts Community Police Academy participants and police recruit hopefuls for information nights. Our gymnasium is the center of activity for groups like the Peacekeeper Cadets and the Open Door Society.
	The SPS hosts the Saskatoon HUB regular meetings. HUB is a provincial model designed to address acute elevated risk for people and/or families within our community. It provides immediate, coordinated responses through mobilization of resources to address situations facing individuals and/or families with acutely elevated risk factors. Ultimately, HUB connects people to supports that they may not be aware of or know how to access on their own.
	The SPS also houses the Strengthening Families Program (SFP). Funded by the Government of Canada, the public service initiative is designed to work with families to increase their strengths and resilience. It is also aimed at reducing risk factors by improving family relationships.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Annual Decrease in Crime Rates	> -5.0%	7.74%	-2.11%	0.15%	N/A	Decline	Neutral
Annual Decrease in Traffic Collisions	> -5.0%	-7.30%	-3.11%	-11.64%	-7.60%	Improvement	On-Track
The City of Saskatoon's Workforce Represents the Diversity of Saskatoon's Population	Indigenous = 14.0%	8.50%	8.40%	9.00%	9.00%	Neutral	Neutral
	Visible Minority = 16.8%	10.60%	10.50%	10.80%	10.80%	Neutral	Neutral
	People with Disabilities = 22.2%	3.80%	3.70%	3.70%	3.70%	Neutral	Neutral
	Women = 47.0%	38.00%	37.50%	37.30%	37.30%	Neutral	Neutral

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Policing	(11,330.7)	(9,890.2)	(10,410.3)	(10,749.0)	(338.7)	3.3%	(10,779.0)	(30.0)	0.3%
Total Revenues	(11,330.7)	(9,890.2)	(10,410.3)	(10,749.0)	(338.7)	3.3%	(10,779.0)	(30.0)	0.3%
Gross Expenses									
Policing	100,635.4	99,353.7	105,014.0	110,431.1	5,417.1	5.2%	114,776.9	4,345.8	3.9%
Total Gross Expenses	100,635.4	99,353.7	105,014.0	110,431.1	5,417.1	5.2%	114,776.9	4,345.8	3.9%
Tax Support	89,304.7	89,463.5	94,603.7	99,682.1	5,078.4	5.4%	103,997.9	4,315.8	4.3%

Summary of 2020-2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	666.53	681.53	15.00	687.33	5.80

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	94,603.7	99,682.1	
Revenue Change (increase)/decrease	(338.7)	(30.0)	(368.7)
Inflation & Transfer	3,912.4	3,325.4	7,237.8
Growth	938.6	369.6	1,308.2
Continuous Improvement	-	-	-
Service Level Changes	566.1	650.8	1,216.9
Total Budget	99,682.1	103,997.9	9,394.2

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Policing	1,923.0	2,693.0	3,033.0	2,369.0	3,214.0
Total	1,923.0	2,693.0	3,033.0	2,369.0	3,214.0

Financing for Funded Capital Investments

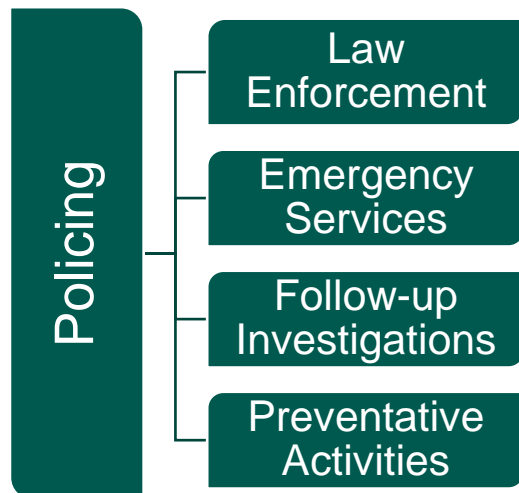
Funding Source	2020	2021	2022	2023	2024
Private and External Funding	40.0	-	-	-	63.0
Police Radio Reserve	-	134.0	-	106.0	-
Police Fac Renovation Res	110.0	50.0	231.0	50.0	118.0
Police Capital Reserve	-	199.0	170.0	170.0	170.0
Police Oper Equip & Tech Res	1,773.0	2,310.0	2,632.0	2,043.0	2,863.0
Total	1,923.0	2,693.0	3,033.0	2,369.0	3,214.0

Operating Budget Impacts of Capital Projects

	2020	2021	2022	2023	2024
Policing	-	52.0	3.0	36.0	3.0
Total	-	52.0	3.0	36.0	3.0

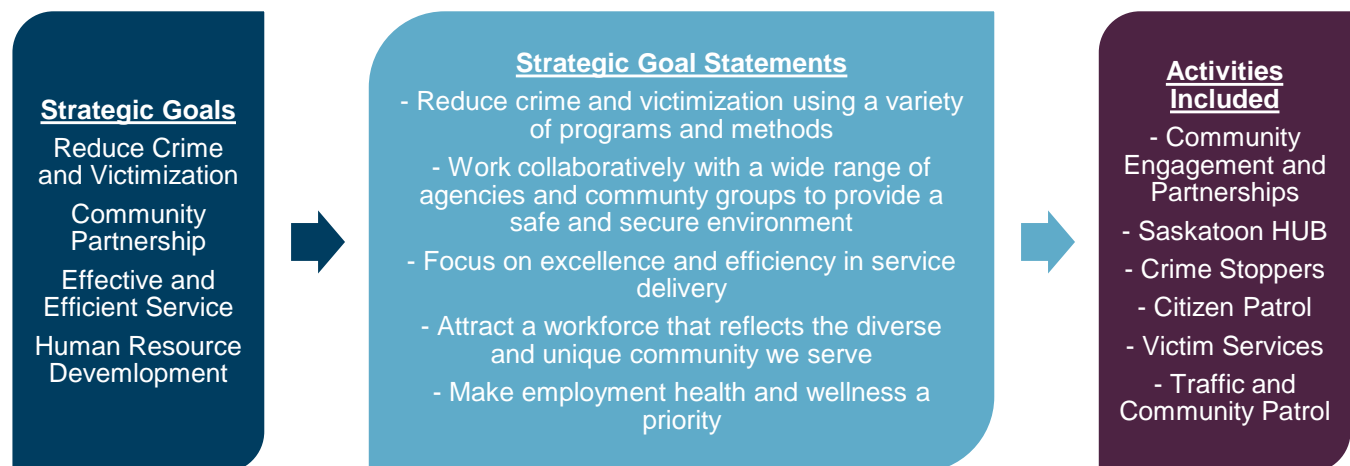
Policing

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(7,719.8)	(7,261.2)	(7,400.6)	(7,800.4)	(399.8)	5.4%	(7,877.1)	(76.7)	1.0%
Provincial & City Traffic Violations	-	-	-	(0.1)	(0.1)	-	(0.1)	-	-
Revenue	(3,610.9)	(2,629.0)	(3,009.7)	(2,948.5)	61.2	(2.0%)	(2,901.8)	46.7	(1.6%)
Total Revenues	(11,330.7)	(9,890.2)	(10,410.3)	(10,749.0)	(338.7)	3.3%	(10,779.0)	(30.0)	0.3%
Gross Expenses									
Staff Compensation	81,135.2	80,209.3	84,210.3	88,684.4	4,474.1	5.3%	91,860.4	3,176.0	3.6%
Operating Cost	17,984.5	17,436.2	18,730.5	19,659.6	929.1	5.0%	20,627.6	968.0	4.9%
Cost Recovery	(488.1)	(258.1)	(398.7)	(384.8)	13.9	(3.5%)	(387.0)	(2.2)	0.6%
Capital Contribution	1,994.7	1,957.2	2,462.8	2,462.8	-	-	2,666.8	204.0	8.3%
Transfer to/from Reserves	9.1	9.1	9.1	9.1	-	-	9.1	-	-
Total Gross Expenditure	100,635.4	99,353.7	105,014.0	110,431.1	5,417.1	5.2%	114,776.9	4,345.8	3.9%
Tax Support	89,304.7	89,463.5	94,603.7	99,682.1	5,078.4	5.4%	103,997.9	4,315.8	4.3%

2018 Actual Results:

2018 resulted in a \$158.8 positive variance from budget primarily due to actual revenues exceeding budgeted revenues.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	666.53	681.53	15.00	687.33	5.80

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	94,603.7	99,682.1	
Revenue Change (increase)/decrease	(338.7)	(30.0)	(368.7)
Inflation & Transfers	3,912.4	3,325.4	7,237.8
Growth	938.6	369.6	1,308.2
Continuous Improvement	-	-	-
Service Level Changes	566.1	650.8	1,216.9
Total Budget	99,682.1	103,997.9	9,394.2

Policing intends the following outcomes from its service to the community:

- To provide service to the community in a number of core areas: Emergency Response, Quality Investigations, Traffic, and Community Involvement.
- To reduce crime and victimization by working in partnership with the community to develop collaborative strategies.
- To partner with the Saskatoon Tribal Council, Federation of Sovereign Indigenous Nations, the Saskatchewan Health Authority, Education, Social Services, and Community Based Organizations to reduce the social determinants of crime.

The 2020 – 2021 Financial Plan is required in order to meet the needs of the citizens of Saskatoon as identified by the Saskatoon Board of Police Commissioners. Please note, the narrative below includes applicable revenue as an offset to the numbers represented. This explains any differences between the table above and the narrative below.

2020 Changes

Growth and Service Level Change:

To address the growth of the City, three police officers are added part way through the budget cycle to mitigate the expense change in 2020. The notional growth of the City would have suggested seven officers being required. The SPS will do its best to work with the additional service of three officers.

The following positions have been added to 2020 budget:

- Two Communications Special Constables to address a shortfall in communications staff that has not kept up with the growth of call volumes, this is offset by additional funding from one of our service partners;
- An Executive Director to address a recommendation in the Operational Review, but doing so in an economically responsible way and offsetting the cost with a vacant position;
- A Clinical Psychologist to better serve the mental health needs of SPS members in a more fulsome and complete way, while offsetting the cost of prior contracted psychologist services;
- A Programmer Analyst to effect video retrieval of evidence from sites to help free up the time of sworn officers from that duty.

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved the addition of 8.0 FTE for a budget increase of \$828.0. The increase is the result of a Community Mobilization Unit.

2021 Changes

Growth and Service Level Change:

To further address the growth of the City, four police officers are budgeted to be added January 1 in 2021. Again, the notional growth of the City would suggest more officers being added than this, but the SPS intends to do its best for the citizens of Saskatoon with this addition. The end load of the 2020 positions is also accounted for in this figure.

The following positions and programs have been added to 2021 budget:

- A Forensic Accountant to the Economic Crime team to address the increased volume of fraud files the SPS must deal with in an effective and efficient way;
- A part-time Wellness Coordinator to enhance employee physical and mental well-being, the cost of which is substantially offset by budget savings;
- Continue the Strengthening Families program to allow for the program for the year to be completed after federal funding ends;
- Complete a pilot program for Community Safety Officers.

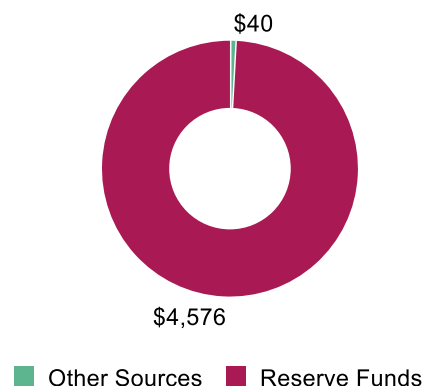
Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1389: POLICE-NOTEBOOK REPLACEMENT (IN-CAR)	420.0	280.0	-	-	-
P2119: POLICE-RADIO REPLACEMENT	-	134.0	-	106.0	63.0
P2389: POLICE-FLEET ADDITIONS	-	199.0	170.0	170.0	170.0
P2487: POLICE-DICTATION SYSTEM REPLACEMENT	-	-	-	252.0	-
P2489: POLICE-FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497: POLICE-EQUIPMENT REPLACEMENT	745.0	451.0	715.0	421.0	574.0
P2498: POLICE-EQUIPMENT EXPANSION	124.0	77.0	-	-	-
P2499: POLICE-TECHNOLOGY REPLACEMENT	278.0	1,161.0	1,337.0	902.0	1,253.0
P2610: POLICE-TECHNOLOGY EXPANSION	136.0	341.0	470.0	468.0	255.0
P2618: POLICE-FACILITY RENOVATION	60.0	-	181.0	-	68.0
P2619: POLICE-AIRCRAFT EQUIPMENT REPLACEMENT	110.0	-	110.0	-	781.0
Total	1,923.0	2,693.0	3,033.0	2,369.0	3,214.0

2020-21 Policing Capital Investments include eight projects in each year totaling \$1.923 million and \$2.693 million respectively. Asset replacement projects total \$1.663 million in 2020 and \$2.076 million in 2021 respectively. Equipment replacement accounts for the larger proportion of expenditures in 2020 and technology replacement accounts for the larger proportion of expenditures in 2021.

The 2020-2024 Capital Plan includes the projects as noted above. The aircraft, as a key tool in the operations of SPS to enhance community safety, often engenders substantial public interest. For greater clarity, the budgets each year of \$110.0 include the replacement of the engine and propeller as mandated by mechanical requirements. The \$781.0 includes the same engine and propeller replacement, plus planning for replacing the Thermal Imaging Camera, which will have reached the end of its life expectancy by that time. The propeller and engine replacements were expected expenses at the time of the airplane acquisition. The Thermal Imaging Camera would have been required regardless of the ownership versus leasing of the plane.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects

2020-2021 projects are expected to increase the 2021 Operating Budget by \$52.0 mainly related to V&E rental, maintenance and fuel costs for the additional fleet plus software and licensing costs for technology replacement and expansion.

Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P2389: POLICE-FLEET ADDITIONS	-	43.0	-	-	-
P2487: POLICE-DICTATION SYSTEM REPLACEMENT	-	-	-	35.0	-
P2498: POLICE-EQUIPMENT EXPANSION	-	5.0	-	-	-
P2499: POLICE-TECHNOLOGY REPLACEMENT	-	3.0	-	-	-
P2610: POLICE-TECHNOLOGY EXPANSION	-	1.0	3.0	1.0	3.0
Total	-	52.0	3.0	36.0	3.0

The Saskatoon Fire Business Line is a collection of various emergency response services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Saskatoon Fire Business Line supports the following strategic priority areas:



Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Quality of Life	
The well-being of citizens is a shared responsibility and our community is safe.	SFD Community Relations staff and Firefighter Paramedics provide community based programs focused on well-being and safety. These programs are expanding to target youth, seniors, and those with intellectual disabilities.
	Continue the review and implementation of the Fire Facilities Master Plan.
	Work with the Saskatchewan Health Authority to identify opportunities to assist in meeting the needs of the community that do not have access to services.
	Develop a coordinated bylaw enforcement group to address increased property maintenance concerns within the City.
Strategic Goal – A Culture of Continuous Improvement	
Our workforce is representative of the local population.	The Saskatoon Fire Department (SFD) is working with internal and external stakeholders to have a workforce that is reflective of our community.
	Saskatoon EMO will provide a framework for a governance model for Service Continuity and will begin the process of implementing a Service Continuity Management Program for all City of Saskatoon Divisions.
Strategic Goal – Sustainable Growth	
Regional partnerships provide the best opportunities for sustainable prosperity and quality of life.	Develop a plan with regional partners to establish a joint Training Facility which will achieve a needed dedicated training site for SFD staff.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Response Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Fire Response time	90% responded to within 6 minutes and 20 seconds	81.0%	80.0%	80.0%	80.0%	Neutral	Neutral
The Saskatoon Fire Department's Workforce Represents the Diversity of Saskatoon's Population	Indigenous = 14.0%	4.0%	4.2%	4.5%	4.8%	Improvement	Neutral
	Visible Minority = 16.8%	1.8%	2.1%	2.1%	2.1%	Neutral	Neutral
	People with Disabilities = 22.2%	0.9%	0.6%	0.9%	0.6%	Neutral	Neutral
	Women = 47.0%	8.1%	9.9%	10.1%	10.4%	Neutral	Neutral

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Fire Services	(1,043.5)	(963.4)	(973.4)	(1,193.4)	(220.0)	22.6%	(1,202.4)	(9.0)	0.8%
Emergency Management	(11.5)	-	(22.5)	(67.5)	(45.0)	200.0%	(67.5)	-	-
Total Revenues	(1,055.0)	(963.4)	(995.9)	(1,260.9)	(265.0)	26.6%	(1,269.9)	(9.0)	0.7%
Gross Expenses									
Fire Services	48,784.1	48,687.6	50,430.9	52,131.0	1,700.1	3.4%	53,420.2	1,289.2	2.5%
Emergency Management	425.3	424.4	441.8	1,004.3	562.5	127.3%	1,255.5	251.2	25.0%
Total Gross Expenses	49,209.4	49,112.0	50,872.7	53,135.3	2,262.6	4.4%	54,675.7	1,540.4	2.9%
Tax Support	48,154.4	48,148.6	49,876.8	51,874.4	1,997.6	4.0%	53,405.8	1,531.4	3.0%

Summary of 2020-2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	337.00	343.00	6.00	343.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	49,876.8	51,874.4	
Revenue Change (increase)/decrease	(265.0)	(9.0)	(274.0)
Inflation & Transfer	1,793.5	1,249.4	3,042.9
Growth	469.1	291.0	760.1
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	51,874.4	53,405.8	3,529.0

Summary of Funded Capital Investments

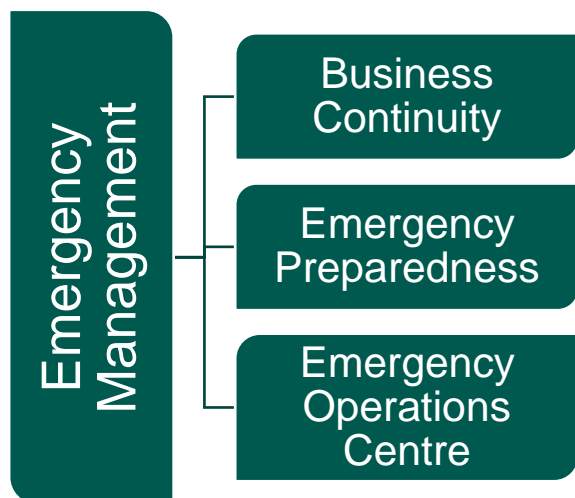
Service Line	2020	2021	2022	2023	2024
Fire Services	2,985.0	1,495.0	1,480.0	1,185.0	740.0
Total	2,985.0	1,495.0	1,480.0	1,185.0	740.0

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Reserves - Civic	2,985.0	1,495.0	1,480.0	1,185.0	740.0
Total	2,985.0	1,495.0	1,480.0	1,185.0	740.0

Emergency Management

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(11.5)	-	(22.5)	(67.5)	(45.0)	200.0%	(67.5)	-	-
Total Revenues	(11.5)	-	(22.5)	(67.5)	(45.0)	200.0%	(67.5)	-	-
Gross Expenses									
Staff Compensation	356.9	353.3	348.2	764.7	416.5	119.6%	800.2	35.5	4.6%
Operating Cost	75.4	93.6	93.6	253.6	160.0	170.9%	469.3	215.7	85.1%
Cost Recovery	(7.0)	(22.5)	-	(14.0)	(14.0)	-	(14.0)	-	-
Total Gross Expenditure	425.3	424.4	441.8	1,004.3	562.5	127.3%	1,255.5	251.2	25.0%
Tax Support	413.8	424.4	419.3	936.8	517.5	123.4%	1,188.0	251.2	26.8%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	3.00	7.00	4.00	7.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	419.3	936.8	
Revenue Change (increase)/decrease	(45.0)	-	(45.0)
Inflation & Transfers	426.4	35.2	461.6
Growth	136.1	216.0	352.1
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	936.8	1,188.0	768.7

2020 Changes

Revenue Change:

The revenue increase of \$45.0 is from regional partner contributions to partially fund the new EMO Regional Coordinator.

Growth:

An increase of \$93.7 (1.0 FTE) has been added for an EMO Regional Coordinator which will allow for the development of an overall Emergency Management Plan and Process for regional partner communities, building regional resiliency and inter-community cooperation.

Saskatoon Fire

City of Saskatoon

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Other Significant Item(s):

An estimated inflationary increase of \$17.6 has been included in staff compensation based on collective agreements.

3.0 FTE's were transferred from Facilities Management Service Line due to the re-structuring of the Corporate Security section.

2021 Changes

Other Significant Items(s):

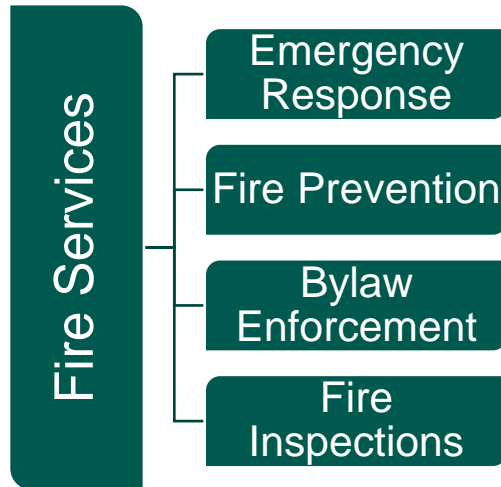
An estimated inflationary increase of \$35.2 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Emergency Management.

Fire Services

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	-	-	-	-	-	-	-	-	-
Revenue	(1,043.5)	(963.4)	(973.4)	(1,193.4)	(220.0)	22.6%	(1,202.4)	(9.0)	0.8%
Total Revenues	(1,043.5)	(963.4)	(973.4)	(1,193.4)	(220.0)	22.6%	(1,202.4)	(9.0)	0.8%
Gross Expenses									
Staff Compensation	43,002.7	42,956.4	44,464.5	45,882.1	1,417.6	3.2%	47,093.9	1,211.8	2.6%
Operating Cost	4,171.9	4,072.7	4,197.9	4,468.0	270.1	6.4%	4,510.4	42.4	0.9%
Cost Recovery	(59.0)	(10.0)	-	-	-	-	-	-	-
Capital Contribution	1,659.4	1,659.4	1,759.4	1,771.8	12.4	0.7%	1,806.8	35.0	2.0%
Transfer to/from Reserves	9.1	9.1	9.1	9.1	-	-	9.1	-	-
Total Gross Expenditure	48,784.1	48,687.6	50,430.9	52,131.0	1,700.1	3.4%	53,420.2	1,289.2	2.5%
Tax Support	47,740.6	47,724.2	49,457.5	50,937.6	1,480.1	3.0%	52,217.8	1,280.2	2.5%

2018 Actual Results:

There was no significant overall variance from budget in 2018. Additional spending for fuel and maintenance of equipment and facilities was offset by savings from planned vacancies and delayed hiring.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	334.00	336.00	2.00	336.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	49,457.5	50,937.6	
Revenue Change (increase)/decrease	(220.0)	(9.0)	(229.0)
Inflation & Transfers	1,367.1	1,214.2	2,581.3
Growth	333.0	75.0	408.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	50,937.6	52,217.8	2,760.3

2020 Changes

Revenue Change:

The new agreement with the Rural Municipality of Corman Park has resulted in increased revenue of \$220.0. This agreement covers services provided such as automatic response protection, variable incident charges and the cost of a Fire Inspector position.

Growth:

An increase of \$57.6 (1.0 FTE) has been included for an Administrative Coordinator position, needed to provide operationally-focused administrative support to the fire management team. The duties included data entry, minute taking, effective communication flow to firefighters and record keeping for activities such as fire inspections and performance appraisals.

An increase of \$67.7 (1.0FTE) has been included for a Service Writer position in the Mechanics' Shop. This position will provide administrative support for receiving, assignment of work, processing and documentation, and deliveries. This will allow the mechanics to focus on their mechanic functions, improving productivity. The cost of this position is partially offset by a \$22.0 reduction in courier costs. Other operating costs to support these positions have increased by \$5.0.

An increase of \$35.0 is included to allow for an enhanced wellness program to address cumulative acute stress.

Operating impacts from previously approved capital projects total \$70.2. This is for increased replacement reserve contributions for new equipment, CBCM contributions and maintenance costs for a new Fire Station, and replacement provision for computers.

An increase of \$119.5 has been included for fuel, building maintenance, equipment repairs and maintenance. Historically, these budget areas have not been sufficient.

Capital Contribution:

Due to increasing costs, the contribution to the Fire Apparatus Reserve has increased by \$75.0. This reserve is used to fund the replacement of large fire apparatus. The cost of apparatus has increased by approximately 30% due to the decrease in the value of the Canadian Dollar in relation to the U.S. Dollar. This phased in approach is planned for four more years, at which time the reserve is expected to be sufficient.

As identified under growth, an increase of \$14.6 to the replacement reserve is required to fund the replacement of new equipment.

\$2.2 in reserve funding has been redirected to contribute to the corporate Asset Management position.

Other Significant Item(s):

An estimated inflationary increase of \$1,179.8 has been included in staff compensation based on collective agreements.

Additional inflationary increases of \$69.4 are primarily for rate increases for fuel and utilities.

During budget deliberations from Nov.25-27th 2019, City Council approved an additional \$120.0 for 1.5 temporary FTEs to address priority 3 property maintenance bylaw complaints.

2021 Changes

Revenue Change:

A \$9.0 revenue increase is anticipated for incident response due to rate increases.

Capital Contribution:

Contribution to the Fire Apparatus Reserve has increased by \$75.0 and is represented under growth. This phased in approach is planned for three more years, at which time the reserve is expected to be sufficient.

Other Significant Item(s):

An estimated inflationary increase of \$1,214.2 has been included in staff compensation based on collective agreements, as well as rate increases for fuel and utilities.

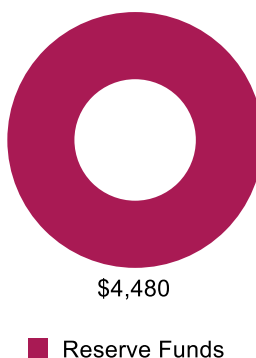
Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0582: FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	400.0	210.0	260.0	160.0	385.0
P2379: FIRE-MAJOR APPARATUS REPLACEMENT	2,125.0	865.0	865.0	670.0	-
P2504: FIRE-NEW EQUIPMENT	150.0	150.0	100.0	100.0	100.0
P2509: FIRE-UNIFORMS	310.0	270.0	255.0	255.0	255.0
Total	2,985.0	1,495.0	1,480.0	1,185.0	740.0

The 2020-2021 Fire Services Capital Investment includes \$2,985.0 in 2020 and \$1,495.0 in 2021, required for the planned replacement of the Fire fleet, equipment and uniforms, along with some expansion for new equipment. These investments are funded through established reserves.

The Capital Investment for future facilities will be identified and prioritized in the Saskatoon Fire Department Facilities Master Plan that will be presented to Council for approval. The funding requirements will also be outlined in the report.

2020-2021 Capital Budget by Funding Source



SASKATOON PUBLIC LIBRARY

City of Saskatoon

Operating & Capital Budget
Approved 2020/2021

The Saskatoon Public Library Business Line provides a modern, dynamic library that meets the needs of citizens and makes the most effective use of resources.

The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Saskatoon Public Library (SPL) Business Line supports the following strategic priority areas:



Core Services

- SPL goal is to provide a modern, dynamic library that meets the needs of citizens and makes the most effective use of resources.
- SPL provides community-wide access to flexible learning options including literacy programs, business skills, employment preparation and creative development.

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Asset and Financial Sustainability	
Public funds are utilized in the most efficient and effective manner practicable and aligned with citizen expectations.	Saskatoon Public Library continues to align library services with community needs. This includes the continued development and implementation of community needs based programs and services.
	Saskatoon Public Library continues to ensure budget and resource allocations are aligned with the library's service delivery objectives.
	The Saskatoon Public Library continues to place funds aside into a New Central Library Reserve and has presented the business case for replacement of the Frances Morrison Central Library.
Strategic Goal – A Culture of Continuous Improvement	
The City's workforce is engaged, healthy and safe.	All Saskatoon Public Library employees will continue to participate in a robust corporate training program that includes Medical First Aid and Mental Health First Aid.
	Saskatoon Public Library implements security measures and monitors incidents to ensure appropriate measures are in place.
Civic services are aligned with citizen needs and citizens are connected to answers and information they need quickly, simply and seamlessly.	Advocate to libraries across Saskatchewan and nationally to take an active role in Reconciliation.
	Continue to review public technology needs, identify trends and develop strategies to address those needs.
	Develop a plan to create public spaces that encourage innovation, learning and creativity through collective access to technology.
	Curate SPL's physical and digital collection to reflect the evolving needs of the community.
	Provide opportunities to teach patrons how to use the technology available to them.

Strategic Goal – Quality of Life	
Citizens are engaged in a welcoming place and enjoy a range of opportunities.	Respond in meaningful ways to the Truth and Reconciliation Commission's Calls to Action, the United Nations' Declaration on the Rights of Indigenous Peoples and the Government of Saskatchewan's Information is for Everyone report.
	Consult with Indigenous community leaders and Elders to provide guidance.
	Create respectful, inclusive and safe environments within Saskatoon Public Library branches for all citizens to enjoy.
	Identify barriers to services and develop service initiatives to reduce those barriers.
	Outreach social workers connect patrons to the services they need.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	> 90%	86%	87%	82%	83%	Improvement	Neutral

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Library Property Levy	(23,041.6)	(23,128.7)	(24,905.7)	(26,198.8)	(1,293.1)	5.2%	(27,470.2)	(1,271.4)	4.9%
Public Library	(952.0)	(940.7)	(938.0)	(994.0)	(56.0)	6.0%	(996.4)	(2.4)	0.2%
Total Revenues	(23,993.6)	(24,069.4)	(25,843.7)	(27,192.8)	(1,349.1)	5.2%	(28,466.6)	(1,273.8)	4.7%
Gross Expenses									
Library Property Levy	-	-	-	-	-	-	-	-	-
Public Library	23,993.6	24,069.4	25,843.7	27,192.8	1,349.1	5.2%	28,466.6	1,273.8	4.7%
Total Gross Expenses	23,993.6	24,069.4	25,843.7	27,192.8	1,349.1	5.2%	28,466.6	1,273.8	4.7%
Tax Support	-	-	-	-	-	-	-	-	-

Summary of 2020-2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	149.64	150.64	1.00	152.64	2.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(1,349.1)	(1,273.8)	(2,622.9)
Inflation & Transfer	656.8	520.3	1,177.1
Growth	692.3	753.5	1,445.8
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

Summary of Funded Capital Investments

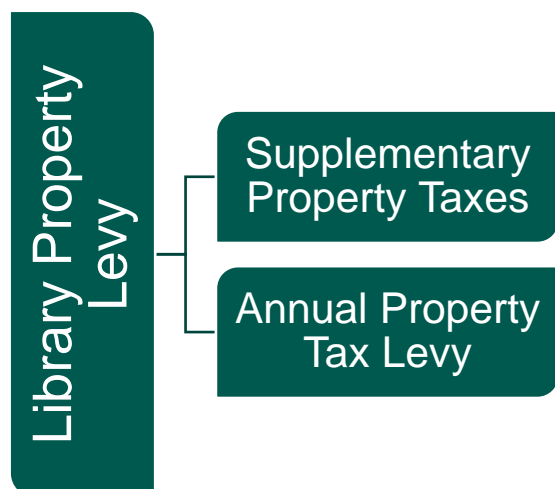
Service Line	2020	2021	2022	2023	2024
Public Library	132,900.0	200.0	100.0	100.0	100.0
Total	132,900.0	200.0	100.0	100.0	100.0

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Borrowing	67,545.0	-	-	-	-
Land Sales	4,600.0	-	-	-	-
Library Reserves	45,755.0	200.0	100.0	100.0	100.0
Private and External Funding	15,000.0	-	-	-	-
Total	132,900.0	200.0	100.0	100.0	100.0

Library Property Levy

Overview



The Property Tax Levy is the amount of taxation required from taxpayers to balance the Library's operating budget. The levy includes an amount for growth in the assessment roll over from the previous year. Supplementary taxes are levied on properties that were changed in the current taxation year and are not part of the original levy.

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Property Levy	(22,828.9)	(22,858.7)	(24,635.7)	(25,928.8)	(1,293.1)	5.2%	(27,200.2)	(1,271.4)	4.9%
Supplementary Prop Levy	(212.8)	(270.0)	(270.0)	(270.0)	-	-	(270.0)	-	-
Total Revenues	(23,041.6)	(23,128.7)	(24,905.7)	(26,198.8)	(1,293.1)	5.2%	(27,470.2)	(1,271.4)	4.9%
Gross Expenses									
Total Gross Expenditure	-	-	-	-	-	-	-	-	-
Tax Support	(23,041.6)	(23,128.7)	(24,905.7)	(26,198.8)	(1,293.1)	5.2%	(27,470.2)	(1,271.4)	4.9%

2018 Actual Results:

In 2018 the Library Property Levy had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(24,905.7)	(26,198.8)	
Revenue Change (increase)/decrease	(1,293.1)	(1,271.4)	(2,564.5)
Inflation & Transfers	-	-	-
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(26,198.8)	(27,470.2)	(2,564.5)

2020 Changes

Revenue Change:

Net property tax revenue increased by \$937.1 and is required to balance the 2020 budget. This represents a 3.75% property tax increase.

In addition, revenue resulting from assessment growth of \$356.0 is estimated for 2020 and is calculated based on actual assessment values being received. The property tax levy plus assessment growth equals the \$1,293.1 total revenue change.

2021 Changes

Revenue Change:

Net property tax revenue increased by \$1,016.4 and is required to balance the 2021 budget. This represents a 3.88% property tax increase.

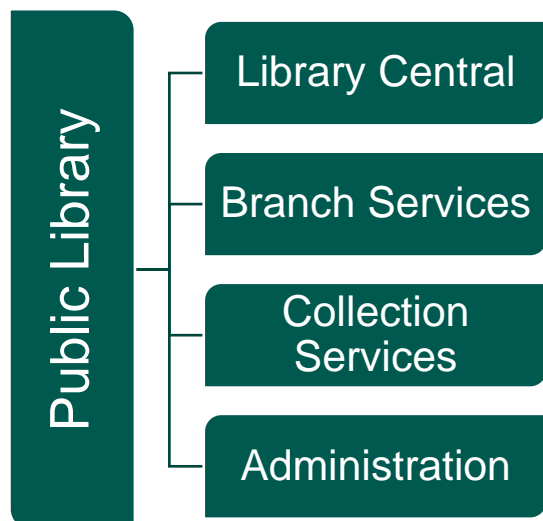
In addition, revenue resulting from assessment growth of \$255.0 is estimated for 2021 and is calculated based on actual assessment values being received. The property tax levy plus assessment growth equals the \$1,271.4 total revenue change.

Summary of Capital Investments

There are no capital investments for Library Property Levy.

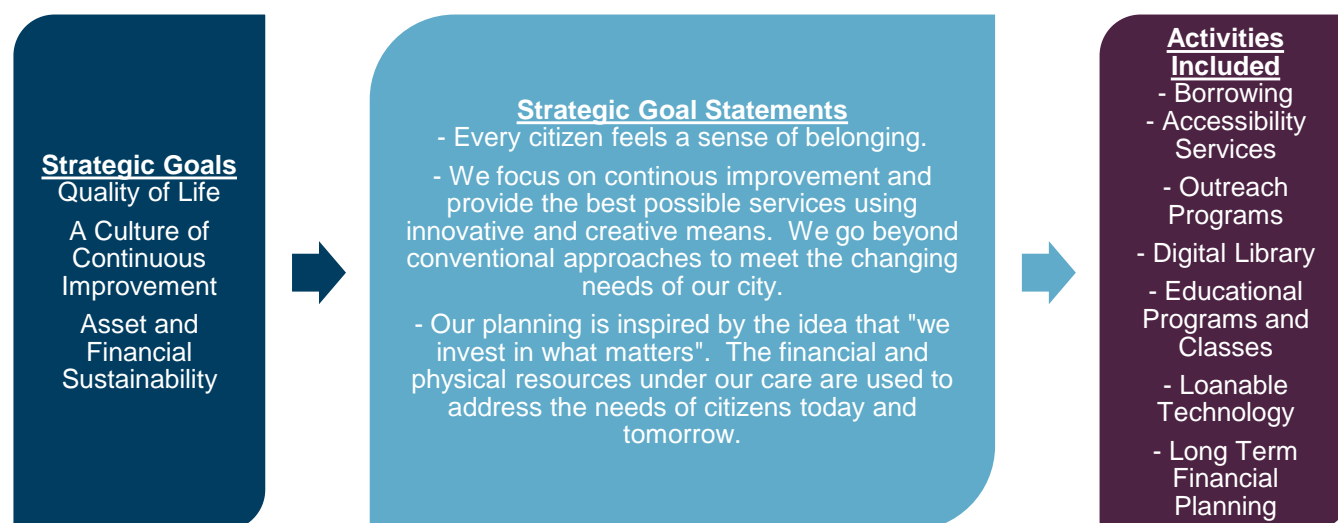
Public Library

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(657.6)	(651.2)	(651.2)	(667.5)	(16.3)	2.5%	(667.5)	-	-
Revenue	(294.5)	(289.5)	(286.8)	(326.5)	(39.7)	13.8%	(328.9)	(2.4)	0.7%
Total Revenues	(952.0)	(940.7)	(938.0)	(994.0)	(56.0)	6.0%	(996.4)	(2.4)	0.2%
Gross Expenses									
Staff Compensation	11,807.4	12,436.3	13,175.0	13,539.2	364.2	2.8%	13,998.5	459.3	3.4%
Operating Cost	8,387.1	7,836.2	8,341.2	8,686.1	344.9	4.1%	8,860.6	174.5	2.0%
Cost Recovery	(3.3)	(5.6)	-	-	-	-	-	-	-
Capital Contribution	3,802.5	3,802.5	4,327.5	4,967.5	640.0	14.8%	5,607.5	640.0	12.9%
Total Gross Expenditure	23,993.6	24,069.4	25,843.7	27,192.8	1,349.1	5.2%	28,466.6	1,273.8	4.7%
Tax Support	23,041.6	23,128.7	24,905.7	26,198.8	1,293.1	5.2%	27,470.2	1,271.4	4.9%

2018 Actual Results:

In 2018 the Saskatoon Public Library had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	149.64	150.64	1.00	152.64	2.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	24,905.7	26,198.8	
Revenue Change (increase)/decrease	(56.0)	(2.4)	(58.4)
Inflation & Transfers	656.8	520.3	1,177.1
Growth	692.3	753.5	1,445.8
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	26,198.8	27,470.2	2,564.5

The 2020 and 2021 budgets are aligned with both SPL's operations and strategic plan. The organizational structure and service model are designed for flexibility and efficiency in order to increase SPL's ability to make strategic and deliberate community impacts.

2020 Changes

Growth:

Increase of 1.0 FTE is required to support the Facilities Manager by providing a Facility support Assistant.

Capital Contribution:

Increase in capital contributions to the New Central Library reserve of \$640.0 as per the funding plan developed with the City of Saskatoon.

Other Significant Item(s):

Inflation increases to the Administration and Support, \$115.6, Collection \$99.0, Facilities \$69.6, and Public Services \$60.0.

2021 Changes

Growth:

Increase of 2.0 FTE's are required to support Programing functions (1.5 FTE) and Finance administration functions (0.5 FTE).

Capital Contribution:

Increase in capital contributions to the New Central Library reserve of \$640.0 as per the funding plan developed with the City of Saskatoon.

Other Significant Item(s):

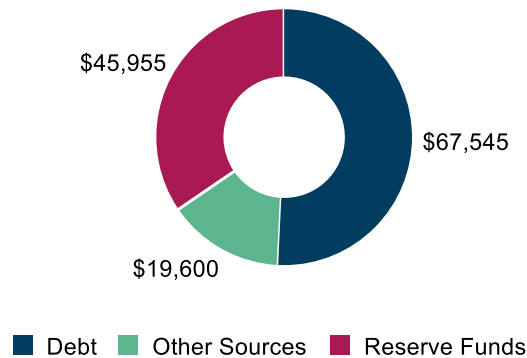
Inflation increases to the Collection \$82.4, Facilities \$55.3, Administration and Support, \$28.2 and Public Services \$11.1.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0838: LIBRARY-EQUIPMENT REPLACEMENT	200.0	200.0	100.0	100.0	100.0
P1761: LIBRARY-NEW CENTRAL LIBRARY CONSTRUCTION	132,700.0	-	-	-	-
Total	132,900.0	200.0	100.0	100.0	100.0

The \$200.0 in 2020 and 2021 pertains to regular equipment replacement. The \$132.7 million in 2020 relates to a new central library.

2020-2021 Capital Budget by Funding Source



ARTS, CULTURE AND EVENTS VENUES



City of Saskatoon

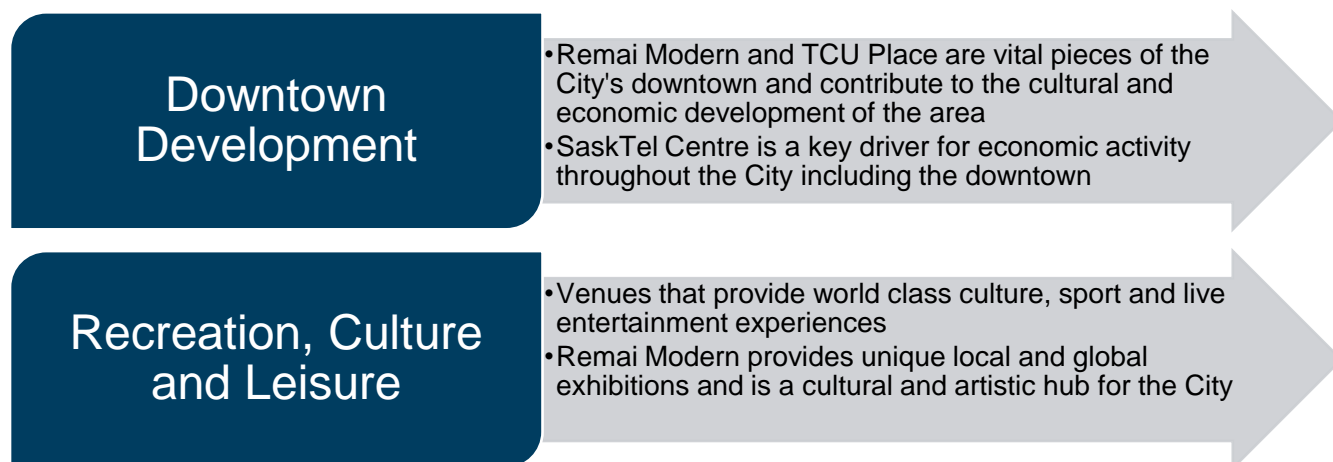
Operating & Capital Budget
Approved 2020/2021

The Arts, Culture and Events Venues Business Line consists of venues providing related services. The Figure below provides an illustration of the venues contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Arts, Culture, and Events Venue Business Line supports the following strategic priority areas:



Arts, Culture and Events Venues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Asset and Financial Sustainability	
Key Civic Infrastructure assets are maintained and funded to minimize the total life cycle costs	Continued work between TCU Place, SaskTel Centre and the City of Saskatoon to develop a new business model for future expansion/enhancement of the facility and the civic cultural agenda.
	Continued implementation of TCU Place improvements/upgrades to the kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality and the meeting of customer expectations.
	Implementation of building and system upgrades and replacements at SaskTel Centre as required, including: luxury suite upgrades, concession stand renovations, lighting system improvements, power enhancements, and increased security measures.
	The Rемаi Modern continues to phase in appropriate building maintenance contributions to the City's Civic Buildings Comprehensive Maintenance (CBCM) reserve to ensure future sustainability.
Strategic Goal – Quality of Life	
Recreation and cultural facilities are accessible, physically and financially, and meet community needs	The Rемаi Modern continues to implement a program of exhibitions and events that provide a Canadian and Saskatchewan perspective on modern and contemporary global art movements through a mix of regional, national and international programs.
	The Rемаi Modern aims to provide a dynamic range of learning and engagement programs, from introductory to advanced, that foster visitor understanding of, interaction with and enjoyment of our exhibitions, collections and art programs.
	SaskTel Centre is committed to diverse programming for the enrichment of the region and continues to attract a variety of touring shows and national/international events.
	TCU Place continues to emphasize the delivery of diverse and popular programming to enhance the "quality of life" for a City with a culturally diverse population base.
Strategic Goal – A Culture of Continuous Improvement	
Our Workforce is representative of the local population	Remai Modern, TCU Place and SaskTel Centre are committed to the continued development of initiatives for increasing diversity across their workforce to include strengthening diversity competencies, attracting and recruiting a diverse employee base whilst streamlining the processes to improve accessibility and understanding.

Arts, Culture and Events Venues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	≥ 90%	86%	87%	82%	83%	Improvement	Neutral

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Remai Modern	-	-	-	-	-	-	-	-	-
SaskTel Centre	-	-	-	-	-	-	-	-	-
TCU Place	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Remai Modern	5,474.7	5,474.7	5,930.5	6,155.1	224.6	3.8%	6,379.7	224.6	3.6%
SaskTel Centre	477.7	547.7	560.0	560.0	-	-	560.0	-	-
TCU Place	1,704.4	1,704.7	1,758.8	1,758.4	(0.4)	0.0%	1,757.9	(0.5)	0.0%
Total Gross Expenses	7,656.8	7,727.1	8,249.3	8,473.5	224.2	2.7%	8,697.6	224.1	2.6%
Tax Support	7,656.8	7,727.1	8,249.3	8,473.5	224.2	2.7%	8,697.6	224.1	2.6%

Summary of 2020-2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	157.81	163.41	5.60	163.41	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	8,249.3	8,473.5	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfer	(0.4)	66.5	66.1
Growth	224.6	157.6	382.2
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	8,473.5	8,697.6	448.3

Arts, Culture and Events Venues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Summary of Funded Capital Investments

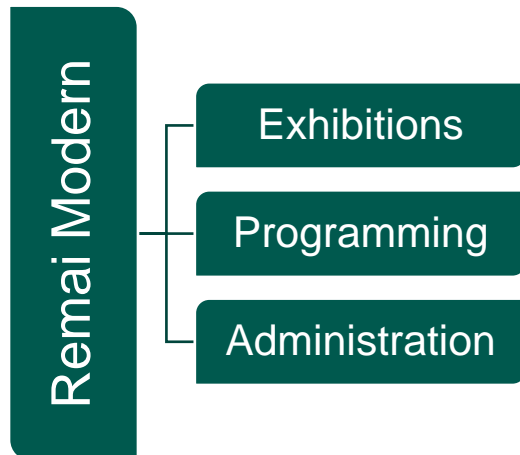
Service Line	2020	2021	2022	2023	2024
Remai Modern	150.0	80.0	-	-	-
SaskTel Centre	123.0	108.0	163.0	373.0	593.0
TCU Place	80.0	544.0	448.0	256.0	714.0
Total	353.0	732.0	611.0	629.0	1,307.0

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Remai Modern Reserves	150.0	80.0	-	-	-
Sasktel Centre Reserves	123.0	108.0	163.0	373.0	593.0
TCU Reserves	80.0	544.0	448.0	256.0	714.0
Total	353.0	732.0	611.0	629.0	1,307.0

Remai Modern

Overview



To operate and maintain a public museum of modern and contemporary art. Remai Modern supports the collection, exhibition, preservation, and interpretation of works of art, and seeks to provide transformative experiences by connecting art with local and global communities.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Subsidies	3,971.3	3,971.3	4,100.0	4,200.0	100.0	2.4%	4,300.0	100.0	2.4%
Facilities Cost	1,503.4	1,503.4	1,830.5	1,955.1	124.6	6.8%	2,079.7	124.6	6.4%
Total Gross Expenditure	5,474.7	5,474.7	5,930.5	6,155.1	224.6	3.8%	6,379.7	224.6	3.6%
Tax Support	5,474.7	5,474.7	5,930.5	6,155.1	224.6	3.8%	6,379.7	224.6	3.6%

2018 Actual Results:

There was no variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	47.55	47.55	-	47.55	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	5,930.5	6,155.1	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	-	-	-
Growth	224.6	224.6	449.2
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	6,155.1	6,379.7	449.2

2020 Changes

Other Significant Item(s):

A \$100.0 increase towards the phased-in approach for the required Civic Buildings Comprehensive Maintenance (CBCM) reserve contribution which is currently targeted at approximately \$1,000.0 per year. This allocation would increase the annual contribution to \$509.0.

A \$15.4 increase in Operating Maintenance and Overhead is required in order to provide appropriate custodial and trades services as well as an increase of \$9.2 in anticipated utility costs.

A \$100.0 increase in general subsidy provided to the Remail Modern. This increase in subsidy is required in order to accommodate expenditures that are not offset by self-generated revenue.

2021 Changes

Other Significant Item(s):

A \$100.0 increase towards the phased-in approach for the required Civic Buildings Comprehensive Maintenance (CBCM) reserve contribution. This allocation would increase the annual allocation to \$609.0.

A \$15.4 increase in Operating Maintenance and Overhead is required in order to provide appropriate custodial and trades services as well as an increase of \$9.2 in anticipated utility costs.

A \$100.0 increase in general subsidy provided to the Remai Modern by the City of Saskatoon. This increase in subsidy is required in order to accommodate the programming and expenditures that are not offset by self-generated revenue.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1834: REMAI - EQUIPMENT PURCHASES	150.0	80.0	-	-	-
Total	150.0	80.0	-	-	-

P1834 – Remai Modern-Equipment Purchases capital project is in accordance with the Remai Modern Reserve Funds Policy.

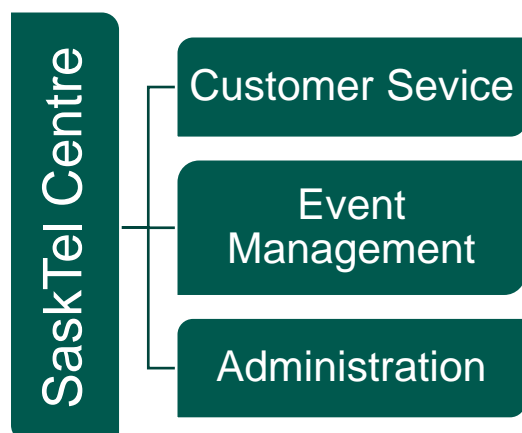
2020-2021 Capital Budget by Funding Source



■ Reserve Funds

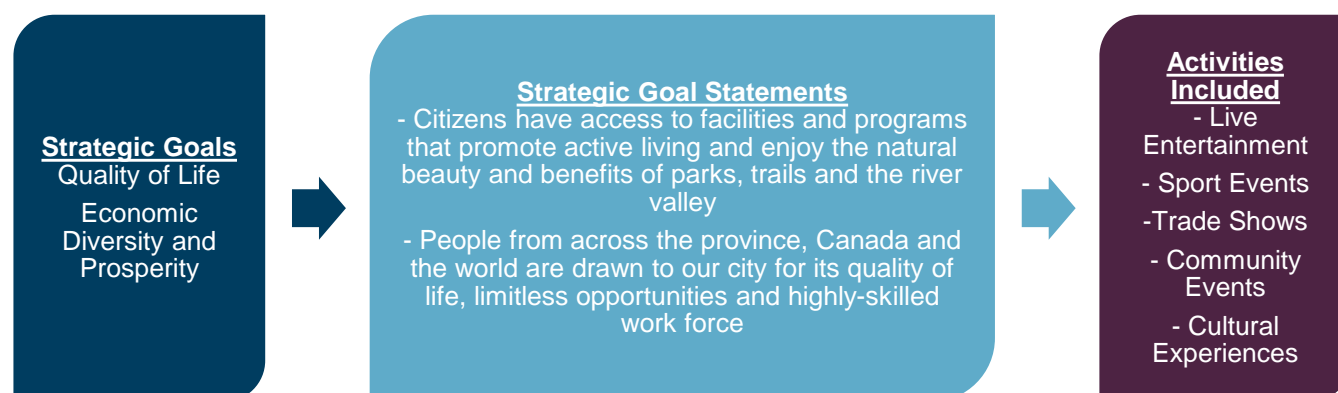
SaskTel Centre

Overview



To provide world-class culture, sport, and live entertainment experiences for the social and cultural enrichment of the region. This includes exemplary customer service, high quality events, strong fiscal management, and excellence in safety, engaged workforce, positive community partnerships, and environmental stewardship.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Operating Cost	897.7	897.7	945.0	945.0	-	-	945.0	-	-
Cost Recovery	(420.0)	(350.0)	(385.0)	(385.0)	-	-	(385.0)	-	-
Total Gross Expenditure	477.7	547.7	560.0	560.0	-	-	560.0	-	-
Tax Support	477.7	547.7	560.0	560.0	-	-	560.0	-	-

Arts, Culture and Events Venues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2018 Actual Results:

In 2018, SaskTel Centre had a \$70.0 positive variance due to an increased contribution towards the City's Civic Buildings Comprehensive Maintenance (CBCM) fund to maintain its buildings based on the contribution formula.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	47.67	52.27	4.60	52.27	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	560.0	560.0	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	-	67.0	67.0
Growth	-	(67.0)	(67.0)
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	560.0	560.0	-

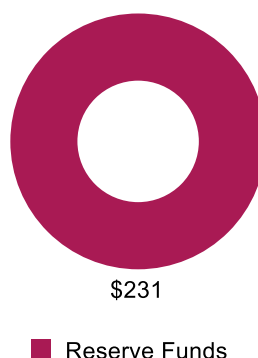
There is no significant operating changes at SaskTel Centre in 2020 and 2021.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1812: SKTEL CENTRE-EQUIPMENT PURCHASES	123.0	108.0	163.0	373.0	593.0
Total	123.0	108.0	163.0	373.0	593.0

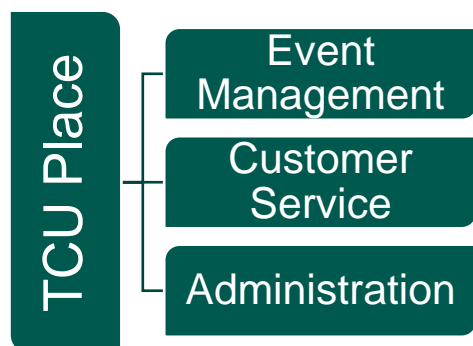
P1812 – Sasktel Centre-Equipment Purchases capital project is in accordance with the SaskTel Centre Reserve Fund Policy.

2020-2021 Capital Budget by Funding Source



TCU Place

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Facilities Cost	1,024.3	1,024.3	1,078.4	1,078.4	-	-	1,078.4	-	-
Subsidies	500.0	500.0	500.0	500.0	-	-	500.0	-	-
Principal Interest	149.2	136.7	156.3	163.3	7.0	4.5%	170.4	7.1	4.3%
	30.9	43.7	24.1	16.7	(7.4)	(30.7%)	9.1	(7.6)	(45.5%)
Total Gross Expenditure	1,704.4	1,704.7	1,758.8	1,758.4	(0.4)	-	1,757.9	(0.5)	-
Tax Support	1,704.4	1,704.7	1,758.8	1,758.4	(0.4)	-	1,757.9	(0.5)	-

Arts, Culture and Events Venues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2018 Actual Results:

There was no variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	62.59	63.59	1.00	63.59	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	1,758.8	1,758.4	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(0.4)	(0.5)	(0.9)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	1,758.4	1,757.9	(0.9)

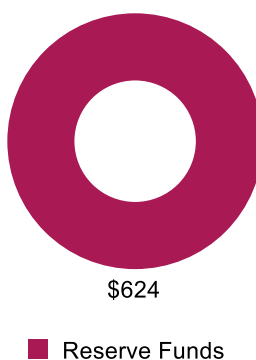
There is no significant operating changes at TCU Place in 2020 and 2021.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0740: TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	80.0	544.0	448.0	256.0	714.0
Total	80.0	544.0	448.0	256.0	714.0

P0740 – Equipment Replacement Purchases capital project is in accordance with the TCU Place Reserve Fund Policy.

2020-2021 Capital Budget by Funding Source



Arts, Culture and Events Venues



City of Saskatoon

Operating & Capital Budget
Approved 2020/2021

ENVIRONMENTAL HEALTH

The Environmental Health Business Line is a collection of various environmental related services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Environmental Health Business Line supports the following strategic priority areas:



Environmental Sustainability

- Environmental Programming focused on environmental education, managing City-owned contaminated sites and participating in regional water and air quality protection efforts.
- Continued focus on the development of enhanced environmental policy and strategies, reducing energy use and the emissions of greenhouse gases.

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Environmental Leadership	
Effects of climate change on civic services are proactively addressed.	Implement the recommended Strategies contained in the Climate Change Mitigation Business Plan.
	Continued community engagement and implementation opportunities for the Low Emissions Community Plan.
	Continued development of a Triple Bottom Line tool to help in prioritizing projects and initiatives. This tool will ensure that financial, environmental and social aspects of projected are appropriately balanced and considered in all initiatives.
	Continued implementation of the City's Energy Performance Contract to modernize and increase energy efficiency within civic buildings.
Solid waste diversion is maximized and landfill operations management and financial sustainability optimized.	Prepare for implementation of a mandated City-wide Organics Program for single family residences in 2023.
	Industrial, Commercial and Institutional sectors recycling and organics program opportunities continue to be investigated for increasing waste diversion within this sector.
	Continued development of Recovery Park at the Saskatoon landfill to provide waste diversion opportunities for recyclables, hazardous waste, food and yard waste, construction waste and others.
Green infrastructure is identified and managed for the benefit of current and future generations.	Complete the Natural Capital Asset Valuation framework.
	Develop and adopt Natural Area Standards.
	Implement the recommended strategies contained in the Urban Forestry Management plan.
	Identify and map targets for the management and enhancement of natural areas, biodiversity, and other green infrastructure components.
	Continued response to the outbreak of Cottony Ash Psyllid, an invasive insect that impacts Black Mancana ash trees.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Waste Diverted from the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	21.7%	22.8%	22.8%	23.0%	Neutral	Needs Improvement
Reduce the City of Saskatoon's greenhouse gas emissions	40% reduction for corporate and 15% for community by 2023; and 80% for corporate and community GHG reductions by 2050.	Corporate emissions: 107,500; Community emissions: 3,690,000 tonnes CO ₂ e	Corporate emissions: 106,500; Community emissions: 3,710,000 tonnes CO ₂ e	Pending	N/A	Neutral	Needs Improvement

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Sustainability	-	(4.0)	-	-	-	-	-	-	-
Urban Biological Services	(2.0)	(2.0)	(2.0)	(2.0)	-	-	(2.0)	-	-
Urban Forestry	-	-	-	-	-	-	-	-	-
Waste Handling Service	(4,803.0)	(5,180.0)	(5,180.0)	(6,613.9)	(1,433.9)	27.7%	(7,714.8)	(1,100.9)	16.6%
Waste Reduction	(3.2)	-	-	(246.7)	(246.7)	-	(261.1)	(14.4)	5.8%
Total Revenues	(4,808.2)	(5,186.0)	(5,182.0)	(6,862.6)	(1,680.6)	32.4%	(7,977.9)	(1,115.3)	16.3%
Gross Expenses									
Sustainability	1,026.5	1,006.3	1,165.5	1,640.7	475.2	40.8%	1,664.5	23.8	1.5%
Urban Biological Services	984.1	991.1	1,040.6	1,069.1	28.5	2.7%	1,107.6	38.5	3.6%
Urban Forestry	3,621.2	3,631.7	3,878.7	3,969.5	90.8	2.3%	4,054.0	84.5	2.1%
Waste Handling Service	14,377.4	13,357.1	13,298.6	15,719.0	2,420.4	18.2%	18,868.5	3,149.5	20.0%
Waste Reduction	542.5	544.3	553.4	1,288.4	735.0	132.8%	1,181.8	(106.6)	(8.3%)
Total Gross Expenses	20,551.7	19,530.5	19,936.8	23,686.7	3,749.9	18.8%	26,876.4	3,189.7	13.5%
Tax Support	15,743.4	14,344.5	14,754.8	16,824.1	2,069.3	14.0%	18,898.5	2,074.4	12.3%

Summary of 2020-2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	110.97	115.21	4.24	115.21	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	14,754.8	16,824.1	
Revenue Change (increase)/decrease	(1,680.6)	(1,115.3)	(2,795.9)
Inflation & Transfer	1,044.9	1,252.7	2,297.6
Growth	2,597.4	1,937.0	4,534.4
Continuous Improvement	(142.4)	-	(142.4)
Service Level Changes	250.0	-	250.0
Total Budget	16,824.1	18,898.5	4,143.7

Summary of Funded Capital Investments

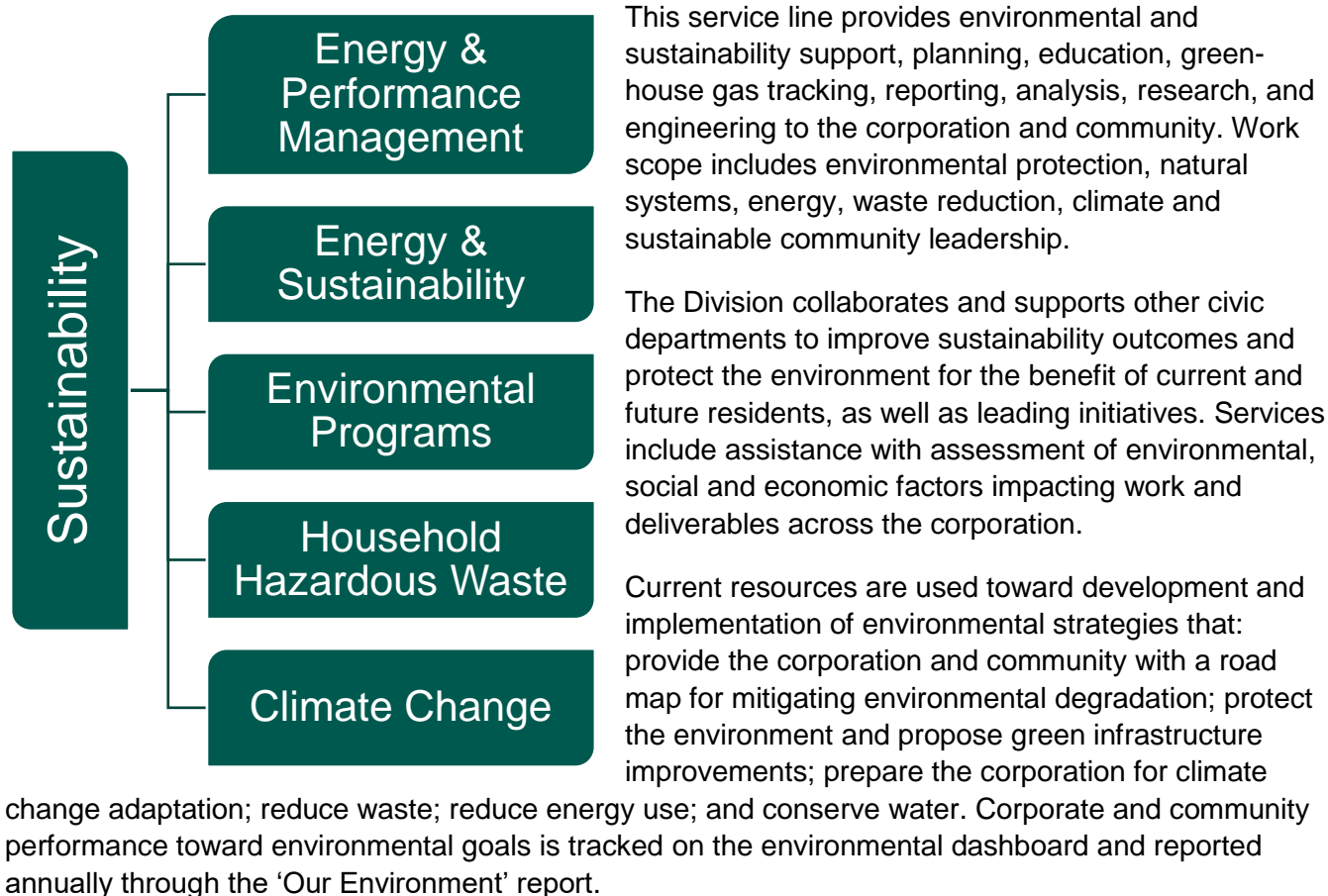
Service Line	2020	2021	2022	2023	2024
Sustainability	1,491.0	204.0	-	-	-
Urban Forestry	545.0	490.0	150.0	150.0	150.0
Waste Handling Service	1,649.2	949.2	2,308.2	6,358.2	958.2
Waste Reduction	10,000.0	-	-	-	-
Total	13,685.2	1,643.2	2,458.2	6,508.2	1,108.2

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Reserve for Capital Expenditures	558.0	544.0	-	-	-
Government of Canada	8,500.0	-	-	-	-
Other	55.0	-	-	-	-
Reallocation	2,320.0	-	-	-	-
Reserves - Civic	2,252.2	1,099.2	2,458.2	6,508.2	1,108.2
Total	13,685.2	1,643.2	2,458.2	6,508.2	1,108.2
Unfunded	-	-	805.0	405.0	-

Sustainability

Overview



Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Student Action for A Sustainable Future		12 classes per year		
Healthy Yards and Compost Coaches	In-person education (events, classes, workshops) on composting, water conservation, pesticide-free, and other environmentally-friendly yard and garden maintenance	80 events per year		
Healthy Yards and Compost Coaches	Rain Barrels and Compost Bin Rebates	200 rebates available per year		
Healthy Yards and Compost Coaches	Compost coach home visits/inquiries	200 visits/inquiries per year		
Environmental Dashboard		25 indicators updated annually		
Saskatoon Curbside Swap		1 city wide event, support for community events		
Household Hazardous Waste Collection Days	Events	8 collection days per year		
GHG Inventory	Inventory of greenhouse gas emissions by corporation and community	1 annual inventory completed and verified		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	-	(4.0)	-	-	-	-	-	-	-
Total Revenues	-	(4.0)	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	987.1	758.5	868.4	1,020.7	152.3	17.5%	1,045.7	25.0	2.4%
Operating Cost	653.5	469.0	474.9	486.2	11.3	2.4%	487.3	1.1	0.2%
Debt Charges	-	-	-	142.7	142.7	-	142.7	-	-
Cost Recovery	(614.1)	(221.2)	(177.8)	(258.9)	(81.1)	45.6%	(261.2)	(2.3)	0.9%
Capital Contribution	-	-	-	250.0	250.0	-	250.0	-	-
Total Gross Expenditure	1,026.5	1,006.3	1,165.5	1,640.7	475.2	40.8%	1,664.5	23.8	1.5%
Tax Support	1,026.5	1,002.3	1,165.5	1,640.7	475.2	40.8%	1,664.5	23.8	1.5%

2018 Actual Results:

In 2018, Sustainability had a \$228.6 variance over budget from an increase to staff compensation, including temporary unbudgeted staff and turnover costs. Other operating variances relate to increased contract costs for programs such as Household Hazardous Waste to sustain service levels. Almost all of these increased costs are offset by increased cost recoveries to custom work and capital programs, except for the remaining overall variance in this service line of \$24.2.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	7.90	9.20	1.30	9.20	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	1,165.5	1,640.7	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	217.2	23.8	241.0
Growth	54.0	-	54.0
Continuous Improvement	(46.0)	-	(46.0)
Service Level Changes	250.0	-	250.0
Total Budget	1,640.7	1,664.5	499.0

2020 Changes

Growth:

An increase of \$54.0 has been included in Household Hazardous Waste to help meet service levels.

Continuous Improvement:

A decrease of \$46.0 is mainly due to a variety of initiatives including no longer printing the collection calendar and reducing vehicle usage by offering transit passes to staff.

Other Significant Item(s):

A total of \$142.7 has been included for Energy Performance Contracting Loan Repayment (balanced by savings in leisure facilities). An estimated inflationary increase of \$41.7 has been included in staff compensation based on collective agreements. A portion of the Director of Sustainability (0.3 FTE) was transferred as part of the restructuring of the management of recycling program. 1.0 FTE was also added for an Environmental Coordinator to support the growing demand for education in the recycling programs. It is cost recoverable from the utility.

Service Level Change:

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$250.0 funding for the Low Emissions Community Plan Funding.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$23.8 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

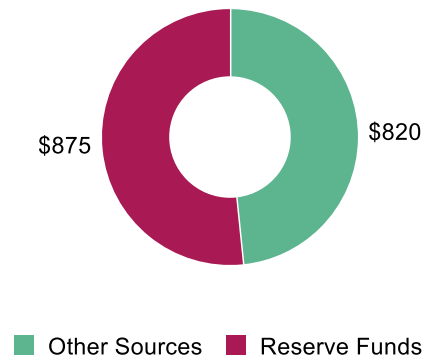
Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1956: PROPERTY ASSESSED CLEAN ENERGY FINANCING PROGRAM	80.0	-	-	-	-
P1957: COMMUNITY ELECTRIC VEHICLE ADOPTION STRATEGY	100.0	-	-	-	-
P1964: WASTE REDUCTION INITIATIVES	646.0	54.0	-	-	-
P2390: GREEN INFRASTRUCTURE STRATEGY	150.0	150.0	-	-	-
P2648: SUSTAINABILITY SUPPORT FOR TRIPLE BOTTOM LINE IMPLEMENTATION	260.0	-	-	-	-
P2650: INTEGRATED SOLAR/RENEWABLE ENERGY STRATEGY	180.0	-	-	-	-
P2651: HIGH PERFORMANCE BUILDING POLICY	75.0	-	-	-	-
Total	1,491.0	204.0	-	-	-

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2538: NATURAL CAPITAL ASSET VALUATION	-	-	200.0	-	-
P2598: CORPORATE ADAPTATION STRATEGY	-	-	200.0	200.0	-
P2649: COMMUNITY INCENTIVE PROGRAM FOR BUILDING CODE AND ENERGY EFFICIENCY	-	-	130.0	130.0	-
P2651: HIGH PERFORMANCE BUILDING POLICY	-	-	275.0	75.0	-
Total	-	-	805.0	405.0	-

The 2020-2021 Environmental Program Capital Investment includes Waste Reduction Initiatives and several projects that support the Strategic Plan set out by Council.

During budget deliberations from Nov.25-27th 2019 as part of the Capital Budget Option review, City Council approved additional funding for the projects identified above.

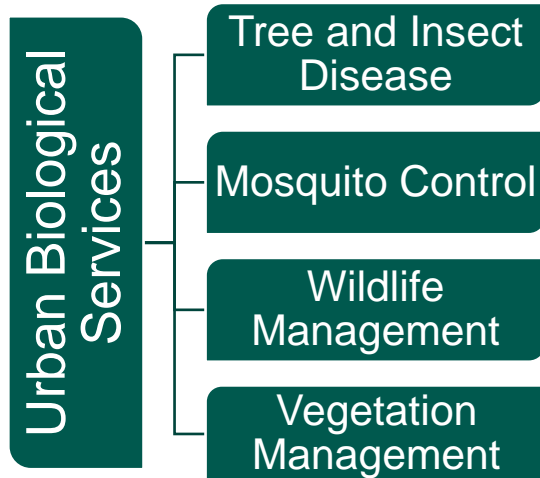
2020-2021 Capital Budget by Funding Source



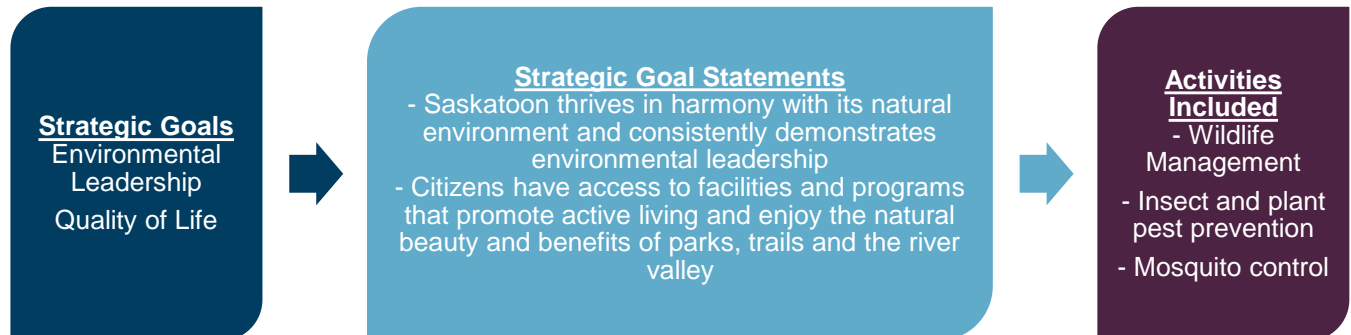
Urban Biological Services

Overview

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



Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Mosquito Control		<p>The City conducts mosquito control inside City Limits as a main priority. Up to 10km outside City Limits is conducted as time permits.</p> <p>Mosquito control efforts are highly dependent on precipitation rates. If there are repeated rainfall events, treatment efforts remain focused within City limits. Adult mosquitos are tested for the presence of West Nile Virus, and these results are communicated publicly. In addition, adult mosquito populations are assessed and reported weekly on the City's website.</p>		
Tree and Insect Disease	Dutch Elm Disease, Emerald Ash Borer, Ash Bark Beetle, Forest Tent Caterpillar, European Elm Scale, Cottony Ash Psyllid	<p>City and private trees are inspected as requested, invasive insects are trapped. Requests to inspect city-owned trees are completed within 5 business days.</p> <p>All pests are identified, however no further service is provided for non-detrimental pests.</p> <p>All nursery stock is inspected for invasive insect and diseases.</p>		
Wildlife Management	Skunks, Raccoons, Crows, Coyotes, Rabbits	<p>Wildlife management follows a complaint-based model and are prioritized as follows: Injured, trapped, and diseased. Service is focused on unprotected animals (skunks, gophers, racoons, beavers) no larger than a coyote. Larger animals such as moose, deer, and bear are handled by the Ministry of Environment.</p>		
Vegetation Management	Municipal weed inspectors enforce noxious and nuisance weeds as outlined in The Weed Control Act and Bylaw No. 8175, The Property Maintenance & Nuisance Abatement Bylaw, 2003.	<p>All complaints are followed up on; most complaints are addressed within one week. During the peak season, investigation time ranges from 1-10 days. All private and city-owned elm are inspected for Dutch elm disease twice per year.</p>		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(2.0)	(2.0)	(2.0)	(2.0)	-	-	(2.0)	-	-
Total Revenues	(2.0)	(2.0)	(2.0)	(2.0)	-	-	(2.0)	-	-
Gross Expenses									
Staff Compensation	757.1	713.4	758.6	780.0	21.4	2.8%	809.4	29.4	3.8%
Operating Cost	227.0	277.7	268.5	289.1	20.6	7.7%	298.2	9.1	3.1%
Capital Contribution	-	-	13.5	-	(13.5)	(100.0%)	-	-	-
Total Gross Expenditure	984.1	991.1	1,040.6	1,069.1	28.5	2.7%	1,107.6	38.5	3.6%
Tax Support	982.1	989.1	1,038.6	1,067.1	28.5	2.7%	1,105.6	38.5	3.6%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	11.80	11.96	0.16	11.96	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	1,038.6	1,067.1	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	10.8	30.8	41.6
Growth	17.7	7.7	25.4
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	1,067.1	1,105.6	67.0

2020 Changes

Growth:

As the City expands and more parks and open space areas are added, additional funding is required to maintain service levels. In 2020, 28.5 hectares of new green space will be added and the budget has been increased by \$13.0 (0.16 FTE) to the Pest Management Technician pooled positions and \$4.7 in operating costs, to provide urban biological services in the growth areas.

Other Significant Item(s):

An estimated inflation increase of \$8.4 has been included in staff compensation based on collective agreements.

Other inflationary adjustments totaling \$2.4 are primarily for fuel rate increases.

2021 Changes

Growth:

In 2021, 5.75 hectares of new green space will be added and operating costs have been increased by \$7.7 to provide urban biological services in the growth areas.

Other Significant Item(s):

An estimated inflation increase of \$29.4 has been included in staff compensation based on collective agreements.

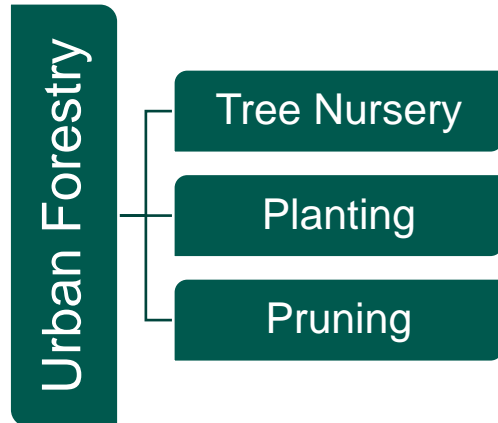
Other inflationary adjustments totaling \$1.4 are primarily for fuel rate increases.

Summary of Capital Investments

There are no capital investments for Urban Biological Services.

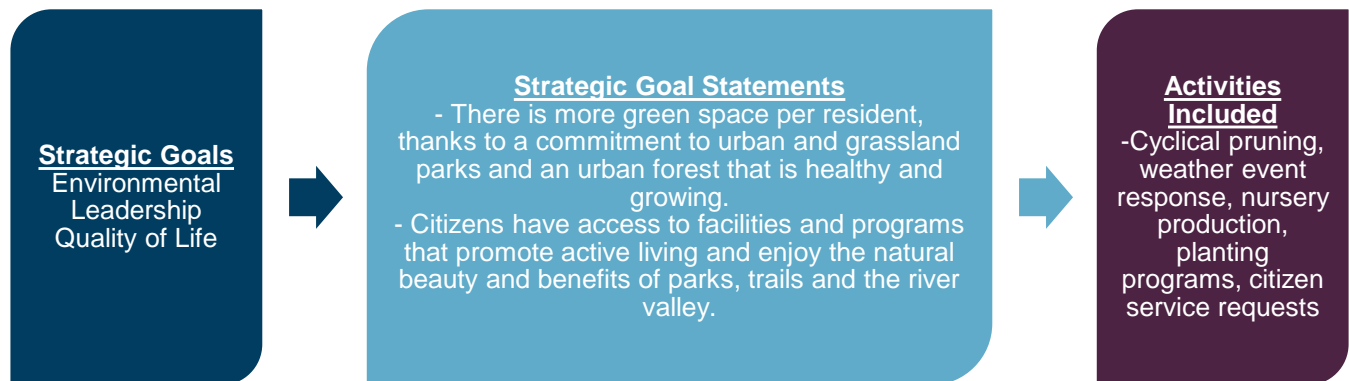
Urban Forestry

Overview



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

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Tree Maintenance	Service Requests	Trees that pose an immediate safety risk are inspected and pruned within 24 hours		
		All other tree maintenance service requests are inspected within 10 days and service, if required is provided by the end of the year		
	Cyclical Pruning	Pruning cycles for street trees are 1:7 years		
		Pruning cycles for park trees are 1:13 years		
Tree Planting	Tree Planting in new communities and industrial areas	All identified planting sites in new communities and industrial areas that meet criteria have a tree planted		
	Tree Replacement	Requests for tree replacement received by June 30th will be planted within that season		
Tree Nursery	Tree Production	Provision of a variety of trees for tree planting programs		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	1,803.0	1,836.6	1,947.3	1,961.1	13.8	0.7%	2,018.7	57.6	2.9%
Operating Cost	1,791.7	1,764.6	1,900.9	1,962.2	61.3	3.2%	1,989.1	26.9	1.4%
Cost Recovery	(153.5)	(149.5)	(149.5)	(149.5)	-	-	(149.5)	-	-
Capital Contribution	180.0	180.0	180.0	195.7	15.7	8.7%	195.7	-	-
Total Gross Expenditure	3,621.2	3,631.7	3,878.7	3,969.5	90.8	2.3%	4,054.0	84.5	2.1%
Tax Support	3,621.2	3,631.7	3,878.7	3,969.5	90.8	2.3%	4,054.0	84.5	2.1%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	26.15	26.15	-	26.15	-

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	3,878.7	3,969.5	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	24.5	66.5	91.0
Growth	66.3	18.0	84.3
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	3,969.5	4,054.0	175.3

2020 Changes

Growth:

As the City expands and more parks, open space areas and trees are added, additional funding is required to maintain service levels. In 2020, 28.5 hectares of new green space will be added and 220 trees will move to the maintenance phase. Operating costs have increased by \$66.3, to provide urban forestry services in the growth areas.

Other Significant Item(s):

An estimated inflation increase of \$13.8 has been included in staff compensation based on collective agreements. Other inflationary adjustments totaling \$10.7 are primarily for fuel rate increases and vehicle costs.

2021 Changes

Growth:

In 2021, 5.75 hectares of new green space will be added and 160 will move to the maintenance phase. Operating costs have been increased by \$18.0 to provide urban forestry services in the growth areas.

Other Significant Item(s):

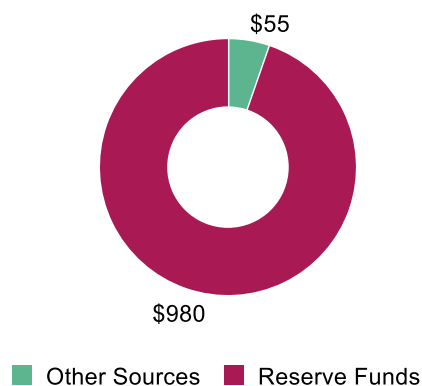
An estimated inflation increase of \$57.6 has been included in staff compensation based on collective agreements. Other inflationary adjustments totaling \$8.9 are primarily for fuel rate increases and vehicle costs.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1672: TREE PROTECTION POLICY UPDATE & BYLAW	55.0	-	-	-	-
P1669: PSYLLID IMPACTED TREE REMOVAL/REPLANTING	490.0	490.0	150.0	150.0	150.0
Total	545.0	490.0	150.0	150.0	150.0

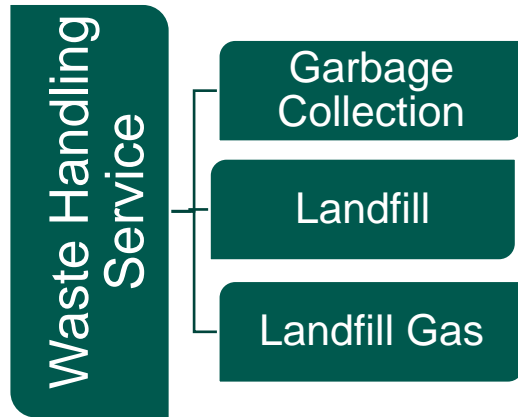
The 2020-2021 Urban Forestry Capital Investment includes \$490.0 for each year for the removal and replanting of Ash trees impacted by the Cottony Ash Psyllid insect.

2020-2021 Capital Budget by Funding Source



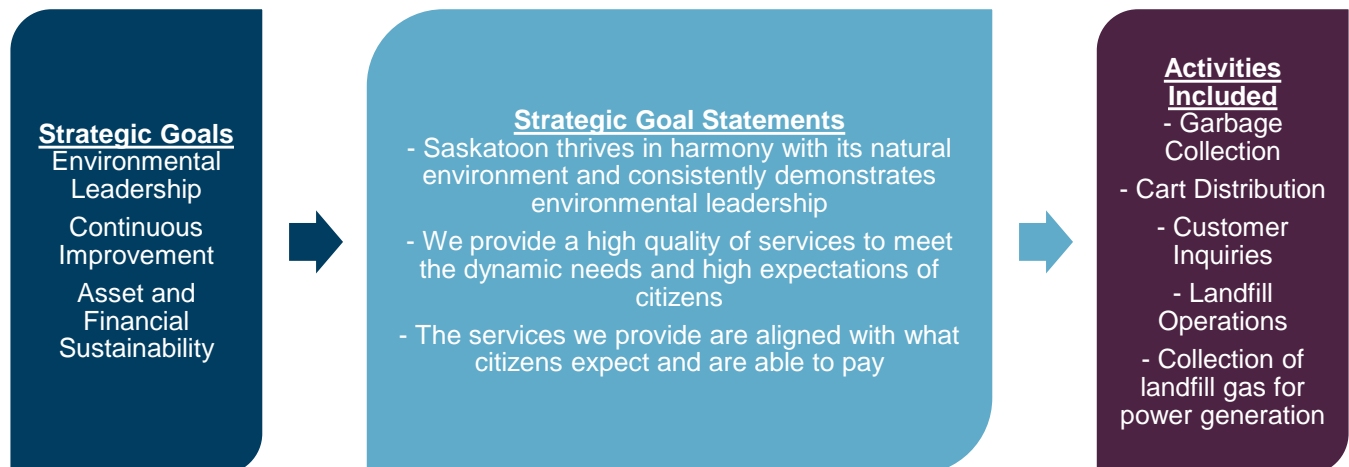
Waste Handling Service

Overview



Waste Handling includes solid waste collections, the management of City-owned garbage carts, the landfill gas collection facility and the operation of the Saskatoon Regional Waste Management Facility (Landfill) to ensure solid waste is managed in a safe and environmentally sound manner. The design and operations of the Landfill are optimized to maximize the available space within the facility.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Garbage Collection	Single Family	Weekly collections from May to September Bi-weekly collections from October to April		
	Multi-Unit	Weekly collections year round		
	Commercial	Collections provided under contract with the City		
Landfill Operations	Customer Service	24/7 dedicated customer service call centre Emails acknowledged within 2 business days		
	Operating Hours	The Landfill is open 7 days a week, year-round with the exception of Christmas Day and New Year's Day Summer hours are 7:30 a.m. to 5:30 p.m. Winter hours are 7:30 a.m. to 5:00 p.m.		
Cart Distribution	Minor Damage	Repaired or replaced within 3 weeks		
	New Homes	Delivered within 3 business days		
	Unusable Carts	Replaced within 3 business days		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(4,803.0)	(5,180.0)	(5,180.0)	(6,613.9)	(1,433.9)	27.7%	(7,714.8)	(1,100.9)	16.6%
Total Revenues	(4,803.0)	(5,180.0)	(5,180.0)	(6,613.9)	(1,433.9)	27.7%	(7,714.8)	(1,100.9)	16.6%
Gross Expenses									
Staff Compensation	5,019.6	4,748.9	5,034.3	5,104.9	70.6	1.4%	5,251.4	146.5	2.9%
Operating Cost	6,479.1	5,715.2	5,534.7	7,608.4	2,073.7	37.5%	9,813.3	2,204.9	29.0%
Debt Charges	507.9	625.3	507.8	507.8	-	-	312.4	(195.4)	(38.5%)
Cost Recovery	(408.8)	(387.8)	(404.7)	(401.1)	3.6	(0.9%)	(388.6)	12.5	(3.1%)
Capital Contribution	2,778.2	2,654.2	2,625.2	2,568.2	(57.0)	(2.2%)	3,800.6	1,232.4	48.0%
Transfer to/from Other Operating	-	-	-	251.4	251.4	-	-	(251.4)	(100.0%)
Transfer to/from Reserves	1.3	1.3	1.3	79.4	78.1	6,007.7%	79.4	-	-
Total Gross Expenditure	14,377.4	13,357.1	13,298.6	15,719.0	2,420.4	18.2%	18,868.5	3,149.5	20.0%
Tax Support	9,574.3	8,177.1	8,118.6	9,105.1	986.5	12.2%	11,153.7	2,048.6	22.5%

2018 Actual Results:

2018 resulted in a \$1,397.2 negative variance from budget mainly due to ongoing structural budget issues including overstated revenue and lack of funding for programs including the Compost Depots and the Subscription Green Cart Program, which were previously subsidized by Landfill Operations. In 2018, the Landfill received one-time revenue of approximately \$400.0 from the Heavy Grit Facility which helped offset the Waste Deficit.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	61.67	63.70	2.03	63.70	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	8,118.6	9,105.1	
Revenue Change (increase)/decrease	(1,433.9)	(1,100.9)	(2,534.8)
Inflation & Transfers	743.5	1,219.9	1,963.4
Growth	1,773.3	1,929.6	3,702.9
Continuous Improvement	(96.4)	-	(96.4)
Service Level Changes	-	-	-
Total Budget	9,105.1	11,153.7	3,035.1

2020 Changes

Revenue Change:

As part of the strategy to correct waste funding, waste collections will pay for airspace value consumed at the landfill. Overestimated landfill revenues were also corrected. These two corrections balance to a change in revenue of \$1,433.9 in 2020.

Growth:

As part of the strategy to correct the structural base budget issues within Waste Handling and implement a City-wide Organics Program, City Council previously directed Administration to phase in a 0.87% dedicated property tax increase each year over four years. The 0.87% represents the originally forecasted 1.00% annual phase-in less the 0.13% savings as a result of utilizing \$10.0 million of the 2019 one-time additional Gas Tax Funding to purchase Organics Bins instead of borrowing. Based on this direction an increase of \$1,773.3 has been added in 2020.

Continuous Improvement:

A reduction of \$96.4 has been included to account for continuous improvement savings gained from adding an additional supervisor in 2015.

Other Significant Item(s):

An increase of \$743.5 includes \$251.4 for the transfer to the Subscription Green Cart Program. An increase to transfers of \$275.8 has been included for restructuring of FTE's within the service line. The transfer increase is offset with a subsequent decrease to inflation. An increase of \$176.0 has been included for an increase in fuel costs. This amount also includes an estimated increase of \$70.6 in staff compensation based on collective agreements.

2021 Changes

Revenue Change:

An increase to revenue of \$1,100.9 to properly reflect budgeting for revenue and waste collections contributing financially to airspace consumed at the landfill.

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Growth:

An increase of \$1,929.6 based on the direction above. This amount varies from 2020 since a portion of the 0.87% has been allocated to programs in the Waste Reduction and Resource Recovery service line.

Other Significant Item(s):

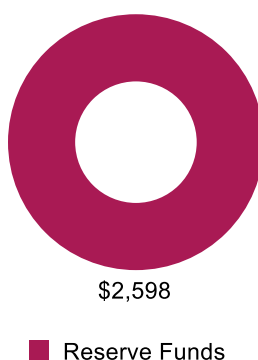
An amount of \$1,119.9 has been added in large part to account for an increase in the transfers made to the Landfill Replacement Reserve. This is based on projected airspace value and contributing appropriate amounts to this reserve. An estimated increase of \$143.5 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1475: AUTO'D GARBAGE CONTAINER REPL	449.2	449.2	458.2	458.2	458.2
P2051: LANDFILL OPTIMIZATION	1,200.0	500.0	1,850.0	5,900.0	500.0
Total	1,649.2	949.2	2,308.2	6,358.2	958.2

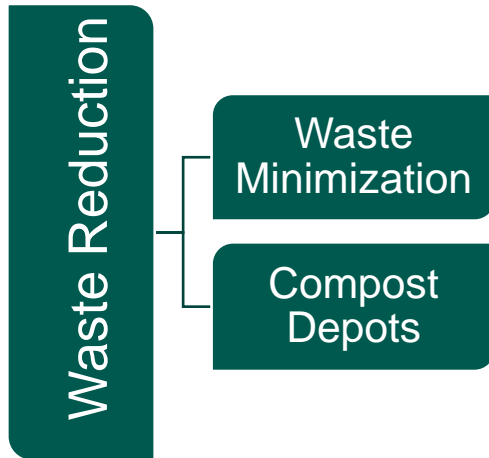
The 2020-2021 Waste Handling Service Capital Investment includes a total of \$898.4 to fund replacement and new residential waste carts, \$1,100.0 to complete the detailed design and construction work to drill an estimated 11 vertical wells on the closed West portion of the landfill and tie them in to the existing landfill gas collection facility, \$500.0 for preliminary construction work for future liner work, and \$100.0 for other Landfill Optimization.

2020-2021 Capital Budget by Funding Source



Waste Reduction

Overview



This service line directly responds to Performance Targets that have been established for increased waste diversion (70% by 2023) and greenhouse gas emissions reductions (40% reduction for corporate and 15% for community by 2023 and 80% for corporate and community GHG reductions by 2050).

Current resources provide management services to recycling contracts for curbside and multi-unit dwellings, compost depots operations, waste bylaw enforcement program and community recycling depot operations.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Recycling Depots	City Operated Locations	4 Recycling Depot Locations		
	Acceptable Materials	All paper, cardboard, plastics (symbol 1 - 7), aluminum foil, tin cans, milk jugs, cartons, beverage containers, glass bottles and jars.		
Compost Depots	City Operated Locations	2 Compost Depot Locations		
	Acceptable Materials	Leaves, Grass, Sod, Topsoil, Garden refuse, Halloween pumpkins and non-elm branches, stumps and tree trimmings		
Christmas Tree Recycling	Recycling	Free drop off program once per year		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(3.2)	-	-	(246.7)	(246.7)	-	(261.1)	(14.4)	5.8%
Total Revenues	(3.2)	-	-	(246.7)	(246.7)	-	(261.1)	(14.4)	5.8%
Gross Expenses									
Staff Compensation	439.0	282.7	291.6	375.7	84.1	28.8%	385.0	9.3	2.5%
Operating Cost	146.1	304.1	304.3	1,409.5	1,105.2	363.2%	1,443.9	34.4	2.4%
Cost Recovery	(42.6)	(42.5)	(42.5)	(68.5)	(26.0)	61.2%	(68.5)	-	-
Transfer to/from Other Operating	-	-	-	(428.3)	(428.3)	-	(578.6)	(150.3)	35.1%
Total Gross Expenditure	542.5	544.3	553.4	1,288.4	735.0	132.8%	1,181.8	(106.6)	(8.3%)
Tax Support	539.3	544.3	553.4	1,041.7	488.3	88.2%	920.7	(121.0)	(11.6%)

2018 Actual Results:

In 2018 there was a negative variance to staff compensation of \$156.2 relating to staff time to maintain service levels at recycling depots and increased pressure in environmental protection enforcement. Operating costs resulted in a \$158.0 positive variance which offset most of the variation in staff compensation. This resulted in an overall \$5.0 positive variance from budget in this service line.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	3.45	4.20	0.75	4.20	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	553.4	1,041.7	
Revenue Change (increase)/decrease	(246.7)	(14.4)	(261.1)
Inflation & Transfers	48.9	(88.3)	(39.4)
Growth	686.1	(18.3)	667.8
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	1,041.7	920.7	367.3

2020 Changes

Revenue Change:

There was a revenue change of \$246.7 resulting from transferring compost depots from Waste Services Utility service line.

Growth:

An increase of \$686.1 has been added to properly fund historically underfunded compost depots. This funding comes as part of the strategy to phase in funds to address the structural base budget Waste deficit as previously directed by City Council. This deficit has historically been funded by Landfill Operations.

Other Significant Item(s):

A total of \$48.9 has been added in inflation and transfers due to a Compost Depot Supervisor (1.0 FTE) being transferred into the service line, and a portion of a Utility A FTE (0.25 FTE) being transferred out of the service line.

2021 Changes

Revenue Change:

A revenue increase of \$14.4 is included for growth in the compost depots comprising of commercial hauler permits and the sale of compost.

Growth:

A growth decrease of \$18.3 due a change in funding allocation from the Multi Material Stewardship Western program.

Other Significant Item(s):

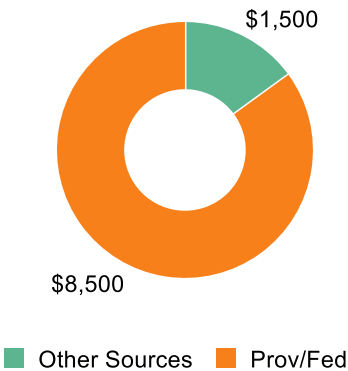
An estimated inflationary decrease of \$88.8 mainly due to an increase in the Green Cart fee structure.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2599: CURBSIDE ORGANICS PROGRAM	10,000.0	-	-	-	-
Total	10,000.0	-	-	-	-

The 2020-2021 Waste Reduction Capital Investment includes \$10,000.0 to pay for Curbside Organics Capital for 2023 implementation.

2020-2021 Capital Budget by Funding Source



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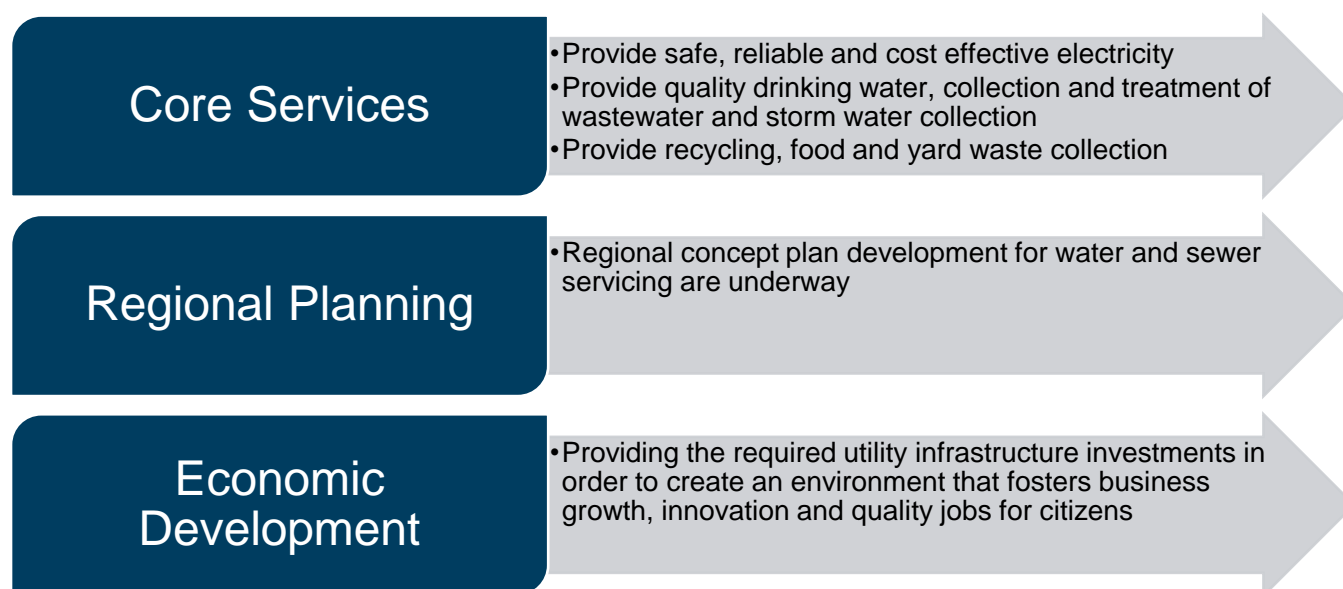
UTILITIES

The Utilities Business Line is a collection of various utility related services.
The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Utilities Business Line supports the following strategic priority areas:



Environmental Sustainability

- Waste diversion planning and education
- Generation of electricity from environmentally responsible sources

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Environmental Leadership	
Effects of climate change on civic services are proactively addressed.	Complete vulnerability and risk assessments for inclusion in a Climate Adaptation Strategy.
	Assess the risks of climate change on rainfall events and implications for storm water infrastructure standards, through a partnership with the University of Saskatchewan and Concordia University.
	Implement the Flood Protection Plan for high risk areas to reduce the impacts of intense rain events expected with climate change.
	Upgrading of streetlights to utilize LED fixtures will be undertaken in 2020 and 2021.
	Development of a Combined Heat & Power project in partnership with the Saskatchewan Health Authority will be undertaken in 2020.
Green infrastructure is identified and managed for the benefit of current and future generations.	Explore options and complete viability assessments for clean energy generation projects including a utility-scale solar power project.
	Align storm water planning and policy to the Green Infrastructure Strategy.
Strategic Goals – Sustainable Growth	
Public funds are utilized in the most efficient and effective manner practicable and align with citizen expectations.	Proposed implementation of Growth Pays for Growth funding strategy for growth related capital projects at the Water Treatment Plant and Wastewater Treatment Plant, and reservoir and fill main expansion.
	Development of the Water and Sewer Long Term Capital Development and Expansion Plan which includes both infill and green field servicing strategies.
	Optimum Water Services Strategy including ultimate water treatment capacity prior to construction of a new plant.
	Federal funding received for Digester #4 and heating upgrade project at the Waste Water Treatment Plant. Construction to begin fall of 2019 and be completed in 2021.
	Federal funding received for Northeast Sector Reservoir design and construction to begin in 2022 and be completed in 2024.
	Expansion of the Bio-solids Handling Facility by constructing an additional storage cell to increase capacity.
	Capacity modeling and analysis to aid in design of system upgrades needed to support corridor densification along BRT routes.

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Procurement practices are transparent and focused on achieving best value.	Development of the Water and Sewer Long Term Capital Development and Expansion Plan which includes servicing strategies to population of 500,000 and one million.
	Studies have started to refine the regional Green Network.
	Contribution of water and sewer engineering and planning towards the development of regional concept plans.
Strategic Goals – Asset & Financial Sustainability	
Reliance on property taxes is reduced.	Implementation of a Return on Investment (including contributions to the Roadway Reserve) equal to 10% of metered revenue for Saskatoon Water by 2021.
Key civic infrastructure assets are maintained and funded to minimize total life cycle costs.	Continued accelerated repair and replacement of cast iron water mains and lead water service lines.
	Continue to evaluate and remediate assets as part of a Storm Water Asset Management Plan.
	Evaluate potential filter media change to reduce footprint needed for increased filtration capacity.
	Continue with construction of the transfer pump and electrical upgrades at the Water Treatment Plant to provide dedicated and efficient pumps to move water to the Avenue H Reservoir facility.
	Reduce the backlog of repairs in the water distribution and storm/wastewater collection systems.
	Upgrade of the low lift pumping station which is the backup raw water intake located at the Water Treatment Plant compound.
	Replace existing sand separators at the Water Treatment Plant to increase water quality prior to entering the clarifiers.
	Chlorine room upgrade at Water Treatment Plant.
	Utilize a condition assessment and hydraulic analysis of all 28 sanitary sewer lift stations and force mains, to create a funding strategy for the recommended upgrades.
	Water Systems Assessment required at WTP to meet provincial legislation and provide detailed audit of facility plans.
	Based on the information obtained in a corporate-wide water audit, create a strategy to ensure all water use is efficient and accounted for.
	Monitor and report annually on Saskatoon Light & Power's ability to meet the funding strategy outlined in the asset management report for the utility.
	A major renewal project for the Avenue C substation will be completed in 2020 and a renewal of the Bunn substation will be undertaken in 2020-2021.
	An accelerated street light pole replacement program will be undertaken in 2020 to renew poles showing deterioration.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Waste Diverted from the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	21.7%	22.8%	22.8%	23.0%	Neutral	Needs Improvement
Reduce the City of Saskatoon's greenhouse gas emissions	40% reduction for corporate and 15% for community by 2023; and 80% for corporate and community GHG reductions by 2050.	Corporate emissions: 107,500; Community emissions: 3,690,000 tonnes CO ₂ e	Corporate emissions: 106,500; Community emissions: 3,710,000 tonnes CO ₂ e	Pending	N/A	Neutral	Needs Improvement
Key Civic Infrastructure Status	B Service Level	B	B	B	B	Neutral	On-Track

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2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Saskatoon Light & Power	(168,841.4)	(176,968.0)	(166,856.9)	(172,107.9)	(5,251.0)	3.1%	(177,978.4)	(5,870.5)	3.4%
Storm Water Management	(6,545.6)	(6,372.0)	(8,121.9)	(9,987.0)	(1,865.1)	23.0%	(11,756.0)	(1,769.0)	17.7%
Wastewater Utility	(77,071.9)	(79,029.0)	(78,920.8)	(79,400.0)	(479.2)	0.6%	(81,778.7)	(2,378.7)	3.0%
Water Utility	(80,547.2)	(82,297.2)	(95,897.1)	(98,046.8)	(2,149.7)	2.2%	(101,739.8)	(3,693.0)	3.8%
Waste Services Utility	(7,799.0)	(7,627.0)	(9,594.7)	(11,080.6)	(1,485.9)	15.5%	(11,355.5)	(274.9)	2.5%
Total Revenues	(340,805.1)	(352,293.2)	(359,391.4)	(370,622.3)	(11,230.9)	3.1%	(384,608.4)	(13,986.1)	3.8%
Gross Expenses									
Saskatoon Light & Power	168,841.4	176,968.0	166,856.9	172,107.9	5,251.0	3.1%	177,978.4	5,870.5	3.4%
Storm Water Management	6,545.6	6,372.0	8,121.9	9,987.0	1,865.1	23.0%	11,756.0	1,769.0	17.7%
Wastewater Utility	77,071.9	79,029.0	78,920.8	79,400.0	479.2	0.6%	81,778.7	2,378.7	3.0%
Water Utility	80,547.2	82,297.2	95,897.1	98,046.8	2,149.7	2.2%	101,739.8	3,693.0	3.8%
Waste Services Utility	7,799.0	7,627.0	9,594.7	11,080.6	1,485.9	15.5%	11,355.5	274.9	2.5%
Total Gross Expenses	340,805.1	352,293.2	359,391.4	370,622.3	11,230.9	3.1%	384,608.4	13,986.1	3.8%
Tax Support	-	-	-	-	-	-	-	-	-

Summary of 2020-2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	367.92	370.33	2.41	374.33	4.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(11,230.9)	(13,986.1)	(25,217.0)
Inflation & Transfer	8,688.3	13,219.8	21,908.1
Growth	2,564.9	766.3	3,331.2
Continuous Improvement	(22.3)	-	(22.3)
Service Level Changes	-	-	-
Total Budget	-	-	-

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Saskatoon Light & Power	19,114.0	17,648.0	14,675.0	15,695.0	14,700.0
Storm Water Management	10,663.0	13,330.0	13,073.0	12,211.0	12,433.0
Wastewater Utility	22,949.0	28,518.0	36,434.2	15,239.9	13,708.0
Water Utility	39,279.0	62,784.0	63,376.0	53,823.0	32,313.0
Total	92,005.0	122,280.0	127,558.2	96,968.9	73,154.0

City of Saskatoon

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Financing for Funded Capital Investments

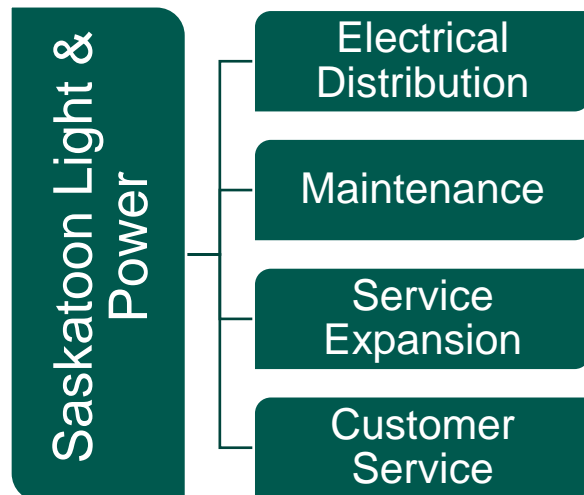
Funding Source	2020	2021	2022	2023	2024
Borrowing	3,060.0	12,870.0	47,598.0	16,470.0	-
Government of Canada	5.0	-	-	-	-
Land Development Cost Recovery	2,158.0	1,657.0	1,372.0	1,372.0	1,372.0
Operating Contribution	340.0	1,430.0	5,288.0	1,830.0	-
Other	1,940.0	3,360.0	4,160.0	3,120.0	3,160.0
Reallocation	700.0	-	-	-	-
Reserves - Civic	35,719.0	40,069.0	39,539.2	40,525.9	41,783.0
Utilities - Private Contributions	1,420.0	1,570.0	1,470.0	1,470.0	1,700.0
Utilities - Reserves	46,663.0	61,324.0	28,131.0	32,181.0	25,139.0
Total	92,005.0	122,280.0	127,558.2	96,968.9	73,154.0

Operating Budget Impacts of Capital Projects

	2020	2021	2022	2023	2024
Saskatoon Light & Power	105.0	105.0	-	-	-
Total	105.0	105.0	-	-	-

Saskatoon Light & Power

Overview



Saskatoon Light & Power's mandate is to provide safe, reliable and cost effective electricity in an environmentally responsible way. Saskatoon Light & Power strives to minimize the number and duration of customer outages with a focus on system maintenance, staff training and safety.

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

Decreasing sales volumes and projected lower than anticipated rate increases result in lower than expected capital provisions, impacting required capital spending that was identified in the SL&P Asset Management Plan.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Electrical Utility	Maintain Distribution System	Maintain the distribution system in a condition that provides electrical reliability that meets or exceeds the Canadian Urban Average.		
	Respond to Power Outages	Provide 24 hour per day emergency service. Respond to power outages as quickly and safely possible and issue service alerts as quickly as possible.		
	Tree Trimming	Trim trees away from overhead power lines on a 7 year cycle to reduce risk of power outages from tree contacts.		
	Underground Utility Locates	Participate in Sask1st Call and provide underground utility locates upon request.		
	Safety & Awareness Education	Provide school tours upon request on electrical education and safety training (800-1,000 students per year).		
	Metering	Meet Measurement Canada's requirements as an Accredited testing facility. Ensure electricity meters meet national standards for accuracy.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Prov Utility									
Municipal	(15,145.9)	(15,842.2)	(14,925.8)	(15,422.6)	(496.8)	3.3%	(15,954.2)	(531.6)	3.4%
Surcharge									
Revenue	(153,695.5)	(161,125.8)	(151,931.1)	(156,685.3)	(4,754.2)	3.1%	(162,024.2)	(5,338.9)	3.4%
Total Revenues	(168,841.4)	(176,968.0)	(166,856.9)	(172,107.9)	(5,251.0)	3.1%	(177,978.4)	(5,870.5)	3.4%
Gross Expenses									
Staff Compensation	8,000.6	9,404.0	9,539.8	9,566.4	26.6	0.3%	9,801.4	235.0	2.5%
Operating Cost	146,424.9	153,709.6	145,270.0	151,862.7	6,592.7	4.5%	156,720.2	4,857.5	3.2%
Debt Charges	21.0	21.0	(9.9)	(14.8)	(4.9)	49.5%	(14.8)	-	-
Cost Recovery	(2,644.9)	(2,834.0)	(2,887.5)	(3,286.6)	(399.1)	13.8%	(3,336.7)	(50.1)	1.5%
Capital Contribution	16,239.4	16,666.0	14,943.1	13,978.8	(964.3)	(6.5%)	14,806.9	828.1	5.9%
Transfer to/from Reserves	1.4	1.4	1.4	1.4	-	-	1.4	-	-
Transfer to/from Stabilization	799.0	-	-	-	-	-	-	-	-
Total Gross Expenditure	168,841.4	176,968.0	166,856.9	172,107.9	5,251.0	3.1%	177,978.4	5,870.5	3.4%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, SL&P had a \$799.0 favorable variance from budget. Net electricity sales had a negative variance of \$7,888.7 due to lower than expected sales volumes and a lower than projected rate increase. Bulk power costs had a positive variance of \$5,636.5 and Grants-in-Lieu of taxes had a positive variance of \$1,076.1, both directly related to reduced sales volumes and a lower than expected rate increase. Savings were realized in operations of \$1,429.9 and administration and general expenses of \$783.1, offset by a decrease in other revenues of \$237.9. The Saskatoon Light & Power positive variance was transferred to its stabilization reserve.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	84.30	83.30	(1.00)	83.30	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(5,251.0)	(5,870.5)	(11,121.5)
Inflation & Transfers	5,286.2	6,040.2	11,326.4
Growth	(35.2)	(169.7)	(204.9)
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

The 2020 operating budget reflects a 3.1% overall revenue increase including power revenue increase of \$4,967.6 and a municipal surcharge revenue increase of \$496.8. These reflect a projected 0.16% drop in volume sales while also including an estimated increase related to Carbon Charge increases. Revenue generated by the Landfill Gas Facility has decreased by \$123.0 to reflect actual generating output while miscellaneous revenues decrease by \$90.4.

Capital Contribution:

Provisions to Capital Reserves that support the 2020 capital program are set to decrease by \$1,241.4. Capital repayments from the Landfill Gas Generation program decrease by \$112.9 in 2020.

Other Significant Item(s):

The cost of purchasing bulk power for resale increased by \$4,852.4 including a 0.16% decreased consumption estimate and an estimated increase related to Carbon Tax rates. A grant-in-lieu provided to the City based upon sales revenues, has increased by \$745.4.

The Utility provides funding for all the operational, maintenance and administrative functions of the Division. An overall increase of \$568.2 is being realized through increased vehicle fleet costs, cross charges, maintenance costs, safety related clothing and staff training. These increase are partially offset by increased cost recoveries.

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Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. Saskatoon Light & Power's 2020 budget includes the following: \$689.4 administrative cross charge for services like HR, Finance and IT that are provided to the Utility, \$23,140 (Grant-in-Lieu) and \$24,659.7 (Return on Investment). In the 2020 budget, SL&P's total contribution to the City's tax supported operating budget is \$48,489.1.

2021 Changes

Revenue Change:

The 2021 operating budget reflects a 3.4% overall revenue increase including power revenue increase of \$5,315.9 and a municipal surcharge revenue increase of \$531.6. These reflect a projected 0.18% drop in volume sales offset by rate increases including for the Carbon Charge. Revenue generated by the Landfill Gas Facility has increased by \$23.0 to reflect actual generating output.

Capital Contribution:

Provisions to Capital Reserves that support the 2021 capital program are set to increase by \$809.6. Capital repayments from the Landfill Gas Generation program increase by \$18.5 in 2021.

Other Significant Item(s):

The cost of purchasing bulk power for resale increased by \$3,873.8 due to a 0.18% decreased consumption estimate offset by rate increases including Carbon Tax rates. A grant-in-lieu provided to the City based upon sales revenues, has increased by \$797.5.

The Utility provides funding for all the operational, maintenance and administrative functions of the Division. An overall increase of \$371.12 is being realized through increased staff compensation, fleet related costs and cross charges, which are partially offset by increased cost recoveries.

Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. Saskatoon Light & Power's 2021 budget includes the following: \$709.4 administrative cross charge for services like HR, Finance and IT that are provided to the Utility, \$23,937.6 (Grant-in-Lieu) and \$24,659.7 (Return on Investment). In the 2021 budget, SL&P's total contribution to the City's tax supported operating budget is \$49,306.7.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0720: SL&P - CAPACITOR INSTALLATIONS	150.0	-	-	-	-
P0724: SL&P - REVENUE METER - NEW & REPLACEMENT	350.0	350.0	350.0	350.0	350.0
P0736: SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,900.0	2,560.0	2,560.0	2,560.0	2,560.0
P0825: SL&P - STREET LIGHT UPGRADES	65.0	-	165.0	100.0	170.0
P1016: SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	-	-	300.0	150.0	-
P1018: SL&P - MONITORING SYSTEM UPGRADE (SCADA)	150.0	-	-	-	-
P1174: SL&P - STREET LIGHTS - LAND DEVELOPMENT	2,289.0	1,758.0	1,500.0	1,500.0	1,500.0
P1255: SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	-	250.0	250.0	250.0	250.0

City of Saskatoon

Operating & Capital Budget

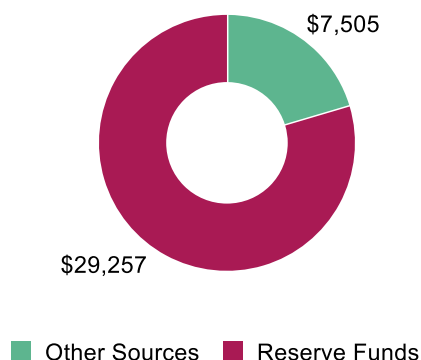
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P1256: SL&P - SUBSTATION UPGRADES	5,600.0	3,000.0	200.0	2,500.0	-
P1257: SL&P - SECURITY IMPROVEMENTS	-	120.0	120.0	100.0	100.0
P1268: SL&P - NETWORK VAULTS	50.0	600.0	950.0	-	300.0
P1269: SL&P - NORTH DOWNTOWN DEVELOPMENT	-	-	-	-	720.0
P1272: SL&P - BUILDINGS & GROUNDS	-	1,300.0	250.0	250.0	500.0
P1281: SL&P - SUSTAIN POWER GENERATION OPTIONS	200.0	200.0	200.0	200.0	200.0
P1282: SL&P - STREET LIGHTS - MITIGATION	700.0	1,200.0	1,200.0	1,200.0	1,475.0
P1286: SL&P - ELEC SYS PLANNING STUDIES	-	205.0	-	-	205.0
P1295: SL&P - NETWORK - MAJOR ASSETS	500.0	-	300.0	400.0	-
P1296: SL&P - NETWORK - CIVIL INFRASTRUCTURE	300.0	300.0	300.0	300.0	300.0
P1297: SL&P - NETWORK - PRIMARY LINES	400.0	200.0	200.0	-	200.0
P1298: SL&P - NETWORK - SECONDARY LINES	150.0	-	60.0	-	-
P1299: SL&P - NETWORK - PROTECTION & CONTROL	520.0	520.0	260.0	-	260.0
P1301: SL&P - SUBSTATION COMMUNICATION UPGRADE	200.0	135.0	135.0	135.0	135.0
P1305: SL&P - FEEDER UPGRADES/REPLACEMENT	2,175.0	2,275.0	2,375.0	2,625.0	2,625.0
P1308: SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,200.0	1,200.0	1,200.0	1,200.0	1,400.0
P1310: SL&P - UTILITY - RESEARCH & DEVELOPMENT	165.0	165.0	165.0	165.0	165.0
P1316: SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	-	-	100.0	150.0	100.0
P1326: SL&P - SUBSTATION MONITORING SYS UPGRADE	100.0	150.0	100.0	50.0	50.0
P1329: SL&P - SUBSTATION RELAY UPGRADES	175.0	550.0	550.0	550.0	550.0
P1332: SL&P - SUBSTATION SERVICE LIFE EXTENSION	-	-	-	150.0	-
P1353: SL&P - EQUIPMENT UPGRADE & REPLACEMENT	75.0	560.0	535.0	560.0	535.0
P1509: DECORATIVE LIGHTING REPLACEMENT	200.0	-	-	-	-
P1955: UTILITY SOLAR SCALE ENERGY IMPLEMENTATION	500.0	-	-	-	-
P2313: SL&P - UTILITY GENERATION	-	50.0	350.0	250.0	50.0
Total	19,114.0	17,648.0	14,675.0	15,695.0	14,700.0

The 2020-2021 Saskatoon Light & Power Capital Investment includes funding for 24 projects totaling \$19,114.0 in 2020 and 22 projects totaling \$17,648.0 in 2021. This funding is intended to maintain current assets and for new infrastructure to meet customer needs.

Some of the major capital initiatives during 2020-2021 include \$5,460 for customer connections (new and upgrades), \$6,212.0 for street lighting initiatives including new subdivisions (\$4,047.0), upgrades and repairs (\$1,965.0) and decorative lighting replacement (\$200.0), \$10,180.0 for substation upgrades, \$7,250.0 for distribution system upgrades, \$3,540.0 for upgrades to the downtown secondary network system, \$1,300.0 for building and yards improvements and \$2,320.0 for smaller infrastructure projects.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects:

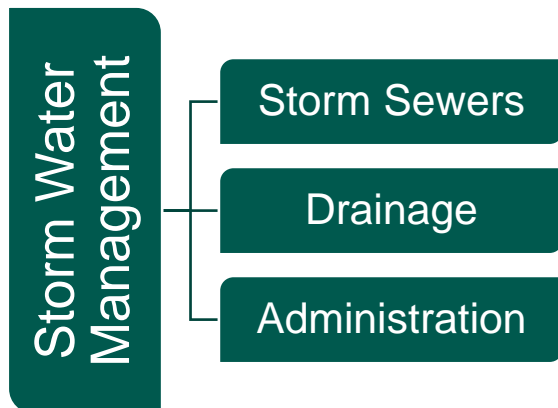
Future operating impacts from the installation of street lighting consists of the electricity estimated at \$105.0 in each of 2020 and 2021.

Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P1174: SL&P - STREET LIGHTS - LAND DEVELOPMENT	105.0	105.0	-	-	-
Total	105.0	105.0	-	-	-

Storm Water Management

Overview



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

This operating budget reflects the Storm Water Utility rate structure as approved by City Council in 2011. This rate structure establishes equality in storm water management fees through a user-pay utility. This utility charges property owners based on the amount of runoff they generate.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Storm Sewer Collection System Maintenance	Storm Sewer Mains	Provide 24 hour per day emergency service.		
		Flush storm sewers as required on an emergency basis.		
		Inspect and clean catch basins each year.		
		Inspect outfalls each year.		
		Inspect locations on the Roadways Rehabilitation program.		
	Storm Water Retention Ponds	Clean Storm Water Retention Ponds shorelines as required.		
		Operate and maintain aesthetic fountain features at storm water retention ponds		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(6,545.6)	(6,372.0)	(8,121.9)	(9,987.0)	(1,865.1)	23.0%	(11,756.0)	(1,769.0)	17.7%
Total Revenues	(6,545.6)	(6,372.0)	(8,121.9)	(9,987.0)	(1,865.1)	23.0%	(11,756.0)	(1,769.0)	17.7%
Gross Expenses									
Staff Compensation	1,592.0	1,508.6	1,671.9	1,747.9	76.0	4.5%	1,792.3	44.4	2.5%
Operating Cost	2,249.2	2,159.0	2,220.3	2,252.6	32.3	1.5%	2,292.7	40.1	1.8%
Debt Charges	(23.4)	(23.4)	(23.2)	(54.3)	(31.1)	134.1%	(54.3)	-	-
Capital Contribution	2,727.8	2,727.8	4,252.9	6,040.8	1,787.9	42.0%	7,725.3	1,684.5	27.9%
Total Gross Expenditure	6,545.6	6,372.0	8,121.9	9,987.0	1,865.1	23.0%	11,756.0	1,769.0	17.7%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

2018 resulted in a \$286.3 positive variance from budget. Increased network maintenance costs were offset by savings in the drainage program and increased revenues due to annexation of additional Corman Park properties, updates to ERU assessments, and additional City-owned properties included in billing. The Storm Water Utility positive variance was transferred to its stabilization reserve.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	19.05	19.15	0.10	19.20	0.05

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(1,865.1)	(1,769.0)	(3,634.1)
Inflation & Transfers	1,575.4	1,640.1	3,215.5
Growth	289.7	128.9	418.6
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

A total revenue change of \$1,865.1 has been included in the 2020 budget. This amount consists of a combination of \$213.8 from expected population and storm network growth and increased ERUs from reassessment of commercial properties that was performed in 2019, and \$1,651.3 from approved rate increases.

Growth:

An increase of \$289.7 has been added to support the growth in the storm network as the City's population grows.

Capital Contribution:

An increase of \$1,787.9 in capital contributions is included in the 2020 budget to balance operational and capital requirements. This increased contribution will support the city's portion of shared municipal and federal funding for projects to help mitigate flooding in ten areas of the city. These projects will span a 9 year period, ending in 2028.

Other Significant Item(s):

A total of \$84.7 of inflationary increases has been added to support fuel price and materials cost increases and internal expenditures necessary to support operations. An estimated inflationary increase of \$54.0 has been included in staff compensation based on collective agreements.

2021 Changes

Revenue Change:

A total revenue change of \$1,769.0 has been included in the 2021 budget. This amount consists of a combination of \$99.8 from expected population and storm network growth, and \$1,669.2 from rate increases.

Growth:

An increase of \$128.9 has been added to support the growth in the storm network and the City's population growth.

Capital Contribution:

An increase of \$1,684.5 in capital contributions is included in the 2021 budget to balance operational and capital requirements. This increased contribution will support the city's portion of shared municipal and federal funding for projects to help mitigate flooding in ten areas of the city. These projects will span a 9 year period, ending in 2028.

Other Significant Item(s):

A total of \$84.5 of inflationary increases has been added to support fuel price and materials cost increases and internal expenditures necessary to support operations. An estimated inflationary increase of \$34.1 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1493: EAST RIVERBANK STABILIZATION	1,103.0	1,125.0	1,148.0	1,170.0	1,194.0
P1619: STORM SEWER TRUNK AND COLLECTION	8,954.0	11,587.0	11,294.0	10,397.0	10,583.0
P1621: STORM SEWER POND PRESERVATION	606.0	618.0	631.0	644.0	656.0
Total	10,663.0	13,330.0	13,073.0	12,211.0	12,433.0

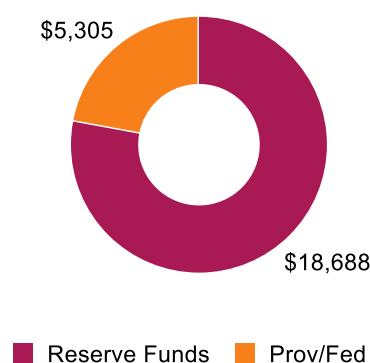
The 2020-2021 Storm Water Management Capital Investment includes three funded projects totaling \$10,663.0 for 2020 and \$13,330.0 for 2021 to address the condition of the City's storm water assets.

This entire investment is geared towards the maintenance and replacement of existing assets along with a continued monitoring, inspection and assessment of the storm water infrastructure.

Funding for the 2020-2021 Capital Investment includes funds from the Federal Disaster Mitigation & Adaptation Fund in the amounts of \$1,940.0 in 2020 and \$3,360.0 in 2021.

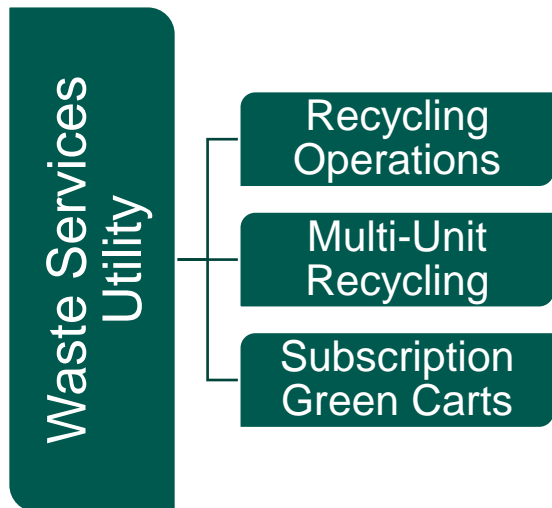
Investments shown from 2020 and 2021 represent the extension and phase-out of the Flood Protection Program (FPP) which is now directed to the Storm Water Utility for flood risk mitigation projects approved by City Council in August 2017.

2020-2021 Capital Budget by Funding Source



Waste Services Utility

Overview



The purpose of the Waste Services Utility is to provide cost-effective, convenient, affordable, and efficient waste diversion programs that protect the asset life span of the Saskatoon Regional Waste Management Facility (Landfill).

Waste Services includes contracted recycling collections and City-provided composting programs. A third party has been contracted to provide bi-weekly curbside service to all residential properties receiving black-cart garbage collections, as well as multi-unit residences having commercial waste bins. Both recycling collections programs offer convenient single-stream recycling (no sorting required).

The Green Cart Organics program provides seasonal curbside collection of yard and food waste to residents interested in subscribing. Waste diversion is anticipated

to increase and a culture of recycling created as a result of convenient and affordable collection services, along with a wide-range of regular education and awareness activities. The City, its third party contractors, and other community partners all work together to promote waste diversion toward the Performance Target of 70% diversion in 2023.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Recycling Collection	Single Family Curbside	Biweekly collection year round		
	Multi-Unit	Collections occur at least biweekly		
Organics Collection	Single Family Curbside	Bi-weekly collection from May to October		
Waste and Recycling Education	Online Collection Calendar, App, Waste Wizard, and Game (with info)	Available to all residents online		
	Rolling Education Unit	30 events	32 events	34 events
	Recycling Cart Blitz	3,200 households		
	Educational materials for Multi-units	30,000 brochures delivered		
	Communications Campaigns	billboards, media outreach, social media, videos, website		
	School education at Recycling Facilities	85 class tours	90 class tours	95 class tours
	Newcomer Workshops	40 workshops		
Glass Recycling	Depot glass recycling	4 SARCAN depots collect household glass	To be determined	

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(7,799.0)	(7,627.0)	(9,594.7)	(11,080.6)	(1,485.9)	15.5%	(11,355.5)	(274.9)	2.5%
Total Revenues	(7,799.0)	(7,627.0)	(9,594.7)	(11,080.6)	(1,485.9)	15.5%	(11,355.5)	(274.9)	2.5%
Gross Expenses									
Staff Compensation	591.2	435.1	465.2	866.9	401.7	86.3%	922.2	55.3	6.4%
Operating Cost	7,879.0	7,285.2	7,879.9	8,956.0	1,076.1	13.7%	9,219.8	263.8	2.9%
Debt Charges	(7.8)	(7.8)	(1.9)	(0.5)	1.4	(73.7%)	(0.5)	-	-
Cost Recovery	(926.7)	(425.3)	(26.0)	-	26.0	(100.0%)	-	-	-
Capital Contribution	-	-	-	124.0	124.0	-	124.0	-	-
Transfer to/from Other Operating	(150.4)	-	485.0	661.9	176.9	36.5%	1,063.6	401.7	60.7%
Transfer to/from Reserves	157.2	-	792.5	453.7	(338.8)	(42.8%)	-	(453.7)	(100.0%)
Transfer to/from Stabilization	256.5	339.8	-	18.6	18.6	-	26.4	7.8	41.9%
Total Gross Expenditure	7,799.0	7,627.0	9,594.7	11,080.6	1,485.9	15.5%	11,355.5	274.9	2.5%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

2018 resulted in a \$577.9 negative variance from budget. Revenues had a \$172.0 favorable variance from budget due to growth in the recycling and organics programs. Operating costs had a negative variance of \$593.8 mostly relating to increase in demand for organics programs. Staffing costs were \$156.1 more than budget due to temporary staffing and overtime required to sustain the green cart program. These variances were balanced by transfers to and from various programs including an increase to cost recoveries from the Landfill Operating program to the compost depots of \$501.4, a transfer from the Landfill Operating program of \$150.4 to the subscription green cart program, an increased transfer to the Waste Minimization reserve of \$157.2 from the Multi Unit Recycling Program, and a decrease to the Recycling Stabilization Reserve from the Curbside Recycling program of \$83.3.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	4.75	4.75	-	4.75	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(1,485.9)	(274.9)	(1,760.8)
Inflation & Transfers	697.5	166.1	863.6
Growth	810.7	108.8	919.5
Continuous Improvement	(22.3)	-	(22.3)
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

A revenue increase of \$1,485.9 has been included in the 2020 budget to reflect increase in the Recycling program rates and growth in the Leaves & Grass program.

Growth:

An increase of \$810.7 has been added for temporary staffing and fleet growth to sustain the growth of the subscription green cart program. This is partly due to under budgeting in prior years.

Continuous Improvement:

The 2020 budget contains expenditure reductions of \$22.3 mainly due to reduced training budgets and the elimination of the printing of collection calendars.

Other Significant Item(s):

A total of \$1,370.0 in estimated contract increases for recycling services, based on a change in market pricing for recycling and an increase in processing costs. An estimated inflationary increase of \$24.9 has been included in staff compensation based on collective agreements. These are offset by an increase of funding from the Landfill operating account to the subscription green cart program of \$251.4 has been included along with \$453.0 of funding from the Multi Material Stewardship Western program.

2021 Changes

Revenue Change:

A revenue increase of \$274.9 has been included in the 2021 budget to reflect increase in the Recycling program rates and growth in the subscription green cart program.

Growth:

An increase of \$108.8 has been included to sustain continuous growth of the subscription green cart program. These costs mainly relate to temporary staffing and fleet costs.

Other Significant Item(s):

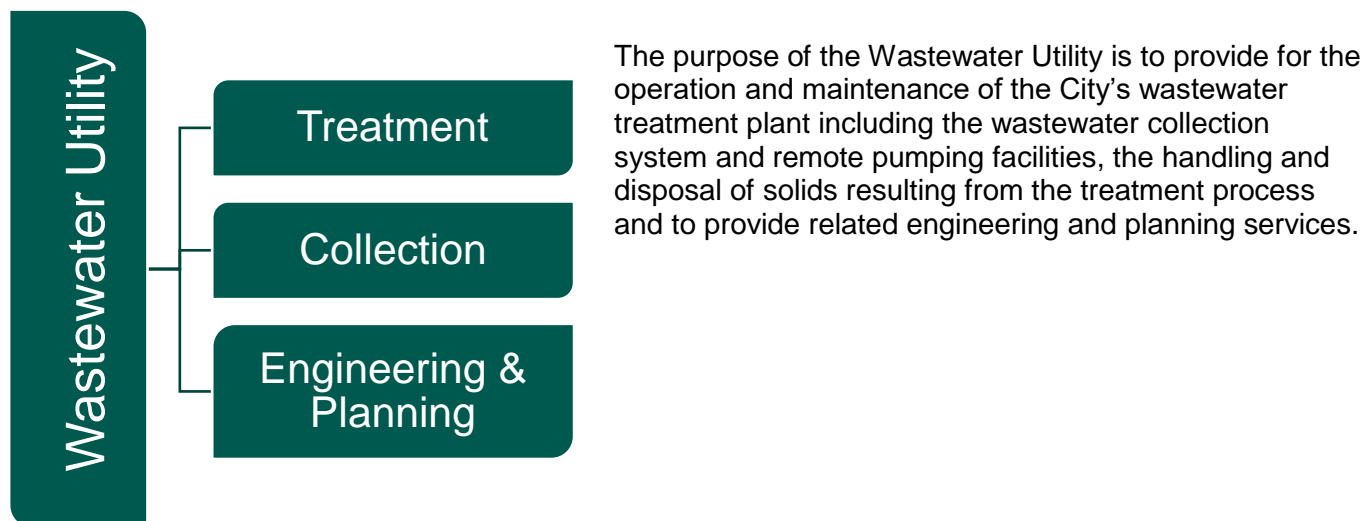
An inflationary increase of \$150.2 has been included based on estimated increased recycling services contract costs. Included in this increase is \$15.9 for staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Waste Services.

Wastewater Utility

Overview



Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Service Interruptions	Enquiries	24 hour per day emergency telephone service.		
	Response	To provide alternate service after 8 hours disruption. (i.e. set up a bypass and pumping shift)		
		To provide a residential emergency sewer connection cleaning service between 07:30 hours and 23:30 hours.		
		To respond to residential connection blockages within 8 business hours of report.		
Asset Management	Sanitary Sewer Mains	To provide regular cleaning and repairs to the sanitary sewage collection system to maintain it in a free-flowing condition for the protection of community health and property.		
		At current funding levels the backlog of Poor and Very Poor mains will be addressed by the year 2022. Based on this planned expenditure service level there is no funding gap present.		
	Sanitary Sewer Connections	To provide repairs to the sanitary sewer service connections to maintain free flowing sewage drainage from all properties.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(77,071.9)	(79,029.0)	(78,920.8)	(79,400.0)	(479.2)	0.6%	(81,778.7)	(2,378.7)	3.0%
Total Revenues	(77,071.9)	(79,029.0)	(78,920.8)	(79,400.0)	(479.2)	0.6%	(81,778.7)	(2,378.7)	3.0%
Gross Expenses									
Staff Compensation	9,887.9	9,998.2	10,630.5	10,981.1	350.6	3.3%	11,226.2	245.1	2.2%
Operating Cost	21,749.5	23,352.2	24,116.4	24,844.6	728.2	3.0%	25,172.8	328.2	1.3%
Debt Charges	6,370.0	6,369.7	5,971.0	5,629.7	(341.3)	(5.7%)	6,752.3	1,122.6	19.9%
Cost Recovery	(402.9)	(325.0)	(323.8)	(322.5)	1.3	(0.4%)	(333.4)	(10.9)	3.4%
Capital Contribution	39,448.3	39,632.1	38,524.9	38,265.3	(259.6)	(0.7%)	38,959.0	693.7	1.8%
Transfer to/from Reserves	1.8	1.8	1.8	1.8	-	-	1.8	-	-
Transfer to/from Stabilization	17.3	-	-	-	-	-	-	-	-
Total Gross Expenditure	77,071.9	79,029.0	78,920.8	79,400.0	479.2	0.6%	81,778.7	2,378.7	3.0%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

2018 resulted in a \$17.3 positive variance from budget. Metered revenues had an unfavorable variance of \$1,887.1 due to lower than expected growth and volumetric sales. Negative variances were also realized due to increased utility costs, hauling of digester grit and digester cleaning. These were offset by positive variances caused by reduced chemical costs, increased revenues and lower than expected costs in the heavy grit facility, lower than expected equipment costs, less contracted sewer repairs and a lower than average number of service connections repairs. The Wastewater Utility positive variance was transferred to its stabilization reserve.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	110.86	111.76	0.90	112.11	0.35

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(479.2)	(2,378.7)	(2,857.9)
Inflation & Transfers	135.6	2,381.3	2,516.9
Growth	343.6	(2.6)	341.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

The 2020 operating budget reflects the 2020 water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. The metered revenue increase of \$328.7 includes revenues realized by a rate increase and offset by adjustments in the number of billed meters.

Other major revenue changes include a \$95.4 increase in commercial surcharges due to rate increase and growth offset by a \$55.1 decrease in direct dumping charges due to decreased volumes.

Growth:

An increase of \$159.8 includes staff compensation for an addition of a Training Coordinator (0.5 FTE) to provide better in-house training for non-power mobile equipment roles to meet regulatory requirements and a Project Engineer (1.0 FTE) to create a resource for the Maintenance Engineer to manage daily technical responsibilities at the Treatment Plant, providing safe operation by ensuring plant maintenance is completed in a timely manner. Other costs include increases for temporary staff of \$107.1, increases in software costs of \$49.8 and increases in maintenance costs of \$218.1.

Capital Contribution:

As per policy, reserve transfers include a \$1.6 increase in contribution to the Wastewater Supply Replacement Reserve, a \$156.3 decrease in the supplemental contribution to the Wastewater Capital Reserve and a \$522.1 increase in contribution to the Infrastructure Reserve – Water and Sewer.

Other Significant Item(s):

An estimated inflationary increase of \$38.6 has been included in staff compensation based on collective agreements. Other increases include \$294.0 for operation of the distribution system, which is offset by a reallocation of \$300.0 to the Water Utility Service Line to reflect actuals, and \$83.3 for Grants-in-Lieu of Taxes. Debt related charges have decreased by \$341.3 due to reduced borrowing to support the capital plan.

Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Wastewater Utilities 2020 budget includes the following: \$677.4 (Admin Recovery), \$4,853.0 (Grant-in-Lieu), and \$4,825.8 (Return on Investment). In the 2020 budget, Wastewater's total contribution to the City is \$10,230.2.

2020 is the final year of a five year phase-in plan to establish a ROI from both the Water and Wastewater Utilities which will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6 million allocation to Building Better Roads.

2021 Changes

Revenue Change:

The 2021 operating budget reflects the 2021 water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. The metered revenue increase of \$2,322.2 includes the rate increase and growth in the number of billed meters.

Other major revenue increases include commercial surcharges and direct dumping charges of \$56.5.

Growth:

An increase of \$24.0 is for addition of a Utility A (0.5 FTE) to bring the fourth Water & Sewer maintenance crew up to current crew configuration standards and to run key pieces of equipment for the repair and replacement processes.

Capital Contribution:

As per policy, reserve transfers include a \$178.7 increase in contribution to the Wastewater Supply Replacement Reserve, a \$72.4 decrease in the supplemental contribution to the Wastewater Capital Reserve and a \$1,561.4 increase in the contribution to the Infrastructure Reserve – Water and Sewer.

Other Significant Item(s):

An estimated inflationary increase of \$196.5 has been included in staff compensation based on collective agreements. Other increases include \$293.4 for operation of the distribution system, which is offset by a reallocation of \$300.0 to the Water Utility Service Line to reflect actuals, and \$156.0 for Grants-in-Lieu of Taxes. Debt related charges have increased by \$1.1 million due to increased borrowing to support the capital plan.

Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Water Utilities 2021 budget includes the following: \$465.1 (Admin Recovery), \$5,009.0 (Grant-in-Lieu), and \$5,011.7 (Return on Investment). In the 2021 budget, Water's total contribution to the City is \$10,485.8.

2021 is the first year in which a ROI from both the Water and Wastewater Utilities will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6 million allocation to Building Better Roads.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0687: WW- ASSET REPLACEMENT	1,146.0	1,154.0	1,582.0	3,024.0	1,188.0
P1243: WW- LIFT STATION UPGRADES	4,000.0	1,545.0	1,591.0	1,639.0	1,688.0
P2230: WW-INFRASTRUCTURE UPGRADES	2,500.0	2,575.0	2,652.0	2,732.0	2,814.0
P2255: W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100.0	100.0	100.0	100.0	100.0
P2580: WW-DIGESTER CLEANING FACILITY	2,000.0	-	-	-	-
P2581: WW-FACILITY UPGRADE N40/WW	4,000.0	4,120.0	-	-	-
P2582: WW-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	-	-	2,122.0	-	-
P2585: WW-BIOREACTOR EXPANSION	2,500.0	11,373.0	11,716.0	-	-
P2586: WW-UV EXPANSION	-	602.0	8,883.0	-	-
P1616: WASTE WATER COLLECTION	5,366.0	5,663.0	6,210.2	6,364.9	6,523.0
P1618: SANITARY SEWER TRUNKS	1,337.0	1,386.0	1,578.0	1,380.0	1,395.0
Total	22,949.0	28,518.0	36,434.2	15,239.9	13,708.0

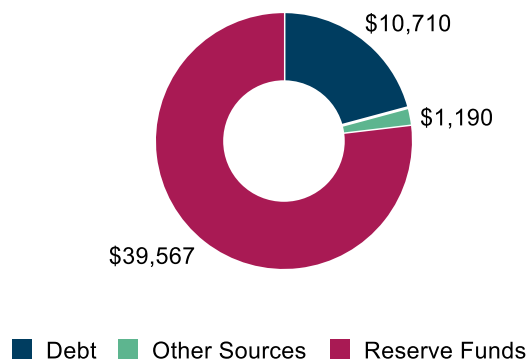
The 2020-2021 Wastewater Utility Capital Investment includes 10 capital expansion and replacement/rehabilitation projects for a total of \$51.5 million.

The asset replacement project, at \$2.3 million, is comprised of 8 components with major replacements consisting of bioreactor pumps and components for \$592.0, digester pumps, process components and electrical for \$796.0, grit and screen pumps and process components for \$592.0, fermenter for \$153.0, primary basins for \$327.0.

The growth and capital expansion projects for the Wastewater Utility total \$35.4 million. Major capital investments include \$5.5 million for lift station upgrades, \$2.0 million for digester cleaning facility, \$8.1 million for North 40 facility upgrade, \$5.0 million for infrastructure upgrades, and \$13.8 million for bioreactor expansion.

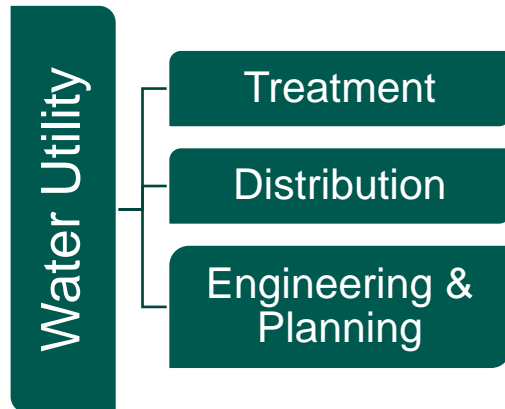
The program for the rehabilitation and replacement of the wastewater collection system has been identified at \$13.8 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

2020-2021 Capital Budget by Funding Source



Water Utility

Overview



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

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Service Interruptions	Notification	Any disruption in the system will result in a Drinking Water Advisory (DWA) and lab testing before the advisory can be lifted.		
	Response	Alternative water supply is provided to those affected within 8 hours if the issue remains unresolved		
		Water will be restored in 1-2 days except for extenuating cases.		
Saskatoon Fire Department Requirements	Pressure	American Water Works Association (AWWA) pressure recommendations are maintained when the hydrants are in operation.		
	Winter Inspections	100% of Hydrants are inspected		
	Summer Inspections	50% of Hydrants are inspected		
Lead Service Lines	Replacement	All lead service lines in water distribution system will be replaced by 2027.		
Water Standards	Water Standards	Saskatoon currently meets or exceeds provincial and federal water quality standards. A copy of the standards can be found on Saskatchewan Water Security Agency's website.		
	Enquiries	80% of water quality enquiries are addressed over the phone. If an enquiry is not resolved over the phone, a home visit will be arranged to test the water within 48 hours. A sample is collected and tested within 48 hours to ensure water is safe for consumption.		
	Pressure and Flow	Adequate water pressure and flow for home and business use is maintained in periods of peak demand.		
Environmental Standards	Water Conservation	Water conservation initiatives are made available to engage the public through communications on the website, YouTube Videos, conservation education and water week awareness.		
Asset Management	Water Main Replacement	With current approved funding levels for water main replacement, the number of water mains in poor condition is getting smaller over time. Water main replacement is prioritized based on capacity (volume of water), the number of people serviced and the number of historic breaks (last 25 years), the number of recent breaks (last 5 years), as well as optimizing the use of our resources by working with Roadways and Operations and other service areas.		

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(80,547.2)	(82,297.2)	(95,897.1)	(98,046.8)	(2,149.7)	2.2%	(101,739.8)	(3,693.0)	3.8%
Total Revenues	(80,547.2)	(82,297.2)	(95,897.1)	(98,046.8)	(2,149.7)	2.2%	(101,739.8)	(3,693.0)	3.8%
Gross Expenses									
Staff Compensation	14,060.0	12,921.0	13,862.1	14,714.1	852.0	6.1%	15,369.3	655.2	4.5%
Operating Cost	31,098.5	32,069.5	34,068.7	36,713.1	2,644.4	7.8%	37,544.4	831.3	2.3%
Debt Charges	13,198.4	13,278.4	10,956.6	8,250.5	(2,706.1)	(24.7%)	9,350.1	1,099.6	13.3%
Cost Recovery	(574.2)	(352.7)	(352.7)	(313.0)	39.7	(11.3%)	(313.0)	-	-
Capital Contribution	24,175.6	24,379.2	37,360.6	38,680.3	1,319.7	3.5%	39,787.2	1,106.9	2.9%
Transfer to/from Reserves	1.8	1.8	1.8	1.8	-	-	1.8	-	-
Transfer to/from Stabilization	(1,412.8)	-	-	-	-	-	-	-	-
Total Gross Expenditure	80,547.2	82,297.2	95,897.1	98,046.8	2,149.7	2.2%	101,739.8	3,693.0	3.8%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

2018 resulted in a \$1,412.8 unfavorable variance from budget. Metered revenues had an unfavorable variance of \$1,638.9 due to lower than expected growth and volumetric sales. Negative variances were also realized due to increased inspections and maintenance of fire hydrants, an above average number of water main breaks and frozen water service connections. These were offset by savings realized in decreased fixed asset purchases, less than anticipated chemical usage, and staffing vacancies. The Water Utility variance was balanced by a transfer from its stabilization reserve.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	148.96	151.37	2.41	154.97	3.60

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(2,149.7)	(3,693.0)	(5,842.7)
Inflation & Transfers	993.6	2,992.1	3,985.7
Growth	1,156.1	700.9	1,857.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

The 2020 operating budget reflects the 2020 water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. A total overall revenue increase of \$2,149.7 includes revenues realized by a rate increase and offset by adjustments in the number of billed meters. The 2020 estimated yearly water consumption of 36.0 million cubic meters is consistent with the recent demand levels indicating no required increase in consumption for the upcoming year. Increased demand resulting from population increases have largely been offset by conservation measures.

Growth:

An increase of \$199.8 includes staff compensation for addition of a Mechanic (1.0 FTE) to bring the plant mechanics group to its full complement, a Training Coordinator (0.5 FTE) to provide better in-house training for non-power mobile equipment roles to meet regulatory requirements, and a Water System Operator (1.0 FTE) to maintain existing levels of service for valve and hydrant operations, inspections and meet regulatory and audit requirements. As well, \$120.2 is added for temporary staff compensation related to Water Initiatives and Laboratory Services, \$93.4 is included for additional administrative and storekeeping staff and \$333.1 for additional overtime costs in water main and hydrant maintenance. Other growth related costs include increased software costs of \$49.8 and increased costs including materials for water main maintenance of \$179.1 and hydrant maintenance of \$49.6.

Capital Contribution:

As per policy, reserve transfers include a \$262.4 increase in contribution to the Water Supply Replacement Reserve, a \$46.2 increase in the supplemental contribution to the Water Capital Reserve and a \$378.1 increase in the contribution to the Infrastructure Reserve – Water and Sewer.

Other Significant Item(s):

An estimated inflationary increase of \$571.0 has been included in staff compensation based on collective agreements. Increases include \$803.5 for operation of the distribution system, which includes a reallocation of \$300.0 from the Wastewater Utility Service Line to reflect actuals, \$540.0 for electricity for pumping, high lift UV and reservoirs and \$148.4 for Grants-in-Lieu of Taxes. In addition, the 2020 debt related charges have decreased by \$2.7 million due to reduced borrowing to support the capital plan.

Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Water Utilities 2020 budget includes the following: \$921.5 (Admin Recovery), \$7,307.1 (Grant-in-Lieu), and \$6,664.2 million (Return on Investment). In the 2020 budget, Water's total contribution to the City is \$14,718.8.

2020 is the final year of a five year phase-in plan to establish a ROI from both the Water and Wastewater Utilities which will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6,000.0 allocation to Building Better Roads.

2021 Changes

Revenue Change:

The 2021 operating budget includes an overall revenue increase of \$3,693.0 largely from a water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. The 2021 estimated yearly water consumption of 36.0 million cubic meters is consistent with the recent demand levels indicating no required increase in consumption for the upcoming year. Increased demand resulting from population increases have largely been offset by conservation measures.

Growth:

An increase of \$244.1 includes staff compensation for an addition of a Water System Operator (1.0 FTE) to maintain existing levels of service for valve and hydrant operations, inspections and meet regulatory and audit, a Utility A (0.6 FTE) to bring the fourth Water & Sewer Maintenance crew up to current crew configuration standard to run key pieces of equipment for the repair and replacement processes, an Equipment Operator VII (1.0 FTE) to operate a hydro-excavation truck and a Utility Laborer (1.0 FTE) to locate underground utilities for the Maintenance Crews and to reduce the backlogs for repairs of valves and service connection curb stops and reduce contractor costs. Increased costs of \$272.6 are included for increase water main maintenance including overtime, \$47.4 for increase maintenance related to hydrants and \$77.4 for Water Initiatives.

Capital Contribution:

As per policy, reserve transfers include a \$754.3 increase in contribution to the Water Supply Replacement Reserve, a \$778.0 decrease in the supplemental contribution to the Water Capital Reserve and a \$1,130.6 increase in the contribution to the Infrastructure Reserve – Water and Sewer.

Other Significant Item(s):

An estimated inflationary increase of \$104.0 has been included in staff compensation based on collective agreements. Increases include \$862.9 for operation of the distribution system, which includes a reallocation of \$300.0 from the Wastewater Utility Service Line to reflect actuals, \$170.1 for electricity for pumping, high lift UV and reservoirs and \$230.2 for Grants-in-Lieu of Taxes. In addition, the 2021 debt related charges have increased by \$1.1 million due to increased borrowing to support the capital plan.

Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Water Utilities 2021 budget includes the following: \$639.1 (Admin Recovery), \$7,537.3 (Grant-in-Lieu), and \$6,920.8 (Return on Investment). In the 2021 budget, Water's total contribution to the City is \$15,097.2.

2021 is the first year in which a ROI from both the Water and Wastewater Utilities will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6,000.0 allocation to Building Better Roads.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1054: WTR-ASSET REPLACEMENT	3,760.0	2,951.0	1,772.0	2,656.0	2,081.0
P2197: WTR - WATER AND ENERGY CONSERVATION INITIATIVES	330.0	340.0	-	-	-
P2214: WTR - WATER SYSTEM ASSESSMENT	166.0	-	-	-	-
P2219: WTR-N.E. SECTOR RESERVOIR	5,000.0	21,218.0	21,642.0	-	-
P2263: WTR-WATERSHED MGMT AND ASSESSMENT PROGRAM	250.0	256.0	-	-	-
P2558: WTR-CLARIFIER TUBE SETTLERS	-	-	-	9,835.0	-
P2559: WTR-SAND SEPARATORS	3,550.0	-	-	-	-
P2561: WTR-INFRASTRUCTURE UPGRADES	3,000.0	1,030.0	5,305.0	5,464.0	5,628.0
P2562: WTR-CLARIFIER CONSTRUCTION	-	1,136.0	11,813.0	12,168.0	-
P2563: WTR-LOW LIFT UPGRADE	3,000.0	4,120.0	-	-	-
P2571: WTR-CHLORINE ROOM CAPACITY UPGRADE	-	5,665.0	-	-	-
P2572: WTR-ENGINEERED WTR DRAWINGS	100.0	104.0	106.0	110.0	112.0
P2594: WTR-METER SHOP/RECEIVING BUILDING	-	3,090.0	-	-	-
P1615: WATER DISTRIBUTION	17,976.0	20,673.0	20,479.0	21,292.0	22,143.0
P1617: PRIMARY WATER MAINS	2,147.0	2,201.0	2,259.0	2,298.0	2,349.0
Total	39,279.0	62,784.0	63,376.0	53,823.0	32,313.0

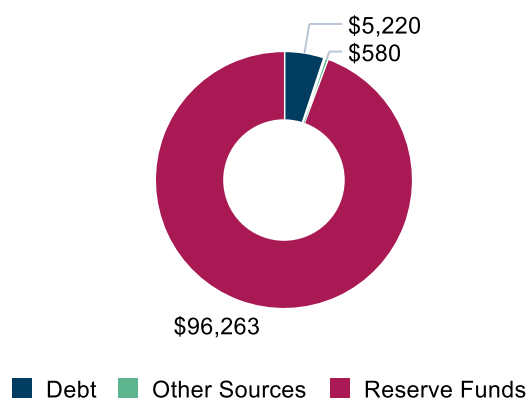
The 2020-2021 Water Utility Capital Investment includes 14 capital expansion and replacement/rehabilitation projects for a total of \$102.1 million.

The asset replacement project, at \$6.7 million, is comprised of seven components with major replacements including \$3.7 million for Low Lift Pumping and \$1.4 million for Filter Plant Refurbishment and \$480.0 for the Acadia Reservoir/Pump Station.

The growth and capital expansion projects for the Water Utility total \$52.4 million. Major capital investments include \$7.1 million for Low Lift Upgrade, \$26.2 million for NE Sector Reservoir, \$1.1 million for construction of additional Clarifiers, \$5.5 million for Chlorine Room Capacity Upgrade, \$3.5 million for Sand Separators, \$3.0 million for Meter Shop/ Receiving Building, and \$4.0 million for Infrastructure Upgrades.

The program for the rehabilitation and replacement of the water distribution system has been identified at \$43.0 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

2020-2021 Capital Budget by Funding Source



Utilities

City of Saskatoon

Operating & Capital Budget
Approved 2020/2021

TRANSPORTATION

City of Saskatoon

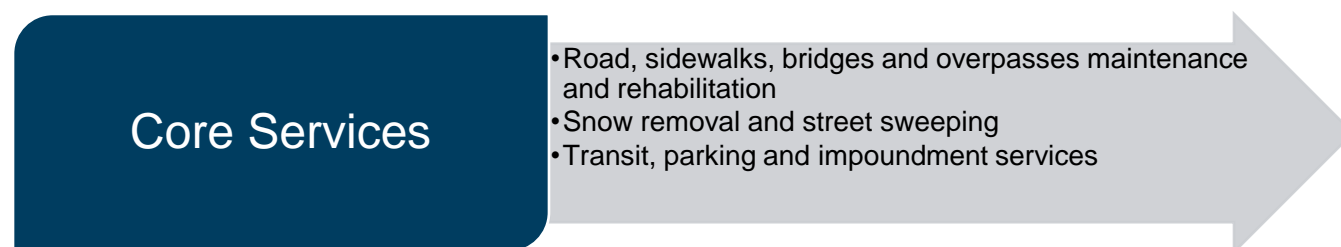
Operating & Capital Budget
Approved 2020/2021

The Transportation Business Line is a collection of various transportation related services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Transportation Business Line supports the following strategic priority areas:



Regional Planning

- Support the Regional Growth Plan by providing subject matter experts
- Review development applications
- Work with the province and surrounding municipalities on regional transportation plans

Transportation

- Transportation engineering and planning
- Construction and design services
- Detours, traffic lights and signage
- Active Transportation

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Moving Around	
The transportation network includes an accessible and efficient transit system and a comprehensive network of active transportation to provide more choice to move around the city.	Continued work towards a city-wide transit strategy to support a Bus Rapid Transit implementation is underway, including the detailed design for the Bus Rapid Transit System.
	The Transportation Master Plan technical report is scheduled for completion in late 2019, recommendations and potential implementation will follow.
	Continued implementation of the Active Transportation Plan under capital project 2468. 2020 and 2021 both include investments of \$1.125 million and \$1.105 million respectively.
Traffic flow throughout the city is safe and optimal.	The Intelligent Transportation System technical report was completed in 2018 with associated recommendation. Work will continue in 2020 and 2021 in regards to the implementation of this plan included in capital project 2290.
	Over \$2.3 million in capital programming is planned under the Transportation Safety capital project 2288 which includes community traffic reviews, high-speed roadside safety improvements, pedestrian safety improvements, railway safety improvement and geometric modifications.
Parking availability is optimized.	Review of the Residential Parking Program is underway to identify necessary policy and implementation updates to address current issues and concerns.
	The City is currently reviewing a new temporary Reserved Parking Program including revised rates to improve accessibility, maintain cost recovery and enhance customer service.

Strategic Goal – Asset and Financial Sustainability	
Key civic infrastructure assets are maintained and funded to minimize total life cycle cost.	The City continues to refine and report on the Corporate Asset Management Strategy. This Business Line includes key asset categories such as roadways, sidewalks, bridges and structures and the access and conventional transit fleets.
	2020 and 2021 includes over \$60.0 million in transfers to the Roadways and Sidewalks maintenance reserves in order to maintain the 1 in 20 year treatment cycle.
	2020 and 2021 includes over \$6.0 million in transfers to the Bridges Maintenance Reserve, which does not meet the requirements of the current Asset Management strategy.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Transit Rides per capita	> 62	32.1	32.0	33.7	35.3	Improvement	Neutral
Km of Cycling Specific Infrastructure	10% increase for a total of 188 km by 2023	175	179	192	203	Improvement	On-Track
Transportation Choices	20% of people using cycling, walking or transit to get to work	11.9% (2016 Actual)	N/A	N/A	Next report after 2021 Census	N/A	N/A
Annual Decrease in Traffic Collisions	> -5.0%	-7.30%	-3.11%	-11.64%	-7.60%	Improvement	On-Track

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Impound Lot	(365.3)	(367.4)	(376.2)	(440.0)	(63.8)	17.0%	(440.0)	-	-
Access Transit	(1,188.9)	(1,170.3)	(1,170.3)	(1,185.3)	(15.0)	1.3%	(1,195.3)	(10.0)	0.8%
Bridges, Subways, Overpasses	-	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-	-	-
Parking	(6,697.6)	(6,209.6)	(6,734.8)	(6,740.8)	(6.0)	0.1%	(6,801.9)	(61.1)	0.9%
Road Maintenance	(278.6)	(278.6)	(278.6)	(278.6)	-	-	(278.6)	-	-
Snow & Ice Management	(554.7)	(554.7)	(554.7)	(554.7)	-	-	(554.7)	-	-
Street Cleaning & Sweeping	-	-	-	-	-	-	-	-	-
Street Lighting	(30.8)	(30.8)	(30.8)	(30.8)	-	-	(30.8)	-	-
Transit Operations	(14,400.9)	(15,092.1)	(14,757.6)	(14,757.6)	-	-	(14,757.6)	-	-
Transportation Services	(199.6)	(240.7)	(240.7)	(240.7)	-	-	(240.7)	-	-
Total Revenues	(23,716.4)	(23,944.2)	(24,143.7)	(24,228.5)	(84.8)	0.4%	(24,299.6)	(71.1)	0.3%
Gross Expenses									
Impound Lot	390.6	367.4	376.2	440.0	63.8	17.0%	440.0	-	-
Access Transit	5,565.5	5,440.2	5,787.2	6,101.7	314.5	5.4%	6,387.3	285.6	4.7%
Bridges, Subways, Overpasses	6,006.7	6,141.7	7,410.0	7,820.8	410.8	5.5%	8,331.2	510.4	6.5%
Engineering	774.3	762.4	724.7	757.4	32.7	4.5%	773.8	16.4	2.2%
Parking	4,143.1	3,367.2	3,946.8	3,874.6	(72.2)	(1.8%)	4,189.1	314.5	8.1%
Road Maintenance	43,009.7	43,509.5	44,774.0	46,003.4	1,229.4	2.7%	47,070.6	1,067.2	2.3%
Snow & Ice Management	12,835.8	13,233.6	13,665.2	13,997.6	332.4	2.4%	14,329.4	331.8	2.4%
Street Cleaning & Sweeping	4,287.3	4,238.6	4,356.9	4,504.6	147.7	3.4%	4,636.4	131.8	2.9%
Street Lighting	6,818.9	7,084.9	7,232.0	7,485.4	253.4	3.5%	7,824.9	339.5	4.5%
Transit Operations	41,730.0	41,197.3	43,314.6	45,560.2	2,245.6	5.2%	47,129.0	1,568.8	3.4%
Transportation Services	6,795.3	7,301.2	7,700.7	7,874.6	173.9	2.3%	8,068.8	194.2	2.5%
Total Gross Expenses	132,357.2	132,644.0	139,288.3	144,420.3	5,132.0	3.7%	149,180.5	4,760.2	3.3%
Tax Support	108,640.8	108,699.8	115,144.6	120,191.8	5,047.2	4.4%	124,880.9	4,689.1	3.9%

Summary of 2020-2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	631.80	637.37	5.57	641.14	3.77

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	115,144.6	120,191.8	
Revenue Change (increase)/decrease	(84.8)	(71.1)	(155.9)
Inflation & Transfer	3,001.8	2,871.4	5,873.2
Growth	1,415.8	1,025.2	2,441.0
Continuous Improvement	-	-	-
Service Level Changes	714.4	863.6	1,578.0
Total Budget	120,191.8	124,880.9	9,736.3

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Access Transit	390.0	350.0	902.0	928.0	957.0
Bridges, Subways, Overpasses	699.0	2,604.0	49,987.0	10,008.0	7,083.0
Parking	310.0	790.0	165.0	-	215.0
Road Maintenance	34,863.0	34,650.0	36,080.0	36,780.0	37,080.0
Transit Operations	3,093.0	2,663.0	43,630.0	42,121.0	42,684.0
Transportation Services	5,530.0	5,988.0	13,537.0	5,215.0	5,240.0
Total	44,885.0	47,045.0	144,301.0	95,052.0	93,259.0

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Reserve for Capital Expenditures	200.0	200.0	-	-	-
Government of Canada	250.0	-	15,608.0	16,617.0	16,836.0
Operating Contribution	200.0	-	-	-	-
Other	450.0	450.0	14,531.0	11,082.0	11,228.0
Private and External Funding	50.0	-	38,500.0	-	-
Province of Saskatchewan	-	-	12,982.0	13,846.0	14,029.0
Reallocation	180.0	-	-	-	-
Reserves - Civic	43,555.0	45,622.0	51,758.0	48,715.0	47,766.0
Reserves - Prepaids	-	-	2,700.0	4,792.0	3,400.0
Utilities - Reserves	-	773.0	8,222.0	-	-
Total	44,885.0	47,045.0	144,301.0	95,052.0	93,259.0
Unfunded	-	-	44,194.0	101,878.0	45,200.0

Transportation

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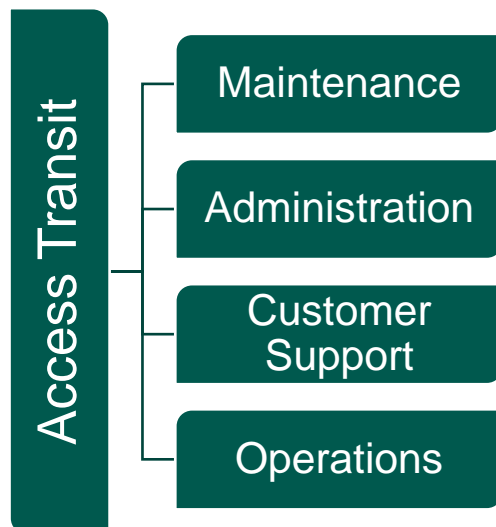
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Operating Budget Impacts of Capital Projects

	2020	2021	2022	2023	2024
Snow & Ice Management	-	-	-	44.3	44.3
Transit Operations	60.0	-	-	-	-
Transportation Services	-	2.1	-	-	-
Total	60.0	2.1	-	44.3	44.3

Access Transit

Overview



Access Transit provides demand response public transit service to our community of citizens with special needs. This service is provided as an accessible door to door service for persons with special needs who cannot use our fixed route service with safety and dignity. A fleet of 27 buses serve customers within the city limits of Saskatoon.

Access and conventional transit are working to integrate their services more to help define and build a Family of Services approach to public transportation. This model will provide all Saskatoon residents with improved, more spontaneous, and reliable public transportation service because people will have more options available to them.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Customer Service	Customer Care Line	Monday to Friday 9:00 a.m. to 4:00 p.m.		
Access Transit On Demand Trip	Booking Window	Book up to 7 days in advance Goal of accomodating all requests made with 3 days notice		
	Pick up Window	20 minutes		
	Ride Length	75 minutes		
	Denial Rate	SHRC indicates <1% (2019 YTD = 6.28%)		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(942.7)	(940.0)	(937.0)	(937.0)	-	-	(937.0)	-	-
Revenue	(246.2)	(230.3)	(233.3)	(248.3)	(15.0)	6.4%	(258.3)	(10.0)	4.0%
Total Revenues	(1,188.9)	(1,170.3)	(1,170.3)	(1,185.3)	(15.0)	1.3%	(1,195.3)	(10.0)	0.8%
Gross Expenses									
Staff Compensation	4,156.1	3,972.9	4,308.8	4,534.3	225.5	5.2%	4,729.9	195.6	4.3%
Operating Cost	1,135.4	1,193.3	1,204.4	1,279.7	75.3	6.3%	1,355.3	75.6	5.9%
Capital Contribution	274.0	274.0	274.0	287.7	13.7	5.0%	302.1	14.4	5.0%
Total Gross Expenditure	5,565.5	5,440.2	5,787.2	6,101.7	314.5	5.4%	6,387.3	285.6	4.7%
Tax Support	4,376.6	4,269.9	4,616.9	4,916.4	299.5	6.5%	5,192.0	275.6	5.6%

2018 Actual Results:

In 2018, Access Transit had a \$106.7 unfavorable variance from budget. This was primarily a result of salaries being above the approved budget due to additional trips for Access Transit Customers and settlement of the ATU Local 615 collective bargaining agreement which is moving Access operators to salary equity with conventional transit operators.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	51.90	53.40	1.50	54.90	1.50

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	4,616.9	4,916.4	
Revenue Change (increase)/decrease	(15.0)	(10.0)	(25.0)
Inflation & Transfers	200.0	165.3	365.3
Growth	114.5	120.3	234.8
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	4,916.4	5,192.0	575.1

2020 Changes

Revenue Change:

Fare revenues are projected to increase by \$15.0, primarily due to an increase in revenue trips based on historical trends.

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Growth:

Expenditure growth of \$114.5 is currently projected which includes: \$98.5 for 1.5 FTEs, including an operator (1.0 FTE), a supervisor (0.25 FTE) and a utility position (0.25 FTE), and \$16.0 for non-dedicated taxi service costs. These allocations are aimed at reducing denial rates by continuing to right size operations staff for the number of buses and service hours.

Other Significant Item(s):

A total of \$200.0 in inflation and transfer expenditure increases are proposed in 2020 related to:

- An estimated inflationary increase of \$120.3 for staff compensation based on collective agreements
- Fuel price increases of \$45.2, including the impact of carbon tax
- A transfer to capital reserves of \$13.7 to accommodate future fleet requirements
- Increases in exchange rates for maintenance equipment of \$12.6
- Non-dedicated taxi service contract increases of \$4.1
- Various smaller inflationary and transfer impacts of \$4.1

2021 Changes

Revenue Change:

Fare revenues are projected to increase by \$10.0, primarily due to an increase in revenue trips based on historical trends.

Growth:

Expenditure growth of \$120.3 is currently projected which includes: \$100.3 for 1.5 FTEs, including an operator (1.0 FTE), a supervisor (0.25 FTE) and a utility position (0.25 FTE), and \$20.0 for non-dedicated taxi service costs. These allocations are aimed at reducing denial rates by continuing to right size operations staff for the number of buses and service hours.

Other Significant Item(s):

A total of \$165.3 in inflation and transfer expenditure increases are proposed in 2020 related to:

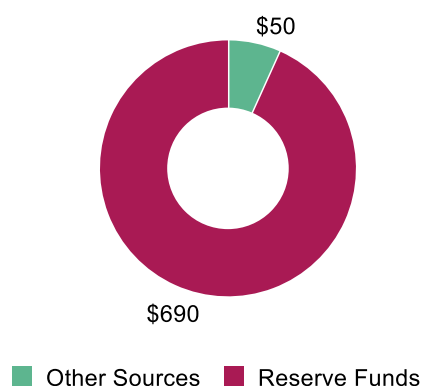
- An estimated inflationary increase of \$94.4 for staff compensation based on collective agreements
- Fuel price increases of \$22.7, including the impact of carbon tax
- A transfer to capital reserves of \$14.4 to accommodate future fleet requirements
- Increase in exchange rates for maintenance equipment of \$13.3
- Non-dedicated taxi service contract increases of \$5.1
- Increased utility costs of \$4.4
- Various small inflationary and transfer impacts of \$11.0

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2095: ACCESS TRANSIT-BUS REPLACEMENTS	170.0	350.0	902.0	928.0	957.0
P2100: ACCESS TRANSIT - ADDITIONAL BUSES	170.0	-	-	-	-
P2326: ACCESS TRANSIT FACILITY	50.0	-	-	-	-
Total	390.0	350.0	902.0	928.0	957.0

The Access Transit Capital Investment Plan totals \$390.0 in 2020 and \$350.0 in 2021. This includes \$170.0 for bus replacements, \$170.0 for additional buses and \$50.0 for the facility improvements in 2020 and \$350.0 for bus replacements in 2021.

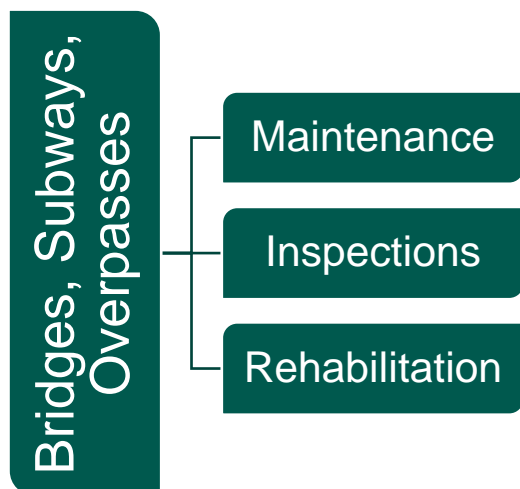
2020-2021 Capital Budget by Funding Source



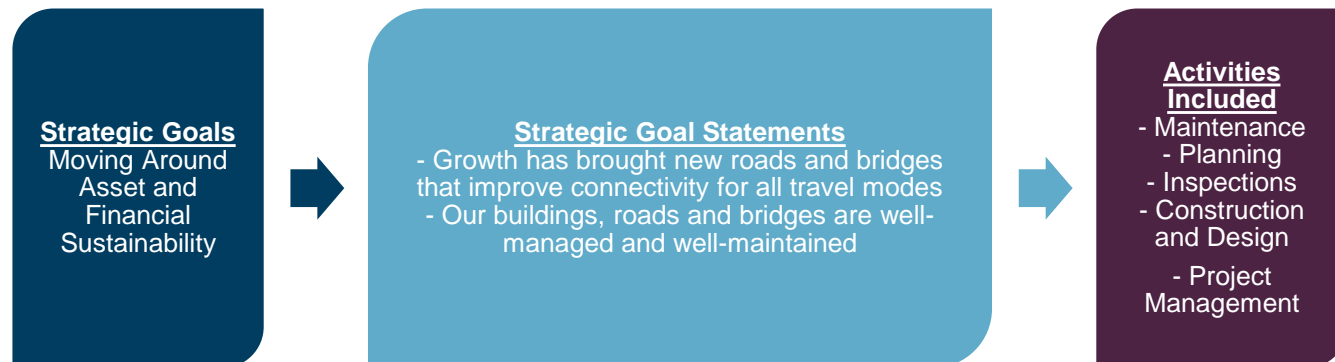
Bridges, Subways, Overpasses

Overview

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



Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Asset Management	Washing	Structures are cleaned annually.		
	Sealing	A penetrating sealer is added on a 5 year cycle.		
	Minor Maintenance	Completed on an annual basis, dealing with repairs and maintenance on structures as determined by the internal and external inspections.		
	Major Rehabilitations	The City uses inspection and deck testing data, recommendations and scenarios to select the rehabilitations and timing. The City developed the program to improve condition slowly over time by targeting the most cost effective future treatment, performing major bridge rehabilitations approximately once every 25 years. With the current inventory an average of 2 rehabilitations are targeted to be completed each year		
Inspections	Safety Inspections	Each structure is inspected annually for safety concerns, maintenance programs, and to identify defects for additional investigation.		
	Bridge Inspections & Deck testing	Consultant inspections done every 3 years and deck testing on a 6 year cycle for bridges and overpasses that are over 10 years old.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	306.0	340.9	355.2	358.8	3.6	1.0%	365.9	7.1	2.0%
Operating Cost	2,042.2	2,140.0	6,281.5	4,649.5	(1,632.0)	(26.0%)	4,545.4	(104.1)	(2.2%)
Capital Contribution	4,619.0	4,619.0	3,573.3	3,895.4	322.1	9.0%	4,335.4	440.0	11.3%
Transfer to/from Reserves	(960.5)	(958.2)	(2,800.0)	(1,082.9)	1,717.1	(61.3%)	(915.5)	167.4	(15.5%)
Total Gross Expenditure	6,006.7	6,141.7	7,410.0	7,820.8	410.8	5.5%	8,331.2	510.4	6.5%
Tax Support	6,006.7	6,141.7	7,410.0	7,820.8	410.8	5.5%	8,331.2	510.4	6.5%

2018 Actual Results:

In 2018, Bridges, Subways and Overpasses had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	4.56	4.56	-	4.56	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	7,410.0	7,820.8	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	57.6	70.4	128.0
Growth	23.2	-	23.2
Continuous Improvement	-	-	-
Service Level Changes	330.0	440.0	770.0
Total Budget	7,820.8	8,331.2	921.2

2020 Changes

Growth:

An increase of \$23.2 has been added due to maintenance required for the addition of McOrmond Drive and Highway 5 along with Boychuk Drive and Highway 16 Interchanges.

Service Level Change:

During budget deliberations from Nov.25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$330.0 transfer to the bridge maintenance reserve to continue closing the funding gap identified through the Sidewalks Asset Management Plan.

Other Significant Item(s):

A total of \$61.2 has been added due to the inflationary increases for the Chief Mistawasis Bridge and Traffic Bridge in accordance with the P3 contract agreement.

An estimated inflationary increase of \$3.6 has been included in staff compensation based on the collective agreements for 2020.

2021 Changes

Service Level Change:

During budget deliberations from Nov.25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$440.0 transfer to the bridge maintenance reserve to continue closing the funding gap identified through the Sidewalks Asset Management Plan.

Other Significant Item(s):

A total of \$62.4 has been added due to the inflationary increases for the Chief Mistawasis and Traffic Bridge in accordance with the P3 contract agreement.

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An estimated inflationary increase of \$7.1 has been included in staff compensation based on the collective agreements for 2020.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1526: CIRCLE DR BRIDGE REPAIR	-	-	536.0	4,824.0	-
P1527: UNIVERSITY BRIDGE REHAB	-	-	300.0	-	-
P1551: BROADWAY BRIDGE REPAIRS	-	-	-	-	1,030.0
P1994: MARQUIS DR/IDYLWYLD DR INTERCHANGE	-	-	2,700.0	-	-
P2003: HWY 14/HWY 7 GRADE SEPARATION	-	-	-	4,792.0	-
P2013: CIRCLE DR/AIRPORT DR GRADE SEPARATION	-	-	-	-	1,600.0
P2025: MARQUIS DR/HWY 16 GRADE SEPARATION	-	-	-	-	1,800.0
P2040: UNDERWATER PIER INSPECTIONS	-	150.0	-	-	-
P2395: CIRCLE DRIVE/14TH ST-NB	-	-	-	-	1,440.0
P2397: CIRCLE DRIVE/8TH ST - NB/SB	200.0	1,800.0	-	-	-
P2398: ATTRIDGE DR/CIRCLE DR OVERPASS	-	-	900.0	-	-
P2401: PEDESTRIAN CROSSING STRUCTURES	110.0	365.0	-	-	-
P2406: MINOR BRIDGE REPAIRS	389.0	289.0	1,289.0	289.0	289.0
P2410: WARMAN ROAD OVER CIRCLE DRIVE OVERPASS	-	-	562.0	-	-
P2433: 8TH STREET & CPR GRADE SEPARATION	-	-	38,500.0	-	-
P2434: HWY 11 & HWY 16 CLOVERLEAF	-	-	5,200.0	-	-
P1562: COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	-	-	-	103.0	924.0
Total	699.0	2,604.0	49,987.0	10,008.0	7,083.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1994: MARQUIS DR/IDYLWYLD DR INTERCHANGE	-	-	22,300.0	30,000.0	-
P2003: HWY 14/HWY 7 GRADE SEPARATION	-	-	-	50,208.0	-
P2013: CIRCLE DR/AIRPORT DR GRADE SEPARATION	-	-	70.0	-	33,400.0
P2025: MARQUIS DR/HWY 16 GRADE SEPARATION	-	-	70.0	-	8,200.0
P2237: UPGD DALMENY GRID/BEAM RD CONNECTION	-	-	-	8,250.0	-
P2402: HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	-	-	155.0	-	-
Total	-	-	22,595.0	88,458.0	41,600.0

The 2020-2021 Bridges, Subways and Overpasses Capital Investment includes four funded projects totaling \$3.3 million. These projects are geared towards the capital rehabilitation or replacement of existing assets. Projects include the repair and rehabilitation of the north and south-bound ramps at Circle Drive and 8th Street, and the pedestrian crossings at various locations including Northridge Drive to 45th Street over Idylwyld Drive, Central Avenue to Carleton Drive over College Drive, Hillard Street over Idylwyld Drive, Rupert Drive to Pembina Place over Circle Drive overpass and the pedestrian walkway over the CPR Bridge.

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In the Bridges, Subways, and Overpasses service line, there is an unfunded component of \$5.5 million due to the current funding levels not being adequate to address the rehabilitation/replacement requirements in these programs or the required expansion of the existing infrastructure.

2020-2021 Capital Budget by Funding Source

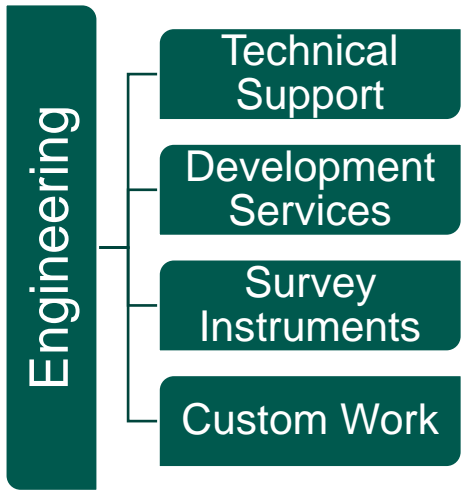


\$3,303

■ Reserve Funds

Engineering

Overview



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

Drafting and design services are provided for operating and capital projects, as is the preparation and maintenance of infrastructure plan records including underground services. Other services include maintenance of the Department and Corporate GIS, co-ordination of information regarding road and lane use concerning buried facilities, and providing contractors or individuals with grade level information for construction on building sites. The City's survey instruments and equipment for the operating and capital construction programs are included in this service line.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	5,736.3	1,158.8	1,199.3	1,219.6	20.3	1.7%	1,232.9	13.3	1.1%
Operating Cost	11,537.2	650.3	588.6	600.9	12.3	2.1%	604.0	3.1	0.5%
Cost Recovery	(16,499.2)	(1,046.7)	(1,063.2)	(1,063.1)	0.1	-	(1,063.1)	-	-
Total Gross Expenditure	774.3	762.4	724.7	757.4	32.7	4.5%	773.8	16.4	2.2%
Tax Support	774.3	762.4	724.7	757.4	32.7	4.5%	773.8	16.4	2.2%

2018 Actual Results:

In 2018, Engineering Services did not have a significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	13.78	13.78	-	13.78	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	724.7	757.4	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	32.7	16.4	49.1
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	757.4	773.8	49.1

2020 Changes

Other Significant Item(s):

A total of \$13.8 has been added due to increased costs to access Information Service Corporation for land titles when completing maps, and for access to Standards for American Water Works Association and American Society for Testing and Materials.

An estimated inflationary increase of \$17.4 has been included in staff compensation based on collective agreements.

Transportation

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2021 Changes

Other Significant Item(s):

A total of \$2.0 has been added due to increased costs to access Information Service Corporation for land titles when completing maps, and for access to Standards for American Water Works Association and American Society for Testing and Materials.

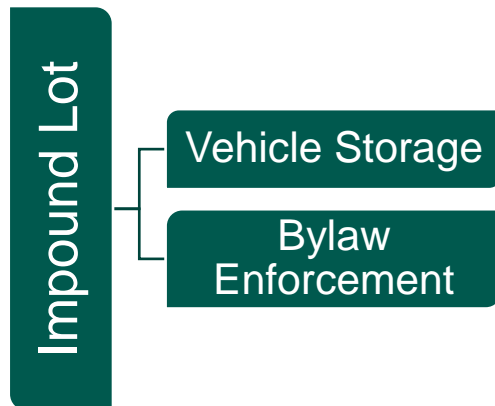
An estimated inflationary increase of \$13.3 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no Capital Investments for Engineering.

Impound Lot

Overview



The Impound Lot program administers, operates, and maintains the impound lot located in the Holiday Park Industrial area and provides impoundment services as required by the Saskatoon Police Service. The fiscal principle for the impound lot is to operate on a full cost recovery basis.

The primary objective of the lot is to facilitate the storage of vehicles seized due to unpaid parking violations and the clearing of snow routes. In addition, the City has the authority to seize, immobilize, and impound vehicles with delinquent parking violations or those vehicles in violation of the Traffic Bylaw.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Vehicle Impoundment	Vehicle Retrieval	A minimum of 80% of impounded vehicles are returned to the owner		
Impound Lot Operations	Sunday and Holiday Hours	Closed		
	Monday to Friday Hours	8:00 a.m. to 7:00 p.m.		
	Saturday Hours	11:00 a.m. to 4:00 p.m.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(365.3)	(367.4)	(376.2)	(440.0)	(63.8)	17.0%	(440.0)	-	-
Total Revenues	(365.3)	(367.4)	(376.2)	(440.0)	(63.8)	17.0%	(440.0)	-	-
Gross Expenses									
Staff Compensation	63.4	67.7	69.4	71.1	1.7	2.4%	72.5	1.4	2.0%
Operating Cost	566.3	624.7	631.8	620.3	(11.5)	(1.8%)	626.5	6.2	1.0%
Debt Charges	-	-	-	-	-	-	-	-	-
Cost Recovery	(239.0)	(325.0)	(325.0)	(251.4)	73.6	(22.6%)	(259.0)	(7.6)	3.0%
Total Gross Expenditure	390.6	367.4	376.2	440.0	63.8	17.0%	440.0	-	-
Tax Support	25.3	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, Impound Lot had a \$25.3 unfavorable variance primarily due to lower than expected cost recovery services provided.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	0.75	0.75	-	0.75	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(63.8)	-	(63.8)
Inflation & Transfers	63.8	-	63.8
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

An increase of \$67.7 for proposed rate increases to Impound Lot fees has been included in revenues, and is partially offset by a \$3.9 decrease in volumes.

Other Significant Item(s):

Cost Recovery, which includes towing, advertising, and postage cost that are recovered before vehicles are released or sold, has decreased by \$73.6 to align with the expected recovery and historical results.

Transportation

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2021 Changes

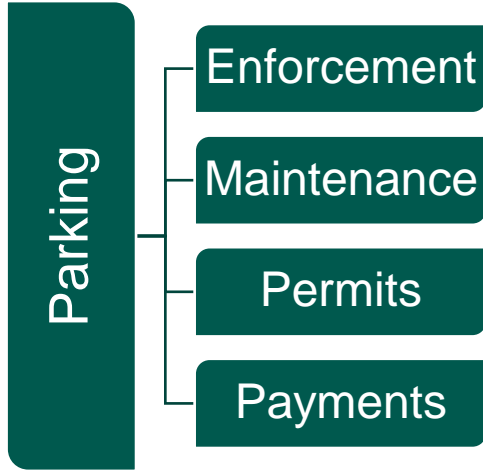
There are no significant operating changes to the Impound Lot in 2021.

Summary of Capital Investments

There are no capital investments for the Impound Lot.

Parking

Overview



The Parking program is responsible for the planning, design, coordination, administration, and enforcement of the City's on-and-off street parking facilities, as well as various parking initiatives, policies, and projects, such as the temporary reserved parking program and residential parking permit programs. In addition to contributing to general revenues, the parking program supports the Streetscape Reserve under the Urban Design service line, Parking Capital Reserve, Vacant Lot & Adaptive Reuse Incentive Reserve, and distributes a portion of parking revenues to Downtown Saskatoon Business Improvement District, Riversdale Business Improvement District, and the Broadway Business Improvement District.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Parking Permit Operations	Residential Parking Program (RPP) / Limited Residential Parking Program (LRPP)	Deliver residential parking programs in 7 zones covering 193 city blocks. Issue approximately 5100 permits annually.		
	Parking Program for People with a Disability	Oversee the program to issue and track approximately 2000 permits annually.		
	Fringe Festival Parking Zone	Annual zone establishment and issue approximately 4300 permits annually.		
	Exhibition Parking Zone	Annual zone establishment and issue approximately 4200 permits annually.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(6,697.6)	(6,209.6)	(6,734.8)	(6,740.8)	(6.0)	0.1%	(6,801.9)	(61.1)	0.9%
Total Revenues	(6,697.6)	(6,209.6)	(6,734.8)	(6,740.8)	(6.0)	0.1%	(6,801.9)	(61.1)	0.9%
Gross Expenses									
Staff Compensation	617.9	606.0	752.3	854.3	102.0	13.6%	892.8	38.5	4.5%
Operating Cost	2,525.8	2,333.7	2,716.3	2,962.8	246.5	9.1%	3,238.8	276.0	9.3%
Cost Recovery	(552.6)	(455.1)	(362.2)	(347.5)	14.7	(4.1%)	(347.5)	-	-
Capital Contribution	1,521.9	852.6	810.4	375.0	(435.4)	(53.7%)	375.0	-	-
Transfer to/from Reserves	30.0	30.0	30.0	30.0	-	-	30.0	-	-
Total Gross Expenditure	4,143.1	3,367.2	3,946.8	3,874.6	(72.2)	(1.8%)	4,189.1	314.5	8.1%
Tax Support	(2,554.5)	(2,842.4)	(2,788.0)	(2,866.2)	(78.2)	2.8%	(2,612.8)	253.4	(8.8%)

2018 Actual Results:

Parking had a \$287.9 unfavorable variance which was a result of a number of factors, including parking station vendor repayments were higher than budgeted based on the repayment formula. As well, higher costs required for enforcement and additional costs for banking and app fees which were offset by parking revenues which were \$488.0 above budget due to higher revenues at Pay Stations.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	8.75	9.75	1.00	9.75	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(2,788.0)	(2,866.2)	
Revenue Change (increase)/decrease	(6.0)	(61.1)	(67.1)
Inflation & Transfers	(474.0)	90.0	(384.0)
Growth	401.8	224.5	626.3
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(2,866.2)	(2,612.8)	175.2

2020 Changes

Revenue Change:

Parking revenues have increased by \$6.0. Parking terminal revenue is expected to increase by \$57.0 based on historical trends. This increase is offset by expected decreases in temporary reserved, special permit, and billboard revenue.

Growth:

An increase of \$65.9 (1.0 FTE) is included for a Permitting Administrator. This position will help to establish stable staffing levels to allow for the effective delivery of parking programs, meet the day to day needs of the permitting and licensing programs, and ensure internal capacity is available to review and update policies, regulation, bylaws and procedures in a timely manner.

The vendor contract for parking terminals included the terminal communication fees and warranty payments. Those costs will become operational beginning October 2020. As such, the operating budget has been increased by \$75.8, representing 3 months of these expenses.

Other growth items include signage for the residential parking permit program of \$20.0.

Capital Contribution:

The capital contribution has decreased by \$435.4 to an annual contribution of \$375.0 in 2020. The parking meter replacement project was vendor finance, repaid through incremental parking revenues. The 2020 payment has decreased by \$675.5 as the contract was fully repaid in 2019; offset by the transfer to the Parking Capital Reserve is increasing by \$240.1 (from \$134.9 to \$375.0) included in growth. This increase is needed to fund the capital program, which includes projects necessary to ensure effective operation of the parking program. Also included is an increase for the future replacement of the parking terminals.

Other Significant Item(s):

An estimated inflationary increase of \$36.1 has been included in staff compensation based on collective agreements.

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Other inflationary increases include the parking app fees of \$18.0, terminal maintenance of \$15.0 and other increases totaling \$38.1 for rate increases from contractors, vehicles, fuel and utilities.

Internal cross charges for revenue collection services provided by Corporate Revenue has increased by \$99.6. This is an internal adjustment to reflect the level of support resources required by this program.

2021 Changes

Revenue Change:

Parking revenues have increased by \$61.1, primarily due to an increase in parking terminal revenue based on historical trends.

Growth:

The vendor contract for parking terminals included the terminal communication fees and warranty payments. Those costs will become operational beginning October 2020. As such, the operating budget has been increased by \$224.5, representing the 9 months of these expenses. This increase, in addition to the 3 months added in 2020, brings the budget up to the full year level.

Other Significant Item(s):

An estimated inflationary increase of \$38.5 has been included in staff compensation based on collective agreements.

A \$15.0 increase for terminal maintenance as the terminals have begun to require more maintenance as they age.

Other inflationary increases totaling \$35.0 include rate increases for contractors, vehicles, fuel and utilities.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2429: LICENSE PLATE RECOGNITION SYSTEM EXPANSION	-	-	115.0	-	115.0
P2546: PARKING TECHNOLOGY	150.0	70.0	-	-	-
P2641: PARKING METER POST REMOVAL AND TEMPORARY RESERVE PARKING SIGNAGE	160.0	220.0	-	-	-
P2642: PARKING PAY STATION CARD PAYMENT SYSTEM UPGRADE	-	500.0	-	-	-
P2643: PARKING ASSET REHABILITATION	-	-	50.0	-	100.0
Total	310.0	790.0	165.0	-	215.0

P2546 - Parking Technology requires a capital investment of \$220.0 over the next two years and involves the evaluation and implementation of new technology and upgrades to existing databases to help ensure that parking operations and programs are delivered in an effective and efficient manner.

P2641 - Parking Meter Post Removal and Temporary Reserve Parking Signage requires a capital investment of \$380.0 over the next two years. This will allow for the removal of unused parking meter posts and the repair of the amenity strips.

Transportation

City of Saskatoon

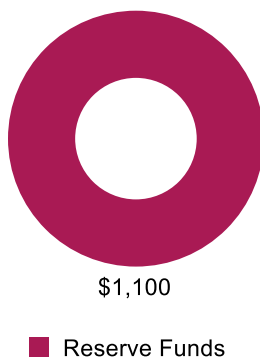
Operating & Capital Budget

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P2642 - Parking Pay Station Payment System Upgrade requires a capital investment of \$500.0 in 2021 to replace the payment system in terminals to comply with changes to standards effective in 2021.

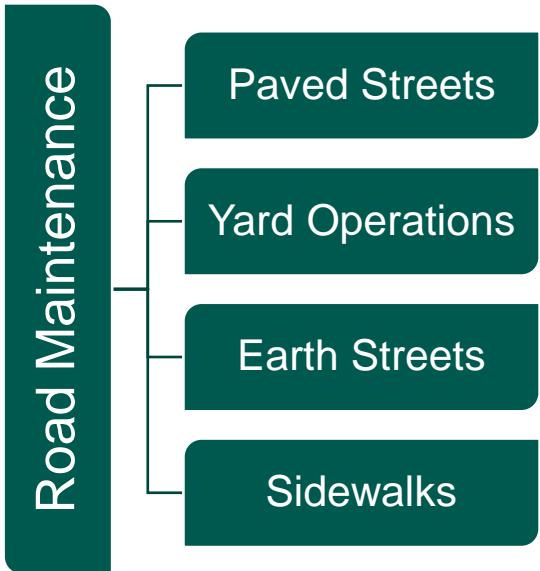
The above projects are all funded from the Parking Capital Reserve.

2020-2021 Capital Budget by Funding Source



Road Maintenance

Overview



This service line includes the maintenance, inspection, preservation and rehabilitation of the existing street, lane and sidewalk systems including ancillary items such as guardrail operations and maintenance. Also included is the maintenance and security of City Yards. In addition to the direct costs associated with asset management and maintenance, services provided include public enquiry and dispatch services.

The approach to Roadways & Operations services has been extensively reviewed and reformed. Examples in this service line include the Report-A-Pothole application, and the addition of a spring-blitz approach to pothole repair.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Road Surface Maintenance	Emergency Pothole	Potholes with the potential for causing damage are considered an emergency and will be repaired as quickly as possible.		
	Routine Pothole	Until the full spring and summer pothole blitzes are underway, only potholes that cause concern in the driving lanes of priority one and two streets will be repaired with a temporary fill.		
	Crack Filing	Performed within first 5-10 years of new surface to extend the service life of the surface.		
	Paved Back Lanes	Maintenance will be performed as crews are made available depending upon the priority of those lanes requiring maintenance.		
Drainage & Flooding	Emergency	Inspect in the same business day (within 24 hours).		
	Non-emergency	Inspect as soon as time permits. Typically within 2-5 days.		
Specialized Maintenance	Guardrail Repair	Reports of damage to guardrails will be investigated within 24 hours.		
Roadway Preservation	Microsurface, overlay, resurface, reconstruction	Increase condition slowly over time with a target of an average 20 year return cycle (surface treat 5% of network each year).		
Sidewalk Preservation	Crack fill, trip ledge cut, overlay, remove and replace	Increase condition slowly over time with a target to follow road preservation with an average 20 year return cycle to make sidewalks safe and functional (treat 5% of network each year).		
Sidewalk Maintenance	Various safety treatments	Inspect complaints for safety as soon as possible, if warranted safety treatments are applied until the standard sidewalk preservation program arrives.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(278.6)	(278.6)	(278.6)	(278.6)	-	-	(278.6)	-	-
Total Revenues	(278.6)	(278.6)	(278.6)	(278.6)	-	-	(278.6)	-	-
Gross Expenses									
Staff Compensation	4,558.6	4,725.5	4,919.2	5,004.6	85.4	1.7%	5,172.9	168.3	3.4%
Operating Cost	4,970.0	4,819.3	4,893.7	4,986.5	92.8	1.9%	5,036.7	50.2	1.0%
Cost Recovery	(1,014.4)	(530.8)	(534.4)	(391.7)	142.7	(26.7%)	(396.0)	(4.3)	1.1%
Capital Contribution	34,495.5	34,495.5	35,495.5	36,404.0	908.5	2.6%	37,257.0	853.0	2.3%
Total Gross Expenditure	43,009.7	43,509.5	44,774.0	46,003.4	1,229.4	2.7%	47,070.6	1,067.2	2.3%
Tax Support	42,731.1	43,230.9	44,495.4	45,724.8	1,229.4	2.8%	46,792.0	1,067.2	2.3%

2018 Actual Results:

In 2018, Road Maintenance had a \$499.8 favorable variance from budget. This was a result of efficiencies found throughout the programs. Cost recovery due to an increased number of utility cuts was also higher than anticipated.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	60.63	60.43	(0.20)	60.93	0.50

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	44,495.4	45,724.8	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	541.0	506.6	1,047.6
Growth	513.4	310.6	824.0
Continuous Improvement	-	-	-
Service Level Changes	175.0	250.0	425.0
Total Budget	45,724.8	46,792.0	2,296.6

2020 Changes

Growth:

An increase of \$79.7 has been added for general road maintenance to support the network growth.

Service Level Change:

During budget deliberations from Nov.25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$175.0 to continue closing the funding gap identified through the Building Better Bridges Report.

Capital Contribution:

In 2020, contributions were increased to the Transportation Infrastructure Reserve and to the Paved Roadways Infrastructure Reserve by \$71.3 and \$837.2 respectively, representing \$299.8 for inflation, \$433.7 for growth and \$175.0 for service level changes of the city's roadway network.

Other Significant Item(s):

A total of \$144.4 has been added to support fuel price increases and estimated inflationary increases for staff compensation based on collective agreements.

2021 Changes

Growth:

An increase of \$28.7 has been added for general road maintenance to support the network growth.

0.5 FTE was added for a Power Mobile Equipment Trainer to develop and deliver customized training programs for our critical specialized equipment that cannot be delivered externally. This represents a growth increase of \$38.1

Service Level Change:

During budget deliberations from Nov.25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$250.0 to continue closing the funding gap identified through the Building Better Bridges Report.

Capital Contribution:

In 2021, contributions were increased to the Transportation Infrastructure Reserve and to the Paved Roadways Infrastructure Reserve by \$72.3 and \$780.7 respectively, representing \$359.2 for inflation, \$243.8 for growth and \$250.0 for service level changes of the city's roadway network.

Other Significant Item(s):

A total of \$147.4 has been added to support fuel price increases and estimated inflationary increases for staff compensation based on collective agreements.

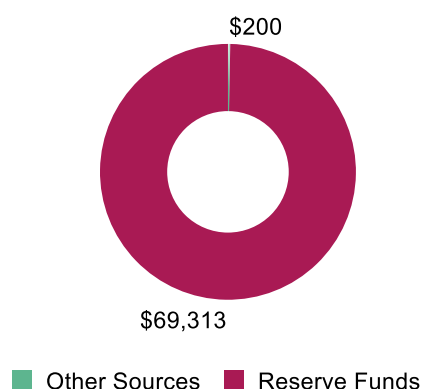
Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0837: LANE REHAB & DRAINAGE IMPROV	1,673.0	1,700.0	1,780.0	1,780.0	1,780.0
P0959: UPGRADE BOUNDARY ROADS	350.0	400.0	400.0	400.0	400.0
P1954: ROADWAY WEATHER INFORMATION SYSTEMS	200.0	-	-	-	-
P2043: TU-CURB REPLACEMENT/REHABILITATION	200.0	200.0	200.0	200.0	200.0
P2269: ACCOMMODATION CONSTRUCTION	100.0	100.0	100.0	100.0	100.0
P2270: PAVED ROADS AND SIDEWALK PRESERVATION	31,900.0	32,250.0	33,600.0	34,300.0	34,600.0
P2647: CITY YARDS OPERATIONS REHABILITATION	440.0	-	-	-	-
Total	34,863.0	34,650.0	36,080.0	36,780.0	37,080.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0832: CENTER MEDIAN REHABILITATION	-	-	200.0	200.0	200.0
P0959: UPGRADE BOUNDARY ROADS	-	-	50.0	-	-
P2259: PW SATELLITE YARDS	-	-	6,082.0	50.0	100.0
P2647: CITY YARDS OPERATIONS REHABILITATION	-	-	260.0	1,750.0	1,750.0
Total	-	-	6,592.0	2,000.0	2,050.0

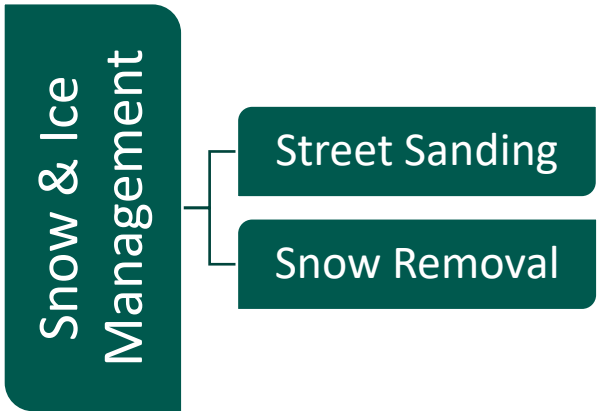
The 2020-2021 Road Maintenance Capital Investment includes seven funded projects. In 2020 there is a \$34,863.0 planned investment to address the condition of the roadways, sidewalks, and immediate concerns regarding City Yard rehabilitation. In 2021 there is a \$34,650.0 planned investment to address the condition of the roadways and sidewalks. During budget deliberations as part of the Capital Budget Option review, City Council approved one time funding of \$200.0 in both 2020 and 2021 to close part of the funding gap identified through the Sidewalks Asset Management Plan. Additional funds transferred from operating into the Paved Roadways Infrastructure Reserve are being used to increase funding by \$200.0 in 2020 and \$250.0 in 2021 to P2270.

2020-2021 Capital Budget by Funding Source



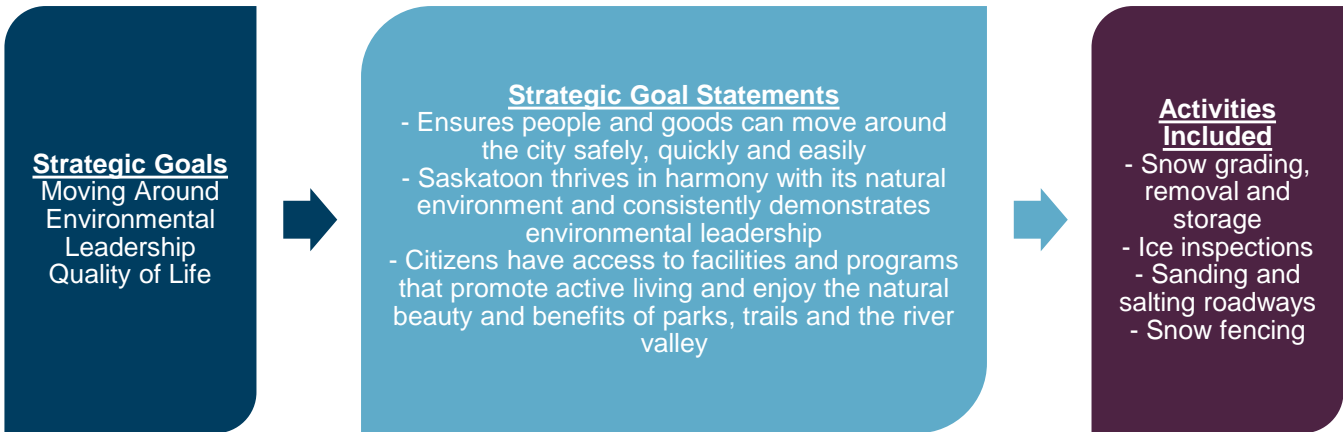
Snow & Ice Management

Overview



The City's Snow and Ice Management program focuses on public safety, ensuring citizen mobility, and environmental responsibility. The program typically runs from November to April and provides snow and ice management through regular maintenance and targeted response strategies. Regular snow and ice maintenance includes activities such as regular ice inspections, sanding and salting of high-traffic intersections and streets, snow grading and removal in high-use and high-traffic areas based on mobility standards, and other snow management activities. Targeted response strategies include the focused and time-based response system to maintain and restore mobility during and after snow events.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Snow Grading (Snow Event > 5cm)	Priority 1 Streets	Plowed within 12 hours after a snowstorm ends		
	Priority 2 Streets	Plowed within 36 hours after a snowstorm ends		
	Priority 3 Streets	Plowed within 72 hours after a snowstorm ends		
Snow Route Parking	Declarations	Snow Route Declarations made at 7:00 a.m. or 3:00 p.m.		
	Notice	8 hours' notice will be provided prior to a parking ban		
	Length	Parking bans are in effect for 24 hours		
Sidewalk Snow Clearing	Sidewalks adjacent to City-owned facilities, pedestrian overpasses, bridge ways and downtown	Cleared immediately following a snow event		
	Asphalt Park Pathways with Street Lighting	Cleared within 48 hours after a snowstorm ends		
	Un-cleared Sidewalk Reports	48 hours to clear sidewalks following a bylaw investigation		
School & Business Districts	Snow Removal	Windrows are removed if they exceed a height of 60 cm		
		Windrows will be removed outside of school hours		
Ice Maintenance	Freeways and High Use Streets	Ice inspections every 4 hours		
	Medium use Streets	Ice Inspections every 8 hours		
	Business Improvement Districts	Ice Inspections every 12 hours		
	De-icer & Sanding	De-icer and sanding is applied as needed based on inspections		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(554.7)	(554.7)	(554.7)	(554.7)	-	-	(554.7)	-	-
Total Revenues	(554.7)	(554.7)	(554.7)	(554.7)	-	-	(554.7)	-	-
Gross Expenses									
Staff Compensation	5,514.1	4,634.6	4,951.6	5,326.9	375.3	7.6%	5,550.4	223.5	4.2%
Operating Cost	6,572.3	7,847.1	7,961.7	7,718.8	(242.9)	(3.1%)	8,027.1	308.3	4.0%
Cost Recovery	(4.1)	(1.6)	(1.6)	(1.6)	-	-	(1.6)	-	-
Capital Contribution	265.0	265.0	265.0	465.0	200.0	75.5%	265.0	(200.0)	(43.0%)
Transfer to/from Reserves	488.5	488.5	488.5	488.5	-	-	488.5	-	-
Total Gross Expenditure	12,835.8	13,233.6	13,665.2	13,997.6	332.4	2.4%	14,329.4	331.8	2.4%
Tax Support	12,281.1	12,678.9	13,110.5	13,442.9	332.4	2.5%	13,774.7	331.8	2.5%

2018 Actual Results:

In 2018, Snow & Ice Management had a \$397.8 favourable variance from budget due to increased internal staffing, materials, and maintenance costs being offset by significant savings in contractor costs. These savings were realized due to more reliance on internal staffing resources.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	62.87	62.87	-	63.37	0.50

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	13,110.5	13,442.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	173.5	188.7	362.2
Growth	158.9	143.1	302.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	13,442.9	13,774.7	664.2

2020 Changes

Growth:

An increase of \$158.9 has been added to support the increase in the network lane kilometer growth.

Other Significant Item(s):

A total of \$173.5 in inflationary increases has been added to support internal operational requirements, vehicle lease, and fuel costs. Included in this amount is an estimated inflationary increase of \$156.4 for staff compensation based on collective agreements.

2021 Changes

Growth:

An increase of \$105.0 has been added to support the increase in the network lane kilometer growth.

0.5 FTE was added for a Power Mobile Equipment Trainer to develop and deliver customized training programs for our critical specialized equipment that cannot be delivered externally. This represents a growth increase of \$38.1.

Other Significant Item(s):

A total of \$188.7 in inflationary increases has been added to support internal operational requirements, vehicle lease, and fuel costs. Included in this amount is an estimated inflationary increase of \$98.1 for staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
Total	-	-	-	-	-

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2037: SNOW MANAGEMENT FACILITIES	-	-	7,729.0	50.0	150.0
Total	-	-	7,729.0	50.0	150.0

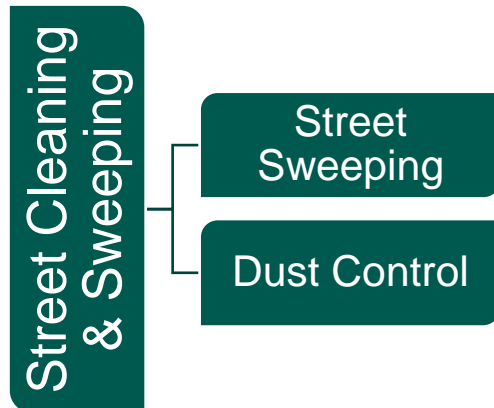
The 2020-2021 Snow & Ice Management Capital Investment includes no funded projects.

Operating Impacts of 2020/2021 Capital Projects:

Project	2020	2021	2022	2023	2024
P2037: SNOW MANAGEMENT FACILITIES	-	-	-	44.3	44.3
Total	-	-	-	44.3	44.3

Street Cleaning & Sweeping

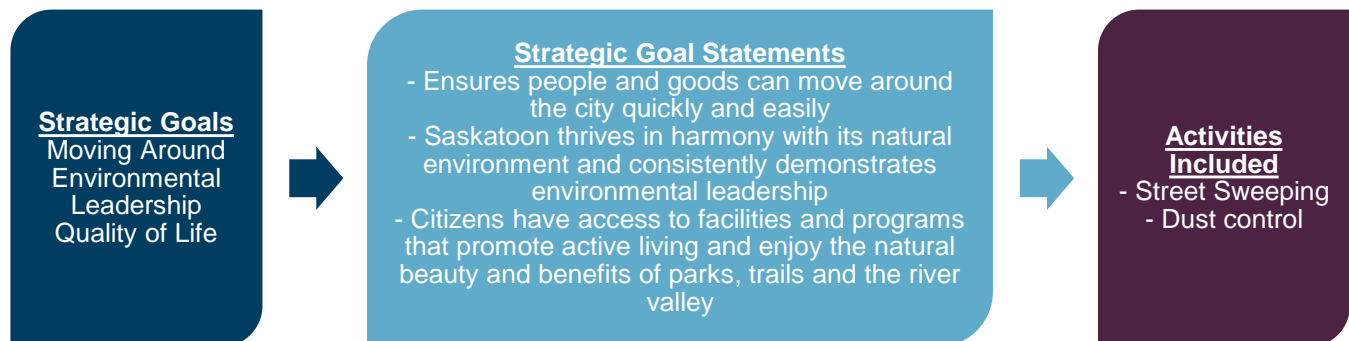
Overview



This service line provides for the removal of sand, gravel, leaves, and debris from paved streets, medians and paved lanes which will result in safer and more aesthetically pleasing streets for pedestrians and vehicles.

This service line also provides services to reduce dust which is generated by wind and traffic on unpaved streets which will result in safer streets for pedestrians and vehicles and a dust-reduced environment.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Street Sweeping	Median Sweep	Completed prior to the Residential sweeping program.		
	Priority Street Sweep	Performed once every three weeks or as needed.		
	Expressway Sweep	Once per year beginning in May and estimated to finish at the end of June.		
	Residential Sweep	Once per year beginning in early May and lasting approximately six weeks.		
	Business Improvement District Sweep	The sweeping takes place on the first Tuesday of every month starting in May (weather dependent) and ending in October.		
	Summer Maintenance Sweep	Work is performed on an as needed, complaint driven basis.		
	Bridge Wash	Structures swept and washed annually.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	1,351.7	1,313.6	1,620.7	1,677.0	56.3	3.5%	1,755.4	78.4	4.7%
Operating Cost	2,916.1	2,905.1	2,716.3	2,807.7	91.4	3.4%	2,861.1	53.4	1.9%
Cost Recovery	(7.4)	(7.0)	(7.0)	(7.0)	-	-	(7.0)	-	-
Capital Contribution	26.9	26.9	26.9	26.9	-	-	26.9	-	-
Total Gross Expenditure	4,287.3	4,238.6	4,356.9	4,504.6	147.7	3.4%	4,636.4	131.8	2.9%
Tax Support	4,287.3	4,238.6	4,356.9	4,504.6	147.7	3.4%	4,636.4	131.8	2.9%

2018 Actual Results:

In 2018, Street Cleaning and Sweeping had a \$48.7 unfavorable variance from budget due to weather related reduced Pre-Sweep program.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	20.05	20.05	-	20.05	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	4,356.9	4,504.6	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	113.7	85.6	199.3
Growth	-	46.2	46.2
Continuous Improvement	-	-	-
Service Level Changes	34.0	-	34.0
Total Budget	4,504.6	4,636.4	279.5

2020 Changes

Service Level Change:

During budget deliberations from Nov.25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$34.0 to address dust issues identified on Beef Research Road.

Other Significant Item(s):

A total of \$113.7 has been added to support internal charges necessary for operation as well as vehicle lease and fuel increases. Included in this amount is an inflationary increase of \$51.1 for staff compensation based on collective agreements.

2021 Changes

Growth:

An increase of \$46.2 has been added to provide the same service level to a growing roadway network.

Other Significant Item(s):

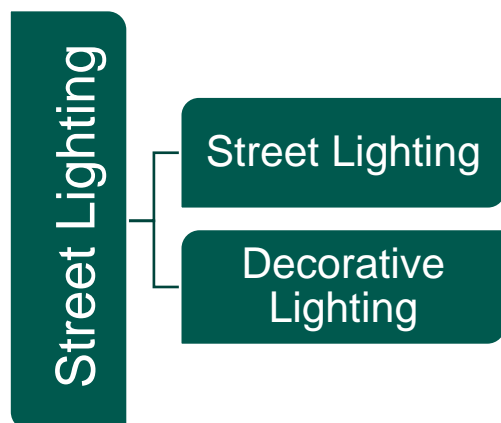
A total of \$85.6 inflation has been added to support internal charges necessary for operation as well as vehicle lease and fuel increases. Included in this amount is an estimated inflationary increase of \$32.0 for staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Street Cleaning and Sweeping.

Street Lighting

Overview



This service line provides for the operation of the street lights within the Corporate limits. Saskatoon Light & Power provides street lighting on all major roadways and new subdivisions City-wide, and the existing street light system is maintained by either SaskPower or Saskatoon Light & Power depending on location. The two utilities work collaboratively to maintain their respective systems. This service line also provides seasonal decorations and lighting on designated streets and bridges and banner installation/removal services for various events within the City.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Street Lighting	Street Lighting	Maintain roadway and park lighting to illuminate surfaces for vehicle and pedestrian safety.		
	Seasonal Decorations	Maintain seasonal decorations. Winter-based decorations will be illuminated between November 15 and March 21		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(30.8)	(30.8)	(30.8)	(30.8)	-	-	(30.8)	-	-
Total Revenues	(30.8)	(30.8)	(30.8)	(30.8)	-	-	(30.8)	-	-
Gross Expenses									
Staff Compensation	139.8	157.0	186.8	190.9	4.1	2.2%	191.5	0.6	0.3%
Operating Cost	6,724.2	6,970.3	7,105.2	7,354.5	249.3	3.5%	7,693.4	338.9	4.6%
Cost Recovery	(45.1)	(42.4)	(60.0)	(60.0)	-	-	(60.0)	-	-
Total Gross Expenditure	6,818.9	7,084.9	7,232.0	7,485.4	253.4	3.5%	7,824.9	339.5	4.5%
Tax Support	6,788.1	7,054.1	7,201.2	7,454.6	253.4	3.5%	7,794.1	339.5	4.6%

2018 Actual Results:

In 2018, Street Lighting had a \$266.0 favorable variance from budget. This was largely the result of having less street lights installed than expected.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	1.20	1.20	-	1.20	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	7,201.2	7,454.6	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	142.3	234.5	376.8
Growth	111.1	105.0	216.1
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	7,454.6	7,794.1	592.9

2020 Changes

Growth:

An increase of \$111.1 is required due to an increased number of street lights on the City's expanding roadways. Street lights are increasing by 551 lights in 2020.

Other Significant Item(s):

A total of \$142.3 has been added due to an expected increase in electricity costs.

Transportation

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2021 Changes

Growth:

An increase of \$105.0 is required due to an increased number of street lights on the City's expanding roadways. Street lights are expected to increase by 500 lights in 2021.

Other Significant Item(s):

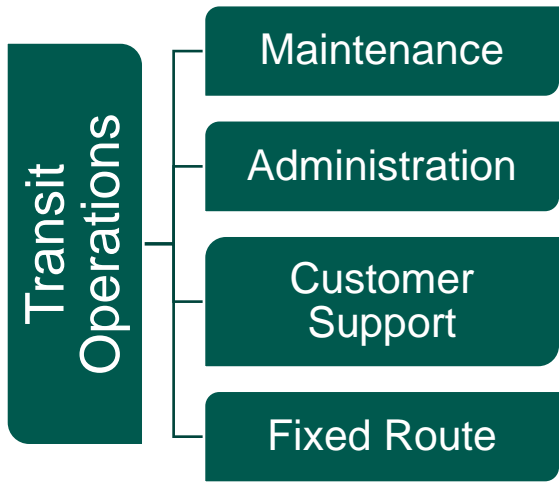
A total of \$234.0 has been added due to an expected increase in electricity costs.

Summary of Capital Investments

There are no capital investments for Street Lighting.

Transit Operations

Overview



Saskatoon Transit provides a safe, reliable, easy to use public transit system that is accessible and responsive to the needs of customers as it links people and places. Saskatoon Transit uses innovative technologies and a customer service approach to offer people an alternative mode of transportation. As Saskatoon Transit continues to grow its ridership congestion and greenhouse gas emissions are reduced.

Saskatoon Transit provides a fixed route service that serves 1,481 bus stops across 40 bus routes and approximately 276 km of road. The current fleet of 145 buses which is comprised of 8 low-floor 30-foot diesel buses, 127 40-foot diesel buses, and 10 articulating low-floor 62-foot diesel buses.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
On Time Performance (Conventional)	Departures within 0 to 3 minutes from scheduled departure time	85% of total trips		
Introducing New Service	Tier 1	Neighbourhood is populated to at least 25% 1,560 annual service hours		
	Tier 2	Neighbourhood is populated to at least 50% 3,120 annual service hours		
	Tier 3	Neighbourhood is populated nearly 100% 6,604 annual service hours		
Walking Distances	Residential areas	450 meters		
	Employment areas	450 meters		
	Frequent Transit Corridor (FTC)	600 meters		
Frequency	Residential	15 to 30 minutes		
	Employment areas	15 to 60 minutes		
	Frequent Transit Corridor (FTC)	10 to 15 minutes		
	Community bus routes	60 minutes max		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(877.4)	(818.6)	(818.6)	(818.6)	-	-	(818.6)	-	-
Revenue	(13,523.5)	(14,273.5)	(13,939.0)	(13,939.0)	-	-	(13,939.0)	-	-
Total Revenues	(14,400.9)	(15,092.1)	(14,757.6)	(14,757.6)	-	-	(14,757.6)	-	-
Gross Expenses									
Staff Compensation	28,584.7	28,479.0	29,700.6	30,552.7	852.1	2.9%	31,287.3	734.6	2.4%
Operating Cost	13,012.8	12,222.4	12,759.3	14,232.6	1,473.3	11.5%	14,653.1	420.5	3.0%
Debt Charges	115.8	115.8	85.7	85.7	-	-	85.7	-	-
Cost Recovery	(562.7)	(413.0)	(355.9)	(385.1)	(29.2)	8.2%	(391.0)	(5.9)	1.5%
Capital Contribution	2,154.9	2,154.9	2,529.5	2,678.6	149.1	5.9%	2,836.2	157.6	5.9%
Transfer to/from Reserves	(1,575.5)	(1,361.8)	(1,404.6)	(1,604.3)	(199.7)	14.2%	(1,342.3)	262.0	(16.3%)
Total Gross Expenditure	41,730.0	41,197.3	43,314.6	45,560.2	2,245.6	5.2%	47,129.0	1,568.8	3.4%
Tax Support	27,329.1	26,105.2	28,557.0	30,802.6	2,245.6	7.9%	32,371.4	1,568.8	5.1%

2018 Actual Results:

In 2018, Transit Operations had a \$1.2 million unfavorable variance from budget. This was primarily a result of revenues being below the approved budget and fuel expense being above the approved budget. Actual revenues were \$0.7 million less than budgeted targets. Actual fuel expense was \$0.5 million more than the budgeted target because actual average fuel prices were \$1.0465/litre as compared to budgeted fuel prices which were \$0.92/litre. 2019 budget increases include substantial base budget increases in order to help mitigate future unfavorable variances.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	359.40	360.67	1.27	361.94	1.27

2019 – 2020 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	28,557.0	30,802.6	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	2,070.2	1,395.2	3,465.4
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	175.4	173.6	349.0
Total Budget	30,802.6	32,371.4	3,814.4

2020 Changes

Service Level Change

During budget deliberations from Nov.25-27th 2019, City Council approved the Operating Budget Option to add \$175.0, including 1.27 new FTEs, to expand Tier 1 Transit Service to Rosewood.

Other Significant Item(s):

A total of \$2,070.2 has been added to Saskatoon Transit base budget in 2020 largely due to:

- \$854.5 in increases for fuel including the carbon tax impact
- \$720.7 in estimated inflationary increases for staff compensation based on collective agreements
- \$114.8 for maintenance equipment due to an increase in exchange rate
- \$114.1 for transfer to capital reserves to accommodate future fleet requirements
- \$81.7 for utility rate increases including the carbon tax impact
- \$37.4 for the contract payment of Civic Operation Centre P3 project
- \$28.6 for computer expenses due to contractual increase
- \$118.8 for various other inflationary impacts

2021 Changes

Service Level Change

During budget deliberations from Nov.25-27th 2019, City Council approved the Operating Budget Option to add \$175.0, including 1.27 new FTEs, to expand Tier 1 Transit Service to Brighton.

Other Significant Item(s):

A total of \$1,395.2 has been added to Saskatoon Transit base budget in 2021 largely due to:

- \$621.0 in estimated inflationary increases for staff compensation based on collective agreements
- \$344.5 in increases for fuel including the carbon tax impact
- \$133.2 for maintenance equipment due to an increase in exchange rate
- \$122.6 for transfer to capital reserves to accommodate future fleet requirements
- \$38.2 for the contract payment of Civic Operation Centre P3 project
- \$29.9 for computer expenses due to contractual increase
- \$20.0 for utility rate increases including the carbon tax impact
- \$84.4 for various other inflationary impacts.

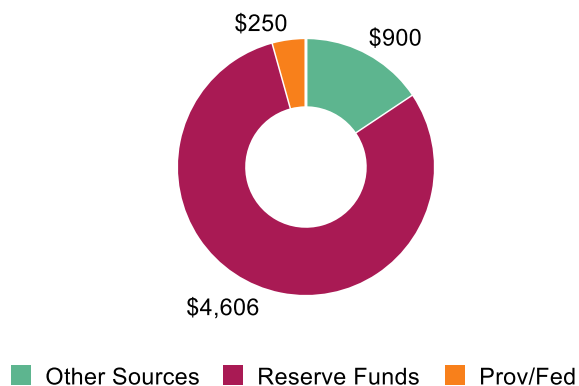
Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0583: REPLACE/REFURB BUSES	1,200.0	840.0	6,820.0	9,320.0	9,851.0
P0671: AUXILIARY VEH/EQUIP	250.0	50.0	50.0	50.0	50.0
P1194: ENGINE OVERHAUL	528.0	558.0	575.0	608.0	640.0
P2097: BUS SEAT REPLACEMENT	-	-	75.0	-	-
P2317: TRANSIT SHELTERS/BENCHES	100.0	100.0	-	-	-
P2323: RIDERSHIP GROWTH INITIATIVES	315.0	315.0	300.0	375.0	375.0
P2328: TRANSIT IMPLEMENTATION PLAN	450.0	450.0	35,760.0	31,668.0	31,668.0
P2589: TRANSIT TECHNOLOGY PLAN	250.0	350.0	50.0	100.0	100.0
Total	3,093.0	2,663.0	43,630.0	42,121.0	42,684.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0583: REPLACE/REFURB BUSES	-	-	5,100.0	5,100.0	-
Total	-	-	5,100.0	5,100.0	-

Transit Operations Capital Investments total \$5,756 in 2020 and 2021, which represents \$2,040.0 for fleet replacements; \$300.0 for auxiliary equipment, \$1,086.0 for engine overhauls, \$200.0 for shelters/benches, \$630.0 for ridership initiatives, \$900.0 for transit implementation plan and \$600.0 for technology replacements and initiatives.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects

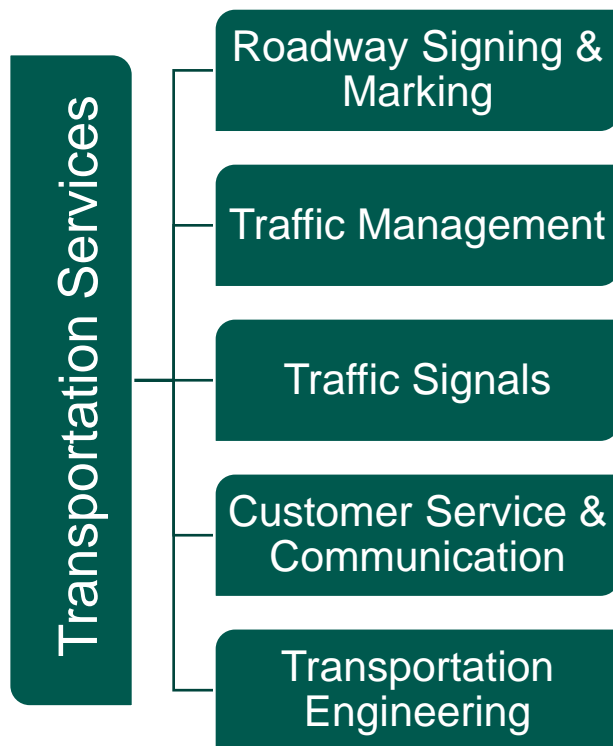
There will be a total increased operating cost of \$60.0 in 2020, which represent \$5.0 for additional software maintenance agreements and \$55.0 for Viewpoint software.

Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P2589: TRANSIT TECHNOLOGY PLAN	60.0	-	-	-	-
Total	60.0	-	-	-	-

Transportation Services

Overview



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

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

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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(97.8)	(97.8)	(97.8)	(97.8)	-	-	(97.8)	-	-
Revenue	(101.8)	(142.9)	(142.9)	(142.9)	-	-	(142.9)	-	-
Total Revenues	(199.6)	(240.7)	(240.7)	(240.7)	-	-	(240.7)	-	-
Gross Expenses									
Staff Compensation	5,134.3	4,015.5	4,549.3	4,743.6	194.3	4.3%	4,831.6	88.0	1.9%
Operating Cost	4,366.7	3,571.7	3,683.3	3,792.3	109.0	3.0%	3,916.0	123.7	3.3%
Cost Recovery	(5,681.2)	(3,261.5)	(3,624.6)	(3,754.0)	(129.4)	3.6%	(3,771.5)	(17.5)	0.5%
Capital Contribution	2,975.5	2,975.5	3,092.7	3,092.7	-	-	3,092.7	-	-
Total Gross Expenditure	6,795.3	7,301.2	7,700.7	7,874.6	173.9	2.3%	8,068.8	194.2	2.5%
Tax Support	6,595.7	7,060.5	7,460.0	7,633.9	173.9	2.3%	7,828.1	194.2	2.5%

2018 Actual Results:

In 2018, Transportation Services had a \$464.9 favorable variance from budget. This favourable variance was the result of staffing vacancies and an increase in cost recovery realized from detour coordination activities. Savings were also realized in railway crossing maintenance and consulting fees.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	47.91	49.91	2.00	49.91	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	7,460.0	7,633.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	81.0	118.7	199.7
Growth	92.9	75.5	168.4
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	7,633.9	7,828.1	368.1

2020 Changes

Growth:

An increase of \$92.9 has been added to operational costs for materials and supplies and software requirements due to growth in the traffic network. Additional staffing required to reduce overtime resulting from Network growth includes 2.0 FTE Traffic Signing and Painting Labourer positions. These costs will be offset by increased cost recovery within the Roadway Signing and Marking Program.

Other Significant Item(s):

An \$81.0 inflationary increase has been added to operational costs for internal charges and for staff compensation based on collective agreements.

2021 Changes

Growth:

An increase of \$75.5 has been added to operational costs to support growth in the traffic network.

Other Significant Item(s):

A \$118.7 inflationary increase has been added to operational costs for internal charges and for staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1504: NEIGH. TRAFFIC REVIEW PERMANENT INSTALLATIONS	370.0	520.0	375.0	500.0	500.0
P1512: NEIGHBOURHOOD TRAFFIC MANAGEMENT	350.0	100.0	100.0	100.0	100.0
P1522: TRAFFIC NOISE ATTENUATION	-	-	50.0	-	-
P1556: SYSTEM UPGRADES/REPLACEMENTS	50.0	50.0	50.0	50.0	50.0
P2020: 17TH STREET CORRIDOR EXTENSION	-	773.0	8,222.0	-	-
P2234: WALKWAY MANAGEMENT	50.0	50.0	50.0	50.0	50.0
P2265: TRANSPORTATION EQUIPMENT ACQUISITIONS	140.0	50.0	75.0	50.0	75.0
P2288: TRANSPORTATION SAFETY	1,130.0	1,230.0	1,455.0	1,530.0	1,530.0
P2289: TRANSPORTATION PLANNING	250.0	250.0	250.0	-	-
P2290: TRAFFIC CONTROL SYSTEMS	1,225.0	1,200.0	1,125.0	1,150.0	1,150.0
P2409: TRAFFIC OPERATIONS & MANAGEMENT	660.0	660.0	660.0	660.0	660.0
P2448: INTELLIGENT TRANSPORTATION SYSTEM	180.0	-	-	-	-
P2468: ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	1,125.0	1,105.0	1,125.0	1,125.0	1,125.0
Total	5,530.0	5,988.0	13,537.0	5,215.0	5,240.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2020: 17TH STREET CORRIDOR EXTENSION	-	-	1,078.0	-	-
P2408: VISION ZERO	-	-	100.0	170.0	-
P2425: UNDERGROUND ENCROACHMENTS	-	-	100.0	100.0	-
P2437: 11TH STREET REALIGNMENT	-	-	-	5,600.0	-
P2442: DALMENY ROAD/HWY 684 REPLACEMENT	-	-	500.0	-	-
P2449: RAIL YARD RELOCATIONS	-	-	-	-	1,000.0
P2550: WEST/CENTRAL MULTI-USE CORRIDOR	-	-	400.0	400.0	400.0
Total	-	-	2,178.0	6,270.0	1,400.0

The 2020-2021 Transportation Services capital investments includes twelve funded projects totaling \$5,530.0 in 2020 and \$5,988.0 in 2021.

Transportation

City of Saskatoon

Operating & Capital Budget

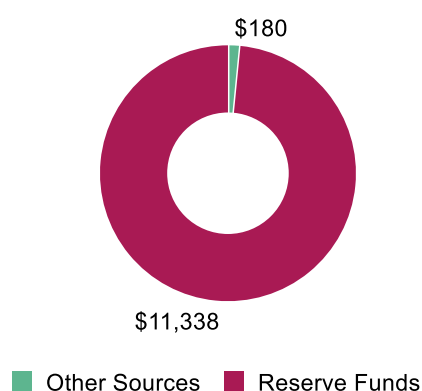
Approved 2020/2021

Five of these projects, totaling \$2,125.0 in 2020 and \$2,010.0 in 2021 involve capital rehabilitation or replacement of existing assets.

In 2020 there are five projects totaling \$3,225.0 that are geared toward improving traffic safety and traffic management. In 2021 there are six projects totaling \$3,978.0 for safety and management improvements.

During budget deliberations from Nov.25-27th 2019, City Council approved an additional \$180.0 in 2020 to begin the implementation of the Intelligent Transportation System, as part of the Capital Budget Option review.

2020-2021 Capital Budget by Funding Source



URBAN PLANNING AND DEVELOPMENT



City of Saskatoon

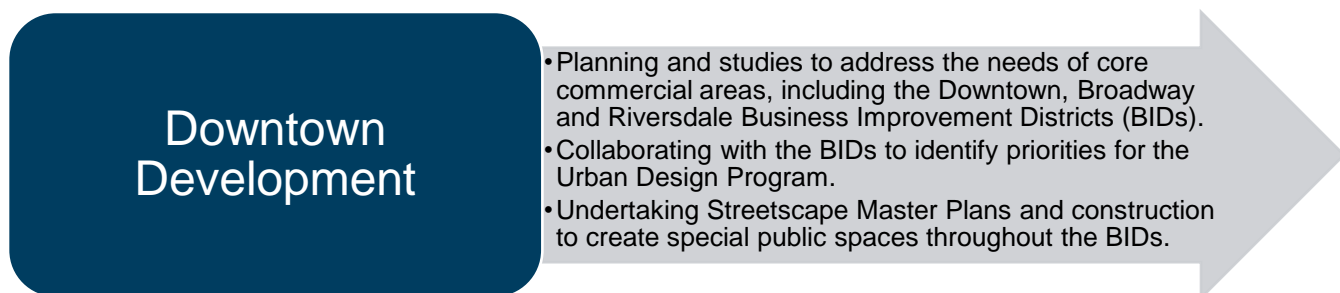
Operating & Capital Budget
Approved 2020/2021

The Urban Planning and Development Business Line is a collection of various related services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Urban Planning and Development Business Line supports the following strategic priority areas:



Environmental Sustainability

- Collaborating in the creation of the Green Infrastructure Strategy, including the development of necessary policies, and management standards.
- Engaging in discussions with stakeholder groups regarding development adjacent to the North East Swale.
- Working with the Saskatoon North Partnership for Growth (P4G) to ensure the green network in the Region is addressed as part of the Regional Plan.

Reconciliation, Inclusion, and Diversity

- Supporting relationship building and processes in support of the creation of Urban Reserves in Saskatoon and Region.
- Enhancing knowledge, economic development and building relationships through the development of resources such as the ayisinowak: A Communications Guide, a resource to enhance our understanding of Indigenous culture and practices, and the development of First Nations Community Profiles.

Regional Planning

- Working with the P4G partners to establish a Regional Plan.
- Working to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in the Saskatoon region.
- Working with the Rural Municipality of Corman Park to administer the joint Corman Park–Saskatoon Planning District.

Economic Development

- Collaborating with local and regional businesses, assisting the start-up of new business, providing advice and timely review of development and building applications.
- Providing Sector Planning services and the review of Neighbourhood Concept Plans to ensure the new development in the City aligns with the City's Strategic priorities.
- Engaging with local businesses to address new trends and changing regulations.

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Economic Diversity & Prosperity	
Downtown is active and attractive to all residents and visitors.	Update the City Centre Plan to address implementation to date, as well as current trends and issues.
	Ensure the River Landing streetscaping design is completed in a timely fashion to support continued development of Parcel YY.
Strategic Goal – Sustainable Growth	
	Renew the Official Community Plan to reflect the vision and goals of the Growth Plan to Half a Million, as well as other planning and policy initiatives.
	Undertake a comprehensive renewal of the Zoning Bylaw No. 8770 to ensure appropriate regulations are in place to address industry trends and community expectations.
	Continue to pursue the development of Corridor Plans and Transit Village concept plans aligned with the Plan for Growth.
	Work with civic departments and external stakeholders to create the Exhibition Local Area Plan.
	Partner with the University of Saskatchewan to establish a Sector Plan to support the University's development plans.
	Work with the Saskatoon North Partnership for Growth (P4G) to implement the Regional Plan including: <ul style="list-style-type: none"> • Creating a P4G Planning District and associated bylaws, and • Preparing Concept Plans, including a plan for the Grasswood Mixed Use Node to enable different forms of development.
Economic growth and development is supported by streamlined business practices and development approvals.	Continue to implement key findings from the Building and Development Permit Civic Service and Operational Reviews to be a national leader in building and development permit turnaround times and improve customer satisfaction.
	Continue work to implement commercial building and development online applications for 2020.
Strategic Goal – Quality of Life	
Citizens are engaged in a welcoming place and enjoy a range of opportunities.	Work with stakeholders to improve the effectiveness of financial incentives offered through the Ten-Year Housing Business Plan to achieve the target of 200 new units annually across the attainable housing continuum.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Residential Infill Development	Average of 25% Infill Development over the last 5 years	2012-2016 14.8%	2013-2017 13.7%	2014-2018 14.8%	2015-2019 14.8%	Neutral	Needs Improvement
Number of new Attainable Housing units	# of new units annually across attainable housing continuum ** 2019 target is 200	525	377	142	150	Improvement	On-Track
Vacancy Rates for Rental Housing	Average of 3% Vacancy Rate Over Last 10 Years	2007-2016 3.51%	2008-2017 4.41%	2009-2018 4.8%	2010-2019 5.0%	Neutral	On-Track

2020– 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Long Range Planning	-	(0.9)	(0.9)	(0.9)	-	-	(0.9)	-	-
Bylaw Compliance	(74.2)	(129.4)	(79.9)	(88.8)	(8.9)	11.1%	(91.7)	(2.9)	3.3%
Attainable Housing	-	-	-	-	-	-	-	-	-
Building and Plumbing Permits and Standards	(4,681.6)	(5,688.5)	(5,919.8)	(5,386.9)	532.9	(9.0%)	(6,635.4)	(1,248.5)	23.2%
Business Improvement Districts	-	-	-	-	-	-	-	-	-
Licenses and Permits	(1,194.9)	(1,215.8)	(1,267.2)	(1,372.0)	(104.8)	8.3%	(1,440.9)	(68.9)	5.0%
Development Review	(597.1)	(718.1)	(652.8)	(1,174.7)	(521.9)	79.9%	(1,294.0)	(119.3)	10.2%
Regional Planning	-	-	-	-	-	-	-	-	-
Neighbourhood Planning	-	-	-	-	-	-	-	-	-
Research & Mapping	(15.0)	(17.3)	(17.3)	(37.3)	(20.0)	115.6%	(37.3)	-	-
Urban Design	-	-	-	(2.4)	(2.4)	-	(2.4)	-	-

Urban Planning and Development

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Planning Project Services	-	-	-	-	-	-	-	-	-
Total Revenues	(6,562.8)	(7,770.0)	(7,937.9)	(8,063.0)	(125.1)	1.6%	(9,502.6)	(1,439.6)	17.9%
Gross Expenses									
Long Range Planning	218.5	217.4	226.7	282.8	56.1	24.7%	288.0	5.2	1.8%
Bylaw Compliance	672.7	764.5	763.9	790.5	26.6	3.5%	816.8	26.3	3.3%
Attainable Housing	422.8	422.8	426.3	428.6	2.3	0.5%	434.3	5.7	1.3%
Building and Plumbing Permits and Standards	4,681.6	5,688.5	5,919.8	5,386.9	(532.9)	(9.0%)	6,635.4	1,248.5	23.2%
Business Improvement Districts	107.7	107.7	107.7	123.9	16.2	15.0%	124.8	0.9	0.7%
Licenses and Permits	1,194.9	1,215.8	1,267.2	1,372.0	104.8	8.3%	1,440.9	68.9	5.0%
Development Review	1,214.9	1,244.2	1,282.8	1,758.7	475.9	37.1%	1,895.0	136.3	7.8%
Regional Planning	444.6	445.3	511.4	550.9	39.5	7.7%	635.0	84.1	15.3%
Neighbourhood Planning	599.5	740.2	762.3	787.4	25.1	3.3%	805.9	18.5	2.3%
Research & Mapping	451.9	466.4	478.7	508.7	30.0	6.3%	520.9	12.2	2.4%
Urban Design	2,470.2	2,485.5	2,485.5	2,764.3	278.8	11.2%	2,578.9	(185.4)	(6.7%)
Planning Project Services	0.0	-	188.9	188.9	-	-	188.9	-	-
Total Gross Expenses	12,479.2	13,798.3	14,421.2	14,943.6	522.4	3.6%	16,364.8	1,421.2	9.5%
Tax Support	5,916.4	6,028.3	6,483.3	6,880.6	397.3	6.1%	6,862.2	(18.4)	(0.3%)

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	118.85	124.25	5.40	126.25	2.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	6,483.3	6,880.6	
Revenue Change (increase)/decrease	(125.1)	(1,439.6)	(1,564.7)
Inflation & Transfer	(243.8)	1,226.8	983.0
Growth	69.9	75.1	145.0
Continuous Improvement	-	-	-
Service Level Changes	696.3	119.3	815.6
Total Budget	6,880.6	6,862.2	378.9

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Building and Plumbing Permits and Standards	1,220.0	150.0	-	-	-
Development Review	525.0	375.0	-	-	-
Regional Planning	-	1,039.0	722.0	580.0	719.0
Neighbourhood Planning	50.0	50.0	50.0	50.0	50.0
Urban Design	1,650.0	1,100.0	3,035.0	1,000.0	-
Planning Project Services	2,000.0	800.0	-	-	-
Total	5,445.0	3,514.0	3,807.0	1,630.0	769.0

Financing for Funded Capital Investments

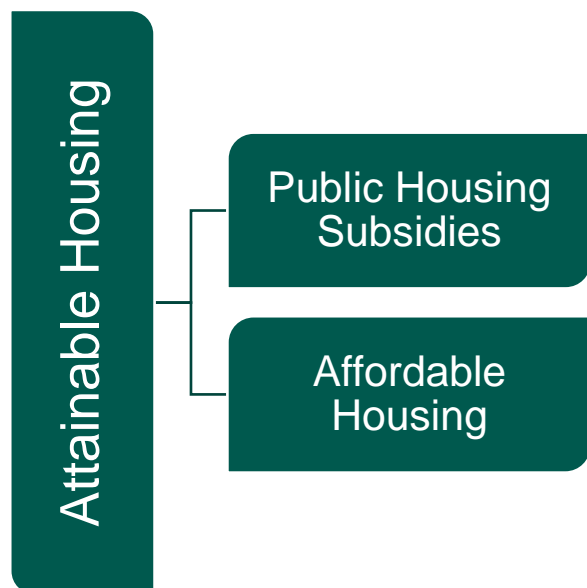
Funding Source	2020	2021	2022	2023	2024
Reserve for Capital Expenditures	975.0	1,581.0	-	-	-
Borrowing - Internal	370.0	-	-	-	-
Operating Contribution	50.0	50.0	50.0	50.0	50.0
Other	-	633.0	722.0	530.0	719.0
Private and External Funding	-	-	-	50.0	-
Reallocation	2,050.0	-	-	-	-
Reserves - Civic	2,000.0	1,250.0	3,035.0	1,000.0	-
Total	5,445.0	3,514.0	3,807.0	1,630.0	769.0
Unfunded	-	-	1,485.0	1,373.0	1,326.0

Operating Budget Impacts of Capital Projects

	2020	2021	2022	2023	2024
Building and Plumbing Permits and Standards	-	-	100.0	-	-
Development Review	-	-	53.0	-	-
Total	-	-	153.0	-	-

Attainable Housing

Overview

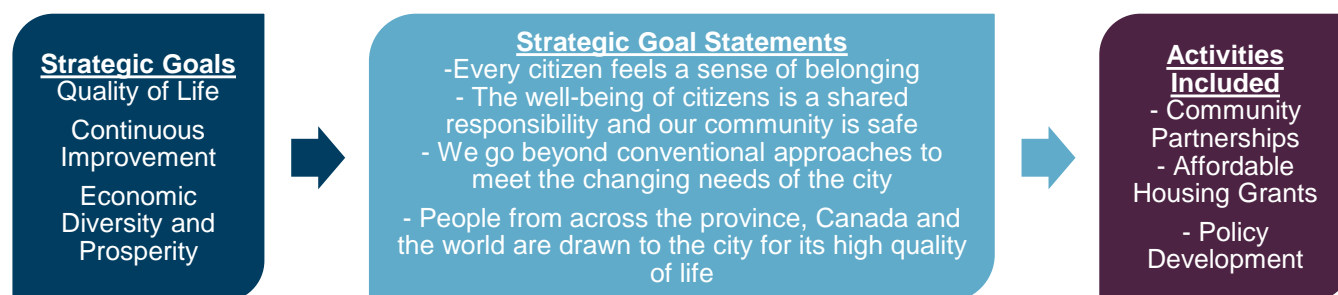


The Attainable Housing program works with the community to meet identified housing needs and to facilitate the development of appropriate civic policies and incentive programs to address the need for attainable and special needs housing. This program is partially funded through the City's Affordable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

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

The 10-year Housing Business Plan (2013- 2022) evaluates community needs in housing, and a progress report is provided to City Council each year, as well as detailed business plans for the following year.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	154.1	217.4	225.1	224.7	(0.4)	(0.2%)	236.3	11.6	5.2%
Operating Cost	14.7	99.6	99.6	99.6	-	-	99.6	-	-
Capital Contribution	34.0	34.0	34.0	34.0	-	-	34.0	-	-
Transfer to/from Reserves	220.0	71.8	67.6	70.3	2.7	4.0%	64.4	(5.9)	(8.4%)
Total Gross Expenditure	422.8	422.8	426.3	428.6	2.3	0.5%	434.3	5.7	1.3%
Tax Support	422.8	422.8	426.3	428.6	2.3	0.5%	434.3	5.7	1.3%

2018 Actual Results:

There was no variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	2.33	2.33	-	2.33	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	426.3	428.6	-
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	2.3	5.7	8.0
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	428.6	434.3	8.0

2020 Changes:

There are no significant operating changes in Attainable Housing in 2020.

2021 Changes:

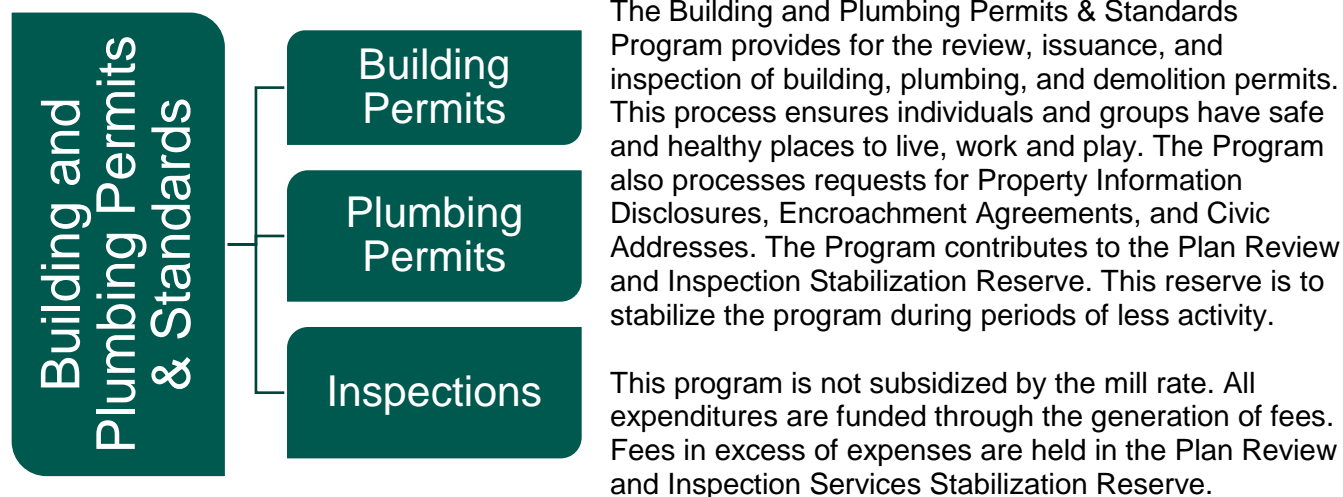
There are no significant operating changes in Attainable Housing in 2021.

Summary of Capital Investments

There are no capital investments for Attainable Housing

Building and Plumbing Permits & Standards

Overview



Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Building and Development Permits	Residential Applications	One unit dwellings within 5 days		
		Two unit dwellings and secondary suites within 7 days		
	Commercial Applications	4 - 10 weeks	Under review to improve service levels aligned with industry needs	
Building Inspections	Residential Building Inspections	Next day inspections		
	Commercial Building Inspections	Cyclic inspections to suit stage of construction approximately every 3 weeks		
Plumbing Permits and Inspections	Plumbing Applications	1 day processing		
	Plumbing Inspections	Next day inspections		
Property Information Disclosures	Applications	Complete within 3 days		
	Viewing Plans	Same day service		

Summary of Operating Changes

Summary of 2020 –2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(4,681.6)	(5,688.5)	(5,919.8)	(5,386.9)	532.9	(9.0%)	(6,635.4)	(1,248.5)	23.2%
Total Revenues	(4,681.6)	(5,688.5)	(5,919.8)	(5,386.9)	532.9	(9.0%)	(6,635.4)	(1,248.5)	23.2%
Gross Expenses									
Staff Compensation	4,657.5	4,766.1	5,297.2	5,066.0	(231.2)	(4.4%)	5,186.9	120.9	2.4%
Operating Cost	1,322.9	1,387.5	1,627.8	1,689.6	61.8	3.8%	1,726.9	37.3	2.2%
Cost Recovery	(103.8)	(103.8)	(103.8)	(103.8)	-	-	(103.8)	-	-
Transfer to/from Stabilization	(1,195.0)	(361.3)	(901.4)	(1,264.9)	(363.5)	40.3%	(174.6)	1,090.3	(86.2%)
Total Gross Expenditure	4,681.6	5,688.5	5,919.8	5,386.9	(532.9)	(9.0%)	6,635.4	1,248.5	23.2%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, Building and Plumbing Permits & Standards had no overall variance from budget as this program is fully cost recovered. Actual revenues from building and plumbing permits were \$1.0 million or 18% lower than budget due to lower permit volumes and associated construction values. This was partially offset by staff and operating savings of \$173.1, and was balanced by increasing the draw on the Stabilization reserve by \$833.7.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	58.00	58.00	-	58.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	532.9	(1,248.5)	(715.6)
Inflation & Transfers	(532.9)	1,248.5	715.6
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

Revenue decreases of \$532.9 represent proposed rate increases to residential building permits of \$182.4 and plumbing permits of \$31.0. This rate increase is offset by a decrease in budgeted volumes, based on historical trends, resulting in lower residential and commercial building permit revenue of \$523.2 and plumbing permit revenue of \$223.1.

Other Significant Item(s):

An estimated inflationary increase of \$76.8 has been included in staff compensation based on collective agreements. This inflationary increase is offset by planned vacancies of \$308.0.

Operating expenses have also increased \$24.0 for surveys and updates to communication materials.

In accordance with the reserve policy, the transfer from the Plan Review and Inspection Services Stabilization Reserve will increase by \$363.5, resulting in a \$1,264.9 draw from the reserve.

2021 Changes

Revenue Change:

Revenue increase of \$1,248.5 represent proposed rate increases to residential and commercial building permits of \$1,215.3 and plumbing permits of \$33.2.

Other Significant Item(s):

An estimated inflationary increase of \$120.9 has been included in staff compensation based on collective agreements.

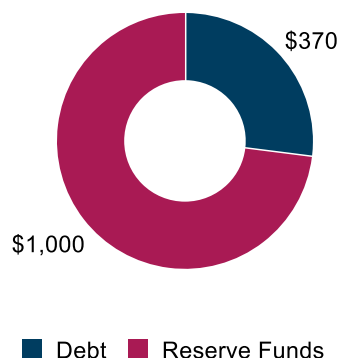
In accordance with the reserve policy, the transfer from the Plan Review and Inspection Services Stabilization Reserve will increase by \$1,090.3, resulting in a \$174.6 draw from the reserve.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2169: URBAN PLANNING AND DEVELOPMENT PROGRAM ENHANCEMENTS	1,220.0	150.0	-	-	-
Total	1,220.0	150.0	-	-	-

P2169 Urban Planning and Development Program Enhancements capital project supports the streamlined delivery of program and services with the Urban Planning and Development Business Line. The capital investment amounts to \$1.37 million over two years and is funded by the Plan Review and Inspection Services Stabilization Reserve, the Business Licencing Stabilization Reserve, and a Productivity Improvement Loan to be repaid through the Development Review Program.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects

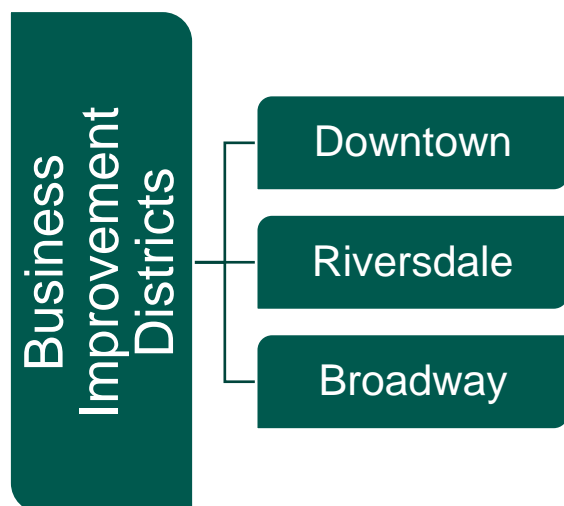
Additional licensing fees and system maintenance of approximately \$100.0 will be required in 2022 which will be funded through Building Permit Fees.

Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P2169: URBAN PLANNING AND DEVELOPMENT PROGRAM ENHANCEMENTS	-	-	100.0	-	-
Total	-	-	100.0	-	-

Business Improvement Districts

Overview



Funding provided to Business Improvement Districts (BIDs) helps to bolster the administrative and financial capability of these organizations, which in turn assists the City Administration to plan and make improvements in these areas. The BIDs collaborate with City Administration on a range of projects such as Local Area Plans, City Centre Plan, The Junction, and Broadway 360, to name a few. The BIDs also provide advice to help the City prioritize urban design projects and maintenance priorities as part of the on-going cooperative efforts in the BID areas. This program provides each of the Downtown Saskatoon Business Improvement District, the Riversdale Business Improvement District, and the Broadway Business Improvement District with a grant based on an allocation of parking revenues.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Operating Cost	107.7	107.7	107.7	123.9	16.2	15.0%	124.8	0.9	0.7%
Total Gross Expenditure	107.7	107.7	107.7	123.9	16.2	15.0%	124.8	0.9	0.7%
Tax Support	107.7	107.7	107.7	123.9	16.2	15.0%	124.8	0.9	0.7%

2018 Actual Results:

There was no variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	107.7	123.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	16.2	0.9	17.1
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	123.9	124.8	17.1

2020 Changes

Other Significant Item(s):

The BID operating grant has increased by \$16.2 as determined through an allocation of increased parking revenues.

2021 Changes

Other Significant Item(s):

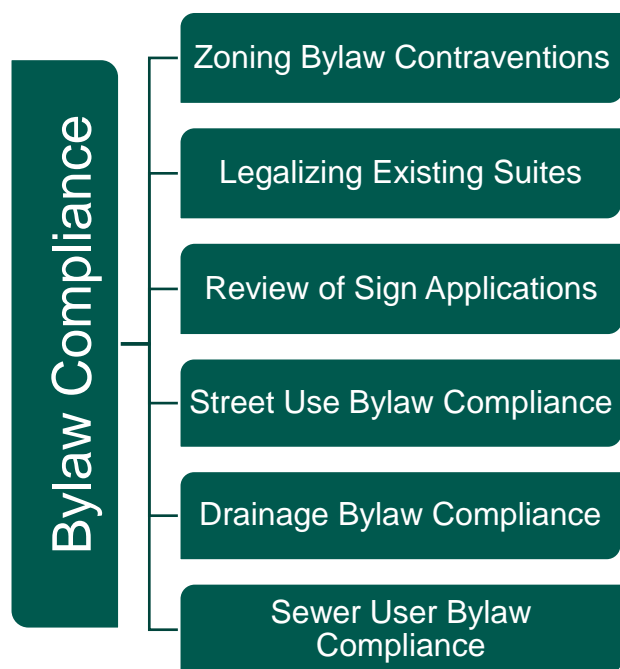
The BID operating grant has increased by \$0.9 as determined through an allocation of increased parking revenues.

Summary of Capital Investments

There are no capital investments for Business Improvement District.

Bylaw Compliance

Overview



The Community Standards Division exists to provide an effective delivery model for bylaw enforcement and related activities. Within the Division, the Bylaw Compliance section serves to ensure, through education and enforcement measures, adherence to the regulations set out in a number of municipal Bylaws. The Bylaws Compliance service line continues to grow as the Division brings together a number of bylaw groups under one delivery method.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Sign Permit Review	standard	15 - 20 days		
	billboard	20 - 25 days		
Complaint Response	All	90% within 2 business days		
Inspections	Development Permits	95% completion based on site checks in accordance with site/landscaping plans		
	Sewer Use	95% of businesses are inspected for compliance with the sewer use bylaw		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(74.2)	(129.4)	(79.9)	(88.8)	(8.9)	11.1%	(91.7)	(2.9)	3.3%
Total Revenues	(74.2)	(129.4)	(79.9)	(88.8)	(8.9)	11.1%	(91.7)	(2.9)	3.3%
Gross Expenses									
Staff Compensation	816.1	1,071.2	1,092.8	1,138.9	46.1	4.2%	1,187.7	48.8	4.3%
Operating Cost	144.4	161.9	140.2	151.5	11.3	8.1%	151.8	0.3	0.2%
Cost Recovery	(287.8)	(468.6)	(469.1)	(499.9)	(30.8)	6.6%	(522.7)	(22.8)	4.6%
Total Gross Expenditure	672.7	764.5	763.9	790.5	26.6	3.5%	816.8	26.3	3.3%
Tax Support	598.5	635.1	684.0	701.7	17.7	2.6%	725.1	23.4	3.3%

2018 Actual Results:

2018 resulted in a \$36.6 positive variance from budget due to temporary staff vacancies.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	13.00	13.00	-	13.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	684.0	701.7	
Revenue Change (increase)/decrease	(8.9)	(2.9)	(11.8)
Inflation & Transfers	26.6	26.3	52.9
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	701.7	725.1	41.1

2020 Changes

Revenue Change:

A revenue increase of \$8.9 has been included. During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$6.0 increase in portable sign permit rates from 2020 to 2021. The City Council increase is in addition to an increase in occupancy permits of \$8.7 which is offset by anticipated decreases in sign fees of \$1.3 and sewer use permit revenue of \$4.5.

Other Significant Item(s):

An estimated inflationary increase of \$26.6 has been included in staff compensation based on collective agreements.

2021 Changes

Revenue Change:

A revenue increase of \$2.9 has been included as an increase in sign fees.

Other Significant Item(s):

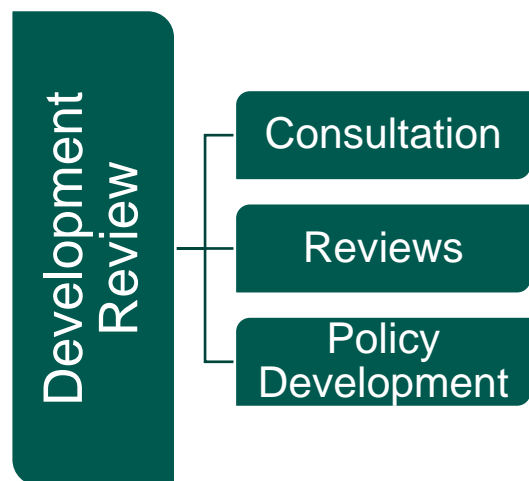
An estimated inflationary increase of \$48.8 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Bylaw Compliance.

Development Review

Overview



The Development Review program facilitates the orderly use and development of property in Saskatoon in accordance with accepted community standards, as outlined in the City's Official Community Plan, Zoning Bylaw and Subdivision Bylaw, as well as numerous Council and Administrative Policies. The program serves as a resource to pursue development proposals, interpretations on bylaws and policies, and information on approval processes and timelines. The program reviews neighbourhood concept plans and direct control applications, architectural reviews and design standards, subdivision, condominium conversions, rezoning, discretionary use and development permit applications, as well as applications for both new and converted condominiums.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(597.1)	(718.1)	(652.8)	(1,174.7)	(521.9)	79.9%	(1,294.0)	(119.3)	10.2%
Total Revenues	(597.1)	(718.1)	(652.8)	(1,174.7)	(521.9)	79.9%	(1,294.0)	(119.3)	10.2%
Gross Expenses									
Staff Compensation	1,055.3	1,084.0	1,122.1	1,433.5	311.4	27.8%	1,471.4	37.9	2.6%
Operating Cost	286.7	300.8	303.6	322.9	19.3	6.4%	325.7	2.8	0.9%
Debt Charges	-	-	-	-	-	-	78.6	78.6	-
Cost Recovery	(121.7)	(134.7)	(137.6)	(116.6)	21.0	(15.3%)	(116.6)	-	-
Transfer to/from Reserves	(5.4)	(5.9)	(5.3)	(2.6)	2.7	(50.9%)	(2.9)	(0.3)	11.5%
Transfer to/from Stabilization	-	-	-	121.5	121.5	-	138.8	17.3	14.2%
Total Gross Expenditure	1,214.9	1,244.2	1,282.8	1,758.7	475.9	37.1%	1,895.0	136.3	7.8%
Tax Support	617.8	526.1	630.0	584.0	(46.0)	(7.3%)	601.0	17.0	2.9%

2018 Actual Results:

In 2018 Development Review had a \$91.7 unfavorable variance from budget. This was the result of lower than budgeted revenues from development permit, subdivision, zoning and discretionary use applications.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	11.00	14.00	3.00	14.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	630.0	584.0	
Revenue Change (increase)/decrease	(521.9)	(119.3)	(641.2)
Inflation & Transfers	(46.0)	17.0	(29.0)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	521.9	119.3	641.2
Total Budget	584.0	601.0	(29.0)

2020 Changes

Service Level Change:

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved revenue to increase by \$521.9, and is based on the implementation of a new fee schedule. A third-party consultant recommended increases to the development application fees in order to reach full cost recovery and allow for an improved service level.

A Bylaw Inspector and two Planner 16 positions for \$260.5 (3.0 FTEs), and related operating costs of \$11.5, have been added, and are funded through the higher permit revenues. The third-party consultant identified that the current staffing levels in the Development Review Section does not meet the needs of higher volume periods. Outcomes from these positions include the ability to maintain review timeframes for individual applicants, will provide a dedicated resources to manage internal review of neighbourhood concept plans and allow for the design, implementation and evaluation of program changes in an on-going manner.

The establishment of a Development Review Program Stabilization Reserve will provide the cost recovered program the flexibility to deal with volume fluctuations over time and allow for the funding of major program improvements. The budgeted transfer to the reserve is \$121.5.

The allocation of some expenditures to full cost recovery that previously were not fully cost recovered has resulted in a \$46.0 reduction in mill rate support for this program.

Other Significant Item(s):

An estimated inflationary increase of \$51.0 has been included in staff compensation based on collective agreements.

2021 Changes

Revenue Change:

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved revenue to increase by \$119.3, and is based on the implementation of a new fee schedule, along with anticipated increase in the number of permits issued.

Service Level Change:

A productivity Improvement loan in the amount of \$370.0 is the program's contribution to P2169 which will support a significant technology upgrade to the POSSE program which is used by Building Standards and Development Review for the processing of permit applications and related uses. The upgrades planned include online submissions, review and communications, application tracking, and collaborative internal reviews. The repayment of this loan will take place over five years, beginning in 2021. Debt Charges have been increased by \$78.6 to reflect this repayment.

Other Significant Item(s):

An estimated inflationary increase of \$37.9 has been included in staff compensation based on collective agreements.

The transfer to the Development Review Program Stabilization Reserve is budgeted to increase by \$17.3, resulting in a total transfer of \$138.8.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2300: COMPREHENSIVE ZONING BYLAW REVIEW	375.0	375.0	-	-	-
P2630: DOWNTOWN STIMULUS STRATEGY	150.0	-	-	-	-
Total	525.0	375.0	-	-	-

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2300: COMPREHENSIVE ZONING BYLAW REVIEW	-	-	60.0	-	-
Total	-	-	60.0	-	-

P2300 Comprehensive Zoning Bylaw Review capital project is projected to cost \$1,060.0 over 4 years with 2022 being the final year (\$250 was approved in 2019). The Bylaw last underwent a compressive review between 2007 and 2009. Industry trends and changes in the meantime have left gaps where the zoning does not address the desired uses effectively. Addressing identified issues and initiatives will assist in streamlining development applications by ensuring that the regulations are appropriate and in place for the desired types of facilities in the community.

P2630 Downtown Stimulus Strategy capital project was approved for \$150.0 in 2020 by City Council during budget deliberations to stimulate sectors for a vibrant livable Downtown.

P2169 Urban Planning and Development Program Enhancements is included in the Building and Plumbing Permits and Standards Service Line. This project supports the streamlined delivery of programs and services within the Urban Planning and Development Business Line. A Productivity Improvement Loan in the amount of \$370.0 will fund this program's share of the project, and will be repaid over 5 years through Development Permit Revenues.

Operating Budget Impacts of 2020/2021 Capital Projects

In order to keep the Zoning Bylaw up to date, at the completion of the project, a new position will be required. This position will start half way through 2021 and is included in the operating budget. The remaining operating impact of \$53.0 (0.5 FTE) is identified for 2022.

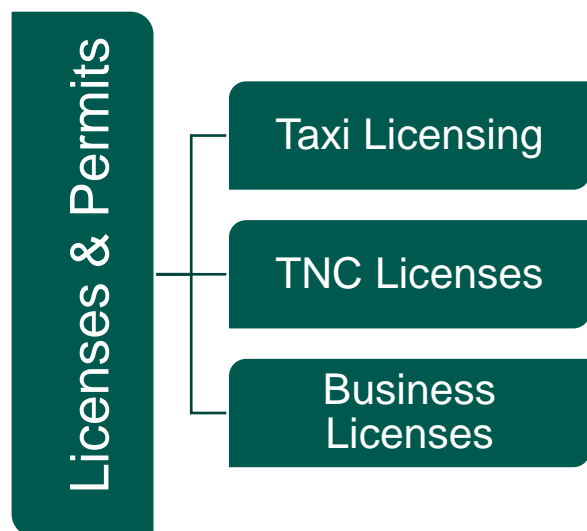
Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P2300: COMPREHENSIVE ZONING BYLAW REVIEW	-	-	53.0	-	-
Total	-	-	53.0	-	-

Licenses & Permits

Overview

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



Also included is the Taxi and Rideshare program which oversees the regulation, licensing and enforcement of vehicles for hire including taxis and transportation network companies (TNCs). Business Licensing and Taxi and Rideshare programs are not subsidized by the mill rate. All expenditures are funded through the generation of fees.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Business License	Review Home Based and Commercial Business License Applications	Complete applications are reviewed within 10 business days. Approximately 12,000 applications reviewed.		
	Review street-use business applications, including mobile food trucks, mobile vendors, sidewalk cafes and parking patios	Complete applications are reviewed within 10 business days. Approximately 50 applications reviewed.		
	Business License Inspection	Respond to enquiries from residents about unlicensed businesses within two business days. Conduct inspection within 10 business days.		
Taxi and Rideshare	Review taxi driver, taxi license, taxi broker, and transportation network company licenses	Complete applications are reviewed within 10 business days. Approximately 650 applications reviewed per year.		
	Taxi and Rideshare Inspections	Respond to enquiries from residents about taxis and ridesharing within two business days. Conduct inspection within 10 business days.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(1,194.9)	(1,215.8)	(1,267.2)	(1,372.0)	(104.8)	8.3%	(1,440.9)	(68.9)	5.0%
Total Revenues	(1,194.9)	(1,215.8)	(1,267.2)	(1,372.0)	(104.8)	8.3%	(1,440.9)	(68.9)	5.0%
Gross Expenses									
Staff Compensation	773.0	921.0	926.0	935.4	9.4	1.0%	977.4	42.0	4.5%
Operating Cost	266.2	287.8	319.5	351.9	32.4	10.1%	373.3	21.4	6.1%
Transfer to/from Reserves	-	-	-	24.5	24.5	-	29.5	5.0	20.4%
Transfer to/from Stabilization	155.7	7.0	21.7	60.2	38.5	177.4%	60.7	0.5	0.8%
Total Gross Expenditure	1,194.9	1,215.8	1,267.2	1,372.0	104.8	8.3%	1,440.9	68.9	5.0%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, Licenses & Permits had no overall variance from budget as this program is fully cost recovered. The favorable variance in expenditures, primarily due to staffing vacancies, was balanced through increased contributions of \$148.6 to the Stabilization reserves.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	10.60	10.60	-	10.60	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(104.8)	(68.9)	(173.7)
Inflation & Transfers	(67.2)	68.9	1.7
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	172.0	-	172.0
Total Budget	-	-	-

2020 Changes

Revenue Change:

Licenses & Permits Revenue is projected to increase by \$104.8 mainly due to the Service Level change for transportation network companies outlined below offset by a decrease to Licenses & Permits revenue of \$70.6 to more accurately reflect the number of businesses operating in the City.

Taxi License revenue has increased by \$3.4 primarily due to the assumption of the Taxi Driver Licensing process (and associated fees) from the Saskatoon Police Service, partially offset by a decrease in the Wheelchair Accessible Taxi License rate.

Service Level Change:

Bylaw No. 9548 The Transportation Network Company Bylaw, 2018 allows for the regulation and licensing of transportation network companies. Revenue increase of \$147.5 related to new Annual License and Trip fees have been included to reflect this new service. Accessibility Trip Fee revenue of \$24.5 has also been included, and is offset by an equal transfer to the Reserve that holds these fees for distribution.

Existing staffing and operating expenses of \$84.2 along with inflationary increases of \$2.5 have been allocated to the TNC budget to reflect required resources.

In accordance with the reserve policy, the transfer to the Vehicle for Hire Stabilization Reserve will increase by \$60.8.

Other Significant Item(s):

An estimated inflationary increase of \$9.4 has been included in staff compensation based on collective agreements.

In accordance with reserve policy, the transfer to the Business Licensing Stabilization Reserve has decreased by \$45.1, resulting in a draw of \$23.8, and the transfer to the Vehicles for Hire Stabilization Reserve, related to the taxi operation, increase by \$22.8, resulting in a \$23.2 contribution.

2021 Changes

Revenue Change:

Licenses & Permits revenue is expected to increase by \$33.9 due to an estimated increase in the number of businesses operating in the city. TNC License revenue is expected to increase by \$30.0 as the industry grows, and the Accessibility Trip Fee is expected to increase by \$5.0, as the industry grows.

The Accessibility Trip Fee is transferred to the reserve that holds these fees for distribution.

Other Significant Item(s):

An estimated inflationary increase of \$42.0 has been included in staff compensation based on collective agreements.

In accordance with reserve policy, the transfer from the Business Licensing Stabilization Reserve has increased \$12.8, resulting in a draw of \$36.6, and the transfer to the Vehicles for Hire Stabilization Reserve, related to both the tax and TNC operation, has increased by \$13.3, resulting in a \$97.3 contribution.

Summary of Capital Investments

Capital investments relating to program enhancements for the Licenses & Permits program is included with Building and Plumbing Permits and Standards Service Line, under Capital Project 2169 Urban Planning and Development Program Enhancements. The Business Licensing Stabilization Reserve is contributing \$250.0 to this project.

Long Range Planning

Overview



The key function of the Long Range Planning section is policy development related to the sustainable growth of Saskatoon. With a planning horizon of 500,000 people, staff is engaged in two primary roles – the ongoing development of policy in the adopted Official Community Plan, and, the implementation of the Growth Plan to Half a Million. This section is also responsible for the creation and amendment of major Sector Plans.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	-	(0.9)	(0.9)	(0.9)	-	-	(0.9)	-	-
Total Revenues	-	(0.9)	(0.9)	(0.9)	-	-	(0.9)	-	-
Gross Expenses									
Staff Compensation	420.2	431.9	452.2	473.4	21.2	4.7%	486.6	13.2	2.8%
Operating Cost	11.0	23.2	23.2	23.2	-	-	23.2	-	-
Cost Recovery	-	(5.3)	(5.3)	(5.3)	-	-	(5.3)	-	-
Transfer to/from Reserves	(212.7)	(232.4)	(243.4)	(208.5)	34.9	(14.3%)	(216.5)	(8.0)	3.8%
Total Gross Expenditure	218.5	217.4	226.7	282.8	56.1	24.7%	288.0	5.2	1.8%
Tax Support	218.5	216.5	225.8	281.9	56.1	24.8%	287.1	5.2	1.8%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	4.00	4.00	-	4.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	225.8	281.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	56.1	5.2	61.3
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	281.9	287.1	61.3

2020 Changes

Other Significant Item(s):

An estimated inflationary increase of \$21.2 has been included in staff compensation based on collective agreements.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$13.2 has been included in staff compensation based on collective agreements.

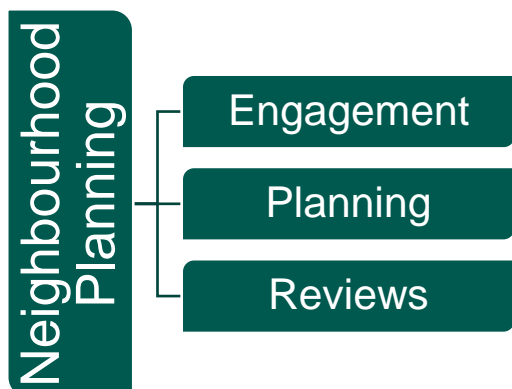
Summary of Capital Investments

There are no capital investments in Long Range Planning

Neighbourhood Planning

Overview

The Neighbourhood Planning service line is focused on sustainability and renewal of existing neighbourhoods. To achieve sustainability objectives, established areas of Saskatoon must be enhanced and the population must increase, providing a better balance between development in greenfield and infill areas. Local Area Plans, Neighbourhood Safety (CPTED), Attainable Housing, and Incentive programs are offered to enhance the City's established neighbourhoods.



Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	557.1	632.7	659.5	684.6	25.1	3.8%	703.1	18.5	2.7%
Operating Cost	514.7	567.5	572.8	535.5	(37.3)	(6.5%)	544.7	9.2	1.7%
Cost Recovery	(22.3)	(10.0)	(10.0)	(10.0)	-	-	(10.0)	-	-
Capital Contribution	-	-	-	50.0	50.0	-	50.0	-	-
Transfer to/from Reserves	(450.0)	(450.0)	(460.0)	(472.7)	(12.7)	2.8%	(481.9)	(9.2)	1.9%
Total Gross Expenditure	599.5	740.2	762.3	787.4	25.1	3.3%	805.9	18.5	2.3%
Tax Support	599.5	740.2	762.3	787.4	25.1	3.3%	805.9	18.5	2.3%

2018 Actual Results:

2018 resulted in a \$140.7 positive variance from budget due to staff vacancies which also resulted in underspending in special projects due to lack of staff to work on the implementation of LAP recommendations.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	6.82	6.82	-	6.82	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	762.3	787.4	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	25.1	18.5	43.6
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	787.4	805.9	43.6

2020 Changes

Capital Contribution:

Operating budget funds of \$50.0 that were allocated for special projects related to the implementation of LAP recommendations have been redirected to fund Capital P2034 LAP Implementation.

The transfer from the BID Streetscape Reserve has increased by \$12.7 to reflect an increase in operating budget of the Community Support Program, as outlined in the contract with the Downtown Business Improvement District.

Other Significant Item(s):

An estimated inflationary increase of \$25.1 has been included in staff compensation based on collective agreements.

2021 Changes

Capital Contribution:

The transfer from the BID Streetscape Reserve has increased by \$9.2 to reflect an increase in operating budget of the Community Support Program as outlined in the contract with the Downtown Business Improvement District.

Other Significant Item(s):

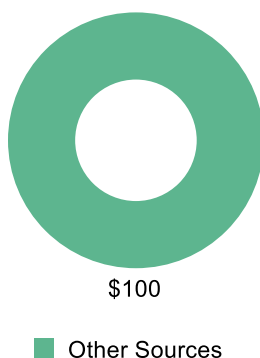
An estimated inflationary increase of \$18.5 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2034: LAP IMPLEMENTATION	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0

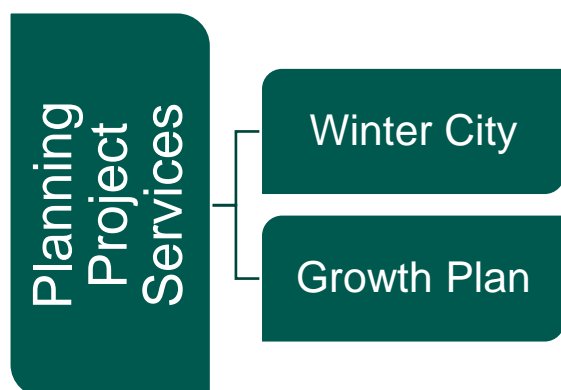
P2034 LAP Implementation capital project will be established through the reallocation of previously approved operating funds. This project provides for the implementation of various recommendations included in LAP reports.

2020-2021 Capital Budget by Funding Source



Planning Project Services

Overview



The Planning Project Services service line manages planning and design of major community planning and development projects including initiatives to stimulate increased community quality of life and sustainability in all its forms; financial, social, cultural, and environmental. In addition to the Growth Plan, initiatives currently include the development of a Winter City Strategy, the Civic Conservatory, the Zoning Bylaw Review project and future planning with the Saskatoon Public Library.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

2020 – 2021 Financial Plan Changes

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	141.1	146.8	150.3	382.1	231.8	154.2%	397.2	15.1	4.0%
Operating Cost	24.4	39.8	38.6	38.6	-	-	38.6	-	-
Cost Recovery	-	-	-	(231.8)	(231.8)	-	(246.9)	(15.1)	6.5%
Transfer to/from Reserves	(165.5)	(186.6)	-	-	-	-	-	-	-
Total Gross Expenditure	-	-	188.9	188.9	-	-	188.9	-	-
Tax Support	-	-	188.9	188.9	-	-	188.9	-	-

2018 Actual Results:

The Planning Project Services is a service line created in 2019 through a reallocation of the Corporate Projects operating budget previously reported under Corporate Governance and Finance. There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	1.00	3.00	2.00	3.00	-

Summary of 2020 – 2021 Financial Plan by Category

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	188.9	188.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	-	-	-
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	188.9	188.9	-

2020 Changes

Other Significant Item(s):

A Senior Planner II and a Project and Facility Manager (\$235.9, 2.0 FTEs) are existing positions that have been transferred from capital. These positions will primarily work on the various capital projects and be charged out through cost recovery based on actual time allocated. In addition, an estimated inflationary increase of \$17.1 has been included in staff compensation based on collective agreements. These changes have no impact on property taxes as they are a transfer of existing budgets.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$15.1 has been included in staff compensation based on collective agreements. This increase will be fully cost recovered through charges to capital.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2541: GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	2,000.0	800.0	-	-	-
Total	2,000.0	800.0	-	-	-

Urban Planning and Development

City of Saskatoon

Operating & Capital Budget

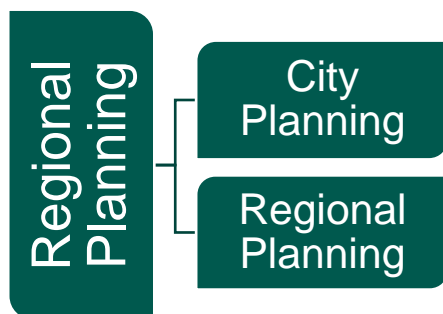
Approved 2020/2021

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2519: WINTER CITY STRATEGY DEVELOPMENT AND IMPLEMENTATION SUPPORT	-	-	120.0	120.0	-
P2541: GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	-	-	825.0	825.0	825.0
Total	-	-	945.0	945.0	825.0

Funding of \$2,000.0 in 2020 and \$800.0 in 2021 was included in the RCE Prioritization process and was approved by City Council as part of Budget Deliberations from Nov.25-27th 2019 for P2541 (Growth Plan to Half a Million), which involves implementation and project coordination, including community engagement and communications, for the core initiatives of the Growth Plan to Half a Million.

Regional Planning

Overview



The primary role of Regional Planning is to form and maintain working partnerships with other jurisdictions to ensure sustainable growth in the Saskatoon region. The section maintains a lead role in working with regional partners to create a Regional Plan, providing professional and financial support to the Corman Park-Saskatoon Planning District, undertaking boundary alterations (when necessary) to achieve the City's growth objectives; and maintaining effective working relationships with First Nations with Reserves and land development interests in the Saskatoon region.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	295.2	290.7	353.4	408.7	55.3	15.6%	492.0	83.3	20.4%
Operating Cost	149.4	154.6	158.0	142.2	(15.8)	(10.0%)	143.0	0.8	0.6%
Cost Recovery	-	-	-	-	-	-	-	-	-
Total Gross Expenditure	444.6	445.3	511.4	550.9	39.5	7.7%	635.0	84.1	15.3%
Tax Support	444.6	445.3	511.4	550.9	39.5	7.7%	635.0	84.1	15.3%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	3.10	3.50	0.40	4.50	1.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	511.4	550.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(11.3)	9.0	(2.3)
Growth	50.8	75.1	125.9
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	550.9	635.0	123.6

2020 Changes

Growth:

An increase of \$42.0 (0.4 FTE) has been included to bring a Senior Planner 21 position to a full FTE. An additional \$8.8 in associated operating costs has also been included. This position ensures the City meets its obligations under the Regional Plan created by the Saskatoon North Partnership for Growth (P4G), such as ensuring the City's bylaws, policies and plans align with the Regional Plan, and responding to policy and development referrals from the region.

Other Significant Item(s):

An estimated inflationary increase of \$13.3 has been included in staff compensation based on collective agreements.

The contribution to the District Planning Office has decreased by \$48.5, partially offset by an increase in the P4G operating grant of \$23.9. This is the result of the transition from the existing District Planning office to the new P4G District due to the implementation of the Regional Plan.

2021 Changes

Growth:

An increase of \$75.1 (1.0 FTE) has been included for a Planner 13, which was identified as an operating impact from P2605 Regional Plan Implementation. The position will provide support to senior staff in the Regional Planning Section, working primarily on implementing the P4G Planning District. The P4G Planning District will be larger than the current Corman Park-Saskatoon Planning District.

Other Significant Item(s):

An estimated inflationary increase of \$9.0 has been included in staff compensation based on collective agreements.

The contribution to the District Planning Office has decreased by an additional \$8.1 and the P4G operating grant increased by \$8.9. This is the result of winding down of the District Planning office due to the implementation of P4G.

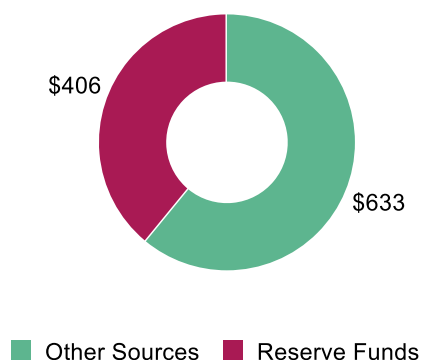
Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2605: REGIONAL PLAN IMPLEMENTATION	-	1,039.0	722.0	580.0	719.0
Total	-	1,039.0	722.0	580.0	719.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2605: REGIONAL PLAN IMPLEMENTATION	-	-	480.0	428.0	501.0
Total	-	-	480.0	428.0	501.0

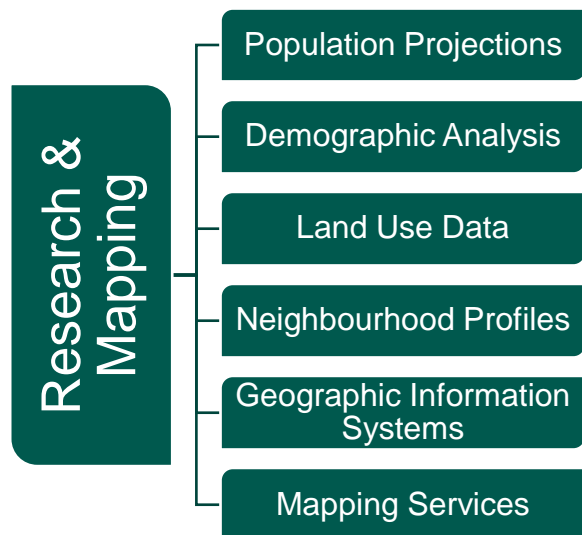
P2605 Regional Plan Implementation capital project is required to continue implementing the Regional Plan created by the P4G. The projects planned to be undertaken in 2021 include: the creation of a regional potable water servicing plan; commercial and industrial market study for the North concept Plan area; and partner with the RM of Corman Park to complete the first of two phases of a Concept Plan for the City's North East future growth area. These projects are subject to change. The total budget for 2021 is \$1,039.0, to be cost shared with Regional Partners.

2020-2021 Capital Budget by Funding Source



Research & Mapping

Overview



The Research & Mapping unit, which is part of the Regional Planning section, serves as the Corporate resource center for planning, demographic, and quality of life research. Information is available for use by customers within the City Administration and the general public.

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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(15.0)	(17.3)	(17.3)	(37.3)	(20.0)	115.6%	(37.3)	-	-
Total Revenues	(15.0)	(17.3)	(17.3)	(37.3)	(20.0)	115.6%	(37.3)	-	-
Gross Expenses									
Staff Compensation	497.2	504.4	516.7	606.7	90.0	17.4%	618.9	12.2	2.0%
Operating Cost	58.8	65.5	65.5	65.5	-	-	65.5	-	-
Cost Recovery	(109.6)	(109.0)	(109.0)	(169.0)	(60.0)	55.0%	(169.0)	-	-
Transfer to/from Reserves	5.5	5.5	5.5	5.5	-	-	5.5	-	-
Total Gross Expenditure	451.9	466.4	478.7	508.7	30.0	6.3%	520.9	12.2	2.4%
Tax Support	436.9	449.1	461.4	471.4	10.0	2.2%	483.6	12.2	2.6%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	6.00	6.00	-	7.00	1.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	461.4	471.4	
Revenue Change (increase)/decrease	(20.0)	-	(20.0)
Inflation & Transfers	10.9	12.2	23.1
Growth	19.1	-	19.1
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	471.4	483.6	22.2

2020 Changes

Revenue Change:

A revenue increase of \$20.0 in 2020 is due to charging for the production of custom maps.

Growth:

A growth increase of \$19.1 in 2020 is due to an increase in temporary resources of \$79.1, offset by an increase of cost recovery by various capital projects of \$60.0 due to charging for the production of custom maps.

Other Significant Item(s):

An estimated inflationary increase of \$10.9 has been included in staff compensation based on collective agreements.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$12.2 has been included in staff compensation based on collective agreements.

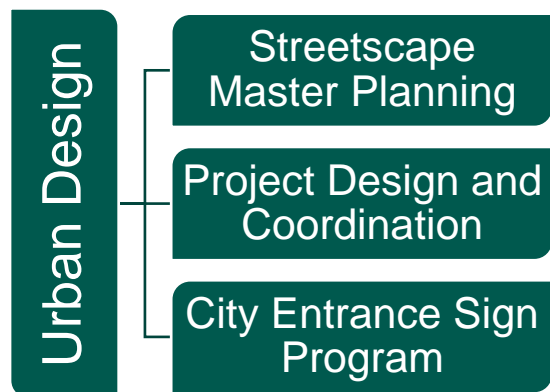
A Design Analyst 15 (1.0 FTE) has been included, funded through a reallocation of existing budget. This position is required to manage the growth pressures on the mapping section stemming from development and special projects such as the Zoning Bylaw Comprehensive Review, Corridor Planning, P4G Regional Plan and the University Infill Sector Plan.

Summary of Capital Investments

There are no capital investments for Research & Mapping.

Urban Design

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	-	-	-	(2.4)	(2.4)	-	(2.4)	-	-
Total Revenues	-	-	-	(2.4)	(2.4)	-	(2.4)	-	-
Gross Expenses									
Staff Compensation	281.5	292.0	291.3	302.5	11.2	3.8%	310.9	8.4	2.8%
Operating Cost	323.8	470.1	494.5	511.3	16.8	3.4%	511.7	0.4	0.1%
Cost Recovery	(0.5)	-	-	-	-	-	-	-	-
Capital Contribution	1,767.0	1,663.4	1,639.7	1,890.5	250.8	15.3%	1,696.3	(194.2)	(10.3%)
Transfer to/from Reserves	98.3	60.0	60.0	60.0	-	-	60.0	-	-
Total Gross Expenditure	2,470.2	2,485.5	2,485.5	2,764.3	278.8	11.2%	2,578.9	(185.4)	(6.7%)
Tax Support	2,470.2	2,485.5	2,485.5	2,761.9	276.4	11.1%	2,576.5	(185.4)	(6.7%)

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	3.00	3.00	-	3.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	2,485.5	2,761.9	
Revenue Change (increase)/decrease	(2.4)	-	(2.4)
Inflation & Transfers	276.4	(185.4)	91.0
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	2.4	-	2.4
Total Budget	2,761.9	2,576.5	91.0

2020 Changes

Capital Contribution:

The total contribution to capital for Urban Design is budgeted at \$1,890.5 for 2020 made up of the following:

A \$2,737.4 transfer to the BID Streetscape Reserve is funded through an allocation of parking revenues. The reserve then funds the cost of streetscape projects within established BIDs. In 2020, the contribution to the Reserve has increased by \$250.8 as determined by available parking revenues, pending completion of a review of the parking revenue allocation formula.

The Urban Design BID program's operating budget reflect project costing less than \$50.0 as well as continuing programs and operational administration costs; the 2020 transfer from the Streetscape BID Reserve is \$729.3 to fund this program.

The Urban Design City-Wide program's operating budget reflects projects costing less than \$50.0 and is funded from the City-Wide Streetscape Reserve. The 2020 transfer from this reserve is \$117.6.

Other Significant Item(s):

An estimated inflationary increase of \$11.2 has been included in staff compensation based on collective agreements.

2021 Changes

Capital Contribution:

The total contribution to capital for Urban Design is budgeted at \$1,696.3 for 2021 made up of the following:

A \$2,552.0 transfer to the BID Streetscape Reserve is funded through an allocation of parking revenues. The reserve then funds the cost of streetscape projects within established BIDs. In 2021, the contribution to the Reserve has decreased by \$194.2 as determined by available parking revenues, pending completion of a review of the parking revenue allocation formula.

The Urban Design BID program's operating budget reflect project costing less than \$50.0 as well as continuing programs and operational administration costs; the 2021 transfer from the Streetscape BID Reserve is \$738.1 to fund this program.

The Urban Design City-Wide program's operating budget reflects projects costing less than \$50.0 and is funded from the City-Wide Streetscape Reserve. The 2021 transfer from this reserve is \$117.6.

Other Significant Item(s):

An estimated inflationary increase of \$8.4 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

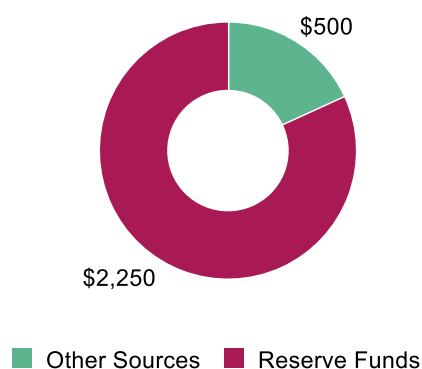
Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2162: URBAN DESIGN - BIDS	1,050.0	1,100.0	3,035.0	1,000.0	-
P2166: URBAN DESIGN - CITY-WIDE	600.0	-	-	-	-
Total	1,650.0	1,100.0	3,035.0	1,000.0	-

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

P2162 Urban Design–BIDs capital project includes \$1.0 million in each of 2020 and 2021, which are the final budget requests for the implementation of the Idylwyld Drive Streetscape Master Plan from Senator Sid Buckwold Bridge to 25th Street; \$50.0 is allocated in each of 2020 and 2021 to install art pieces on empty concrete plinths throughout the three core BID areas; and \$50.0 in 2021 for the design of streetscaping on 23rd street between Idylwyld Drive to Spadina Crescent.

P2166 Urban Design–City-Wide capital project includes \$600.0 to complete Phase 3 of the Central Avenue Master Plan. This phase includes the continuation of the streetscape treatments from 107th to 109th Street, and a gateway feature recognizing the area as the Sutherland Business Improvement District. The project is funded from \$500.0 reallocation of capital and the remaining \$100.0 is funded from the City-Wide Streetscape Reserve.

2020-2021 Capital Budget by Funding Source



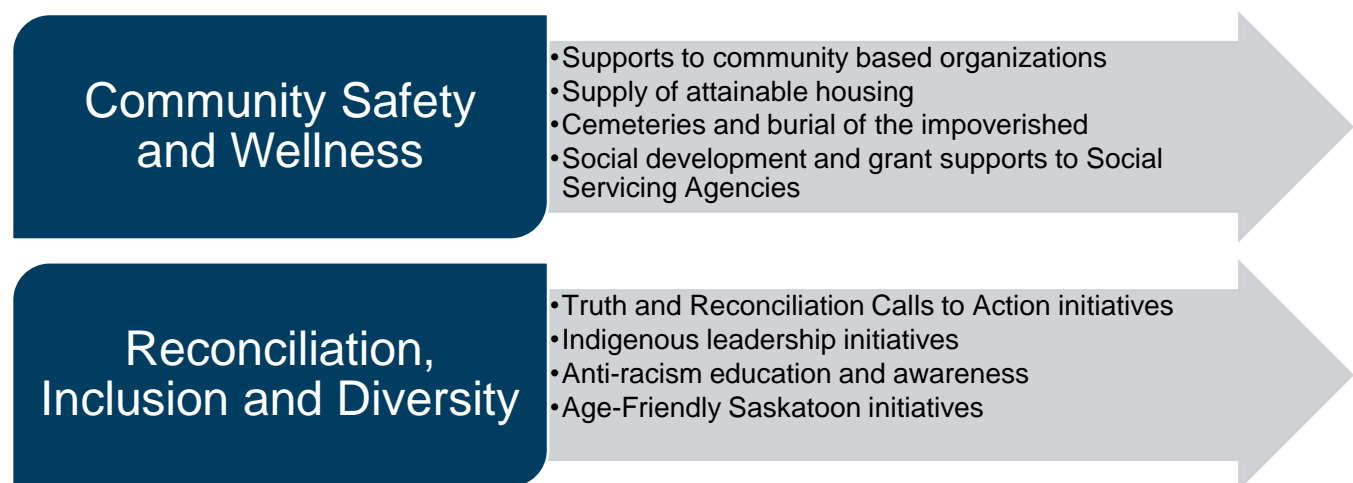
COMMUNITY SUPPORT

The Community Support Business Line is a collection of various community support related services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Community Support Business Line supports the following strategic priority areas:



Community Support

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Recreation, Culture and Leisure

- Culture Plan Implementation, Public Art and grant supports to cultural and heritage organizations
- Community association support
- Off leash dog parks
- Grants and in-kind supports for Special Events

Economic Development

- Supports to SREDA and Tourism Saskatoon
- Property Tax Abatemens and Economic Incentives

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Quality of Life	
The well-being of citizens is a shared responsibility and our community is safe.	Support community collaboration, through social development and social planning, on healthy lifestyles, income disparities, crime reduction, access to recreation, employment and housing.
	Support the Age-Friendly Saskatoon initiative.
	Table a social development strategy that identifies municipal priorities.
Citizens are engaged in a welcoming place and enjoy a range of opportunities.	Continue to support Truth and Reconciliation initiatives.
	Implement the City's Culture Plan.
	Coordinate anti-racism education and awareness initiatives.
	Support the Immigration Action Plan.
Recreation and cultural facilities are accessible, physically and financially, and meet community needs.	Update supports to community associations, and sport, culture and recreation organizations.
	Implement the Recreation and Parks Facilities Game Plan.
	Table a Winter City Strategy for future direction.

Community Support

City of Saskatoon

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Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Number of new Attainable Housing units	# of new units annually across attainable housing continuum	525	377	142	150	Improvement	On-Track
Participation at City Recreation Facilities	> 6,600 visits/1,000 population	6959	6667	7613	7388	Decline	On-Track

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Animal Services	(632.1)	(642.7)	(692.6)	(726.2)	(33.6)	4.9%	(726.2)	-	-
Cemeteries	(1,370.1)	(1,522.2)	(1,574.6)	(1,524.5)	50.1	(3.2%)	(1,531.3)	(6.8)	0.4%
Community Development	(353.5)	(350.0)	(330.0)	(330.0)	-	-	(330.0)	-	-
Community Investments & Supports	-	-	-	-	-	-	-	-	-
Total Revenues	(2,355.7)	(2,514.9)	(2,597.2)	(2,580.7)	16.5	(0.6%)	(2,587.5)	(6.8)	0.3%
Gross Expenses									
Animal Services	1,351.4	1,348.0	1,407.0	1,474.9	67.9	4.8%	1,510.4	35.5	2.4%
Cemeteries	1,547.2	1,543.8	1,584.9	1,539.2	(45.7)	(2.9%)	1,563.7	24.5	1.6%
Community Development	3,584.4	3,575.8	3,790.9	3,877.6	86.7	2.3%	3,949.7	72.1	1.9%
Community Investments & Supports	10,968.2	11,207.7	11,773.3	11,852.4	79.1	0.7%	12,302.0	449.6	3.8%
Total Gross Expenses	17,451.2	17,675.3	18,556.1	18,744.1	188.0	1.0%	19,325.8	581.7	3.1%
Tax Support	15,095.6	15,160.4	15,958.9	16,163.4	204.5	1.3%	16,738.3	574.9	3.6%

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	29.61	29.61	-	29.61	-

Community Support

City of Saskatoon

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	15,958.9	16,163.4	
Revenue Change (increase)/decrease	16.5	(6.8)	9.7
Inflation & Transfer	(48.5)	528.8	480.3
Growth	236.5	52.9	289.4
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	16,163.4	16,738.3	779.4

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Community Investments & Supports	100.0	-	-	-	-
Total	100.0	-	-	-	-

Financing for Funded Capital Investments

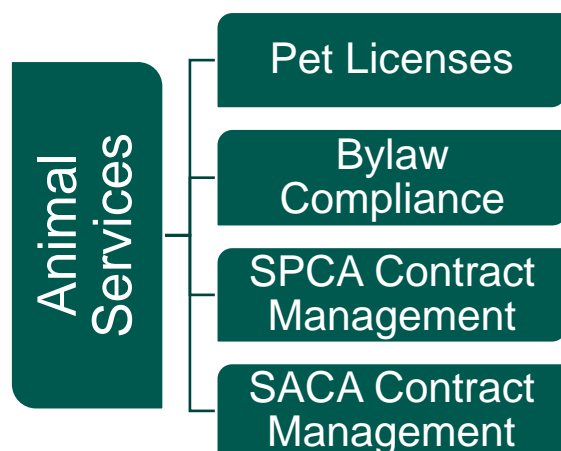
Funding Source	2020	2021	2022	2023	2024
Reserves - Civic	100.0	-	-	-	-
Total	100.0	-	-	-	-

Operating Budget Impact of Capital Projects

	2020	2021	2022	2023	2024
Community Investments & Supports	-	-	10.0	-	-
Total	-	-	10.0	-	-

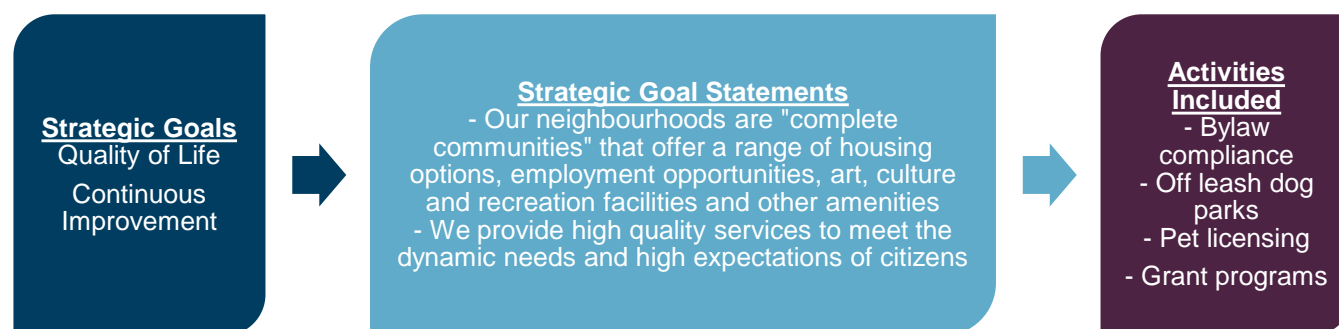
Animal Services

Overview



The Animal Services Program is responsible for: collection of pet license revenue; bylaw enforcement through the management of the Saskatoon Society for the Prevention of Cruelty to Animals Inc. (SPCA) and Saskatoon Animal Control Agency (SACA) contracts; program development including the subsidized spay/neuter program, programs to encourage the purchase of licenses and educating the public on animal control bylaws. Animal Services is also responsible for the development and maintenance of the City's off leash dog parks.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Off Leash Recreational Areas	Dog Poop Bag Dispensers Servicing	2 times per week April through October and 1 time a week November through March.		
	General Waste Collection	2 times per week April through October and 1 time a week November through March.		
	Avalon and Sutherland Waste Collection	2 times per week throughout the year.		
	Pathway Snow Clearing	As required after heavy snow falls.		
SACA Enforcement	Customer Service	Office hours 9am to 5pm weekdays and telephone service 24/7.		

Community Support

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	April through October	7am to 10pm weekdays with 3 animal control officers and 1 dispatch on duty. 7am to 10pm weekends with 2 animal control officers and 1 dispatch on duty.
	November through March	7 days a week 8am to 8pm with 1.6 FTE animal control officers and 1 FTE dispatch on duty.
SPCA	Pound Services	Saturdays and Sundays: 9am to 5pm. Monday to Wednesday and Fridays: 9am to 6pm. Thursdays 9am to 8pm.
Licensing	Licensing Locations	City Hall, the Saskatoon Animal Control Agency, the SPCA, or any participating pet license vendors.

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(632.1)	(642.7)	(692.6)	(726.2)	(33.6)	4.9%	(726.2)	-	-
Total Revenues	(632.1)	(642.7)	(692.6)	(726.2)	(33.6)	4.9%	(726.2)	-	-
Gross Expenses									
Staff Compensation	116.0	87.1	89.3	94.5	5.2	5.8%	96.4	1.9	2.0%
Operating Cost	1,210.3	1,239.5	1,296.8	1,359.5	62.7	4.8%	1,393.1	33.6	2.5%
Cost Recovery	(4.9)	(8.6)	(9.1)	(9.1)	-	-	(9.1)	-	-
Transfer to/from Reserves	30.0	30.0	30.0	30.0	-	-	30.0	-	-
Total Gross Expenditure	1,351.4	1,348.0	1,407.0	1,474.9	67.9	4.8%	1,510.4	35.5	2.4%
Tax Support	719.3	705.3	714.4	748.7	34.3	4.8%	784.2	35.5	4.7%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	1.00	1.00	-	1.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	714.4	748.7	
Revenue Change (increase)/decrease	(33.6)	-	(33.6)
Inflation & Transfers	60.0	35.5	95.5
Growth	7.9	-	7.9
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	748.7	784.2	69.8

2020 Changes

Revenue Change:

Animal license revenue is budgeted to increase by \$33.6. Of the increase, \$19.5 is due to planned rate increases for dog and cat licenses, and \$15.4 is due to an expected increase in the number of pet licenses issued.

Growth:

An increase of \$7.9 is included for CBCM contributions related to the SPCA building expansion project.

Other Significant Item(s):

An estimated inflation increase of \$5.2 has been included in staff compensation based on collective agreements.

The SPCA and SACA are under contract with the City of Saskatoon to provide services such as lost and found, adoptions, animal abuse or neglect, responding to calls of animals at large, barking and howling and dangerous animals, among other services. Costs for these services have increased by \$19.0 (2%), based on negotiated agreements.

Other inflationary adjustments include increases of \$12.9 for the spay and neuter subsidy program and \$22.9 for services provided by Corporate Revenue.

2021 Changes

Other Significant Item(s):

An estimated inflation increase of \$1.9 has been included in staff compensation based on collective agreements.

The SPCA and SACA are under contract with the City of Saskatoon to provide services such as lost and found, adoptions, animal abuse or neglect, responding to calls of animals at large, barking and howling and dangerous animals, among other services. Costs for these services have increased by \$23.8 (SPCA - 3%; SACA-2%), based on negotiated agreements.

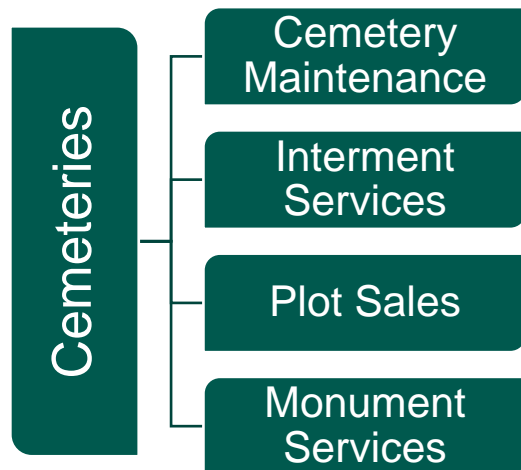
Other inflationary adjustments include increases of \$9.3 for the spay and neuter subsidy program.

Summary of Capital Investments

Capital investments relating to the development of dog parks are outlined in Recreation and Culture - Community Partnerships.

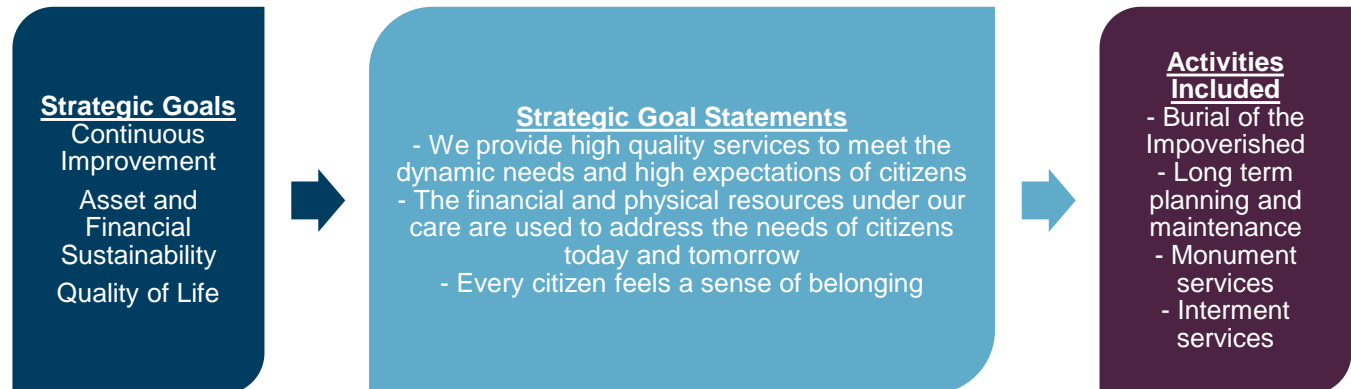
Cemeteries

Overview



The Cemetery program operates the Woodlawn Cemetery, and maintains the Nutana (Pioneer) Cemetery. The civic-owned cemetery also provides interment rights free of charge for an unclaimed body or for a deceased person with limited financial means. The City has established a Perpetual Care Fund. All revenues collected as perpetual care fees are transferred to this fund, and all interest earned on the fund is transferred back to the program as revenue. The Cemetery Assurance Fund is required to hold funds received through the sale of prepaid cemetery contracts. A Cemetery Stabilization Reserve was established under Policy C03-003. Transfers to/from the reserve are based on year-end surpluses/deficits realized in the program.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(1,370.1)	(1,522.2)	(1,574.6)	(1,524.5)	50.1	(3.2%)	(1,531.3)	(6.8)	0.4%
Total Revenues	(1,370.1)	(1,522.2)	(1,574.6)	(1,524.5)	50.1	(3.2%)	(1,531.3)	(6.8)	0.4%
Gross Expenses									
Staff Compensation	700.3	647.9	664.5	670.9	6.4	1.0%	689.8	18.9	2.8%
Operating Cost	648.6	639.6	659.1	657.0	(2.1)	(0.3%)	662.6	5.6	0.9%
Cost Recovery	(52.2)	-	-	(50.0)	(50.0)	-	(50.0)	-	-
Transfer to/from Reserves	250.5	256.3	261.3	261.3	-	-	261.3	-	-
Total Gross Expenditure	1,547.2	1,543.8	1,584.9	1,539.2	(45.7)	(2.9%)	1,563.7	24.5	1.6%
Tax Support	177.1	21.6	10.3	14.7	4.4	42.7%	32.4	17.7	120.4%

2018 Actual Results:

2018 resulted in a \$155.5 unfavorable variance from budget due to a reduction in the number of interments from historical trends.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	9.26	9.26	-	9.26	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	10.3	14.7	
Revenue Change (increase)/decrease	50.1	(6.8)	43.3
Inflation & Transfers	(45.7)	24.5	(21.2)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	14.7	32.4	22.1

2020 Changes

Revenue Change:

Revenue rates will be increasing by 3% resulting in additional revenue of \$38.9; this is offset by a budgeted reduction in volumes of the same amount.

The revenue reduction of \$50.0 is an accounting adjustment required to move cost recovered overtime salaries to the cost recovery account.

Other Significant Item(s):

An estimated inflation increase of \$6.4 has been included in staff compensation based on collective agreements. Decreases totalling \$2.1 are primarily due to reductions in vehicle and equipment requirements.

2021 Changes

Revenue Change:

Revenue rates will be increasing by 3% resulting in additional revenue of \$40.1; this is offset by a budgeted reduction in volumes of the same amount.

Also included is an increase of \$6.8 to reflect increased earnings from the Perpetual Care Fund.

Other Significant Item(s):

An estimated inflation increase of \$18.9 has been included in staff compensation based on collective agreements. Other inflationary adjustments totalling \$5.6 are primarily for utility rate increases.

Summary of Capital Investments

There are no Capital Investments for Cemeteries.

Community Development

Overview



The City's role in community development is to ensure a safe environment for people to live in, and to facilitate and/or encourage access to a broad range of programs and services which contribute to a quality lifestyle for the purpose of healthier individuals and stronger communities. Included in this, the City provides coordination of programs designed to enhance cultural harmony and improve intercultural collaborations, provide support to the Indigenous community with respect to sport, culture, and recreation initiatives through leadership development, grant funding, and program delivery and support to community associations. The supports from the City of Saskatoon are provided through financial and human resources, including staff that work directly with the community based organizations to facilitate their growth and development and to create a network of volunteers capable of addressing issues that affect the quality of life in their community. The City also has a key role to play in ensuring that Saskatoon's diverse heritage is conserved and interpreted in a planned, selective, and cost-feasible manner for Saskatoon citizens and visitors.

Strategic Outcomes & Service Line Activities



Community Support

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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Community Associations Support (47 total associations)	Staff Support	8 community consultants		
	Operating Grant	Annual financial support to cover insurance, financial administration and program advertising including newsletters		
	Fall & Winter Program Supports	Fall & Winter program financial grants and rentals for elementary school gymnasiums.		
Other Support	Supports to sport, culture, recreation and social serving agencies and organizations	Consultative support and advice to settlement serving agencies, arts, culture and festival organizations, social serving agencies and representing the City at partnership tables such as Saskatoon Poverty Reduction Partnership.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(52.4)	-	-	-	-	-	-	-	-
Revenue	(301.1)	(350.0)	(330.0)	(330.0)	-	-	(330.0)	-	-
Total Revenues	(353.5)	(350.0)	(330.0)	(330.0)	-	-	(330.0)	-	-
Gross Expenses									
Staff Compensation	1,810.2	1,730.2	1,800.7	1,838.7	38.0	2.1%	1,884.8	46.1	2.5%
Operating Cost	1,737.5	1,808.9	1,953.5	2,002.2	48.7	2.5%	2,028.2	26.0	1.3%
Cost Recovery	-	-	-	-	-	-	-	-	-
Transfer to/from Reserves	36.7	36.7	36.7	36.7	-	-	36.7	-	-
Total Gross Expenditure	3,584.4	3,575.8	3,790.9	3,877.6	86.7	2.3%	3,949.7	72.1	1.9%
Tax Support	3,230.9	3,225.8	3,460.9	3,547.6	86.7	2.5%	3,619.7	72.1	2.0%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	19.35	19.35	-	19.35	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	3,460.9	3,547.6	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	61.4	55.4	116.8
Growth	25.3	16.7	42.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	3,547.6	3,619.7	158.8

2020 Changes

Growth:

The Master Joint Use Agreement between the City and both School Divisions contains foundational principles and key terms of access to each party's facilities. Annual operating grants paid to the Community Associations have increased by \$12.6 to address the costs assessed for community association programs hosted in elementary schools as part of this agreement.

The Cost as a Barrier Grant requires a 20% increase to be phased in over two years to achieve the 2018 low income cut off level. The 2020 increase is \$4.0.

An increase of \$2.5 for water utility costs and \$1.5 for the rink operating grant is required for the new outdoor rink in the Evergreen neighbourhood.

An increase of \$4.7 to be allocated to the 47 Community Associations is included to help pay for insurance, program advertising and financial reviews. This is the first year of a two year phase in.

Other Significant Item(s):

An estimated inflationary increase of \$38.0 has been included in staff compensation based on collective agreements.

The Master Joint Use Agreement provides for discounted use of the Leisure Centres by the School Divisions; the associated admission and rental costs are captured within this Service Line. Changes in admission volumes and facility rental rates at leisure facilities have resulted in an additional \$20.2 being charged to this Service Line, offset by revenues of this same amount reflected in the Leisure Centre budgets.

2021 Changes

Growth:

The Cost as a Barrier Grant requires a 20% increase to be phased in over two years to achieve the 2018 low income cut off level. The second year of the phase in is 2021, with an increase of \$4.0.

An increase of \$5.0 for water utility costs and \$3.0 for the rink operating grant is required for the new outdoor rink in the Rosewood and Stonebridge neighbourhoods.

An increase of \$4.7 to be allocated to the 47 Community Associations is included to help pay for insurance, program advertising and financial reviews. This is the second year of a two year phase in.

Other Significant Item(s):

An estimated inflationary increase of \$46.1 has been included in staff compensation based on collective agreements.

The Master Joint Use Agreement provides for discounted use of the Leisure Centres by the School Divisions; the associated admission and rental costs are captured within this Service Line. Changes in admission volumes and facility rental rates at leisure facilities have resulted in an additional \$6.1 being charged to this Service Line.

Summary of Capital Investments

There are no capital investments for Community Development.

Community Investments & Supports

Overview



Strategic Outcomes & Service Line Activities



Community Support

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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Cash Grants and Tax Abatements	Culture and Heritage	Major cultural organizations (\$2 per capita target), Wanuskewin Heritage Park Partnership; Provision of civic services, tax abatements and Heritage Facade Grant		
	Social	Cash grants to 47 social serving organizations (\$2 per capita target) and tax abatements to 22 agencies		
Grants	Sport	Grants to support youth sport subsidy (at a rate of 40% rental subsidy for eligible organizations) and for sport organizations to offer accessible sport programs.		
	Economic Development	Funding for economic incentives and SREDA		
	Tourism	Tourism Saskatoon and Saskatoon Sport Tourism Grants		
	General	Funding to support Meewasin Valley Authority; Saskatoon Prairieland Park; SPCA.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Operating Cost	11,055.4	10,222.6	11,745.1	12,405.9	660.8	5.6%	12,869.1	463.2	3.7%
Transfer to/from Reserves	(87.2)	985.1	28.2	(553.5)	(581.7)	(2,062.8%)	(567.1)	(13.6)	2.5%
Total Gross Expenditure	10,968.2	11,207.7	11,773.3	11,852.4	79.1	0.7%	12,302.0	449.6	3.8%
Tax Support	10,968.2	11,207.7	11,773.3	11,852.4	79.1	0.7%	12,302.0	449.6	3.8%

2018 Actual Results:

2018 resulted in a \$239.5 positive variance from budget. This was the result of a number of programs: Economic incentives were underspent by \$495.3 due to differences in timing assumptions and associated forecasts. This was partially offset by overspending in the Provision of Civic Services of \$151.5 due to the increasing popularity and volumes of festivals, outdoor and Community Association events and Leisure Centre Accessibility Subsidy program of \$141.1 due to increased use of the Leisure Access Program by low income individuals and family.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	11,773.3	11,852.4	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(124.2)	413.4	289.2
Growth	203.3	36.2	239.5
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	11,852.4	12,302.0	528.7

2020 Changes

Growth:

The Provision for Civic Services has been increased by \$75.0, the first year of a two year phase-in, to provide for civic services such as road closures, on-site garbage cans, street sweeping etc., during special events, and \$15.0 for Remembrance Day Service costs for the event held at SaskTel Centre.

The transfer to the Heritage Reserve Fund has increased by \$1.2, the first year of a phased-in increase to the Fund, due to increased requests to the heritage tax abatement program.

Saskatoon City Council has established a targeted funding level of \$2.00 per capita for the Cultural Participation Grant which provides funding to 17 flagship arts, culture and heritage organizations. In order to continue working towards achieving this funding level an increase of \$25.0 is required. Also included is an increase of \$35.0 for the Nutrien Wonderhub (formerly Children's Discovery Museum), the second phase of a two year phase-in of the City's commitment to the Wonderhub, related to a program services agreement for the new facility.

Wanuskewin Heritage Park, Downtown Youth Centre, Crisis intervention, and Detoxification Centre had initially been provided a combined increase of \$10.6, which was a 2% increase.

However, during budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved a further increase of \$69.4 in funding agreement for the Saskatoon Crisis Intervention Service, \$25.0 additional funding for the Culture Plan Implementation, and \$14.7 in additional funding for Wanuskewin.

Saskatoon City Council has established a funding level of \$2.00 per capita for the Social Grant which provides funding to social service groups registered under the Saskatchewan Non-Profit Corporations Act servicing Saskatoon residents, as approved by City Council. In order to maintain this funding level an increase of \$2.4 is required.

Saskatoon Tourism receives an annual grant which is based on changes in commercial assessment from year to year. Based on 2019 changes, the 2020 grant is increasing by \$5.0.

Other Significant Item(s):

The City provides many grants through the form of tax abatements. As a result of formula adjustments based on assessments, there is a decrease in the Cultural and Heritage Grant of \$7.1 and an increase to the Social Grant of \$57.0.

The Safe Community Action Alliance increase of \$5.0 is a transfer of existing funds allocated to this activity, previously included in the Corporate Support Service Line.

The Youth Sport Subsidy program offers subsidies on the rental cost of facilities required to deliver sports programs to youth who are 18 years of age and under. Due to increased participation levels and rental rates, the cost of delivering this program has increased by \$182.5 in 2020.

The City provides a variety of Economic Incentives including Downtown/Affordable Housing Incentives, the Mortgage Support Program and Vacant Lot Adaptive Reuse Incentive among other smaller programs. The cost of delivering these incentives is decreasing by \$528.4 largely as a result of previously approved incentive agreements that will be effective in 2020.

The City provides an annual grant to the Saskatchewan Regional Economic Development Authority (SREDA) which is set to increase by \$45.7 in 2020. This is the final year of a four year agreement to achieve base funding of \$885.4.

The City provides an annual grant to the Meewasin Valley Authority (Meewasin) which increases by CPI on a yearly basis. The CPI increase is \$25.6.

The Recreation & Parks Master Plan Facilities Game Plan has identified partnerships for capital contributions to the Nutrien Wonderhub (formerly Children's Discovery Museum) and Merlis Belsher Place (MBP). The total commitment to the Wonderhub is \$2.0 million, with \$500.0 paid in each of 2018 and 2019, and \$500.0 per year for the next two years. The total commitment to MBP is \$4.0 million, with \$500.0 paid in each of the years 2017, 2018 and 2019, and the remaining \$2.5 million to be paid over the next five years at \$500.0 per year. These amounts are incorporated into the Recreation and Parks Funding Plan.

2021 Changes

Growth:

The Provision for Civic Services has been increased by \$75.0, the second year of a two year phase-in, to provide for civic services such as road closures, on-site garbage cans, street sweeping etc., during special events.

The transfer to the Heritage Reserve Fund has increased by \$1.2, the second year of a phased-in increase to the Fund, due to increased requests to the heritage tax abatement program.

Saskatoon City Council has established a targeted funding level of \$2.00 per capita for the Cultural Participation Grant which provides funding to 17 flagship arts, culture and heritage organizations. In order to maintain this funding level, an increase of \$11.1 is required.

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Saskatoon City Council has established a funding level of \$2.00 per capita for the Social Grant which provides funding to social service groups registered under the Saskatchewan Non-Profit Corporations Act servicing Saskatoon residents, as approved by City Council. In order to maintain this funding level an increase of \$8.2 is required.

Wanuskewin Heritage Park, Downtown Youth Centre, Crisis intervention, and Detoxification Centre have been provided a combined increase of \$10.7, which is a 2% increase.

Saskatoon City Council has established a funding level of \$2.00 per capita for the Social Grant which provides funding to social service groups registered under the Saskatchewan Non-Profit Corporations Act servicing Saskatoon residents, as approved by City Council. In order to maintain this funding level an increase of \$8.2 is required in 2021.

Saskatoon Tourism receives an annual grant which is based on changes in commercial assessment from year to year. Based on anticipated changes, the 2021 grant is increasing by \$5.0.

Other Significant Item(s):

The City provides many grants through the form of Tax abatements. As a result of formula adjustments based on assessments, there are increase in the Cultural and Heritage Grant of \$5.0 and to the Social Grant of \$21.7.

The Youth Sport Subsidy program offers subsidies on the rental cost of facilities required to deliver sports programs to youth who are 18 years of age and under. Due to increased participation levels and rental rates, the cost of delivering this program has increased by \$75.0 in 2021.

The City provides a variety of Economic Incentives including Downtown/Affordable Housing Incentives, the Mortgage Support Program and Vacant Lot Adaptive Reuse Incentive among other smaller programs. The cost of delivering these incentives is increasing by \$196.1 largely as a result of previously approved incentive agreements that will be in effect in 2021.

The City provides an annual grant to the Meewasin Valley Authority (Meewasin) which increases by CPI on a yearly basis. The CPI increase is \$24.9.

The Recreation & Parks Master Plan Facilities Game Plan has identified partnerships for capital contributions to the Nutrien Wonderhub and Merlis Belsher Place (MBP). The total commitment to the Wonderhub is \$2.0 million, with \$500.0 paid each year until 2021. The total commitment to MBP is \$4.0 million, with \$500.0 paid each year until the year 2024. These amounts are incorporated into the Recreation and Parks Funding Plan.

Community Support

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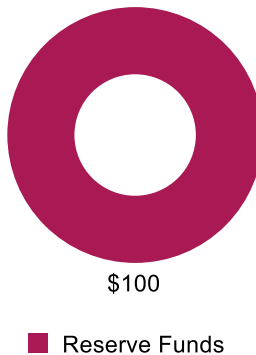
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Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2640: GRANT MANAGEMENT SYSTEM	100.0	-	-	-	-
Total	100.0	-	-	-	-

P2640 CY – Grant Management System capital project includes \$100.0 for the development of a cloud-based grants management system that supports all aspects of City grants administered by the Recreation and Community Development Division. This project is funded through the Community Services Capital Reserve.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects

\$10.0 will be required in 2022 for software licensing.

Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P2640: GRANT MANAGEMENT SYSTEM	-	-	10.0	-	-
Total	-	-	10.0	-	-

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Community Investments and Supports by Type of Grants (\$000s)

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Cultural and Heritage							
Tax Abatements	111.6	146.0	115.9	108.8	(7.1)	113.8	5.0
Provision of Civic Services	231.5	80.0	80.0	170.0	90.0	245.0	75.0
Site Services - Shakespeare on the Sask.	-	1.0	1.0	1.0	0.0	1.0	0.0
Wanuskewin Heritage Park	184.0	184.0	184.0	202.4	18.4	206.1	(11.0)
Transfer to Heritage Reserve Fund	47.6	47.6	47.6	48.8	1.2	50.0	1.2
Transfer to Façade Grant Reserve	10.0	10.0	10.0	10.0	0.0	10.0	0.0
Cultural Participation Grants	491.5	491.5	551.5	636.5	85.0	647.6	(13.9)
Cultural Grant Capital Reserve	120.0	120.0	120.0	120.0	0.0	120.0	0.0
	1,196.2	1,080.1	1,110.0	1,297.5	187.5	1,393.5	56.3
Social							
Tax Abatements	393.6	379.1	409.1	466.1	57.0	487.8	21.7
Leisure Centre Accessibility Subsidy	823.6	682.5	770.4	775.2	4.8	776.0	0.8
Downtown Youth Centre	120.0	120.0	120.0	122.4	2.4	124.8	2.4
Saskatoon Crisis Intervention Service	125.2	125.2	125.2	197.1	71.9	199.7	(66.8)
Green Gardening Fund	5.0	5.0	7.5	7.5	0.0	7.5	0.0
Cash Grants	532.1	532.1	542.0	544.4	2.4	552.6	8.2
Safe Community Action Alliance	-	-	25.0	30.0	5.0	30.0	0.0
Kinsmen Telemiracle	-	2.5	2.5	2.5	0.0	2.5	0.0
White Buffalo Youth Lodge	170.5	170.5	170.5	180.5	10.0	190.5	10.0
Detoxification Centre	100.0	100.0	100.0	102.0	2.0	104.0	2.0
Burial of the Impoverished	44.4	50.0	50.0	50.0	0.0	50.0	0.0
	2,314.4	2,166.9	2,322.2	2,477.7	155.5	2,525.4	(21.7)
Sport							
Youth Sport Subsidies	1,809.1	1,809.1	1,859.1	2,041.6	182.5	2,116.6	75.0
Sport Participation Grants	64.5	64.5	64.5	64.5	0.0	64.5	0.0
Community Grant Program	9.8	9.8	9.8	9.8	0.0	9.8	0.0
	1,883.4	1,883.4	1,933.4	2,115.9	182.5	2,190.9	75.0
Economic Development							
Economic Incentives	2,306.4	2,801.7	2,937.6	2,409.2	(528.4)	2,605.3	196.1
SREDA	794.0	794.0	839.7	885.4	45.7	885.4	0.0
	3,100.4	3,595.7	3,777.3	3,294.6	(482.7)	3,490.7	196.1
Tourism							
Saskatoon Tourism	532.9	532.9	536.6	541.6	5.0	546.6	5.0
Saskatoon Sport Tourism	5.0	5.0	5.0	7.5	2.5	7.5	0.0
	537.9	537.9	541.6	549.1	7.5	554.1	5.0
Recreation & Parks Facilities Game Plan							
Children's Discovery Museum	-	-	500.0	500.0	0.0	500.0	0.0
Merlis Belsher Place (U of S Rink)	500.0	-	500.0	500.0	0.0	500.0	0.0
Transfer from Rec & Parks Funding Plan	(500.0)	-	(1,000.0)	(1,000.0)	0.0	(1,000.0)	0.0
	-	-	-	-	0.0	-	0.0
General							
Community Initiative - Contingency	4.8	4.8	4.8	4.8	0.0	4.8	0.0
Transfer to Special Events Reserve	357.0	357.0	500.0	500.0	0.0	500.0	0.0
Meewasin Valley Authority	1,344.4	1,344.4	1,318.4	1,344.0	25.6	1,368.9	24.9
Saskatoon Prairieland Park	65.2	71.1	71.1	71.1	0.0	71.1	0.0
Cash Grants- Environmental	10.0	10.0	10.0	10.0	0.0	10.0	0.0
Winter City Grant Program	-	-	25.0	25.0	0.0	25.0	0.0
SPCA- Cruelty Investigations	154.5	156.4	159.5	162.7	3.2	167.6	4.9
	1,935.9	1,943.7	2,088.8	2,117.6	28.8	2,147.4	29.8
	10,968.2	11,207.7	11,773.3	11,852.4	79.1	12,302.0	340.5

Community Support



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RECREATION AND CULTURE

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The Recreation and Culture Business Line is a collection of various recreation, sports and culture related services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Recreation and Culture Business Line supports the following strategic priority areas:



Recreation and Culture

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Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Quality of Life	
The well-being of citizens is a shared responsibility and our community is safe.	Support community collaboration on healthy lifestyles and provision of low cost/no cost recreation programs and amenities.
	Support the Age-Friendly Saskatoon initiative through access for older adults to recreation and culture programs and services.
	Provide a wide variety of recreation and culture programs and services supporting healthy lifestyles and overall well-being.
Citizens are engaged in a welcoming place and enjoy a range of opportunities.	Support Truth and Reconciliation initiatives through sport, culture, recreation programs and services.
	Support the Immigration Action Plan in ensuring recreation and culture programs and services are meeting the needs of newcomers.
	Support community partnerships in the design and delivery of recreation and culture programs, services and facilities.
Recreation and cultural facilities are accessible, physically and financially, and meet community needs	Implement the Recreation and Parks Master Plan and the Facilities Game Plan.
	Renew and implement Outdoor Special Events Policy framework for supports to outdoor special events.
	Continue to refine and implement park and recreation facilities asset management plans.
	Support the Accessibility Action Plan ensuring programs, facilities and services are accessible for people with disabilities.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Participation at City Recreation Facilities	> 6,600 visits/1,000 population	6,959	6,667	7,613	7,388	Decline	On-Track

Recreation and Culture

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2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Albert Community Centre	(194.9)	(157.3)	(190.8)	(215.8)	(25.0)	13.1%	(215.8)	-	-
Community Partnerships	(15.6)	(16.8)	(18.1)	(18.1)	-	-	(18.1)	-	-
Forestry Farm Park & Zoo	(1,170.9)	(1,025.7)	(1,218.6)	(1,238.0)	(19.4)	1.6%	(1,280.6)	(42.6)	3.4%
Golf Courses	(3,262.7)	(4,045.6)	(4,025.6)	(3,910.4)	115.2	(2.9%)	(3,910.8)	(0.4)	0.0%
Gordon Howe Campground	(541.6)	(637.1)	(624.3)	(586.2)	38.1	(6.1%)	(586.2)	-	-
Indoor Rinks	(2,233.9)	(2,273.4)	(2,342.2)	(2,332.7)	9.5	(0.4%)	(2,337.7)	(5.0)	0.2%
Nutrien Playland	(412.7)	(586.4)	(540.1)	(542.3)	(2.2)	0.4%	(542.3)	-	-
Marr Residence	-	(0.5)	(0.5)	(0.5)	-	-	(0.5)	-	-
Outdoor Pools	(463.9)	(482.3)	(464.0)	(465.0)	(1.0)	0.2%	(467.1)	(2.1)	0.5%
Outdoor Sport Fields	(738.8)	(645.3)	(700.0)	(734.9)	(34.9)	5.0%	(736.1)	(1.2)	0.2%
Parks Maintenance & Design	(152.9)	(146.1)	(149.7)	(146.1)	3.6	(2.4%)	(146.1)	-	-
Playground & Recreation Areas	-	-	-	-	-	-	-	-	-
Program Research & Design	-	-	-	-	-	-	-	-	-
Leisure Centres - Program	(6,074.8)	(6,644.8)	(6,605.1)	(6,497.4)	107.7	(1.6%)	(6,524.8)	(27.4)	0.4%
Leisure Centres - Rentals	(6,487.5)	(6,537.3)	(6,915.4)	(7,032.7)	(117.3)	1.7%	(7,167.5)	(134.8)	1.9%
River Landing	(970.6)	(1,265.3)	(1,290.3)	(961.1)	329.2	(25.5%)	(946.1)	15.0	(1.6%)
Spectator Ballfields	-	-	-	-	-	-	-	-	-
Targeted Programming	(3.1)	(10.4)	(10.4)	(10.4)	-	-	(10.4)	-	-
Marketing Services	-	-	-	-	-	-	-	-	-
Total Revenues	(22,723.7)	(24,474.3)	(25,095.1)	(24,691.6)	403.5	(1.6%)	(24,890.1)	(198.5)	0.8%
Gross Expenses									
Albert Community Centre	193.4	238.9	264.2	267.8	3.6	1.4%	270.1	2.3	0.9%
Community Partnerships	463.7	438.2	705.1	748.1	43.0	6.1%	766.7	18.6	2.5%
Forestry Farm Park & Zoo	2,904.6	2,676.0	2,803.2	2,912.9	109.7	3.9%	2,963.4	50.5	1.7%
Golf Courses	3,262.7	4,045.6	4,025.6	3,910.4	(115.2)	(2.9%)	3,910.8	0.4	0.0%
Gordon Howe Campground	541.6	637.1	624.3	586.2	(38.1)	(6.1%)	586.2	-	-
Indoor Rinks	2,515.3	2,498.1	2,652.6	2,718.7	66.1	2.5%	2,774.4	55.7	2.0%
Nutrien Playland	412.7	586.4	540.1	542.3	2.2	0.4%	542.3	-	-
Marr Residence	31.1	22.7	22.7	22.7	-	-	22.8	0.1	0.4%
Outdoor Pools	1,282.5	1,373.3	1,407.4	1,439.4	32.0	2.3%	1,463.5	24.1	1.7%
Outdoor Sport Fields	1,137.9	1,159.8	1,250.9	1,476.0	225.1	18.0%	1,540.6	64.6	4.4%
Parks Maintenance & Design	14,314.2	14,182.3	15,344.0	16,225.8	881.8	5.7%	17,110.6	884.8	5.5%
Playground & Recreation Areas	893.6	857.4	927.1	1,031.2	104.1	11.2%	1,050.5	19.3	1.9%
Program Research & Design	231.0	238.9	241.3	245.1	3.8	1.6%	248.7	3.6	1.5%

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Leisure Centres - Program	11,278.3	11,203.5	11,670.4	12,201.3	530.9	4.5%	12,443.1	241.8	2.0%
Leisure Centres - Rentals	10,511.7	10,838.2	10,985.3	10,999.5	14.2	0.1%	11,155.8	156.3	1.4%
River Landing	970.6	1,265.3	1,290.3	961.1	(329.2)	(25.5%)	946.1	(15.0)	(1.6%)
Spectator Ballfields	158.0	163.4	170.2	170.9	0.7	0.4%	172.2	1.3	0.8%
Targeted Programming	573.2	597.7	609.9	619.6	9.7	1.6%	629.0	9.4	1.5%
Marketing Services	633.6	635.5	666.4	439.4	(227.0)	(34.1%)	453.4	14.0	3.2%
Total Gross Expenses	52,309.6	53,658.3	56,201.0	57,518.4	1,317.4	2.3%	59,050.2	1,531.8	2.7%
Tax Support	29,585.9	29,184.0	31,105.9	32,826.8	1,720.9	5.5%	34,160.1	1,333.3	4.1%

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	334.25	339.65	5.40	342.89	3.24

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	31,105.9	32,826.8	
Revenue Change (increase)/decrease	403.5	(198.5)	205.0
Inflation & Transfer	458.7	1,016.4	1,475.1
Growth	583.7	165.4	749.1
Continuous Improvement	-	-	-
Service Level Changes	275.0	350.0	625.0
Total Budget	32,826.8	34,160.1	3,054.2

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Albert Community Centre	75.0	75.0	75.0	75.0	75.0
Community Partnerships	1,800.0	500.0	580.0	200.0	60.0
Forestry Farm Park & Zoo	810.0	800.0	-	250.0	200.0
Golf Courses	200.0	225.0	225.0	250.0	250.0
Outdoor Pools	-	-	400.0	-	-
Outdoor Sport Fields	195.0	100.0	450.0	100.0	100.0
Parks Maintenance & Design	1,950.0	2,010.0	1,900.0	1,970.0	2,150.0
Leisure Centres - Program	-	-	1,000.0	-	-
Leisure Centres - Rentals	300.0	125.0	225.0	125.0	125.0
River Landing	-	100.0	-	-	-
Total	5,330.0	3,935.0	4,855.0	2,970.0	2,960.0

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Financing for Funded Capital Investments

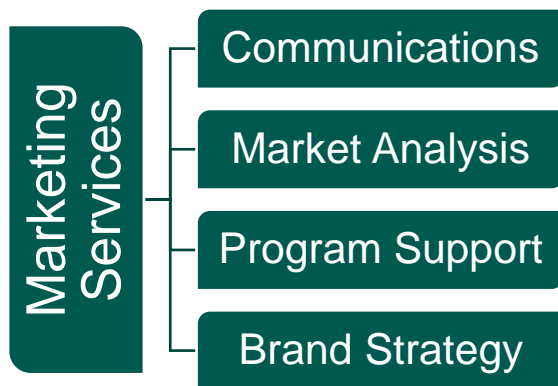
Funding Source	2020	2021	2022	2023	2024
Reserve for Capital Expenditures	100.0	-	-	-	-
Government of Canada	300.0	-	-	-	-
Other	770.0	716.0	1,519.0	-	-
Private and External Funding	525.0	-	-	-	-
Province of Saskatchewan	250.0	-	-	-	-
Reallocation	150.0	-	-	-	-
Reserves - Civic	3,235.0	3,219.0	3,336.0	2,950.0	2,710.0
Reserves Contribution from Developers	-	-	-	20.0	250.0
Total	5,330.0	3,935.0	4,855.0	2,970.0	2,960.0
Unfunded	-	-	4,485.0	5,305.0	14,090.0

Operating Budget Impacts of Capital Projects

	2020	2021	2022	2023	2024
Community Partnerships	-	-	10.0	-	-
Outdoor Sport Fields	-	-	0.5	23.6	-
Parks Maintenance & Design	-	-	1.0	-	-
Total	-	-	11.5	23.6	-

Marketing Services

Overview



Success of any City of Saskatoon program or service is dependent on public awareness. To achieve this, the Marketing & Communication Section provides marketing expertise and communications support to the Divisions within Community Services Department, including Recreation & Community Development, Parks, Planning & Development, Building Standards, and Community Standards, in addition to Saskatoon Land which falls under Asset and Financial Management Department.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	526.1	517.7	559.8	573.1	13.3	2.4%	590.3	17.2	3.0%
Operating Cost	265.9	276.2	275.9	38.4	(237.5)	(86.1%)	38.4	-	-
Cost Recovery	(158.4)	(158.4)	(169.3)	(172.1)	(2.8)	1.7%	(175.3)	(3.2)	1.9%
Total Gross Expenditure	633.6	635.5	666.4	439.4	(227.0)	(34.1%)	453.4	14.0	3.2%
Tax Support	633.6	635.5	666.4	439.4	(227.0)	(34.1%)	453.4	14.0	3.2%

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2018 Actual Results:

2018, Marketing Services had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	5.75	5.75	-	5.75	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	666.4	439.4	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(227.0)	14.0	(213.0)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	439.4	453.4	(213.0)

2020 Changes

Other Significant Item(s):

An estimated inflationary increase of \$19.6 has been included in staff compensation based on collective agreements.

\$245.5 in advertising budget was transferred to Leisure Centre programs/Rentals.

2021 Changes

Other Significant Item(s):

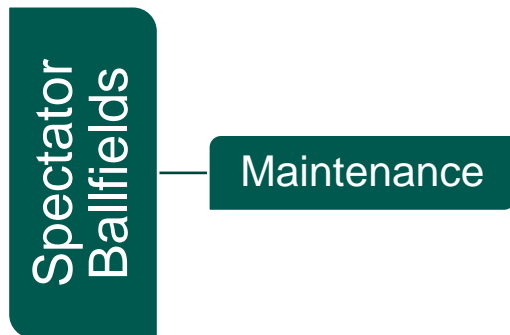
An estimated inflationary increase of \$11.5 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Marketing Services.

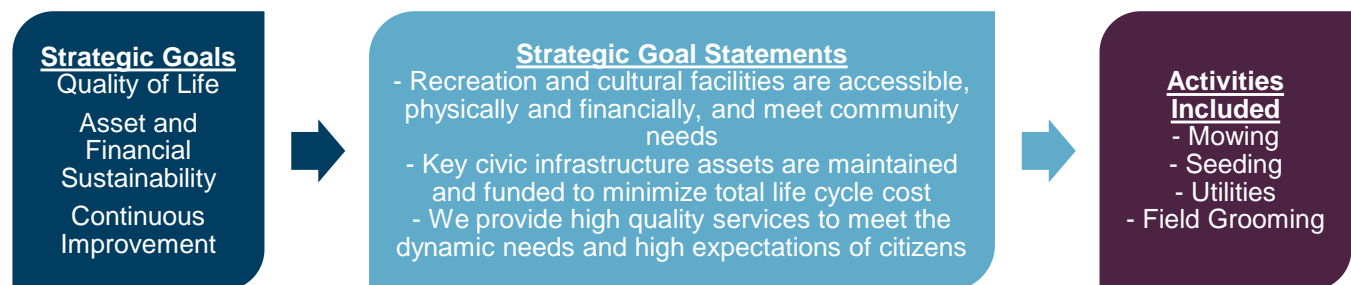
Spectator Ballfields

Overview



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

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
In Season Infield Grooming	Class 1 Fields	Checked and groomed daily		
	Class 2 Fields	Checked and groomed 3 times per week		
	Class 3 Fields	Checked and groomed 2 times per week		
Maintenance	Field Lining	Lines are painted twice per year, once in spring and again in late summer/early fall.		
	Topdressing/ Overseeding	All charged fields are topdressed and overseeded in fall		
	Aeration/ Fertilization	Irrigated charged sport fields are fertilized 2 times per season and aerified 2 times per season. Re-seeded every four years.		
	Mowing	Irrigated sport fields are mowed 18 times/season.		

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Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Operating Cost	158.0	163.4	170.2	170.9	0.7	0.4%	172.2	1.3	0.8%
Total Gross Expenditure	158.0	163.4	170.2	170.9	0.7	0.4%	172.2	1.3	0.8%
Tax Support	158.0	163.4	170.2	170.9	0.7	0.4%	172.2	1.3	0.8%

2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	170.2	170.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	0.7	1.3	2.0
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	170.9	172.2	2.0

2020 Changes

There are no significant 2020 operating changes in Spectator Ballfields.

2021 Changes

There are no significant 2021 operating changes in Spectator Ballfields.

Summary of Capital Investments

There are no capital investments in Spectator Ballfields.

Community Partnerships

Overview



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

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Special Events	Event Booking of Public Space	In person or by phone: Monday to Friday 8:00am to 5:00pm. On-line application forms, submission and support materials.		
	Event Monitoring	As required, both pre and post event in the field staff support. Post event evaluation.		

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Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(15.6)	(16.8)	(18.1)	(18.1)	-	-	(18.1)	-	-
Total Revenues	(15.6)	(16.8)	(18.1)	(18.1)	-	-	(18.1)	-	-
Gross Expenses									
Staff Compensation	418.3	391.2	460.9	478.9	18.0	3.9%	497.5	18.6	3.9%
Operating Cost	32.7	34.3	31.5	31.5	-	-	31.5	-	-
Cost Recovery	-	-	-	-	-	-	-	-	-
Capital Contribution	-	-	200.0	225.0	25.0	12.5%	225.0	-	-
Transfer to/from Reserves	12.7	12.7	12.7	12.7	-	-	12.7	-	-
Total Gross Expenditure	463.7	438.2	705.1	748.1	43.0	6.1%	766.7	18.6	2.5%
Tax Support	448.1	421.4	687.0	730.0	43.0	6.3%	748.6	18.6	2.5%

2018 Actual Results:

2018 resulted in a \$26.7 positive variance from budget due to staff vacancies.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	4.55	4.80	0.25	4.80	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	687.0	730.0	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	18.0	18.6	36.6
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	25.0	-	25.0
Total Budget	730.0	748.6	61.6

2020 Changes

Growth:

The Recreation Technician assigned to Special Events position has been increased by \$18.9 (0.25 FTE) to reflect the need for a full-time position; this position previously was 0.75 FTE. The workload has increased as the number and complexity of special events has expanded over the last number of years. Additional responsibilities include increased requirements for pre- and post-event meetings and the review and approval of noise bylaw extension requests. Between 2015 and 2018, the number of special events grew by 22% from 386 to 469.

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Service Level Change:

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved a capital contribution increase of \$25.0 for the Game Plan Phase-in Optimist Hill.

Other Significant Item(s):

An estimated inflationary decrease of \$0.9 has been included in staff compensation based on collective agreements.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$18.6 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2114: RIVERBANK PARKS UPGRADES	525.0	400.0	330.0	-	-
P2352: PERMANENT BOAT LAUNCH SITE	-	100.0	200.0	200.0	-
P2353: CHIEF WHITECAP PARK DEVELOPMENT	525.0	-	50.0	-	-
P2469: PERMANENT WASHROOMS - SPECIAL USE PARKS	750.0	-	-	-	-
P2528: DOG PARK DEVELOPMENT	-	-	-	-	60.0
Total	1,800.0	500.0	580.0	200.0	60.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2471: KINSMEN PARK & AREA - MASTER PLAN	-	-	-	2,885.0	-
P2474: HUDSON BAY AREA DISTRICT PARKS	-	-	1,500.0	-	750.0
P2600: CITY CENTRE AREA INDOOR RECREATION FACILITY	-	-	1,000.0	1,000.0	9,800.0
P2602: WINTER RECREATION PARK AT DIEFENBAKER PARK	-	-	70.0	70.0	-
Total	-	-	2,570.0	3,955.0	10,550.0

The 2020-2021 Community Partnerships Capital Investment includes projects identified in the Recreation and Parks Master Plan-Facilities Game Plan:

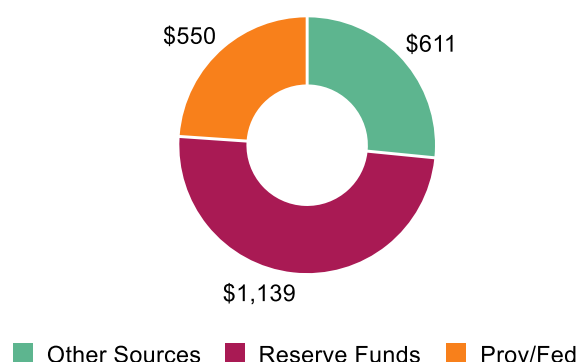
P2114 Victoria Park – Upgrades capital project includes \$450.0 in 2020 for the development of a parking lot and \$75.0 for a feasibility study, identification of potential site location and completion of functional design concepts, for a permanent outdoor festival site. In 2021, the budget includes \$400.0 for pathway linkages to improve pedestrian circulation within the park.

P2352 Permanent Boat Launch Site capital project is planned to be completed over three years, beginning in 2021, and involves the design and construction of the permanent boat launch facility.

P2353 Chief Whitecap Park Development capital project includes \$525.0 in 2020 for further development of the uplands, development of the Meewasin/Trans-Canada Trail pathway and south parking lot. Meewasin is seeking grant funding through the Trans Canada Trail Program to complete the primary trail in Chief Whitecap Park.

P2469 Permanent Washrooms – Special Use Parks capital project includes \$750.0 in 2020 the construction of a permanent year-round washroom facility at the Shakespeare on the Saskatchewan site.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects

\$10.0 will be required in 2022 for pathway maintenance and clearing.

Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P2353: CHIEF WHITECAP PARK DEVELOPMENT	-	-	10.0	-	-
Total	-	-	10.0	-	-

Forestry Farm Park & Zoo

Overview



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

Strategic Outcomes & Service Line Activities



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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Customer Service	Admissions	Open daily from April 1 to October 31.		
	Parking	Available daily during operating season for a fee.		
Recreation Facilities	Rentals	Lions Events Pavillion available daily for rental from May through September		
	Exhibits	Numerous and variety of animal exhibits.		
	Playground	Accessible playground facility		
	Support Services	Food and beverage, washrooms, stroller rentals, and other related services.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(1,170.9)	(1,025.7)	(1,218.6)	(1,238.0)	(19.4)	1.6%	(1,280.6)	(42.6)	3.4%
Total Revenues	(1,170.9)	(1,025.7)	(1,218.6)	(1,238.0)	(19.4)	1.6%	(1,280.6)	(42.6)	3.4%
Gross Expenses									
Staff Compensation	1,276.3	1,213.3	1,244.6	1,314.7	70.1	5.6%	1,344.0	29.3	2.2%
Operating Cost	1,463.6	1,249.3	1,341.9	1,382.6	40.7	3.0%	1,403.8	21.2	1.5%
Cost Recovery	(42.7)	-	-	-	-	-	-	-	-
Capital Contribution	162.0	162.0	162.0	162.0	-	-	162.0	-	-
Transfer to/from Reserves	45.3	51.4	54.7	53.6	(1.1)	(2.0%)	53.6	-	-
Total Gross Expenditure	2,904.6	2,676.0	2,803.2	2,912.9	109.7	3.9%	2,963.4	50.5	1.7%
Tax Support	1,733.7	1,650.3	1,584.6	1,674.9	90.3	5.7%	1,682.8	7.9	0.5%

2018 Actual Results:

2018 resulted in an \$83.4 unfavorable variance from budget due to higher staff compensation due to coverage requirements and higher special services due to disease outbreaks and response procedures.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	15.44	15.84	0.40	15.84	-

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	1,584.6	1,674.9	
Revenue Change (increase)/decrease	(19.4)	(42.6)	(62.0)
Inflation & Transfers	82.5	50.5	133.0
Growth	27.2	-	27.2
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	1,674.9	1,682.8	98.2

2020 Changes

Revenue Change:

Forestry Farm Park & Zoo revenue is anticipated to increase by \$19.4, primarily due to rate increases of \$42.8, partially offset by volume decreases due to shift from daily admissions to annual passes of \$26.4. Rentals are expected to increase by \$3.0.

Growth:

An increase of \$27.2 (0.4 FTE) has been added for a Zookeeper position. This is required to meet increasing animal welfare standards, including extensive training and enrichment program, and is required to meet Canada's Accredited Zoos and Aquariums (CAZA) standards.

Capital Contribution:

In accordance with funding formulas specified in the Reserve for Future Expenditure Policy, the transfer to various reserves related to the Forestry Farm Park & Zoo have decreased by \$1.1. The formulas specify the percentage of applicable revenue that is transferred to the reserves.

Other Significant Item(s):

An estimated inflationary increase of \$42.9 has been included in staff compensation based on collective agreements.

2021 Changes

Revenue Change:

Forestry Farm Park & Zoo revenue is anticipated to increase by \$42.6, primarily due to rate increases.

Other Significant Item(s):

An estimated inflationary increase of \$29.3 has been included in staff compensation based on collective agreements.

Recreation and Culture

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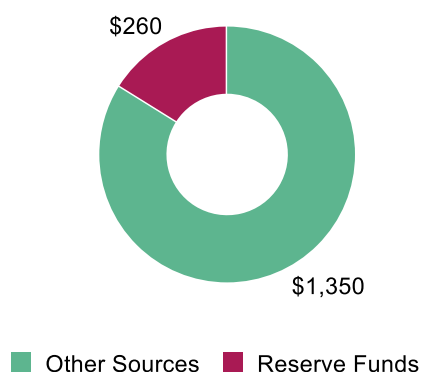
Approved 2020/2021

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2048: FFP & ZOO MASTER PLAN IMPLEMENTATION	810.0	800.0	-	250.0	200.0
Total	810.0	800.0	-	250.0	200.0

P2048 FFP& Zoo Master Plan Implementation capital project includes \$810.0 identified in 2020 for the replacement of Buckeyes Café which has reached the end of its useful life, and the replacement of the public walkways throughout the park and picnic sites, necessary to ensure public safety, accessibility and improved guest experience. In 2021, \$800.0 is identified for the upgrading of the wolves and cougar habitats, completion of Phase II of the parking lot involving the development of overflow parking, and improvements to pathways throughout the zoo grounds.

2020-2021 Capital Budget by Funding Source



Golf Courses

Overview



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

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

Strategic Outcomes & Service Line Activities



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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Maintenance	Fertilizer and chemical	Applied as needed based on evaluation of turfgrass conditions.		
	Aeration	2-3 times per season.		
	Mowing and Turfgrass care	Daily throughout season to maintain playing conditions.		
	Over seeding	As required to maintain playing conditions.		
	Irrigation	Daily throughout operating season to maintain playing conditions.		
	Tree Maintenance	Annually and pruning as required for tree health and safety.		
Customer Service	Golf support services and food and beverage	Provided daily throughout operating season.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(3,262.7)	(4,045.6)	(4,025.6)	(3,910.4)	115.2	(2.9%)	(3,910.8)	(0.4)	-
Total Revenues	(3,262.7)	(4,045.6)	(4,025.6)	(3,910.4)	115.2	(2.9%)	(3,910.8)	(0.4)	-
Gross Expenses									
Staff Compensation	1,443.3	1,617.3	1,663.0	1,678.5	15.5	0.9%	1,721.6	43.1	2.6%
Operating Cost	1,658.8	1,855.6	1,904.0	1,893.1	(10.9)	(0.6%)	1,978.8	85.7	4.5%
Capital Contribution	160.6	572.7	358.6	288.8	(69.8)	(19.5%)	160.4	(128.4)	(44.5%)
Transfer to/from Stabilization	-	-	100.0	50.0	(50.0)	(50.0%)	50.0	-	-
Total Gross Expenditure	3,262.7	4,045.6	4,025.6	3,910.4	(115.2)	(2.9%)	3,910.8	0.4	-
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, Golf Courses had no variance from total budget as this program is fully cost recovered. In 2018, there was a \$412.1 reduction in the contribution to capital reserves, required to offset lower revenues due to a weather-related late opening and cold, wet weather in the fall.

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Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	24.80	24.80	-	24.80	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	115.2	(0.4)	114.8
Inflation & Transfers	(115.2)	0.4	(114.8)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

Golf course revenue is anticipated to decrease by \$115.2 in 2020. Green fee volumes have decreased by \$90.7 and related locker, cart and trackage usage has decreased by \$44.9. A planned rate increase for liquor will increase revenue by \$33.3, partially offset by a decrease in volumes of \$21.7. Other smaller adjustments include a \$20.0 increase in driving range revenue and an \$11.2 decrease in concessions and other lease revenue.

Capital Contributions:

Due to the full cost recovery nature of this program, the contribution to the Golf Course Capital Reserve has decreased by \$67.9 in order to offset revenue and expenditure changes along with the contribution to the stabilization reserve, bringing the total contribution to \$186.7.

The contribution to the Holiday Park Golf Course Redevelopment Reserve has decreased by \$1.9 due to a decrease in the budgeted number of rounds played, bringing the total contribution to \$102.1.

The contribution to the Golf Course Stabilization Reserve has decreased by \$50.0, bringing the total contribution to \$50.0, to continue replenishing the reserve.

Other Significant Item(s):

An estimated inflationary increase of \$15.5 has been included in staff compensation based on collective agreements.

Restructuring of the pro manager contracts will result in savings of \$61.3. Water and electrical rate and usage adjustments require an increase of \$47.8.

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2021 Changes

Capital Contributions:

Due to the full cost recovery nature of this program, the contribution to the Golf Course Capital Reserve has decreased by \$128.4 in order to offset revenue and expenditure changes along with the contribution to the stabilization reserve, bringing the total contribution to \$58.3.

The contribution to the Holiday Park Golf Course Redevelopment Reserve has remained unchanged as the budgeted number of rounds played has not changed, with a total contribution of \$102.1.

The contribution to the Golf Course Stabilization Reserve has remained unchanged at \$50.0, to continue replenishing the reserve.

Other Significant Item(s):

An estimated inflationary increase of \$43.1 has been included in staff compensation based on collective agreements.

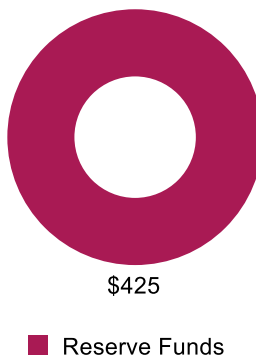
Other items include inflationary increases in the pro manager contracts of \$24.3 and a new power cart lease will increase costs by \$40.0. Water and electrical rate increases require \$23.7.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2101: GOLF COURSE IMPROVEMENTS & EQUIP REPL.	200.0	225.0	225.0	250.0	250.0
Total	200.0	225.0	225.0	250.0	250.0

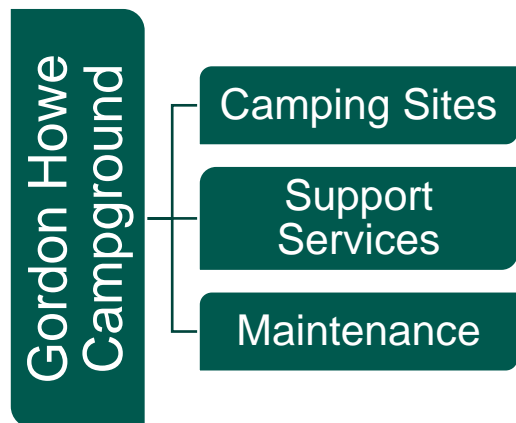
P2101 CY – Golf Course Improvements and Equipment Replacement capital project includes the planned replacement of major golf course equipment; this allows the civic golf courses to be maintained at the standard of play expected by our patrons. This project is funded by the Golf Course Capital Reserve.

2020-2021 Capital Budget by Funding Source



Gordon Howe Campground

Overview



Saskatoon attracts many visitors looking for a motor-home, camp-trailer, and tenting experience in an urban setting. The Gordon Howe Campground provides sites with electrical services, basic tenting sites, and support services such as barbeque, laundry, washroom and shower facilities, picnic tables, and a confectionery. This very popular campsite is located near shopping centres, golf courses, the Riversdale outdoor swimming pool, the Gordie Howe Sports Complex and various parks. The Gordon Howe Campground is operated on a full cost recovery basis, meaning the operation has no impact on the mill rate.

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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Customer Service	Accessibility	On-line reservation and payment functionality		
	On-site services	On-site manager 24 hours a day from opening day, April 16, to mid October.		
		On-site office and support staff open daily during season.		
		Washrooms, laundry and free showers. BBQ and picnic tables on site.		
		Playground area and dog run on-site.		
Facility Maintenance	Green maintenance	Tree pruning as required for patron/property safety and maintenance		
	Sewer	On-site DIY sewer dump and trailer (RV) sewer pumping service available for a fee, by request.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(541.6)	(637.1)	(624.3)	(586.2)	38.1	(6.1%)	(586.2)	-	-
Total Revenues	(541.6)	(637.1)	(624.3)	(586.2)	38.1	(6.1%)	(586.2)	-	-
Gross Expenses									
Staff Compensation	195.2	182.3	187.3	189.2	1.9	1.0%	194.7	5.5	2.9%
Operating Cost	252.1	279.9	287.6	330.3	42.7	14.8%	341.9	11.6	3.5%
Debt Charges	98.2	98.2	98.2	-	(98.2)	(100.0%)	-	-	-
Transfer to/from Stabilization	(3.9)	76.7	51.2	66.7	15.5	30.3%	49.6	(17.1)	(25.6%)
Total Gross Expenditure	541.6	637.1	624.3	586.2	(38.1)	(6.1%)	586.2	-	-
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, there was a \$3.9 draw from the reserve, whereas the budget projected a \$76.7 contribution to the reserve. This draw was necessary to offset lower revenues due to poor spring weather.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	2.70	2.70	-	2.70	-

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	38.1	-	38.1
Inflation & Transfers	(38.1)	-	(38.1)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

Gordon Howe Campground revenue is projected to decrease by \$38.1 in 2020. This is primarily due to a reduction in monthly and overflow site bookings, which are slightly offset by increased daily bookings, based on historical trends.

Other Significant Item(s):

An estimated inflationary increase of \$1.9 has been included in staff compensation based on collective agreements.

The productivity improvement loan taken out to upgrade the electrical connections to campsites has been fully repaid, resulting in a \$98.2 reduction in debt charges.

Due to the full cost recovery nature of this program, the contribution to the Campsite Reserve has increased by \$15.5, in order to offset revenue and expenditure changes, bringing the total contribution to the reserve to \$66.7.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$5.5 has been included in staff compensation based on collective agreements.

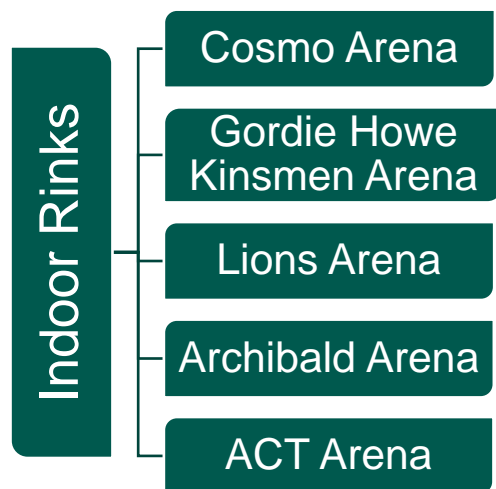
Due to the full cost recovery nature of this program, the contribution to the Campsite Reserve has decreased by \$17.1, in order to offset revenue and expenditure changes, bringing the total contribution to the reserve to \$49.6.

Summary of Capital Investments

There are no capital investments for Gordon Howe Campground.

Indoor Rinks

Overview



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

Strategic Outcomes & Service Line Activities



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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Accessibility	Change Rooms	Multiple rooms, washrooms and shower facilities.		
Customer Service	Support Services	Food and beverage services, either vending or concession.		
	Allocations	In person or by phone: Monday to Friday 8:00am to 5:00pm.		
Facility Maintenance	Ice Maintenance	Weekly ice maintenance including edging, ice planing and building up trouble spots		
		Ice flooded multiple times daily during operating season determined by usage.		
	Cleaning	Multiple times daily based on usage.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(2,233.9)	(2,273.4)	(2,342.2)	(2,332.7)	9.5	(0.4%)	(2,337.7)	(5.0)	0.2%
Total Revenues	(2,233.9)	(2,273.4)	(2,342.2)	(2,332.7)	9.5	(0.4%)	(2,337.7)	(5.0)	0.2%
Gross Expenses									
Staff Compensation	971.7	982.3	1,010.1	1,019.5	9.4	0.9%	1,041.3	21.8	2.1%
Operating Cost	1,481.1	1,453.3	1,580.0	1,636.7	56.7	3.6%	1,670.6	33.9	2.1%
Capital Contribution	62.5	62.5	62.5	62.5	-	-	62.5	-	-
Total Gross Expenditure	2,515.3	2,498.1	2,652.6	2,718.7	66.1	2.5%	2,774.4	55.7	2.0%
Tax Support	281.4	224.7	310.4	386.0	75.6	24.4%	436.7	50.7	13.1%

2018 Actual Results:

2018 resulted in a \$56.7 unfavorable variance from budget. A new plant installation at Lions Arena delayed the opening, resulting in lower revenues.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	14.20	14.20	-	14.20	-

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	310.4	386.0	
Revenue Change (increase)/decrease	9.5	(5.0)	4.5
Inflation & Transfers	66.1	55.7	121.8
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	386.0	436.7	126.3

2020 Changes

Revenue Change:

Indoor Rinks revenue is anticipated to decrease by \$9.5 in 2019. Decreases in the admissions, external hourly rentals and board advertising of \$20.8 are partially offset by increases in leases of \$11.3.

Other Significant Item(s):

An estimated inflationary increase of \$9.4 has been included in staff compensation based on collective agreements.

Increases in utility rates regarding water, wastewater and electricity account for \$22.0 in additional operating costs and a \$20.0 budget adjustment for additional electrical budget is required for the summer ice program and hall rentals at ACT Arena.

2021 Changes

Revenue Change:

Indoor Rinks revenue is anticipated to increase by \$5.0 in 2021 due to lease rate increases.

Other Significant Item(s):

An estimated inflationary increase of \$21.8 has been included in staff compensation based on collective agreements.

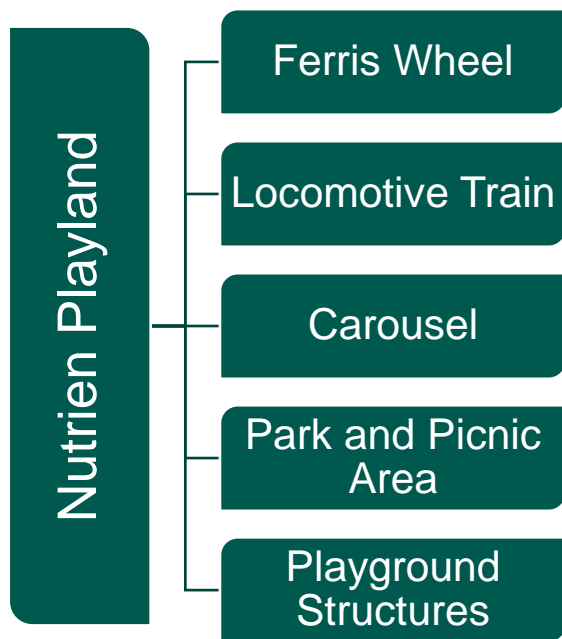
Increases in utility rates regarding water, wastewater and electricity account for \$24.4 in additional operating costs.

Summary of Capital Investments

There are no capital investments for Indoor Rinks.

Nutrien Playland

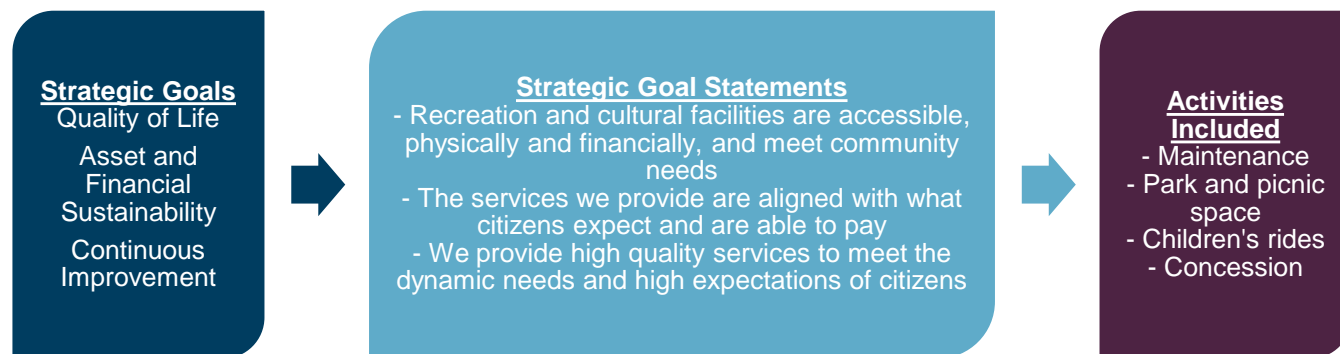
Overview



The Nutrien Playland at Kinsmen Park is a vibrant, one of a kind, recreation and tourist attraction that serves visitors of all ages and abilities, while continuing to support the local community and the growing downtown population. The Playland is comprised of three ride components including a miniature locomotive train with a train loop and train platform as well as an animal carousel and a Ferris wheel. The rides are supported by an entranceway and plaza as well as water features, sand play, and natural elements.

This program is not subsidized by the mill rate with all expenditures funded through the generation of revenues. Revenues in excess of expenditures are held in the Stabilization Reserve.

Strategic Outcomes & Service Line Activities



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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Recreational Facility	Rides: train ride, carousel, ferris wheel.	Rides open daily from Mother's Day (Mid-May) to September long weekend. Hours of operation: Opening day to June 30; 10am to 8pm (Sat, Sun and holidays); 2:30pm to 8pm (M-F) After June 30 hours 2:30pm to 8pm.		
	Support Facilities	Washrooms and concession services.		
	Play Areas	Free play area including: Water play area, sand play, climbing play including log climber, zip line all in natural play space.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(412.7)	(586.4)	(540.1)	(542.3)	(2.2)	0.4%	(542.3)	-	-
Total Revenues	(412.7)	(586.4)	(540.1)	(542.3)	(2.2)	0.4%	(542.3)	-	-
Gross Expenses									
Staff Compensation	195.1	274.4	254.4	250.7	(3.7)	(1.5%)	255.7	5.0	2.0%
Operating Cost	221.0	173.5	172.7	171.3	(1.4)	(0.8%)	172.7	1.4	0.8%
Cost Recovery	(31.9)	-	-	-	-	-	-	-	-
Capital Contribution	110.0	110.0	110.0	110.0	-	-	110.0	-	-
Transfer to/from Stabilization	(81.5)	28.5	3.0	10.3	7.3	243.3%	3.9	(6.4)	(62.1%)
Total Gross Expenditure	412.7	586.4	540.1	542.3	2.2	0.4%	542.3	-	-
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, Nutrien Playland had no variance from budget as this program is fully cost recovered. In 2018, there was an \$81.5 draw on the stabilization reserve, required to offset lower than budgeted revenues, partially due to the train being out of service for several weeks in August for repair and poor air quality due to smoke near the end of summer.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	3.83	3.83	-	3.83	-

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	(2.2)	-	(2.2)
Inflation & Transfers	2.2	-	2.2
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

Revenues are anticipated to increase by \$2.2. A proposed rate increase to admissions will result in increased revenues of \$56.9, along with a rate increase of \$1.0 for the concession lease, which are partially offset by a volume decrease of \$55.7 to reflect trends in the number of rides.

Capital Contribution:

The contribution to the capital reserve has decreased by \$3.0 to \$107.00. The reserve will be used to finance the cost of future major repairs and replacement of equipment at Nutrien Playland.

The transfer to the Nutrien Playland stabilization reserve is based on the anticipated surplus this program delivers. Based on adjustments to 2020 revenues and expenditures, the transfer to the stabilization reserve is anticipated to increase by \$7.3, bringing the annual contribution to \$10.3.

2021 Changes

Capital Contribution:

The contribution to the capital reserve remains at \$107.0. The reserve will be used to finance the cost of future major repairs and replacement of equipment at Nutrien Playland.

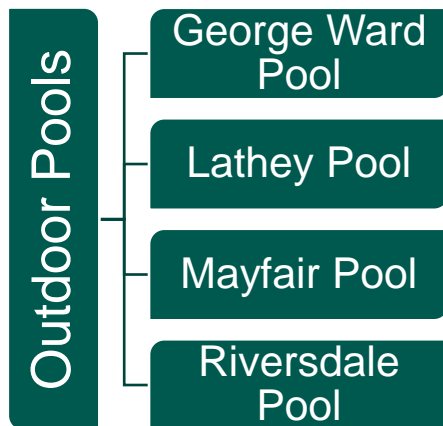
The transfer to the Nutrien Playland stabilization reserve is based on the anticipated surplus this program delivers. Based on adjustments to 2021 expenditures, the transfer to the stabilization reserve is anticipated to decrease by \$6.4, bringing the annual contribution to \$3.9.

Summary of Capital Investments

There are no capital investments for Nutrien Playland.

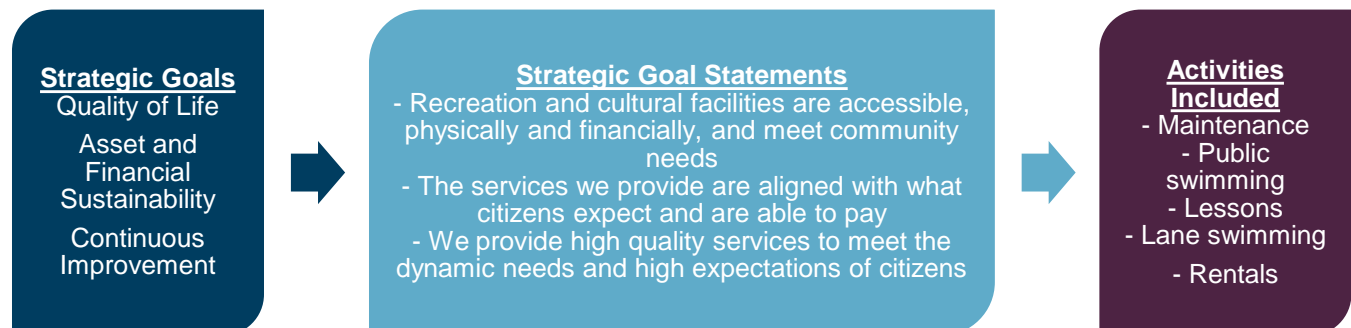
Outdoor Pools

Overview



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

Strategic Outcomes & Service Line Activities



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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
George Ward, Lathey, Mayfair and Riversdale Outdoor Pools	Unstructured Programs	Variety of drop in programs are offered at each facility from 12:00pm to 8:00pm and include: public swim, family swim, lane swim, parent and tot swim, and aquafitness.		
	Structured Programs	Swimming lessons are offered at each of the outdoor pools and are scheduled from approximately 9:00am to 1:00pm.		
		Evening classes are also available from 6:00 to 8:00pm at George Ward Pool.		
		The opening and closing dates for the outdoor pools are staggered and are open daily from approximately mid June to the end of August.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(463.9)	(482.3)	(464.0)	(465.0)	(1.0)	0.2%	(467.1)	(2.1)	0.5%
Total Revenues	(463.9)	(482.3)	(464.0)	(465.0)	(1.0)	0.2%	(467.1)	(2.1)	0.5%
Gross Expenses									
Staff Compensation	497.5	510.1	526.0	550.4	24.4	4.6%	562.3	11.9	2.2%
Operating Cost	821.8	863.2	881.4	889.0	7.6	0.9%	901.2	12.2	1.4%
Cost Recovery	(36.8)	-	-	-	-	-	-	-	-
Total Gross Expenditure	1,282.5	1,373.3	1,407.4	1,439.4	32.0	2.3%	1,463.5	24.1	1.7%
Tax Support	818.6	891.0	943.4	974.4	31.0	3.3%	996.4	22.0	2.3%

2018 Actual Results:

2018 resulted in a \$72.4 positive variance from budget as a result of lower salaries due to improved scheduling and an increase in salaries charged out to rental groups.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	8.52	8.69	0.17	8.69	-

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	943.4	974.4	
Revenue Change (increase)/decrease	(1.0)	(2.1)	(3.1)
Inflation & Transfers	32.0	24.1	56.1
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	974.4	996.4	53.0

2020 Changes

Growth:

An increase of \$12.6 (0.17 FTE) has been added for a Recreation Technician position. The workload has increased as the number and complexity of special events has expanded over the last number of years. The increased staffing will also allow for better planning, follow-up, documentation and annual evaluations of the process to identify potential efficiencies and improvements.

Other Significant Item(s):

An estimated inflationary increase of \$11.8 has been included in staff compensation based on collective agreements.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$11.9 has been included in staff compensation based on collective agreements.

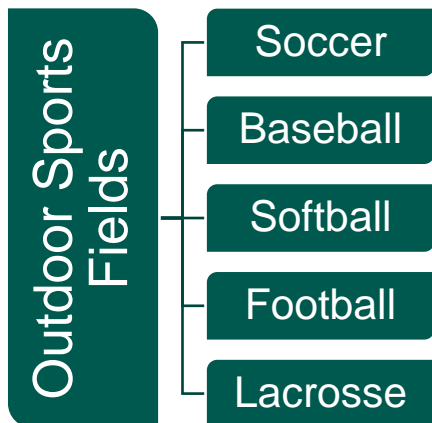
Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2607: ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	-	-	400.0	-	-
Total	-	-	400.0	-	-

There are no 2020-2021 Capital Investments for Outdoor Pools.

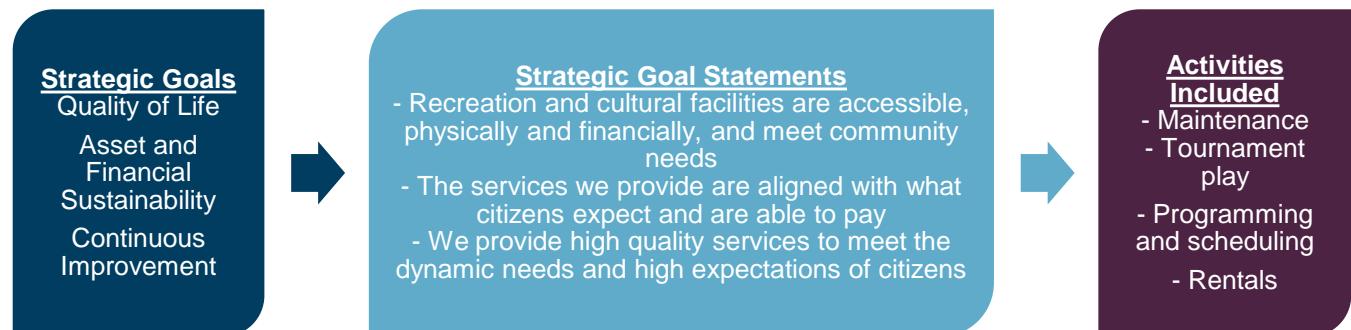
Outdoor Sports Fields

Overview



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

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Customer Service	Allocations	Daily Monday to Friday 8:00am to 5:00pm		
	Engagement	Twice a year meetings with key user groups and stakeholders.		

Recreation and Culture

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Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(738.8)	(645.3)	(700.0)	(734.9)	(34.9)	5.0%	(736.1)	(1.2)	0.2%
Total Revenues	(738.8)	(645.3)	(700.0)	(734.9)	(34.9)	5.0%	(736.1)	(1.2)	0.2%
Gross Expenses									
Staff Compensation	129.2	144.2	100.8	102.9	2.1	2.1%	105.3	2.4	2.3%
Operating Cost	795.8	802.7	866.5	990.3	123.8	14.3%	1,053.3	63.0	6.4%
Cost Recovery	-	-	(17.3)	(18.1)	(0.8)	4.6%	(18.9)	(0.8)	4.4%
Capital Contribution	212.9	212.9	300.9	400.9	100.0	33.2%	400.9	-	-
Total Gross Expenditure	1,137.9	1,159.8	1,250.9	1,476.0	225.1	18.0%	1,540.6	64.6	4.4%
Tax Support	399.1	514.5	550.9	741.1	190.2	34.5%	804.5	63.4	8.6%

2018 Actual Results:

2018 resulted in a \$115.4 positive variance from budget as a result of increased school bookings and higher tournament revenue due to minimal rainouts.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	1.35	1.35	-	1.35	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	550.9	741.1	
Revenue Change (increase)/decrease	(34.9)	(1.2)	(36.1)
Inflation & Transfers	104.6	4.6	109.2
Growth	120.5	60.0	180.5
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	741.1	804.5	253.6

2020 Changes

Revenue Change:

Sport Fields revenues are anticipated to increase by \$34.9, due to increased hourly rentals of \$10.7, increased school bookings of \$23.0 and inflationary increases to leases of \$1.2.

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Growth:

The Friends of the Bowl Foundation is a partnership between the City of Saskatoon and a group of dedicated volunteers formed in 2011 in order to address the need for improvements to facilities at the Gordie Howe Sports Complex. With contributions from the City and significant funds raised by the Foundation, extensive upgrades at the Gordie Howe Complex have been completed. The new facilities now require an additional \$120.5 in ongoing operating funding for contribution to the civic building comprehensive maintenance reserve in order to preserve the assets, maintenance for buildings and trees, and electrical budget increases.

Capital Contribution:

The contribution to the Park Enhancement Reserve has increased by \$100.0 in order to adequately fund the sport fields development and improvements. This funding was previously allocated to the Community Services Capital Reserve and is being redirected to the Park Enhancement Reserve.

Other Significant Item(s):

An estimated inflationary increase of \$2.4 has been included in staff compensation based on collective agreements.

2021 Changes

Revenue Change:

Sport Fields revenues are anticipated to increase by \$1.2 due to inflationary increases to leases.

Growth:

The upgraded parking facilities at Gordie Howe Sports Complex require an additional \$60.0 in ongoing operating funding for contribution to the civic building comprehensive maintenance reserve in order to preserve the assets and for annual maintenance.

Other Significant Item(s):

An estimated inflationary increase of \$2.1 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2102: SPORTFIELD DEVELOPMENT & IMPROVEMENTS	195.0	100.0	85.0	100.0	100.0
P1578: SILVERWOOD INDUSTRIAL AREA PARKS	-	-	365.0	-	-
Total	195.0	100.0	450.0	100.0	100.0

Recreation and Culture

City of Saskatoon

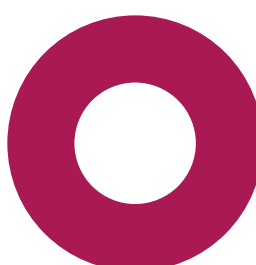
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Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1578: SILVERWOOD INDUSTRIAL AREA PARKS	-	-	1,515.0	-	3,540.0
Total	-	-	1,515.0	-	3,540.0

P2102 Sport field Development & Improvements capital project includes \$195.0 in 2020 for improvements to Bishop James Mahoney Park and fencing installations at Atlantic, William A Reid and Peter Zakreski Parks. In 2021, \$100.0 is allocated to the first year of a three year project to convert existing fields with torpedo sand to shale.

2020-2021 Capital Budget by Funding Source



\$295

■ Reserve Funds

Operating Impacts of 2020/2021 Capital Projects

\$0.5 will be required in 2022 for the maintenance of new fences.

Operating Impact of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P2102: SPORTFIELD DEVELOPMENT & IMPROVEMENTS	-	-	0.5	-	-
P1578: SILVERWOOD INDUSTRIAL AREA PARKS	-	-	-	23.6	-
Total	-	-	0.5	23.6	-

Parks Maintenance & Design

Overview



Strategic Outcomes & Service Line Activities



Recreation and Culture

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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Mowing	Mowing Season	mid-May until mid-September		
	Irrigated Parks	up to 18 times/season		
	Non-Irrigated Parks	9 times/season		
	Berm Areas	3 times/season		
	Roadway Ditches, center medians and other right-of-ways	4-5 times/season		
	Circle Drive	Fully mowed twice/season		
	Highway Connectors	Once per season		
	Areas not mowed	front boulevards, alleys, back lanes and slopes that exceed a 3:1 gradient.		
Circle Drive	Litter Contract	Litter pick begins mid-April and typically takes 3-4 weeks to complete.		
Irrigation	Park Systems	Application of 25 MM/week inclusive of precipitation from June 1 to Aug 31		
	Community Gardens	Water activation between May 15th and June 1st.		
Shrub Beds	Tier 1 Shrub Beds	Serviced up to 8 times a season including park entrances, streetscapes, sign beds, facilities and riverbank areas		
	Tier 2 Shrub Beds	Serviced 4 times a season and includes park frontages, irrigated parks, boulevards and center medians		
	Tier 3 Shrub Beds	Serviced 1-2 times a season and includes bluffs, flankages, berms, right-o-ways and wetlands		
Litter and Waste Management	Receptacles	Waste collected a minimum of once a week beginning of May to mid October. Waste collected a minimum of once every three weeks mid October to end of April		
	Turf and Shrub Areas	Litter is picked up in conjunction with mowing and line trimming operations		
Snow Clearing	Snow Clearing	Cleared within 48 hours of snowfall ending		
Parks Design	Park Design	Design, review and consult park and open space projects, as well as all internal and external capital projects that impact park and open space.		

Recreation and Culture

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Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Province of Saskatchewan	(146.1)	(146.1)	(146.1)	(146.1)	-	-	(146.1)	-	-
Revenue	(6.8)	-	(3.6)	-	3.6	(100.0%)	-	-	-
Total Revenues	(152.9)	(146.1)	(149.7)	(146.1)	3.6	(2.4%)	(146.1)	-	-
Gross Expenses									
Staff Compensation	7,749.7	7,716.2	8,330.9	8,749.7	418.8	5.0%	9,145.6	395.9	4.5%
Operating Cost	6,618.5	6,569.0	6,929.2	7,101.6	172.4	2.5%	7,257.2	155.6	2.2%
Debt Charges	34.0	34.0	-	-	-	-	-	-	-
Cost Recovery	(1,347.0)	(1,395.9)	(1,476.2)	(1,499.1)	(22.9)	1.6%	(1,515.8)	(16.7)	1.1%
Capital Contribution	1,267.2	1,267.2	1,568.3	1,881.8	313.5	20.0%	2,231.8	350.0	18.6%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	-	-	(8.2)	-	-
Total Gross Expenditure	14,314.2	14,182.3	15,344.0	16,225.8	881.8	5.7%	17,110.6	884.8	5.5%
Tax Support	14,161.3	14,036.2	15,194.3	16,079.7	885.4	5.8%	16,964.5	884.8	5.5%

2018 Actual Results:

2018 resulted in a \$125.0 unfavorable variance from budget. This was mostly a result of additional irrigation water required due to lower than normal rainfall.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	127.75	130.75	3.00	133.99	3.24

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	15,194.3	16,079.7	
Revenue Change (increase)/decrease	3.6	-	3.6
Inflation & Transfers	263.5	429.4	692.9
Growth	368.3	105.4	473.7
Continuous Improvement	-	-	-
Service Level Changes	250.0	350.0	600.0
Total Budget	16,079.7	16,964.5	1,770.2

2020 Changes

Growth:

As the City expands and more parks and open green space areas are added, additional funding is required to maintain service levels. In 2020, 28.5 hectares of new green space will be added and the budget has been increased by \$368.3 which includes 3.0 FTEs (\$215.5) for maintenance staff, water costs, materials and equipment.

Capital Contributions:

The Conservatory will not be operational for 2020 and 2021 while its future use is being determined. Operating budget in the amount of \$66.1 related to the conservatory has been temporarily reallocated to the equipment replacement reserve. This reserve requires additional funds in order to replace large equipment required to efficiently maintain parks.

\$3.0 in Parks Infrastructure Reserve funding has been redirected to contribute to the corporate Asset Management position.

Service Level Change:

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved \$250.0 transfer to P0901 to fund the Game Plan Phase-in (Optimist Hill).

Other Significant Item(s):

An estimated inflationary increase of \$203.3 has been included in staff compensation based on collective agreements.

As a result of increased utility rates, specifically water used for the irrigation of park spaces, operating costs have increased by \$92.6.

2021 Changes

Growth:

As the City expands and more parks and open green space areas are added, additional funding is required to maintain service levels. In 2021, 5.74 hectares of new green space, along with pathways, roadways, berms and entrance signs, will be added and the budget has been increased by \$105.4 which includes 1.49 FTEs (\$84.9) for maintenance staff, water costs and materials.

Service Level Change:

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved \$350.0 transfer to P0901 to fund the Game Plan Phase-in (Optimist Hill).

Other Significant Item(s):

An increase of 1.75 FTEs for additional permanent seasonal labourer positions was accomplished through the reallocation of existing budget that was previously used for contract work. It has been determined that using permanent seasonal staff is more effective in achieving expected service levels.

An estimated inflationary increase of \$311.0 has been included in staff compensation based on collective agreements.

As a result of increased utility rates, specifically water used for the irrigation of park spaces, operating costs have increased by \$99.8.

Recreation and Culture

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Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0901: PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,900.0	1,960.0	1,900.0	1,900.0	1,900.0
P1876: TENNIS COURT-ACRYLIC SURFACE	-	50.0	-	50.0	-
P1595: NEIGHBOURHOOD PARKS ENHANCEMENTS	50.0	-	-	-	-
P1658: PARKS NEW SATELLITE MTNC BLDG	-	-	-	20.0	250.0
Total	1,950.0	2,010.0	1,900.0	1,970.0	2,150.0
Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1940: GREENHOUSE REPLACEMENT	-	-	150.0	1,350.0	-
P1667: NATURALIZED DEMONSTRATION PROJECT	-	-	250.0	-	-
Total	-	-	400.0	1,350.0	-

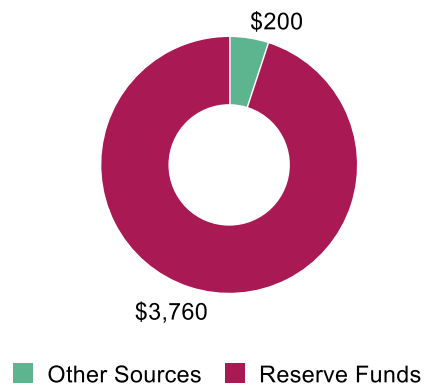
The 2020-2021 Parks Maintenance & Design Capital Investment includes \$1.95 million for two funded projects in 2020 and \$2.01 million for two funded projects in 2021.

P0901 Park Upgrades, Enhancements & Repairs capital project is funded from the Infrastructure – Parks Reserve. The planned spending for 2020 and 2021 include asphalt, irrigation, drainage, lighting and grading repairs at various parks. During budget deliberations from Nov 25-27th 2019, \$500.0 was added in 2020 and \$600.0 in 2021, amounting to \$1.90 million and \$1.96 million in total project funding for 2020 and 2021 respectively.

P1876 Tennis Court-Acrylic Surface capital project is funded from the Civic Building Comprehensive Maintenance Reserve and planned spending in 2021 allows for the reapplication of the acrylic protective coating on tennis courts to prevent deterioration of the asphalt base along with the reapplication of court lines.

P1595 Neighbourhood Parks Enhancements capital project includes \$50.0 for the Mother Teresa School – Silverspring Park Playground Expansion and will be fully funded through private contributions.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects

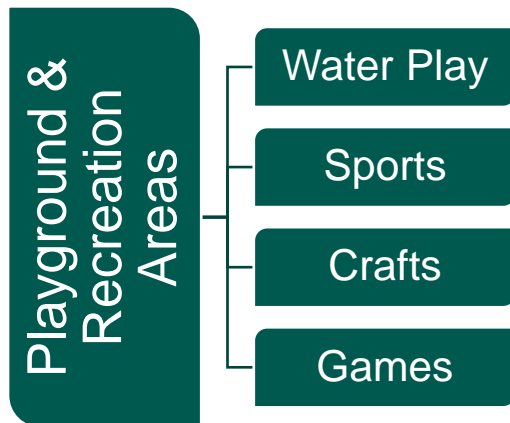
In 2022, \$1.0 will be required to maintain the new playground equipment identified under P1595.

Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P1595: NEIGHBOURHOOD PARKS ENHANCEMENTS	-	-	1.0	-	-
Total	-	-	1.0	-	-

Playground & Recreation Areas

Overview



Playgrounds & Recreation areas provide outdoor summer recreation programs for children and youth on a neighbourhood and district level, including playground programs, paddling pool programs, and outdoor water features.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Weekday Program	Programs	Drop in water play, sports, crafts games for children ages 2-12 years.		
	Number of Sites	47		
	Program Period	July 2 to August 23		
	Hours	Monday to Thursday 10:30am to 6:00pm, Friday 12:00pm to 4:30pm.		
Weekend Program	Programs	Free drop in water play, sports, crafts games for children ages 2-12 years.		
	Number of Sites	17		
	Program Period	July 6 to August 18		
	Hours	Saturday and Sunday 12:00pm to 5:00pm.		

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Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	827.1	784.1	847.8	892.7	44.9	5.3%	910.4	17.7	2.0%
Operating Cost	66.5	73.3	79.3	138.5	59.2	74.7%	140.1	1.6	1.2%
Total Gross Expenditure	893.6	857.4	927.1	1,031.2	104.1	11.2%	1,050.5	19.3	1.9%
Tax Support	893.6	857.4	927.1	1,031.2	104.1	11.2%	1,050.5	19.3	1.9%

2018 Actual Results:

2018 resulted in a \$36.2 unfavorable variance from budget due to additional staff required to run the Hampton Village Playground in 2018. The staffing budget was increased for this in 2019.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	18.51	18.51	-	18.51	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	927.1	1,031.2	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	104.1	19.3	123.4
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	1,031.2	1,050.5	123.4

2020 Changes

Other Significant Item(s):

An estimated inflationary increase of \$44.9 has been included in staff compensation based on collective agreements.

As part of the Master Joint Use Agreement with both School Divisions, beginning in 2020, there will be an hourly fee charged for allowing the summer playground program access to the schools. This requires an operating budget increase of \$50.0.

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2021 Changes

Other Significant Item(s):

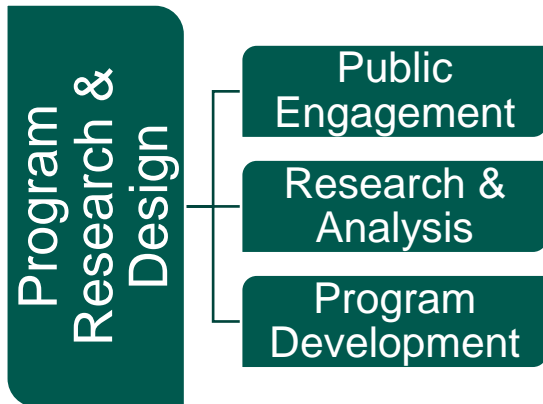
An estimated inflationary increase of \$17.7 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Playground & Recreation Areas.

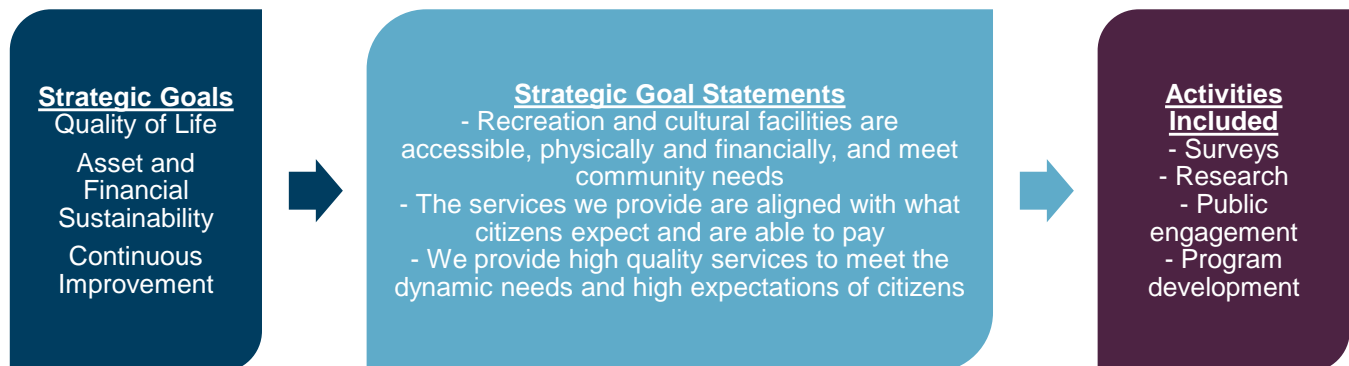
Program Research & Design

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	179.5	175.1	179.4	183.2	3.8	2.1%	186.8	3.6	2.0%
Operating Cost	51.5	63.8	61.9	61.9	-	-	61.9	-	-
Total Gross Expenditure	231.0	238.9	241.3	245.1	3.8	1.6%	248.7	3.6	1.5%
Tax Support	231.0	238.9	241.3	245.1	3.8	1.6%	248.7	3.6	1.5%

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2018 Actual Results:

There was no significant variance from budget in 2018.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	2.00	2.00	-	2.00	-

2020 - 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	241.3	245.1	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	3.8	3.6	7.4
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	245.1	248.7	7.4

2020 Changes

There are no significant 2020 operating changes in Program Research & Design.

2021 Changes

There are no significant 2021 operating changes in Program Research & Design.

Summary of Capital Investments

There are no capital investments for Program Research & Design.

Leisure Centres-Program

Overview



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

Strategic Outcomes & Service Line Activities



Recreation and Culture

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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Programming Opportunities at Leisure Centres	Unstructured Recreation Programs	Programs include: swimming programs, recreation and sport programs, fitness classes for all ages and abilities. Child minding is provided at some of the leisure centres to allow parents or guardians to participate in an activity.		
	Structured Recreation Programs	Programs include: swimming lessons; preschool, children's, youth and adult recreation programs; specialized wellness/fitness programs; arts and cultural programs, family programs, training and certification. Registration for structured recreation programs is available online, over the phone and in-person on a seasonal basis.		
	Facility Hours of Operation	Leisure Centre hours vary in different seasons, but are generally open from 6:00am to 10:00pm weekdays, hours are reduced on weekends and statutory holidays. Facilities are open 363 days per year.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(6,074.8)	(6,644.8)	(6,605.1)	(6,497.4)	107.7	(1.6%)	(6,524.8)	(27.4)	0.4%
Total Revenues	(6,074.8)	(6,644.8)	(6,605.1)	(6,497.4)	107.7	(1.6%)	(6,524.8)	(27.4)	0.4%
Gross Expenses									
Staff Compensation	5,754.4	5,371.8	5,521.1	5,733.1	212.0	3.8%	5,869.5	136.4	2.4%
Operating Cost	5,736.6	5,823.4	6,141.0	6,459.9	318.9	5.2%	6,565.3	105.4	1.6%
Cost Recovery	(221.0)	-	-	-	-	-	-	-	-
Capital Contribution	8.3	8.3	8.3	8.3	-	-	8.3	-	-
Total Gross Expenditure	11,278.3	11,203.5	11,670.4	12,201.3	530.9	4.5%	12,443.1	241.8	2.0%
Tax Support	5,203.6	4,558.7	5,065.3	5,703.9	638.6	12.6%	5,918.3	214.4	3.8%

2018 Actual Results:

2018 resulted in a \$644.9 unfavorable variance from budget. This was primarily the result of actual revenues from paid admissions not achieving budgeted revenues in the Leisure Centres and is consistent with historical trends. Adjustments were made to the 2019 budget to more closely align the budget with achievable revenue levels.

Recreation and Culture

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Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	79.69	80.19	0.50	80.19	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	5,065.3	5,703.9	
Revenue Change (increase)/decrease	107.7	(27.4)	80.3
Inflation & Transfers	497.9	241.8	739.7
Growth	33.0	-	33.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	5,703.9	5,918.3	853.0

2020 Changes

Revenue Change:

Program revenue is anticipated to decrease by \$107.7. This is due to a decrease in admissions \$143.6, required to bring the admission budget in line with program trends. Also included is an increase in registration revenue of \$28.0 and a \$7.9 increase in number of participants in registered programs.

Growth:

An increase of \$33.0 (0.5 FTE) has been added for a Clerk 10 position. This position is required to address the workload issues experienced in the admissions, registrations and revenue balancing areas. This position will provide for adequate vacation coverage, allow for better coaching and performance management, and allow timelines to be met.

Other Significant Item(s):

An estimated inflationary increase of \$179.0 has been included in staff compensation based on collective agreements.

Marketing costs related to the marketing and advertising of leisure centre programs in the amount of \$243.5 have been transferred from the Marketing Services service line, to report the costs in the same service line where the programs are offered.

The internal costs for facility space to run programs is set to increase by \$69.8 due to an increase in rental rates and number of program hours. This cost is offset by revenues in Leisure Centres – Rentals and is an allocation of operating costs related to running revenue-generating programs.

Recreation and Culture

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2021 Changes

Revenue Change:

Program revenue is anticipated to increase by \$27.4 due to an increase in registered program rates.

Other Significant Item(s):

An estimated inflationary increase of \$136.4 has been included in staff compensation based on collective agreements.

The internal costs for facility space to run programs is set to increase by \$101.7 due to an increase in rental rates and number of program hours. This cost is offset by revenues in Leisure Centres – Rentals and is an allocation of operating costs related to running revenue-generating programs.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2606: ACCESSIBILITY UPGRADES TO INDOOR POOLS	-	-	1,000.0	-	-
Total	-	-	1,000.0	-	-

P2606 Accessibility Upgrades to Indoor Pools is a 2022 capital investment involving accessibility upgrades within the indoor pool facilities, which was identified as a priority in the Recreation & Parks Master Plan-Facilities Game Plan.

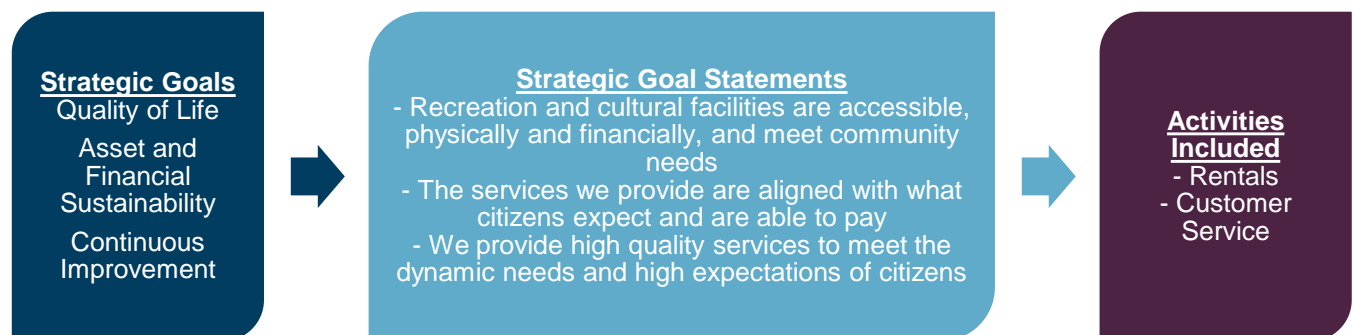
Leisure Centres-Rentals

Overview



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

Strategic Outcomes & Service Line Activities



Recreation and Culture

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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Leisure Centres - Rentals	Customer Service	Rental requests can be made via various means such as in-person, over the phone and via email.		
	Rental Spaces Available	Spaces include: meeting rooms, multi-purpose rooms, Gymnasiums, pools, track, courts, wallyball court, theatre or entire buildings.		
	Facility Hours of Operation	Leisure Centre hours vary in different seasons, but are generally open from 6:00am to 10:00pm weekdays, hours are reduced on weekends and statutory holidays. Facilities are open 363 days per year.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(6,487.5)	(6,537.3)	(6,915.4)	(7,032.7)	(117.3)	1.7%	(7,167.5)	(134.8)	1.9%
Total Revenues	(6,487.5)	(6,537.3)	(6,915.4)	(7,032.7)	(117.3)	1.7%	(7,167.5)	(134.8)	1.9%
Gross Expenses									
Staff Compensation	1,467.1	1,430.7	1,468.7	1,546.5	77.8	5.3%	1,581.5	35.0	2.3%
Operating Cost	8,885.4	9,245.1	9,358.4	9,384.4	26.0	0.3%	9,531.9	147.5	1.6%
Debt Charges	108.6	108.5	108.5	22.9	(85.6)	(78.9%)	-	(22.9)	(100.0%)
Cost Recovery	(183.6)	(180.3)	(184.5)	(188.5)	(4.0)	2.2%	(191.8)	(3.3)	1.8%
Capital Contribution	234.2	234.2	234.2	234.2	-	-	234.2	-	-
Total Gross Expenditure	10,511.7	10,838.2	10,985.3	10,999.5	14.2	0.1%	11,155.8	156.3	1.4%
Tax Support	4,024.3	4,300.9	4,069.9	3,966.8	(103.1)	(2.5%)	3,988.3	21.5	0.5%

2018 Actual Results:

2018 resulted in a \$276.6 positive variance from budget due to lower consumption of electricity and gas as a result of energy saving measures that have been implemented.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	18.14	18.72	0.58	18.72	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	4,069.9	3,966.8	
Revenue Change (increase)/decrease	(117.3)	(134.8)	(252.1)
Inflation & Transfers	(19.0)	156.3	137.3
Growth	33.2	-	33.2
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	3,966.8	3,988.3	(81.6)

2020 Changes

Revenue Change:

Internal rental revenue is anticipated to increase by \$72.6. Of this, \$102.9 is due to increased rental rates which are partially offset by an overall reduction in program hours of \$30.3. This is a charge for space allocated for programs and is offset by an expense reported under Leisure Centres – Programs.

Revenues from hourly rentals are anticipated to increase by \$43.8. Of this, \$41.1 is due to increased rates and \$2.7 is due to increased volumes.

Other smaller adjustments include an increase to external leases of \$2.4, and decreases in locker rentals, and Terry Fox Track admissions \$1.5.

Growth:

An increase of \$33.2 (0.5 FTE) has been added for a Clerk 10 position, required to address the workload issues experienced in the rental booking and registration areas. This position will provide for adequate vacation coverage, allow for better coaching and performance management, and allow timelines to be met.

An increase of \$6.8 (.08 FTE) has been added for a Recreation Technician position. The workload has increased as the number and complexity of special events has expanded over the last number of years. In addition, the number of Western and National events has increased which takes more coordination between local, provincial and national governing bodies. The increased staffing will also allow for better planning, follow-up, documentation and annual evaluations of the process to identify potential efficiencies and improvements.

Capital Contribution:

This service line contributes to the Leisure Services Equipment Replacement Reserve, which is used to fund the planned replacement of specialized program and fitness equipment. The 2020 contribution to this reserve is \$221.2.

Other Significant Item(s):

An estimated inflationary increase of \$37.8 has been included in staff compensation based on collective agreements.

Recreation and Culture

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The productivity improvement loan taken out to fund energy improvements and monitoring at Shaw Centre and Lakewood Civic Centre under P2568 Civic Facility Energy & Water Monitoring, has been fully repaid, resulting in an \$85.6 reduction to debt charges.

Projected electrical utility volume savings of \$142.7 realized through the implementation of various energy saving initiatives, have been transferred to the Environmental Health - Sustainability Service Line to be used to begin repaying the Energy Performance Contracting loan, which is identified as the funding source for P2568 Civic Facility Energy & Water Monitoring.

Utility rates relating to water, wastewater and electricity have resulted in an increase in operating costs of \$76.2. Preventative maintenance, custodial service and energy management charges related to rising material and salary costs are increasing by \$81.6 to continue to meet current service levels.

2021 Changes

Revenue Change:

Internal rental revenue is anticipated to increase by \$104.7 due to increased rental rates. This is a charge for space allocated for programs and is offset by an expense reported under Leisure Centres – Programs.

Revenues from hourly rentals are anticipated to increase by \$29.4 and leases by \$0.7, both due to increased rates.

Other Significant Item(s):

An estimated inflationary increase of \$35.0 has been included in staff compensation based on collective agreements.

The green loans taken out to fund solar panel installations at Lawson Civic Centre and Harry Bailey Aquatic Centre have been repaid, resulting in a \$22.9 reduction to debt charges.

Utility rates relating to water, wastewater and electricity have resulted in an increase in operating costs of \$74.1. Preventative maintenance, custodial service charges and energy management charges related to rising material and salary costs are increasing by \$65.3 to continue to meet current service levels.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0706: LEIS SERV-FACILITY EQUIP REPL	300.0	125.0	225.0	125.0	125.0
Total	300.0	125.0	225.0	125.0	125.0

P0706 CY – Leisure Services-Facility Equipment Replacement capital project requires specialized program and fitness equipment to be replaced on a planned basis once the equipment reaches the end of its useful life. The type of equipment being replaced is fitness equipment, other recreational equipment (e.g. treadmills, elliptical climbers) and equipment required for hosting special events.

2020-2021 Capital Budget by Funding Source



\$425

■ Reserve Funds

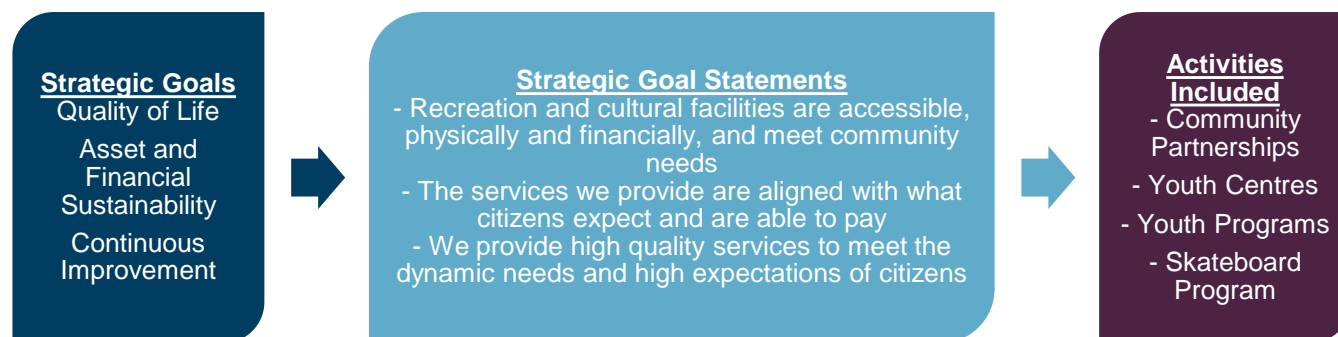
Targeted Programming

Overview



Targeted programming assists the Community Associations in the delivery of sport, culture, and recreation programs at the neighbourhood level. This program partners with community groups in the delivery of children and youth programs, district youth centres, and to provide indigenous programs and/or create an awareness of the indigenous culture through sport, culture, and recreation activities. The Indigenous Leadership program includes youth leadership and training opportunities. This program also provides a skateboard program by providing facilities located within four district parks and one special use park.

Strategic Outcomes & Service Line Activities



Recreation and Culture

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Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Youth Centres	Number of Sites	9 sites		
	Programs	Drop in sports, games for youth ages 12-16 years are provided at no cost to the participant		
	Operating Season	July 2 to August 16		
	Hours of Operation	Monday to Thursday 11:30am to 7:00pm, Friday 1:30pm to 5:30pm (closed August stat)		
Indigenous Programs	Direct Programming	Direct delivery of youth-aged youth centres in neighbourhoods with vulnerable populations from Oct to Dec and Jan to March. Program support to White Buffalo Youth Lodge (WBYL). On average 6 Indigenous youth leadership programs and a summer van that promotes Indigenous culture in city parks in July and August.		
Skateboard Program	Hours of Operation	Travelling Program to various sites, 7 weeks (early July to mid August), Monday to Thursday 11:30am to 7:00pm, Friday 1:30pm to 5:30pm (closed August 5).		
Youth Programming	Youth Programming	During non-summer months, low cost/no cost programs are offered to youth by the city and community agencies. Approximately 10 programs are offered which provide sports, games and fun activities.		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(3.1)	(10.4)	(10.4)	(10.4)	-	-	(10.4)	-	-
Total Revenues	(3.1)	(10.4)	(10.4)	(10.4)	-	-	(10.4)	-	-
Gross Expenses									
Staff Compensation	397.1	391.7	402.5	412.1	9.6	2.4%	420.8	8.7	2.1%
Operating Cost	176.1	206.0	207.4	207.5	0.1	-	208.2	0.7	0.3%
Total Gross Expenditure	573.2	597.7	609.9	619.6	9.7	1.6%	629.0	9.4	1.5%
Tax Support	570.2	587.3	599.5	609.2	9.7	1.6%	618.6	9.4	1.5%

2018 Actual Results:

There was no significant variance from budget in 2018.

Recreation and Culture

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Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	6.52	6.52	-	6.52	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	599.5	609.2	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	8.2	9.4	17.6
Growth	1.5	-	1.5
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	609.2	618.6	19.1

2020 Changes

Other Significant Item(s):

An estimated inflationary increase of \$9.6 has been included in staff compensation based on collective agreements.

2021 Changes

Other Significant Item(s):

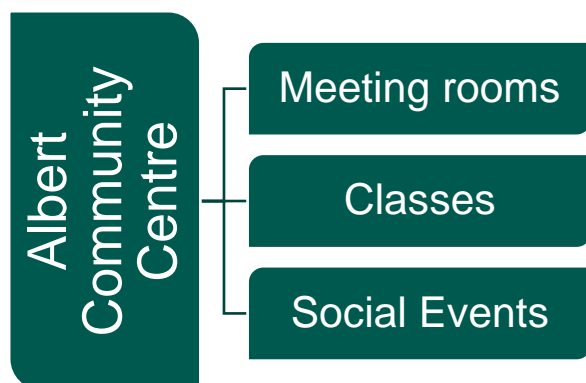
An estimated inflationary increase of \$8.7 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments in Targeted Programming.

Albert Community Centre

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(194.9)	(157.3)	(190.8)	(215.8)	(25.0)	13.1%	(215.8)	-	-
Total Revenues	(194.9)	(157.3)	(190.8)	(215.8)	(25.0)	13.1%	(215.8)	-	-
Gross Expenses									
Operating Cost	168.4	213.9	214.2	216.8	2.6	1.2%	219.1	2.3	1.1%
Capital Contribution	25.0	25.0	50.0	51.0	1.0	2.0%	51.0	-	-
Total Gross Expenditure	193.4	238.9	264.2	267.8	3.6	1.4%	270.1	2.3	0.9%
Tax Support	(1.5)	81.6	73.4	52.0	(21.4)	(29.2%)	54.3	2.3	4.4%

Recreation and Culture

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2018 Actual Results:

2018 resulted in an \$83.1 positive variance from budget due to higher than expected revenues generated from rentals as well as maintenance requirements below expected levels.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	73.4	52.0	
Revenue Change (increase)/decrease	(25.0)	-	(25.0)
Inflation & Transfers	3.6	2.3	5.9
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	52.0	54.3	(19.1)

2020 Changes

Revenue Change:

An increase of \$25.0 is added to revenues to adjust to previous years historical numbers.

2021 Changes

There are no significant changes for the Albert Community Centre in 2021.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0677: ALBERT COMM CENTRE RENOS	75.0	75.0	75.0	75.0	75.0
Total	75.0	75.0	75.0	75.0	75.0

P0677 Albert Comm Centre Renos capital project includes annual funding for repairs and maintenance.

2020-2021 Capital Budget by Funding Source



\$150

■ Reserve Funds

Marr Residence

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	-	(0.5)	(0.5)	(0.5)	-	-	(0.5)	-	-
Total Revenues	-	(0.5)	(0.5)	(0.5)	-	-	(0.5)	-	-
Gross Expenses									
Staff Compensation	0.3	-	-	-	-	-	-	-	-
Operating Cost	30.8	22.7	22.7	22.7	-	-	22.8	0.1	0.4%
Total Gross Expenditure	31.1	22.7	22.7	22.7	-	-	22.8	0.1	0.4%
Tax Support	31.1	22.2	22.2	22.2	-	-	22.3	0.1	0.5%

Recreation and Culture

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2018 Actual Results:

In 2018 Marr Residence had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	22.2	22.2	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	-	0.1	0.1
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	22.2	22.3	0.1

2020 Changes

There are no significant operating changes for Marr Residence in 2020.

2021 Changes

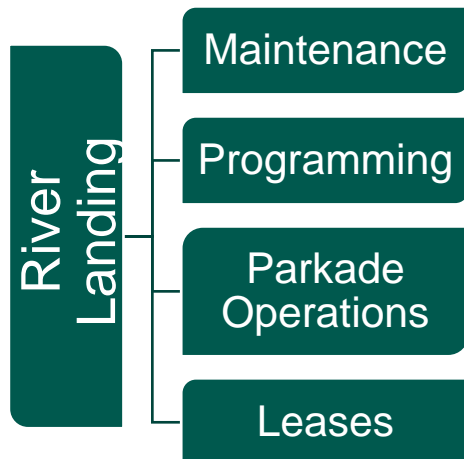
There are no significant operating changes for Marr Residence in 2021.

Summary of Capital Investments

There are no capital investments for Marr Residence.

River Landing

Overview



To manage and operate River Landing facilities, parkade, amenities, and programs for the benefit of citizens and visitors to Saskatoon. This program reflects all costs associated with the management and operation of River Landing and River Landing Parkade. These services are paid for by the revenue generated within the boundary of River Landing and includes incremental property tax, parking revenue, and leases. On April 14, 2010, the Budget Committee resolved that River Landing Operating Program continue to be balanced through a transfer from the Reserve for Capital Expenditures (RCE) until the area is complete and self-sufficient. The total transfers from RCE to the operating program are to be accumulated with the expectation that RCE will be repaid from future surpluses in the program.

Strategic Outcomes & Service Line Activities



Recreation and Culture

City of Saskatoon

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Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(970.6)	(1,265.3)	(1,290.3)	(961.1)	329.2	(25.5%)	(946.1)	15.0	(1.6%)
Total Revenues	(970.6)	(1,265.3)	(1,290.3)	(961.1)	329.2	(25.5%)	(946.1)	15.0	(1.6%)
Gross Expenses									
Staff Compensation	125.5	66.6	68.2	138.0	69.8	102.3%	140.8	2.8	2.0%
Operating Cost	1,335.9	1,813.7	1,810.6	1,503.5	(307.1)	(17.0%)	1,512.2	8.7	0.6%
Debt Charges	376.4	327.8	327.8	377.5	49.7	15.2%	376.5	(1.0)	(0.3%)
Cost Recovery	(53.6)	-	-	(53.6)	(53.6)	-	(53.6)	-	-
Capital Contribution	126.9	73.3	73.3	126.9	53.6	73.1%	126.9	-	-
Transfer to/from Other Operating	(287.6)	(301.2)	(299.1)	(421.4)	(122.3)	40.9%	(438.3)	(16.9)	4.0%
Transfer to/from Reserves	(652.9)	(714.9)	(690.5)	(709.8)	(19.3)	2.8%	(718.4)	(8.6)	1.2%
Total Gross Expenditure	970.6	1,265.3	1,290.3	961.1	(329.2)	(25.5%)	946.1	(15.0)	(1.6%)
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, River Landing had no variance from budget as the program is fully cost recovered. In 2018, there was a \$62.0 reduced draw from the Reserve for Capital Expenditures (used to balance River Landing) due to reduced operating expenditure requirements as River Landing continues to develop.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	0.50	1.00	0.50	1.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	329.2	15.0	344.2
Inflation & Transfers	(329.2)	(15.0)	(344.2)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Revenue Change:

River Landing revenues have been adjusted by \$329.2. The budgeted revenue from the parkade has been reduced by \$526.6 to reflect the expected level of revenue, and on-street and parking lot revenue has increased by \$197.4. These adjustments align the budget with expected revenues as the area develops.

Property tax revenue generated from developments in River Landing is expected to increase by \$122.3, primarily due to the Alt Hotel assessment.

Capital Contribution:

The contribution to the civic building comprehensive maintenance reserve (CBCM) has increased by \$53.6 and is offset by an increase in the budgeted cost recovery of the same amount. This relates to the CBCM contribution for Saskatoon Ideas Inc., which previously was not included in the budget.

Based on adjustments to the 2020 revenues, expenditures and transfers of property taxes, the transfer from the Reserve for Capital Expenditures is anticipated to increase by \$19.3, bringing the annual draw to \$709.8. The annual draw is accumulated and will begin to be repaid once River Landing is fully built out and revenues are at a level that exceeds expenditures.

Other Significant Item(s):

An increase of \$65.5 (0.50 FTE) is a transfer of the portion of the project manager that previously was allocated to capital, to reflect the shift from capital work to ongoing operating requirements.

Operating costs have decreased by \$307.1 to align budgeted costs to the expenditure level based on actual build out, and are an offset to the revenue adjustment.

Debt charges have increased by \$49.7 to reflect the annual repayment of the parkade loan.

2021 Changes

Revenue Change:

River Landing revenues are anticipated to decrease by \$15.0, due to an expected reduction in temporary reserved parking revenue of \$55.0 as construction is completed, partially offset by increased street parking of \$25.0 and continued growth in parkade revenues of \$15.0.

Property tax revenue generated from River Landing development is expected to increase by \$16.9, primarily due to assessment increases.

Capital Contribution:

Based on adjustments to the 2021 revenues, expenditures and transfers of property taxes, the transfer from the Reserve for Capital Expenditures is anticipated to increase by \$8.6, bringing the annual draw to \$718.4. The annual draw is accumulated and will begin to be repaid once River Landing is fully built out and revenues are at a level that exceeds expenditures.

Other Significant Item(s):

An estimated inflationary increase of \$2.8 has been included in staff compensation based on collective agreements.

Recreation and Culture

City of Saskatoon

Operating & Capital Budget

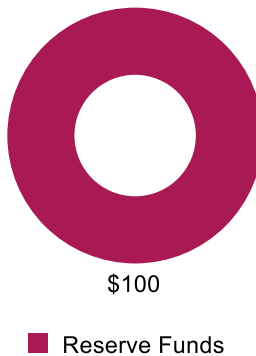
Approved 2020/2021

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2623: RIVER LANDING SMALL ASSET REPLACEMENTS	-	100.0	-	-	-
Total	-	100.0	-	-	-

P2623 River Landing Small Asset Replacements capital project provides for the replacement of small assets contained within the River Landing area that have exceeded their useful life.

2020-2021 Capital Budget by Funding Source



Recreation and Culture



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CORPORATE ASSET MANAGEMENT

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The Corporate Asset Management Business Line provides management services for the Corporation's extensive facilities and fleet in support of all civic programs and departments. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Corporate Asset Management Business Line supports the following strategic priority areas:



Corporate Asset Management



City of Saskatoon

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Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Asset and Financial Sustainability	
Reliance on property taxes is reduced.	Adopt and maintain Asset Management Plans for key civic infrastructure.
	Establish funding plans to meet the approved Asset Management Plans.
Strategic Goal – Quality of Life	
Recreation and cultural facilities are accessible, physically and financially, and meet community needs.	Implement the Recreation and Parks Facilities Game Plan.
	Continue to refine and implement parks and recreation facilities asset management plan.
The well-being of citizens is a shared responsibility and our community is safe.	Continue to develop a coordinated approach to neighborhood safety, property maintenance, and bylaw compliance.
	Develop a proactive graffiti management program.
Strategic Goal – Environmental Leadership	
Effects of climate change on the civic services are proactively addressed.	Adopt a high performance civic building policy.
	Establish an environmental sustainability strategy for civic fleet including asset utilization and fleet efficiency.

Corporate Asset Management

City of Saskatoon

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Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Key Civic Infrastructure Status	B Service Level	B	B	B	B	Neutral	On-Track
Overall Satisfaction with Civic Services	> 90%	86%	87%	82%	83%	Improvement	Neutral
Reduce the City of Saskatoon's greenhouse gas emissions	40% reduction for corporate and 15% for community by 2023; and 80% for corporate and community GHG reductions by 2050.	Corporate emissions: 107,500; Community emissions: 3,690,000 tonnes CO ₂ e	Corporate emissions: 106,500; Community emissions: 3,710,000 tonnes CO ₂ e	Pending	N/A	Neutral	Needs Improvement

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Facilities Management	(63.3)	(72.5)	(72.5)	(72.5)	-	-	(72.5)	-	-
Fleet Services	-	-	-	-	-	-	-	-	-
City Accommodation	(479.8)	(493.2)	(500.5)	(500.5)	-	-	(500.5)	-	-
Total Revenues	(543.1)	(565.7)	(573.0)	(573.0)	-	-	(573.0)	-	-
Gross Expenses									
Facilities Management	10,335.7	8,960.3	11,047.2	11,861.5	814.3	7.4%	12,227.8	366.3	3.1%
Fleet Services	(26.3)	-	-	-	-	-	-	-	-
City Accommodation	1,387.4	1,500.8	586.5	636.5	50.0	8.5%	640.5	4.0	0.6%
Total Gross Expenses	11,696.8	10,461.1	11,633.7	12,498.0	864.3	7.4%	12,868.3	370.3	3.0%
Tax Support	11,153.7	9,895.4	11,060.7	11,925.0	864.3	7.8%	12,295.3	370.3	3.1%

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	245.89	248.39	2.50	251.39	3.00

Corporate Asset Management



City of Saskatoon

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2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	11,060.7	11,925.0	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfer	(21.0)	135.2	114.2
Growth	811.7	235.1	1,046.8
Continuous Improvement	-	-	-
Service Level Changes	73.6	-	73.6
Total Budget	11,925.0	12,295.3	1,234.6

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Facilities Management	9,251.0	10,151.0	9,633.6	9,937.8	10,241.7
Fleet Services	7,980.0	8,185.0	9,060.0	9,240.0	8,855.0
City Accommodation	5,250.0	2,250.0	1,250.0	1,250.0	250.0
Total	22,481.0	20,586.0	19,943.6	20,427.8	19,346.7

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Other	5,000.0	2,000.0	1,000.0	1,000.0	-
Reserves - Civic	17,481.0	18,586.0	18,943.6	19,427.8	19,346.7
Total	22,481.0	20,586.0	19,943.6	20,427.8	19,346.7
Unfunded	-	-	102,600.0	-	-

Facilities Management

Overview



Facilities Management provides support and services for civic programs and departments including building operations and maintenance services for City buildings and structures. This includes leisure facilities, fire halls, transit buildings, civic offices, trunked radio communication systems, libraries and galleries, Police Headquarters, associated services for TCU Place and SaskTel Centre, and site appurtenances and play structures.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(63.3)	(72.5)	(72.5)	(72.5)	-	-	(72.5)	-	-
Total Revenues	(63.3)	(72.5)	(72.5)	(72.5)	-	-	(72.5)	-	-
Gross Expenses									
Staff Compensation	14,742.2	13,763.1	14,622.7	14,864.8	242.1	1.7%	15,165.2	300.4	2.0%
Operating Cost	21,065.3	20,286.1	21,839.7	22,787.7	948.0	4.3%	23,124.7	337.0	1.5%
Debt Charges	71.2	71.2	71.2	71.2	-	-	71.2	-	-
Cost Recovery	(34,709.3)	(34,326.4)	(35,519.7)	(36,122.0)	(602.3)	1.7%	(36,564.8)	(442.8)	1.2%
Capital Contribution	9,166.3	9,166.3	10,033.3	10,259.8	226.5	2.3%	10,431.5	171.7	1.7%
Total Gross Expenditure	10,335.7	8,960.3	11,047.2	11,861.5	814.3	7.4%	12,227.8	366.3	3.1%
Tax Support	10,272.4	8,887.8	10,974.7	11,789.0	814.3	7.4%	12,155.3	366.3	3.1%

2018 Actual Results:

In 2018, Facilities Management had a \$1,384.6 unfavorable variance from budget. This was a result of expenses related to snow clearing at City facilities exceeded the amount allocated, additional security staffing requirements at City Hall, higher than expected preventative maintenance costs at a number of facilities and the introduction of additional standby support, which was implemented to provide prompt response to after-hours facility emergencies.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	187.69	187.19	(0.50)	187.19	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	10,974.7	11,789.0	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	197.9	366.3	564.2
Growth	542.8	-	542.8
Continuous Improvement	-	-	-
Service Level Changes	73.6	-	73.6
Total Budget	11,789.0	12,155.3	1,180.6

2020 Changes

Growth:

An increase of \$542.8 has been added. This includes \$450.0 to support maintenance operations at the Remai Art Gallery of Saskatchewan, \$200.0 for additional Corporate Security resources, including 1.0 new FTE for a Corporate Security Manager position, and \$85.2 in other facility related growth, including a 0.5 FTE increase in custodial support at the Shaw Centre. As well, an additional \$150.0 in funding will be provided through partnerships with external organizations, including the Nutrien Wonderhub, to support the ongoing maintenance requirements of shared-use facilities.

Service Level Change:

The increase of \$73.6 relates to 1.0 FTE for an Energy Management Engineer that will support utilities management and performance improvement at civic facilities. This position will provide more opportunities for energy savings and managing utility bills.

Other Significant Item(s):

An estimated inflationary increase of \$197.9 has been included in staff compensation based on collective agreements. In addition, 3.0 FTEs have been transferred from this service line to the Emergency Management Service Line (under Saskatoon Fire), due to the re-structuring of the Corporate Security section.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$366.3 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0877: TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	400.0	400.0	585.0	585.0	585.0
P1135: CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,100.0	9,000.0	8,263.6	8,467.8	8,681.7
P1523: TRUNKING RADIO REPLACEMENT	360.0	360.0	360.0	360.0	400.0
P2180: CIVIC FACILITY SITE MAINTENANCE	341.0	341.0	375.0	475.0	525.0
P1557: OFFICE MOD'NS/FURNITURE REPL/UPGRADES	50.0	50.0	50.0	50.0	50.0
Total	9,251.0	10,151.0	9,633.6	9,937.8	10,241.7

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2180: CIVIC FACILITY SITE MAINTENANCE	-	-	1,500.0	-	-
P2296: LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	-	-	1,100.0	-	-
P1584: CIVIC OPERATIONS CENTRE	-	-	100,000.0	-	-
Total	-	-	102,600.0	-	-

The 2020-2021 Facilities Management Capital Investment includes five funded capital projects totaling \$19,402. The purpose of these projects are to ensure City assets are properly maintained through preventative maintenance and facility upgrades, improvements, replacements and refurbishments.

2020-2021 Capital Budget by Funding Source

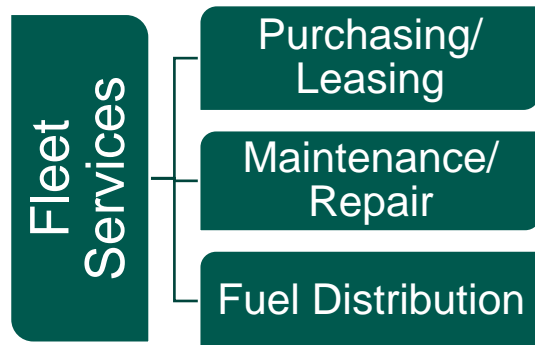


\$19,402

■ Reserve Funds

Fleet Services

Overview



Fleet Services provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, maintenance and repair, fuel distribution, and operator training.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	5,276.0	5,001.8	5,127.7	5,469.8	342.1	6.7%	5,816.9	347.1	6.3%
Operating Cost	14,473.5	11,056.3	11,503.1	11,864.1	361.0	3.1%	12,083.8	219.7	1.9%
Cost Recovery	(27,053.1)	(23,195.1)	(23,972.4)	(24,680.2)	(707.8)	3.0%	(25,247.0)	(566.8)	2.3%
Capital Contribution	7,277.3	7,137.0	7,341.6	7,346.3	4.7	0.1%	7,346.3	-	-
Total Gross Expenditure	(26.3)	-	-	-	-	-	-	-	-
Tax Support	(26.3)	-	-	-	-	-	-	-	-

2018 Actual Results:

In 2018, Fleet Services had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	58.20	61.20	3.00	64.20	3.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(228.9)	(235.1)	(464.0)
Growth	228.9	235.1	464.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

2020 Changes

Growth:

An increase of \$228.9 has been added for 3.0 FTEs, including one Labourer, one Mechanic Supervisor and a Fleet 1A Trainer. The costs of these additions are offset by a reduction in expected contractor and overtime requirements, with no net impact on the budget.

Other Significant Item(s):

A transfer of 0.20 FTE was transferred into Fleet Services from the Corporate Support service line and 0.20 FTE was transferred out of Fleet Services to the Financial Services service line to realign accounting and financial support.

A total of \$59.7 in inflationary increases have been added to support increases in license, insurance and energy management costs.

An increase of \$306.0 has been added for fuel based on projected rate changes.

An estimated inflationary increase of \$173.1 has been included in staff compensation based on collective agreements.

2021 Changes

Growth:

An increase of \$235.1 has been added for 3.0 FTEs, including one Labourer, and two Journeyman Mechanics. The cost of these additions are offset by a reduction in expected Special Services requirements, with no net impact on the budget.

Other Significant Item(s):

A total of \$29.4 in inflationary increases have been to support increases in license, insurance and energy management costs.

An increase of \$190.3 has been added for fuel based on projected rate changes.

An estimated inflationary increase of \$112.0 has been included in staff compensation based on collective agreements.

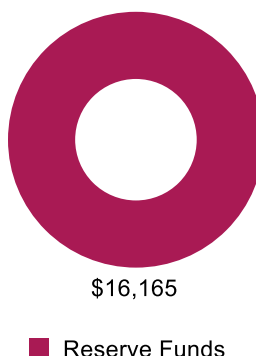
Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0679: GROUNDS MTNCE-EQUIPMENT REPL	375.0	390.0	375.0	375.0	400.0
P1356: V&E ADD'L VEHICLES & EQUIPT	655.0	480.0	255.0	655.0	255.0
P1357: V&E REPL'T VEHICLES & EQUIPT	6,800.0	7,215.0	8,430.0	8,210.0	8,200.0
P1929: CSR BUILDING RENOS	50.0	-	-	-	-
P2646: FLEET ELECTRIC VEHICLE AND STRATEGY REVIEW	100.0	100.0	-	-	-
Total	7,980.0	8,185.0	9,060.0	9,240.0	8,855.0

The 2020-2021 Fleet Services Capital Investment includes five funded projects totaling \$7,980.0 in 2020 and \$8,185.0 in 2021. In 2020, a total of \$7,175.0 is planned for replacement of vehicles and equipment funded \$375.0 from the Grounds Maintenance Equipment Reserve and \$6,800.0 from the Vehicle Equipment Replacement reserve. In 2021, an additional \$7,605.0 is planned for vehicle and equipment replacements.

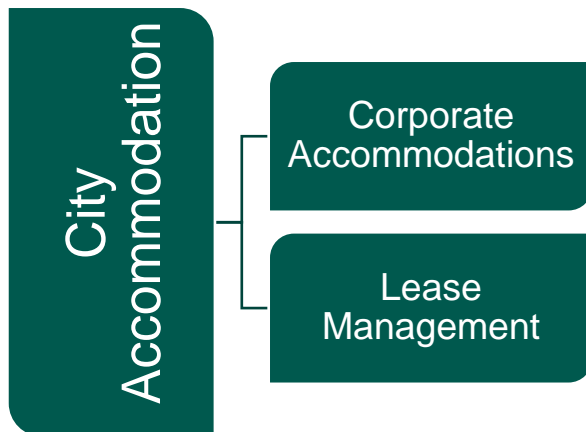
An additional \$100.0 is planned for both 2020 and 2021 to investigate alternatives for the Corporate Fleet to reduce fuel consumption and Green House Gas (GHG) emissions. This includes right-sizing the fleet and detailing the expected revenue and cost savings of the electric vehicle (EV) infrastructure.

2020-2021 Capital Budget by Funding Source



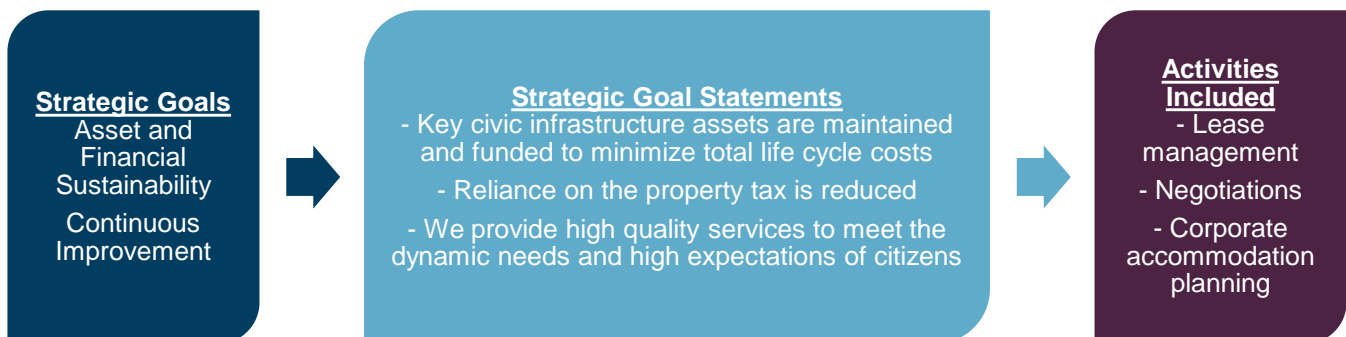
City Accommodation

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(479.8)	(493.2)	(500.5)	(500.5)	-	-	(500.5)	-	-
Total Revenues	(479.8)	(493.2)	(500.5)	(500.5)	-	-	(500.5)	-	-
Gross Expenses									
Operating Cost	895.0	1,008.4	586.5	636.5	50.0	8.5%	640.5	4.0	0.6%
Capital Contribution	492.4	492.4	-	-	-	-	-	-	-
Total Gross Expenditure	1,387.4	1,500.8	586.5	636.5	50.0	8.5%	640.5	4.0	0.6%
Tax Support	907.6	1,007.6	86.0	136.0	50.0	58.1%	140.0	4.0	2.9%

2018 Actual Results:

In 2018, City Accommodation had a \$100.0 favorable variance from budget. This was a result of lower than anticipated Civic Square East maintenance costs which was partially offset by lower lease revenue due to vacant tenant space on the main floor.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	86.0	136.0	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	10.0	4.0	14.0
Growth	40.0	-	40.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	136.0	140.0	54.0

2020 Changes

Growth:

An increase of \$40.0 has been added to lease costs due to new space acquired for Parking Services of the Community Standards Division in Essex Plaza. Previously, Parking Services was making use of space in the back of Transit, which is now required to expand Transit's customer service area and complete improvements required for their operations.

Other Significant Item(s):

A total of \$10.0 has been added to account for property tax increases paid on the main floor of Civic Square East. The first floor is leased out to private organizations who are non-property tax exempt and the cost of property taxes are recovered from occupancy costs received from the tenants.

2021 Changes

Other Significant Item(s):

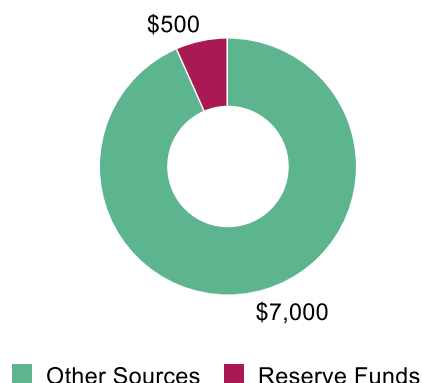
A total of \$4.0 has been added to account for property tax increases paid on the main floor of Civic Square East. The first floor is leased out to private organizations who are non-property tax exempt and the cost of property taxes are recovered from occupancy costs received from the tenants.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1949: SERVICE SASKATOON - STAFFING ACCOMMODATION	5,250.0	2,250.0	1,250.0	1,250.0	250.0
Total	5,250.0	2,250.0	1,250.0	1,250.0	250.0

P1949 Service Saskatoon – Staffing Accommodation Capital Investment includes \$7,500.0 planned to ensure suitable and sufficient space for on-going operations of the City of Saskatoon including the ongoing evaluation of current and future space requirements and improvements.

2020-2021 Capital Budget by Funding Source



CORPORATE GOVERNANCE & FINANCE

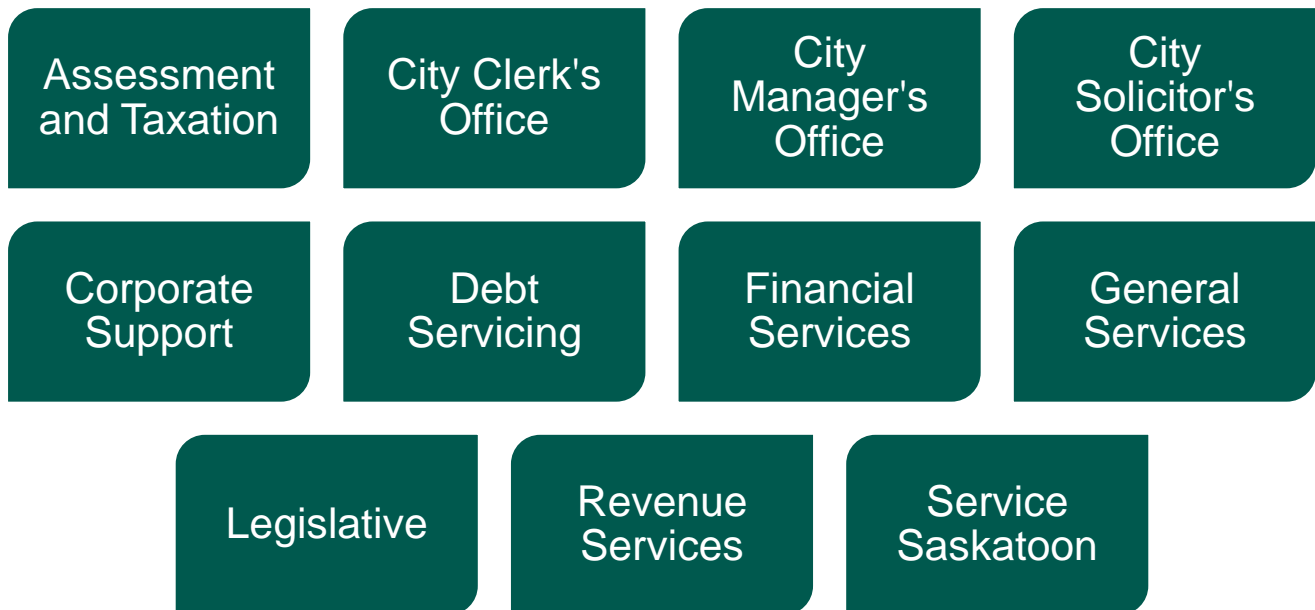
2020/21
Multi-Year Budget

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

The Corporate Governance and Finance Business Line is a collection of various corporate governance and finance related services. The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Corporate Governance and Finance Business Line supports the following strategic priority areas:



Information Technology

- Leading and supporting Business Transformation
- Leveraging Technology to support innovation, with processes focused on continuous improvement
- Utilizing modern technology to empower a new model of citizen service

Reconciliation, Inclusion and Diversity

- Continue to support Truth and Reconciliation initiatives
- Work to enhance relationships and explore opportunities for partnerships with organizations within Saskatoon and region to support Truth and Reconciliation Initiatives

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Culture of Continuous Improvement	
Our workforce is representative of the local population.	Continued work on initiatives aimed at attracting, retaining and developing talent with an emphasis on comparative representation. Initiatives currently underway include the Diversity and Inclusion Action Plan which utilizes global diversity and inclusion benchmarks to assess the City of Saskatoon's (City) current state.
	Continued implementation of the Indigenous Employment Strategy.
Civic services are aligned with citizen needs and citizens are connected to answers and information they need quickly, simply and seamlessly.	Improve and expand the number of online services for businesses transacting with the City and accessing information.
	Improve the City's business and customer relationships through the implementation of an Enterprise Customer Relationship Management (CRM) System.
	Improve public participation on civic programs and services with the implementation of a Community Engagement Strategy.
	Continue the Modern Workplace initiative, which will deliver enhanced collaboration functionality to city employees that connect directly with citizens.
	In support of Service Saskatoon and the Enterprise Resource Planning system, complete end-to-end process mapping of civic services, and ongoing development of the knowledge base for the CRM System.
	Develop and begin implementation of a corporate-wide Quality Management System Framework.
The City's workforce is engaged, healthy and safe.	Continue implementation of the renewed vision and shared values for working together. The values will be actively promoted and sustained with learning opportunities provided for building 'working together' skills.
	Continued focus on improving employee engagement across the corporation.

Strategic Goal – Asset and Financial Sustainability	
Reliance on property taxes is reduced.	Continue to investigate ways to capture additional streams of revenue including grants in order to reduce the need to increase property taxes.
Public funds are utilized in the most efficient and effective manner practicable and aligned with citizen expectations.	Identify efficiencies within civic programs and services, and build capacity for continuous improvement and innovation across the organization.
Procurement practices are transparent and focused on achieving best value.	Continue to enhance the Supply Chain Management function throughout the corporation through increased use of master service agreements, supplier rosters and blanket orders.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	> 90%	86%	87%	82%	83%	Improvement	Neutral
The City of Saskatoon's Workforce Represents the Diversity of Saskatoon's Population	Indigenous = 14.0%	8.5%	8.4%	9.0%	9.0%	Neutral	Neutral
	Visible Minority = 16.8%	10.6%	10.5%	10.8%	10.8%	Neutral	Neutral
	People with Disabilities = 22.2%	3.8%	3.7%	3.7%	3.7%	Neutral	Neutral
	Women = 47.0%	38.0%	37.5%	37.3%	37.3%	Neutral	Neutral
Lost Time Injury Frequency	Zero	2.43	2.28	3.26	3.00	Decline	Needs Improvement
Annual Municipal Property Tax Increase	< MPI	4.0%	4.8%	3.8%	4.4%	Decline	Needs Improvement
Long-Term Tax-Supported Debt/Capita	< \$1,750	\$966	\$1,111	\$1,158	\$1,108	Neutral	On-Track

Corporate Governance & Finance

City of Saskatoon

Operating & Capital Budget
Approved 2020/2021

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Assessment & Taxation	(11.3)	(4.5)	(4.5)	(7.0)	(2.5)	55.6%	(7.0)	-	-
City Clerk's Office	(8.4)	5.0	(4.5)	(6.2)	(1.7)	37.8%	(33.6)	(27.4)	441.9%
City Manager's Office	-	-	-	-	-	-	-	-	-
City Solicitor's Office	(304.3)	(325.0)	(325.0)	(325.0)	-	-	(325.0)	-	-
Corporate Support	(77.5)	(70.8)	(80.8)	(80.8)	-	-	(80.8)	-	-
Financial Services	-	-	-	-	-	-	-	-	-
General Services	(9,454.6)	(9,454.6)	(9,454.6)	(9,454.6)	-	-	(9,454.6)	-	-
Legislative	-	-	-	-	-	-	-	-	-
Revenue Services	(44.8)	(42.0)	(42.0)	(42.0)	-	-	(42.0)	-	-
Debt Servicing	(6,818.8)	(6,821.5)	(5,234.8)	(2,188.5)	3,046.3	(58.2%)	-	2,188.5	(100.0%)
Service Saskatoon	-	-	-	-	-	-	-	-	-
Total Revenues	(16,719.6)	(16,713.4)	(15,146.2)	(12,104.1)	3,042.1	(20.1%)	(9,943.0)	2,161.1	(17.9%)
Gross Expenses									
Assessment & Taxation	3,174.0	3,542.6	3,544.7	3,081.0	(463.7)	(13.1%)	3,135.4	54.4	1.8%
City Clerk's Office	2,619.3	2,689.0	3,009.3	3,255.3	246.0	8.2%	3,492.4	237.1	7.3%
City Manager's Office	678.3	679.0	696.4	688.0	(8.4)	(1.2%)	707.7	19.7	2.9%
City Solicitor's Office	2,471.6	2,329.5	2,408.8	2,511.9	103.1	4.3%	2,570.0	58.1	2.3%
Corporate Support	20,305.1	20,015.8	20,899.0	23,045.1	2,146.1	10.3%	23,812.7	767.6	3.3%
Financial Services	3,683.3	3,585.6	4,019.5	4,024.4	4.9	0.1%	4,079.6	55.2	1.4%
General Services	9,711.2	8,144.1	7,609.0	8,689.9	1,080.9	14.2%	9,016.6	326.7	3.8%
Legislative	1,446.0	1,585.9	1,721.0	1,789.7	68.7	4.0%	1,799.3	9.6	0.5%
Revenue Services	1,626.8	1,845.8	1,954.5	2,390.8	436.3	22.3%	2,433.5	42.7	1.8%
Debt Servicing	29,134.6	28,981.6	28,974.9	27,567.6	(1,407.3)	(4.9%)	26,819.1	(748.5)	(2.7%)
Service Saskatoon	730.4	736.7	847.9	707.1	(140.8)	(16.6%)	732.8	25.7	3.6%
Total Gross Expenses	75,580.6	74,135.6	75,685.0	77,750.8	2,065.8	2.7%	78,599.1	848.3	1.1%
Tax Support	58,860.9	57,422.2	60,538.8	65,646.7	5,107.9	8.4%	68,656.1	3,009.4	4.6%

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	420.49	429.04	8.55	434.04	5.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	60,538.8	65,646.7	
Revenue Change (increase)/decrease	3,042.1	2,161.1	5,203.2
Inflation & Transfer	(86.0)	(886.4)	(972.4)
Growth	2,493.0	1,734.7	4,227.7
Continuous Improvement	(350.0)	-	(350.0)
Service Level Changes	8.8	-	8.8
Total Budget	65,646.7	68,656.1	8,117.3

Summary of Funded Capital Investments

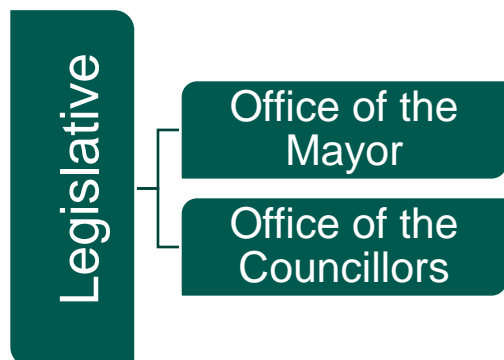
Service Line	2020	2021	2022	2023	2024
Assessment & Taxation	250.0	100.0	-	-	-
City Clerk's Office	450.0	250.0	95.0	450.0	345.0
Corporate Support	746.0	529.0	575.0	575.0	725.0
Service Saskatoon	200.0	200.0	200.0	200.0	200.0
Total	1,646.0	1,079.0	870.0	1,225.0	1,270.0

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Reallocation	200.0	-	-	-	-
Reserves - Civic	1,446.0	1,079.0	870.0	1,225.0	1,270.0
Total	1,646.0	1,079.0	870.0	1,225.0	1,270.0
Unfunded	-	-	400.0	-	-

Legislative

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	1,107.6	1,081.3	1,236.1	1,294.5	58.4	4.7%	1,313.0	18.5	1.4%
Operating Cost	338.9	494.6	474.9	485.2	10.3	2.2%	476.3	(8.9)	(1.8%)
Cost Recovery	(5.0)	-	-	-	-	-	-	-	-
Transfer to/from Reserves	4.5	10.0	10.0	10.0	-	-	10.0	-	-
Total Gross Expenditure	1,446.0	1,585.9	1,721.0	1,789.7	68.7	4.0%	1,799.3	9.6	0.5%
Tax Support	1,446.0	1,585.9	1,721.0	1,789.7	68.7	4.0%	1,799.3	9.6	0.5%

2018 Actual Results:

2018 resulted in a \$139.9 positive variance from budget. This favourable variance was due to less expenditures by the Mayor and City Councilors than originally budgeted for.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	4.00	4.00	-	4.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	1,721.0	1,789.7	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	68.7	9.6	78.3
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	1,789.7	1,799.3	78.3

2020 Changes

Other Significant Item(s):

A total of \$68.7 has been added due to a \$25.7 increase in the Mayor's salary as the policy changed in 2019. The remainder of the increase is mainly due to inflationary increases in councilor salaries as well as a \$21.0 increase for a Leaves & Related Contingency Fund that was approved by City Council on December 17, 2018.

2021 Changes

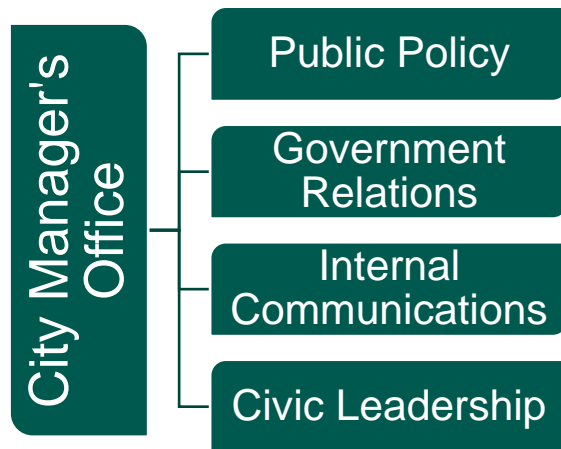
There are no significant changes for the Legislative service line.

Summary of Capital Investments

There are no capital investments for Legislative.

City Manager's Office

Overview



This service line provides direction and leadership to all civic departments, provides policy advice to City Council and its Committees, and acts as a liaison between the Administration, City Council, other levels of government, and the public.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	647.6	671.7	689.1	680.2	(8.9)	(1.3%)	700.4	20.2	3.0%
Operating Cost	80.2	56.8	56.8	57.3	0.5	0.9%	56.8	(0.5)	(0.9%)
Cost Recovery	(59.5)	(59.5)	(59.5)	(59.5)	-	-	(59.5)	-	-
Capital Contribution	10.0	10.0	10.0	10.0	-	-	10.0	-	-
Total Gross Expenditure	678.3	679.0	696.4	688.0	(8.4)	(1.2%)	707.7	19.7	2.9%
Tax Support	678.3	679.0	696.4	688.0	(8.4)	(1.2%)	707.7	19.7	2.9%

2018 Actual Results:

In 2018 the City Manager's Office had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	4.00	4.00	-	4.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	696.4	688.0	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(8.4)	19.7	11.3
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	688.0	707.7	11.3

2020 Changes

There are no significant operating changes for the City Manager's Office in 2020.

2021 Changes

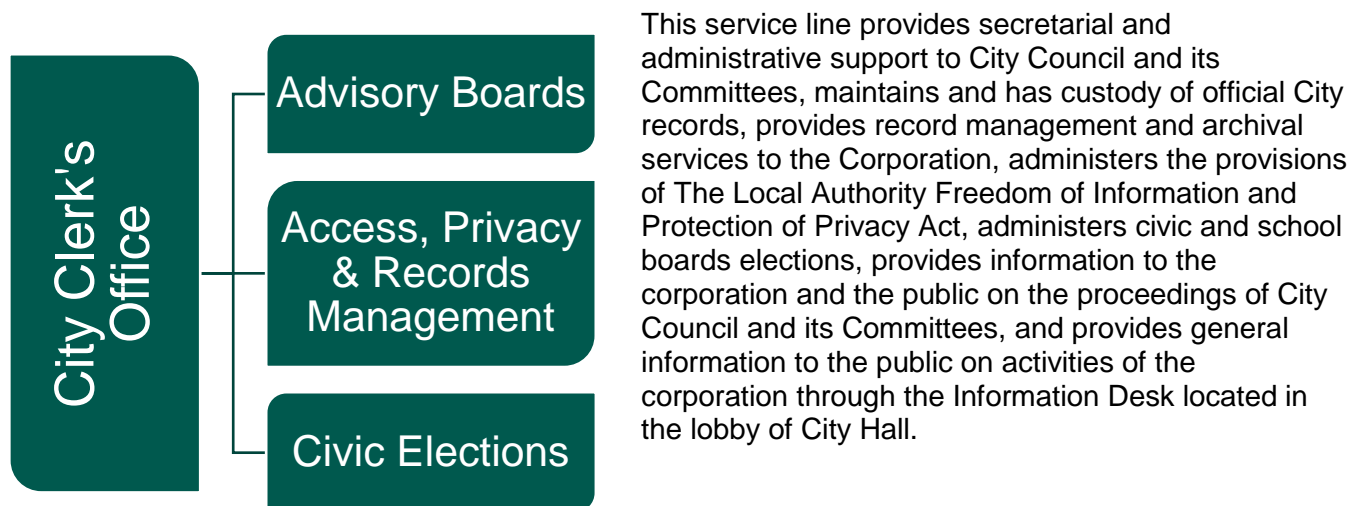
There are no significant operating changes for the City Manager's Office in 2021.

Summary of Capital Investments

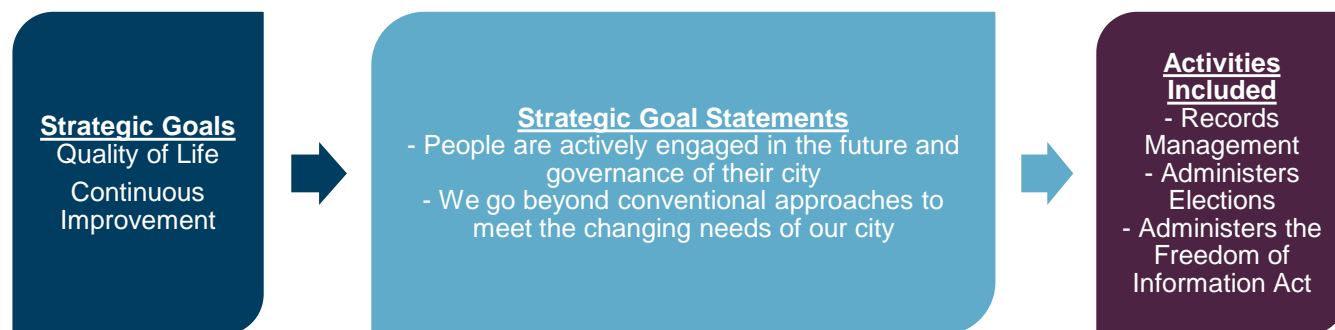
There are no capital investments for City Manager's Office.

City Clerk's Office

Overview



Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(8.4)	5.0	(4.5)	(6.2)	(1.7)	37.8%	(33.6)	(27.4)	441.9%
Total Revenues	(8.4)	5.0	(4.5)	(6.2)	(1.7)	37.8%	(33.6)	(27.4)	441.9%
Gross Expenses									
Staff Compensation	1,953.5	1,997.0	2,267.3	2,399.4	132.1	5.8%	2,450.4	51.0	2.1%
Operating Cost	389.1	445.2	495.2	609.1	113.9	23.0%	733.4	124.3	20.4%
Cost Recovery	(36.0)	(35.7)	(35.7)	(35.7)	-	-	(35.7)	-	-
Capital Contribution	147.5	147.5	147.5	147.5	-	-	186.5	39.0	26.4%
Transfer to/from Reserves	165.2	135.0	135.0	135.0	-	-	157.8	22.8	16.9%
Total Gross Expenditure	2,619.3	2,689.0	3,009.3	3,255.3	246.0	8.2%	3,492.4	237.1	7.3%
Tax Support	2,610.9	2,694.0	3,004.8	3,249.1	244.3	8.1%	3,458.8	209.7	6.5%

2018 Actual Results:

2018 resulted in an \$83.1 favorable variance from budget. The majority of the savings are due to staff vacancy savings and newer staff being at a lower level than budgeted.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	24.24	25.24	1.00	25.24	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	3,004.8	3,249.1	
Revenue Change (increase)/decrease	(1.7)	(27.4)	(29.1)
Inflation & Transfers	163.2	236.5	399.7
Growth	82.8	0.6	83.4
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	3,249.1	3,458.8	454.0

2020 Changes

Revenue Change:

An increase of \$1.7 has been added due to anticipated appeal fees being collected.

Growth:

An increase of \$82.8 has been added to staff compensation due to the addition of 1.0 FTE. A Corporate Records and Information Analyst is required to support both the Corporate Records and Information Program and the Access and Privacy Program.

Other Significant Item(s):

A total of \$163.2 has been added mainly due to increased maintenance and licensing costs for records management system. There was also an increase of \$15.0 for a Personnel Subcommittee – Legal & HR Advice.

During budget deliberations from Nov 25-27th 2019, as part of the Operating Budget Option review, City Council approved an increase of \$2.0 in 2020 for the Municipal Planning Commission.

2021 Changes

Revenue Change:

An increase of \$27.4 has been added due 2021 being a reassessment year and anticipated increase in appeal fees.

Other Significant Item(s):

A total of \$236.5 has been added mainly due to an increase in cost of the records management system and for Council Chambers Master Service Agreement costs. There is also \$22.8 added to the reserve fund for increased costs incurred during reassessment years.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1883: ELECTRONIC RECORDS MANAGEMENT	200.0	150.0	95.0	200.0	95.0
P1884: ELECTRONIC AGENDA & MEETING MGT SYSTM	-	-	-	250.0	-
P1972: RECORDS CENTRE	-	100.0	-	-	-
P1973: LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT	250.0	-	-	-	250.0
Total	450.0	250.0	95.0	450.0	345.0

The 2020-2021 City Clerk's Office Capital Investment includes \$450.0 in 2020 and \$250.0 in 2021. In 2020, funding is due to new licensing needed for the electronic records management system and leasing of new, automated vote counting equipment. In 2021, funding pertains to new licensing needed for the electronic records management system and renewal of the record centre contract.

2020-2021 Capital Budget by Funding Source



\$700

■ Reserve Funds

City Solicitor's Office

Overview



The Office of the City Solicitor provides general and specialized legal services to City Council, Committees of Council, the City Manager, the City Clerk, and all other City Departments. Legal services are provided to the City's controlled corporations and the Saskatoon Public Library Board. The wide variety of legal work performed by the Office of the City Solicitor includes governance advice, bylaw prosecutions, legislative drafting, land transactions, contracts, loans and debentures, expropriations and tax collections, representation at all levels of Court regarding municipal law matters, civil law matters and administrative law matters, arranging for the City's insurance needs, dealing with claims made by and against the City.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(304.3)	(325.0)	(325.0)	(325.0)	-	-	(325.0)	-	-
Total Revenues	(304.3)	(325.0)	(325.0)	(325.0)	-	-	(325.0)	-	-
Gross Expenses									
Staff Compensation	2,586.3	2,618.5	2,718.2	2,842.2	124.0	4.6%	2,897.6	55.4	1.9%
Operating Cost	1,985.1	1,871.6	2,036.6	2,193.7	157.1	7.7%	2,379.1	185.4	8.5%
Cost Recovery	(2,099.8)	(2,160.6)	(2,746.0)	(2,949.0)	(203.0)	7.4%	(3,156.7)	(207.7)	7.0%
Transfer to/from Reserves	-	-	400.0	425.0	25.0	6.3%	450.0	25.0	5.9%
Total Gross Expenditure	2,471.6	2,329.5	2,408.8	2,511.9	103.1	4.3%	2,570.0	58.1	2.3%
Tax Support	2,167.3	2,004.5	2,083.8	2,186.9	103.1	4.9%	2,245.0	58.1	2.7%

2018 Actual Results:

In 2018, the City Solicitor's Office had a \$162.8 unfavourable variance from budget. This was a result of an overspend on insurance due to the new PST charge on all premiums and a lower than anticipated cost recovery as the number of files anticipated for items like tax enforcement, easement work and other land work did not meet original budgeted amounts.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	22.00	22.00	-	22.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	2,083.8	2,186.9	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	103.1	58.1	161.2
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	2,186.9	2,245.0	161.2

2020 Changes

Other Significant Item(s):

An estimated inflationary increase of \$124.0 has been included in staff compensation based on collective agreements and due to positions being at higher grade levels than budgeted in 2019. The annual contribution to the Self Insured Retention Reserve was increased by \$25.0 and the cost of insurance premium is expected to increase by \$136.1 due to renegotiated contracts. The Insurance Management Program has therefore seen an increase of \$203.0 in cost recovery.

The increase includes \$10.0 for publications and \$7.0 for professional memberships to better reflect actual cost due to increased rates. Also an increase of \$10.0 to allow for fixed asset purchases to maintain quality of office space.

2021 Changes

Other Significant Item(s)

An estimated inflationary increase of \$55.4 has been included in staff compensation based on collective agreements. The annual contribution to the Self Insured Retention Reserve was increased by \$25.0 and the cost of insurance premium is expected to increase by \$170.4 due to renegotiated contracts. The Insurance Management Program has therefore seen an increase of \$207.7 in cost recovery.

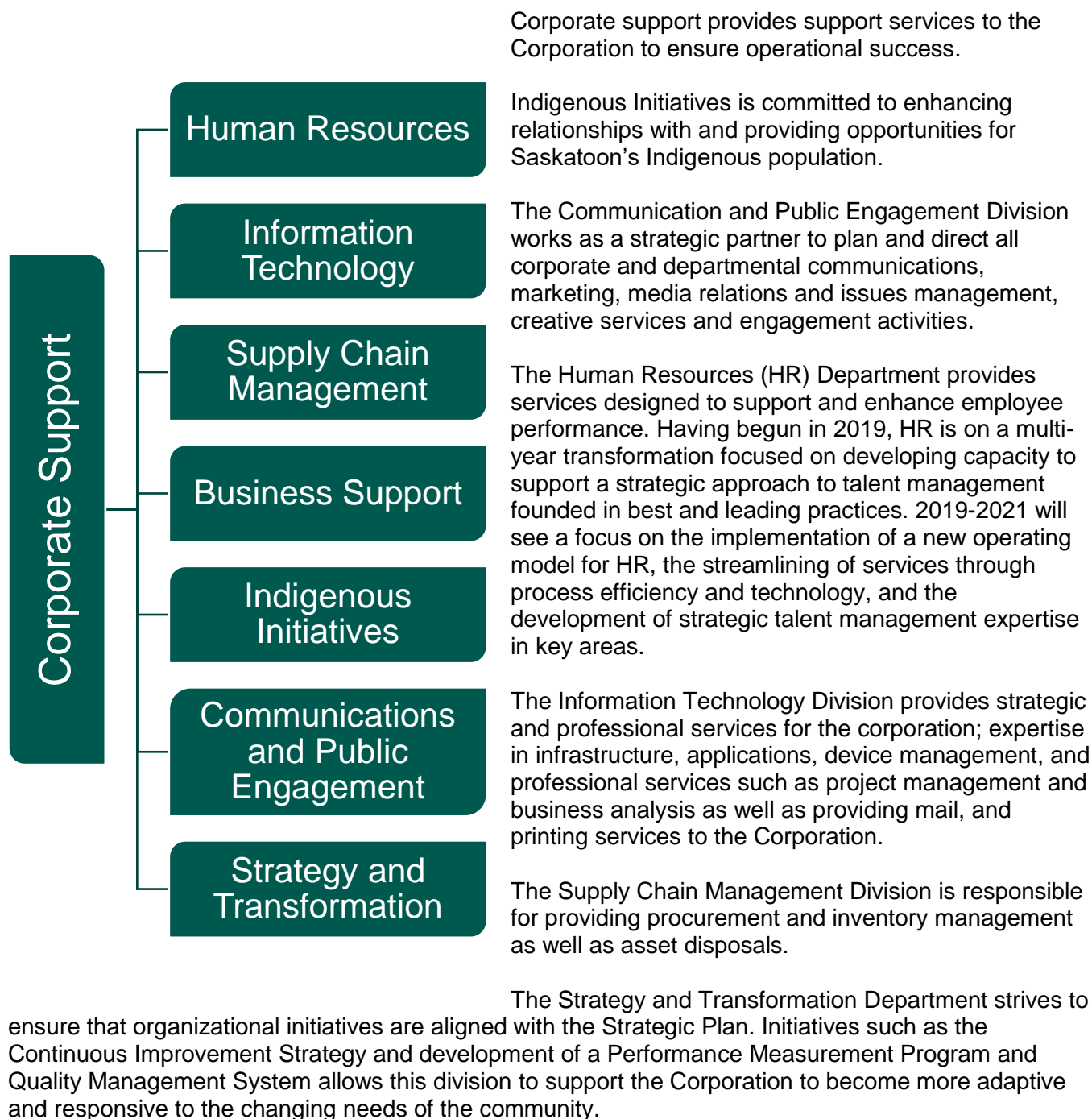
The increase includes \$10.0 for publications and \$7.0 for professional memberships to better reflect actual cost due to increased rates.

Summary of Capital Investments

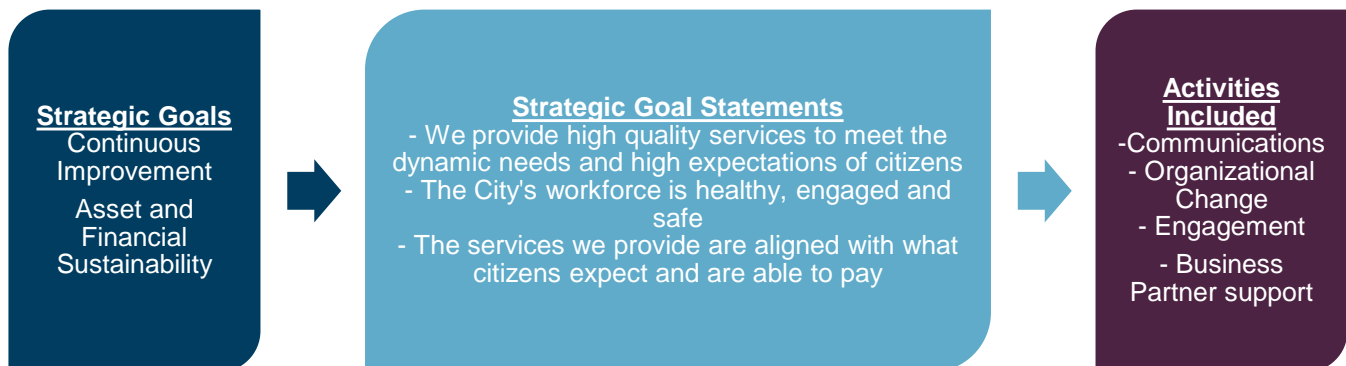
There are no capital investments for City Solicitor's Office.

Corporate Support

Overview



Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(77.5)	(70.8)	(80.8)	(80.8)	-	-	(80.8)	-	-
Total Revenues	(77.5)	(70.8)	(80.8)	(80.8)	-	-	(80.8)	-	-
Gross Expenses									
Staff Compensation	23,339.2	22,372.3	23,750.0	26,417.2	2,667.2	11.2%	27,445.9	1,028.7	3.9%
Operating Cost	7,103.6	7,623.1	7,730.5	7,894.9	164.4	2.1%	8,006.8	111.9	1.4%
Debt Charges	0.4	-	-	-	-	-	-	-	-
Cost Recovery	(11,675.1)	(11,566.6)	(12,173.7)	(12,627.0)	(453.3)	3.7%	(12,897.0)	(270.0)	2.1%
Capital Contribution	1,531.1	1,581.1	1,586.3	1,353.3	(233.0)	(14.7%)	1,250.3	(103.0)	(7.6%)
Transfer to/from Reserves	5.9	5.9	5.9	6.7	0.8	13.6%	6.7	-	-
Total Gross Expenditure	20,305.1	20,015.8	20,899.0	23,045.1	2,146.1	10.3%	23,812.7	767.6	3.3%
Tax Support	20,227.6	19,945.0	20,818.2	22,964.3	2,146.1	10.3%	23,731.9	767.6	3.3%

2018 Actual Results:

In 2018, Corporate Support had \$282.6 unfavourable variance from budget due to additional temporary staff required to deliver required programs.

Summary of 2020 - 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	229.65	237.00	7.35	242.00	5.00

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	20,818.2	22,964.3	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	2,042.9	723.5	2,766.4
Growth	94.4	44.1	138.5
Continuous Improvement	-	-	-
Service Level Changes	8.8	-	8.8
Total Budget	22,964.3	23,731.9	2,913.7

2020 Changes

Growth:

Supply Chain Management requires additional software for the bid-submission and Request for Qualifications or Proposals (RFX) processes of \$40.0 to advance procurement practices from the inefficient, manual, paper-based process to more proactive and strategic procurement. Supply Chain Management also requires additional Purchasing Management Association of Canada (PMAC) memberships of \$2.0 to ensure staff is properly certified and trained. Additional Microsoft licensing of \$32.4 is required within the IT department. Indigenous Initiatives requires \$15.0 in funding to continue the advancement of the Truth and Reconciliation Initiatives such as providing educational reconciliation events and integrating materials and programming for indigenous reconciliation into civic operations. An interpreter is required for a deaf employee for an increase of \$5.0.

Service Level Change:

During budget deliberations from Nov.25-27th 2019, as part of the Operating Budget Option review, City Council approved an additional \$8.8 to allocate additional resources towards anti-racism initiatives.

Other Significant Item(s):

An increase of \$103.3 (1.0 FTE) is included for an Asset Management Coordinator to help manage and continue developing the Asset Management Strategy. This position will not have an effect on the mill rate as the major programs that benefit from the Asset Management program have allocated funds to support this position.

A reallocation of 1.0 FTE was made from the Service Saskatoon Service Line to repurpose the Director of Service Saskatoon into a General Manager position. This had a \$47.0 effect on the mill rate for difference in position grades.

Through HR's prioritized transformational strategy, the organization has realigned resources by:

- Transferring 3.0 FTE's (1.0 FTE comes from a transfer within this service line) and \$912.0 base budget in 2020 to HR from other administrative areas in order to effectively begin creating the foundational base.
- This includes making necessary adjustments to the existing 42.5 FTE's along with adding 3.0 new FTE's in 2020 using the transferred dollars.

The realignment will focus on developing capacity to support a strategic approach to talent management and the implementation of a new operating model which will streamline services through process efficiency, and technology, along with the development of strategic talent management expertise in key areas.

In addition to the transferred funds, HR has included an increase of \$482.1 to support the new delivery model, plus \$156.0 for collective agreements. Increased cost recoveries of \$343.8 partially offset the 2020 increases.

An increase of \$156.6 (two temporary positions) is included for two Senior Buyers required to focus on strategic procurement. These positions will not have a mill rate effect as they will be paid for through global procurement savings expected as a result of the change in procurement methodology.

A transfer of \$46.0 (0.35 FTE) from the Water and Wastewater Utility for a Water and Sewer Engineering Manager and \$20.6 (0.20 FTE) for an Accounting Coordinator II was made to better align with the work being completed. In addition a transfer of \$17.6 (0.20 FTE) for an Accounting Coordinator was transferred out to Fleet Services.

2021 Changes

Growth:

Indigenous Initiatives requires \$20.0 in funding to continue the advancement of the Truth and Reconciliation Initiatives such as providing educational reconciliation events and integrating materials and programming for indigenous reconciliation into civic operations. Additional licensing of \$24.1 is required within the IT department.

Other Significant Items(s):

Through HR's prioritized transformational strategy, the organization has realigned resources by transferring \$287.0 base budget in 2021 to HR from other administrative areas in order to effectively begin creating a foundational base. This includes adding 3.0 FTE's in 2021 using the transferred dollars. An increase of \$46.1 has been included in staff compensation based on adjustments, plus \$143.4 for collective agreements. Increased cost recoveries of \$115.1 partially offset the 2021 increases.

An increase of 2.0 FTE's is included for two Senior Buyers required to focus on strategic procurement. These positions will not have a mill rate effect as they will be paid for through global procurement savings expected as a result of the change in procurement methodology and the dollars were budgeted in 2020.

Summary of Capital Investments

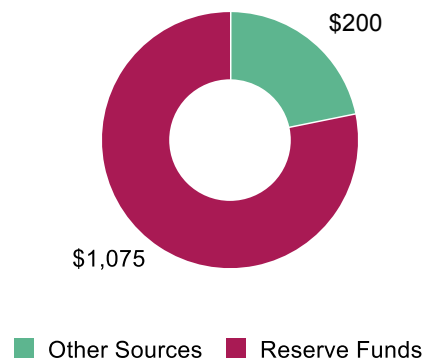
Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1083: CORPORATE NETWORK EQUIPMENT REPL	335.0	325.0	575.0	575.0	575.0
P2368: PRINTING AND MAIL SERVICES - EQUIPMENT	136.0	154.0	-	-	150.0
P2625: CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP	100.0	-	-	-	-
P2626: TALENT MANAGEMENT FRAMEWORK	75.0	50.0	-	-	-
P2627: EVENT VENUE BUSINESS PLAN	100.0	-	-	-	-
Total	746.0	529.0	575.0	575.0	725.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1976: CHIEF MISTAWASIS BRIDGE ACKNOWLEDGEMENTS	-	-	200.0	-	-
P2628: INFILL COMMUNICATION STRATEGY	-	-	50.0	-	-
P2629: STRATEGIC PLANNING AND PUBLIC ENGAGEMENT RESOURCES	-	-	150.0	-	-
Total	-	-	400.0	-	-

The 2020-2021 Corporate Support Capital Investment includes \$660.0 for replacement and upgrade of local area networks and corporate servers; \$290.0 for replacement of printing and mail services equipment; and \$125.0 for development of the Talent Management Framework.

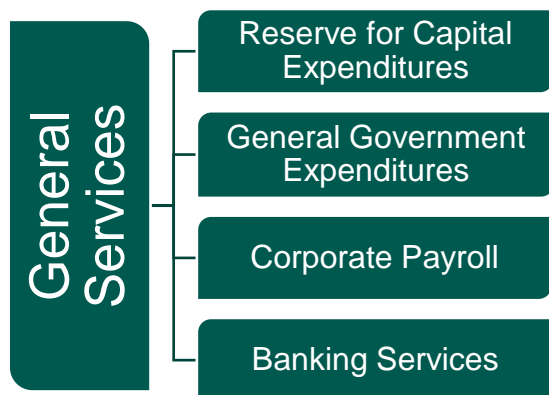
During budget deliberations from Nov.25-27th 2019, as part of the Capital Budget Option review, City Council approved in 2020 an additional \$100.0 to collaboratively fund a Research Grant Program with the University of Saskatchewan and an additional \$100.0 for the development of the Arena and Convention Centre Business Case.

2020-2021 Capital Budget by Funding Source



General Services

Overview



To provide for various provisions for revenues and expenditures related to the operation of the municipality but do not relate to specific programs. Examples of the revenues and expenditures include bank service costs, transfers to general reserves, administrative recoveries, corporate payroll expenditures, and working capital.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue - Admin Recovery	(9,454.6)	(9,454.6)	(9,454.6)	(9,454.6)	-	-	(9,454.6)	-	-
Total Revenues	(9,454.6)	(9,454.6)	(9,454.6)	(9,454.6)	-	-	(9,454.6)	-	-
Gross Expenses									
Staff Compensation	55,044.5	53,574.1	52,952.5	55,432.0	2,479.5	4.7%	55,494.2	62.2	0.1%
Operating Cost	2,103.7	939.0	665.4	324.2	(341.2)	(51.3%)	338.7	14.5	4.5%
Debt Charges	128.8	128.8	488.9	1,119.6	630.7	129.0%	1,119.6	-	-
Cost Recovery	(50,576.3)	(49,366.2)	(49,366.2)	(51,554.3)	(2,188.1)	4.4%	(51,554.3)	-	-
Capital Contribution	2,868.4	2,868.4	2,868.4	3,368.4	500.0	17.4%	3,618.4	250.0	7.4%
Transfer to/from Reserves	142.1	-	-	-	-	-	-	-	-
Total Gross Expenditure	9,711.2	8,144.1	7,609.0	8,689.9	1,080.9	14.2%	9,016.6	326.7	3.8%
Tax Support	256.6	(1,310.5)	(1,845.6)	(764.7)	1,080.9	(58.6%)	(438.0)	326.7	(42.7%)

2018 Actual Results:

In 2018, General Services had a \$1.6 million unfavourable variance from budget due to general payroll expenditures such as CPP, WCB and dental and medical premiums being higher than budget. In addition, the corporate staff vacancy would be realized in other budget areas.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(1,845.6)	(764.7)	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	910.9	76.7	987.6
Growth	520.0	250.0	770.0
Continuous Improvement	(350.0)	-	(350.0)
Service Level Changes	-	-	-
Total Budget	(764.7)	(438.0)	1,407.6

2020 Changes

Growth:

The Fusion (ERP) project is being implemented beginning in 2020. While this project was approved on the basis of transforming the City of Saskatoon systems, processes and operations which will generate a projected \$40.0 million in savings during the six years post implementation, operating impacts will be required. These impacts are for licensing costs prior to full implementation being completed and before savings are realized. A significant portion of these licensing costs will be offset in the future from the retirement of existing systems, however, 2020 includes an increase of \$500.0 to support the licensing requirements prior to full implementation. On June 24, 2019 City Council resolved to re-allocate \$8.5 million from reserve contributions between 2020 and 2021 to support the Fusion project.

\$20.0 has been added for an increase in memberships to the FCM Quality of Life memberships.

Continuous Improvement:

Costs were decreased by \$511.7 for an estimate of savings from a unified and global procurement strategy. These savings will be realized in many areas of the City but the budget is held within the General Services service line. \$161.7 of these savings were transfers used to support two Senior Buyer positions within the Corporate Support service line.

Other Significant Item(s):

Net Working Capital Interest (WCI) is collected within the General Services service line as compensation for outstanding earnings on cash balances held by non-mill rate programs (such as utilities). The WCI calculation uses the Bank of Canada's overnight rate which has increased significantly in the last couple years. The WCI is anticipated to increase by \$630.7.

2021 Changes

Growth:

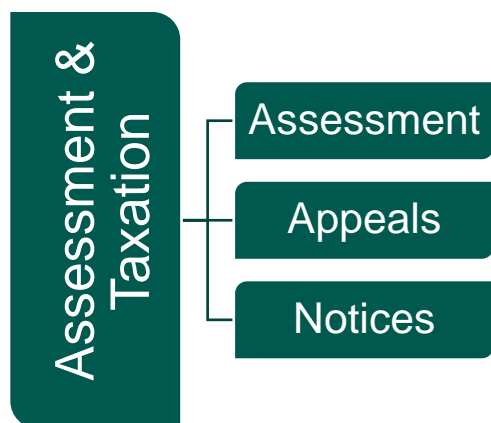
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Summary of Capital Investments

There are no capital investments for General Services.

Assessment & Taxation

Overview



The Assessment & Taxation service line prepares and defends the Assessment Roll based on the standards set out by The Saskatchewan Assessment Management Agency (SAMA), and produces and maintains the associated Taxation Roll on an annual basis as required by Provincial Legislation. Based on the legislation set out in The Cities Act, this service line issues the related Assessment & Taxation notices to property owners. Collection of tax revenue is handled by Corporate Revenue.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(11.3)	(4.5)	(4.5)	(7.0)	(2.5)	55.6%	(7.0)	-	-
Total Revenues	(11.3)	(4.5)	(4.5)	(7.0)	(2.5)	55.6%	(7.0)	-	-
Gross Expenses									
Staff Compensation	2,727.3	3,052.8	3,054.9	2,723.4	(331.5)	(10.9%)	2,777.8	54.4	2.0%
Operating Cost	440.0	483.1	483.1	350.9	(132.2)	(27.4%)	350.9	-	-
Transfer to/from Reserves	6.7	6.7	6.7	6.7	-	-	6.7	-	-
Total Gross Expenditure	3,174.0	3,542.6	3,544.7	3,081.0	(463.7)	(13.1%)	3,135.4	54.4	1.8%
Tax Support	3,162.7	3,538.1	3,540.2	3,074.0	(466.2)	(13.2%)	3,128.4	54.4	1.8%

2018 Actual Results:

In 2018 Assessment and Taxation had a \$375.4 favourable variance from budget. This was mostly a result of staff vacancies.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	33.00	29.00	(4.00)	29.00	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	3,540.2	3,074.0	
Revenue Change (increase)/decrease	(2.5)	-	(2.5)
Inflation & Transfers	(463.7)	54.4	(409.3)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	3,074.0	3,128.4	(411.8)

2020 Changes

Revenue Change:

An increase of \$2.5 related to property tax roll searches is estimated for 2020.

Other Significant Item(s):

A total of 4.0 FTE's and the associated costs of \$525.4 have been transferred to the Revenue Services Service Line to better align the work functions.

An estimated inflationary increase of \$89.4 has been included in staff compensation based on collective agreements.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$54.4 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P2079: PROPERTY REASSESSMENT	250.0	100.0	-	-	-
Total	250.0	100.0	-	-	-

P2079 AF – Property Reassessment Investment includes the implementation and defence of reassessment that occurs every four years. The next reassessment is in 2021.

2020-2021 Capital Budget by Funding Source

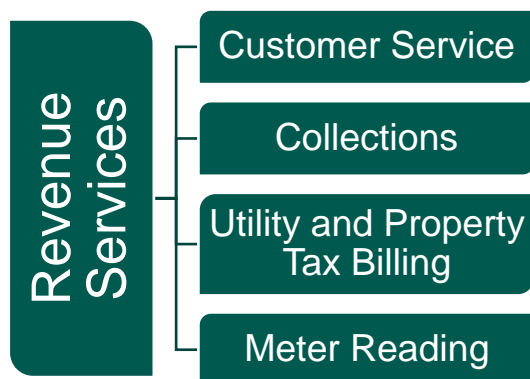


\$350

■ Reserve Funds

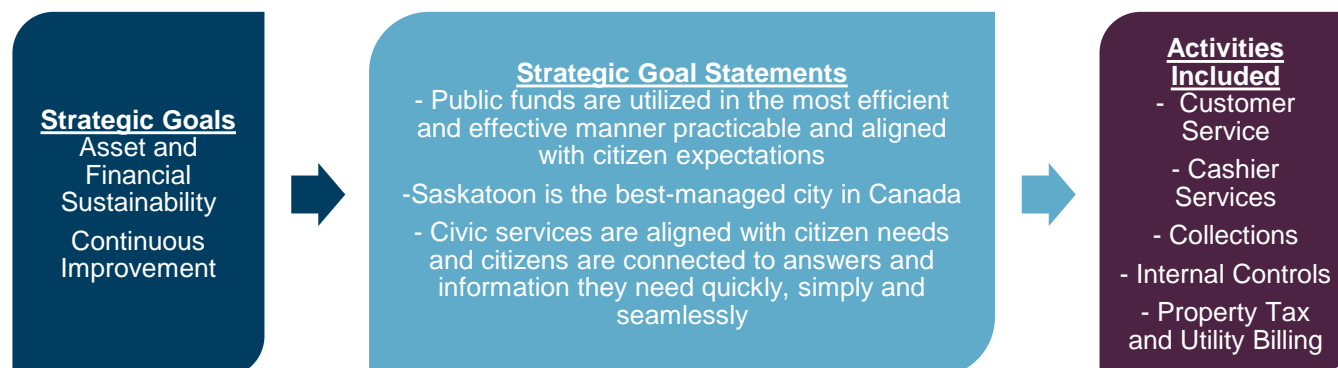
Revenue Services

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(44.8)	(42.0)	(42.0)	(42.0)	-	-	(42.0)	-	-
Total Revenues	(44.8)	(42.0)	(42.0)	(42.0)	-	-	(42.0)	-	-
Gross Expenses									
Staff Compensation	4,756.7	5,010.6	5,212.9	5,813.8	600.9	11.5%	5,929.8	116.0	2.0%
Operating Cost	3,324.9	3,448.0	3,497.7	3,795.9	298.2	8.5%	3,845.6	49.7	1.3%
Cost Recovery	(6,454.8)	(6,612.8)	(6,756.1)	(7,218.9)	(462.8)	6.9%	(7,341.9)	(123.0)	1.7%
Total Gross Expenditure	1,626.8	1,845.8	1,954.5	2,390.8	436.3	22.3%	2,433.5	42.7	1.8%
Tax Support	1,582.0	1,803.8	1,912.5	2,348.8	436.3	22.8%	2,391.5	42.7	1.8%

2018 Actual Results:

In 2018, Revenue Services had a \$221.8 favourable variance from budget due to staff vacancies.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	68.50	72.50	4.00	72.50	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	1,912.5	2,348.8	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	436.3	42.7	479.0
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	2,348.8	2,391.5	479.0

2020 Changes

Other Significant Item(s):

A total of 4.0 FTE's and the associated costs of \$525.4 have been transferred from the Assessment & Taxation Service Line to better align the work functions.

An estimated inflationary increase of \$130.6 has been included in staff compensation based on collective agreements and reclassification of positions resulted in a \$76.0 inflationary increase.

Additional maintenance costs of \$104.0 for the AML web presentment program was required and \$31.7 for IT charges related to the CIS system. An increase in cost recovery of \$437.6 from utility services and animal services is included that partially offset some of the cost increases.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$116.0 has been included in staff compensation based on collective agreements.

An increase is required for IT related charges for the CIS system of \$23.3. An increase in cost recovery of \$124.5 from utility services and animal services is included that partially offset some of the cost increases.

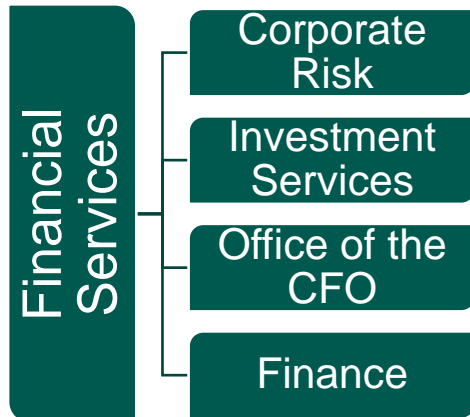
Summary of Capital Investments

There are no capital investments for Revenue Services.

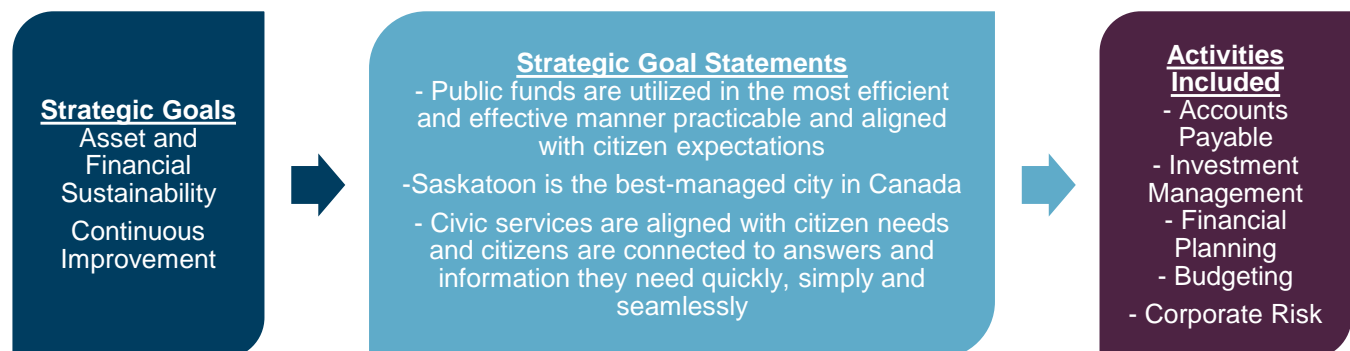
Financial Services

Overview

The financial stewardship of the Corporation is a critical function which includes the leadership and guidance on financial matters facing the Corporation including the civic investment function. This area includes the general management, leadership, and control for the Corporate Financial Services department's operations, including policy development, inquiries from the public, and City Council relations. The Corporation's risk management, investment and borrowing decisions, financial recording, planning, reporting and control, corporate budgeting, supplier payments, and employee payroll and benefits are key services provided.



Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	3,035.4	3,050.4	3,182.7	3,283.0	100.3	3.2%	3,354.2	71.2	2.2%
Operating Cost	534.7	417.2	429.2	463.8	34.6	8.1%	473.8	10.0	2.2%
Cost Recovery	(156.7)	(152.0)	(168.2)	(168.2)	-	-	(168.2)	-	-
Capital Contribution	270.0	270.0	575.8	445.8	(130.0)	(22.6%)	419.8	(26.0)	(5.8%)
Total Gross Expenditure	3,683.3	3,585.6	4,019.5	4,024.4	4.9	0.1%	4,079.6	55.2	1.4%
Tax Support	3,683.3	3,585.6	4,019.5	4,024.4	4.9	0.1%	4,079.6	55.2	1.4%

2018 Actual Results:

In 2018, Financial Services had a \$97.7 unfavorable variance due to system upgrades and increased licensing costs. Additional Staff costs were offset within the Revenue Services service line.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	30.10	29.10	(1.00)	29.10	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	4,019.5	4,024.4	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(20.1)	55.2	35.1
Growth	25.0	-	25.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	4,024.4	4,079.6	60.1

2020 Changes

Growth:

An increase of \$25.0 was added for the licensing of new software to produce the Multi-Year Business Plan and Budget Book in-house.

Other Significant Item(s):

An additional reduction to the Corporate Capital Reserve was made for \$50.0 in an effort to reduce the proposed property tax increase.

Additional FTE transfers (net 0 FTE's) include: 0.30 FTE was transferred to Transportation Service Line; 0.10 FTE was transferred from Water Utility; and 0.20 FTE was transferred from Fleet Services. An estimated inflationary increase of \$41.7 has been included in staff compensation based on collective agreements.

2021 Changes

Other Significant Item(s):

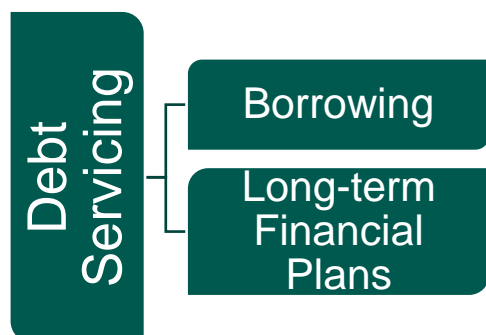
An estimated inflationary increase of \$68.7 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Financial Services.

Debt Servicing

Overview



The Debt Servicing service line provides for the operation of the Corporation's debt management practices. This service line provides for the management of reallocated Gas Tax Revenues related to debt servicing, the management of the City's Major Financial Plans for capital projects, as well as the interest and principle payments related to the Corporation's debenture issues.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue - Gas Tax	(6,818.8)	(6,821.5)	(5,234.8)	(2,188.5)	3,046.3	(58.2%)	-	2,188.5	(100.0%)
Total Revenues	(6,818.8)	(6,821.5)	(5,234.8)	(2,188.5)	3,046.3	(58.2%)	-	2,188.5	(100.0%)
Gross Expenses									
Debt Charges	38,643.0	38,489.9	43,329.2	42,412.2	(917.0)	(2.1%)	41,789.8	(622.4)	(1.5%)
Transfer to/from Other Operating	-	-	-	(485.0)	(485.0)	-	(485.0)	-	-
Transfer to/from Reserves	(9,508.4)	(9,508.3)	(14,354.3)	(14,359.6)	(5.3)	-	(14,485.7)	(126.1)	0.9%
Total Gross Expenditure	29,134.6	28,981.6	28,974.9	27,567.6	(1,407.3)	(4.9%)	26,819.1	(748.5)	(2.7%)
Tax Support	22,315.8	22,160.1	23,740.1	25,379.1	1,639.0	6.9%	26,819.1	1,440.0	5.7%

2018 Actual Results:

In 2018 Debt Servicing had a \$155.7 unfavorable variance which was mainly due to the variation in interest and principal rates compared to budget estimates.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	23,740.1	25,379.1	
Revenue Change (increase)/decrease	3,046.3	2,188.5	5,234.8
Inflation & Transfers	(3,046.3)	(2,188.5)	(5,234.8)
Growth	1,639.0	1,440.0	3,079.0
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	25,379.1	26,819.1	3,079.0

2020 Changes

Revenue Change:

A portion of the loan that is covered through Gas Tax Re-Allocation expired in 2020. This decreased the revenue by \$3.0 million from the Gas Tax Re-Allocation that covers this portion of the expired loan. The revenue reduction is offset with a reduction in principal and interest expenditures of the same amount.

Growth:

An increase of \$750.0 is required for the Major Transportation Funding plan for Bus Rapid Transit, and \$889.0 for the Civic Facilities Funding plan to ensure sufficient funding of the projects within each plan.

Other Significant Item(s):

\$485.0 is a transfer from the Multi-Unit Recycling Operations program (Multi-Material Stewardship Western Funding) to cover the increase required for the Recovery Park Funding plan.

\$12.4 million in capital project down payments has been included in this service line in accordance with the City's Major Funding Plans (Major Transportation (BRT), Multi-Unit Recycling Operations and Civic Facilities) for future debt payments, capital contributions or operating impacts.

Debt Servicing costs are \$30.0 million, which consists of \$13.1 million in interest payments and \$16.9 million in principal payments.

2021 Changes

Revenue Change:

The remaining amount of the loan that is covered through Gas Tax Allocation expired in 2021. This decreased the revenue by \$2.2 million from the Gas Tax Allocation that covers this portion of the expired loan. This revenue reduction is offset with a reduction in principal and interest expenditures of the same amount.

Growth:

An increase of \$750.0 is required for the Major Transportation Funding plan for Bus Rapid Transit, and \$690.0 for the Civic Facilities Funding plan to ensure sufficient funding of the projects within each plan.

Other Significant Item(s):

\$14.1 million in capital project down payments has been included in this service line in accordance with the City's Major Funding Plans (Major Transportation (BRT), Multi-Unit Recycling Operations and Civic Facilities) for future debt payments, capital contributions or operating impacts.

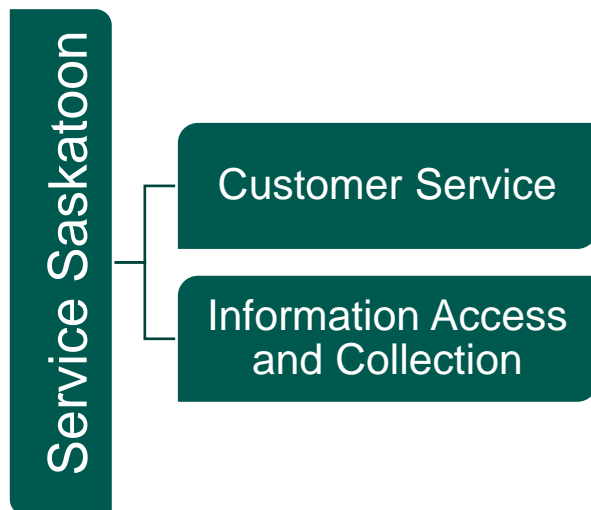
Debt Servicing costs are \$27.7 million, which consists of \$12.5 million in interest payments and \$15.2 million in principal payments.

Summary of Capital Investments

There are no capital investments for Debt Servicing.

Service Saskatoon

Overview

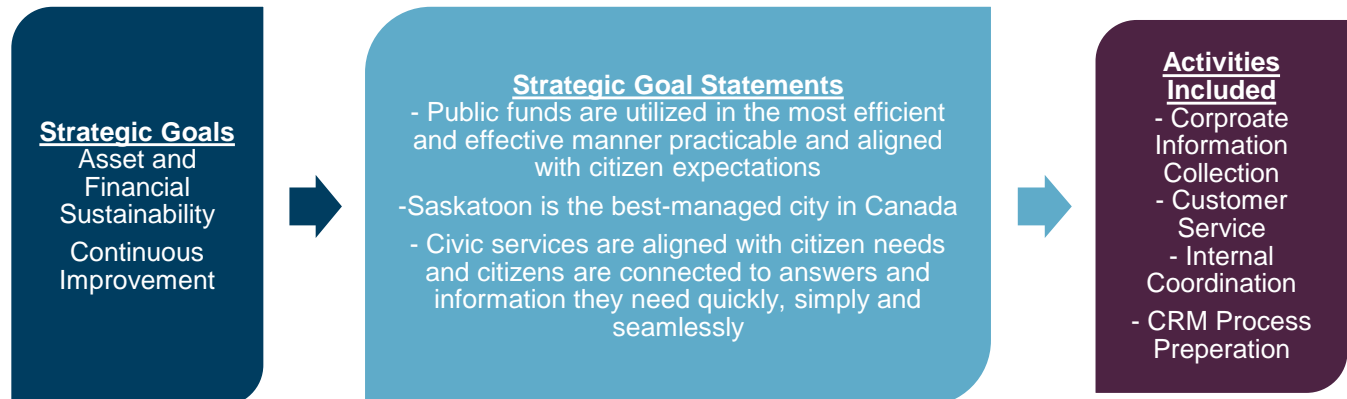


Service Saskatoon is a coordinated approach to delivering services that will help citizens connect to answers and information – quickly, simply and seamlessly.

The model of citizen service is built upon four key pillars:

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

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Customer Service	Customer Care Centre	24/7 customer care phone, email, and social media service requests		
	Service Ambassadors Training	Culture of Service - 1 day workshop, Creating an Exceptional Customer Service Team - half-day workshop, Customized Customer Service Training - 2 to 3 hour workshop		
	Website - saskatoon.ca	24/7 access to online services and program information		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Total Revenues	-	-	-	-	-	-	-	-	-
Gross Expenses									
Staff Compensation	551.6	534.6	645.8	623.7	(22.1)	(3.4%)	650.3	26.6	4.3%
Operating Cost	70.2	2.1	2.1	29.3	27.2	1,295.2%	29.3	-	-
Cost Recovery	(91.4)	-	-	(145.9)	(145.9)	-	(146.8)	(0.9)	0.6%
Capital Contribution	200.0	200.0	200.0	200.0	-	-	200.0	-	-
Total Gross Expenditure	730.4	736.7	847.9	707.1	(140.8)	(16.6%)	732.8	25.7	3.6%
Tax Support	730.4	736.7	847.9	707.1	(140.8)	(16.6%)	732.8	25.7	3.6%

2018 Actual Results:

In 2018, Service Saskatoon had no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	5.00	6.20	1.20	6.20	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	847.9	707.1	
Revenue Change (increase)/decrease	-	-	-
Inflation & Transfers	(272.6)	25.7	(246.9)
Growth	131.8	-	131.8
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	707.1	732.8	(115.1)

2020 Changes

Growth:

An increase of \$131.8 (2 FTE's) is included for the addition of Customer Care Agent positions that will support and maintain the citizen service levels.

Other Significant Item(s):

An estimated inflationary increase of \$21.3 has been included in staff compensation based on collective agreements.

A reduction of \$190.2 is from the transfer of 1.0 FTE to the Corporate Support service line. A reallocation with the Road Maintenance service line resulted in a transfer of 0.2 FTE and total costs of \$48.7. Cost recoveries of \$145.5 has been transferred from the Road Maintenance service line.

2021 Changes

Other Significant Item(s):

An estimated inflationary increase of \$12.7 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1364: SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0

P1364 Service Saskatoon Capital Investment includes \$400.0 to support the corporate strategy of providing citizens with responsive and reliable services through the implementation of a Customer Relationship Management (CRM) system.

2020-2021 Capital Budget by Funding Source



TAXATION AND GENERAL REVENUES

City of Saskatoon

Operating & Capital Budget
Approved 2020/2021

The Taxation and General Revenues Business Line is a collection of various taxation related services. The Figure below provides an illustration of the services contained under this Business Line:



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 Approved 2020 budget includes expenditure increases of \$21.43 million (4.26%) and an operating revenue increase of \$12.66 million (2.48%), creating a funding gap of \$9.07 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 3.70% has been included in the budget as approved by City Council on November 27th, 2019 budget deliberations.

The Approved 2021 budget includes expenditure increases of \$19.57 million (3.68%) and an operating revenue increase of \$9.64 million (1.81%), creating a funding gap of \$9.93 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 3.87% has been included in the budget as approved by City Council on November 27th, 2019 budget deliberations.

The 2020/2021 multi-year-budget process was as follows:

As presented to the Governance and Priorities Committee (Committee) from June through October, the estimated property tax increase required to maintain current service levels was calculated at 2.94% for 2020 and 3.17% for 2021. In addition, Administration detailed a phased-in 1.00% municipal property tax contribution to establish a city-wide organics program and correct the Waste Operations operating deficit. This resulted in a 3.94% and 4.17% property tax increase for 2020 and 2021 respectively.

Taxation and General Revenues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Administration originally presented Committee with three options:

Target a Municipal Property Tax Less than the 3.94% and 4.17%; Target a Municipal Property Tax Equal to the 3.94% and 4.17%; or Target a Municipal Property Tax Higher than the 3.94% and 4.17%.

A motion by Committee members to target a Municipal Property Tax Less than the 3.94% and 4.17% was carried. Administration then presented Council with nine options to lower the property tax increase and was directed to include six of those options in the preparation of the 2020/2021 Preliminary Business Plan and Budget. This lowered the projected property tax increase to 3.23% and 3.54% for 2020 and 2021 respectively. During budget deliberations from November 25-27th, 2019 City Council then approved a 2020/2021 budget of 3.70% and 3.87% respectively.

Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Asset and Financial Sustainability	
Reliance on property taxes is reduced.	Continued work on the Growth Plan to Half a Million
	Continued work on the Continuous Improvement Strategy and development of a Quality Management Systems Framework
	Continuing to update the City's major funding plans with a continued focus on non-property tax revenue source
	Continue to maximize the use of non-property tax funding sources including government grants

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Overall Satisfaction with Civic Services	> 90%	86%	87%	82%	83%	Improvement	Neutral
Annual Municipal Property Tax Increase	< MPI	3.96%	4.82%	3.79%	4.40%	Decline	Needs Improvement

Taxation and General Revenues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Other Levies	(2,983.4)	(2,499.1)	(2,646.3)	(2,832.5)	(186.2)	7.0%	(3,056.5)	(224.0)	7.9%
Grants in Lieu of Taxes	(41,439.3)	(41,531.5)	(42,945.4)	(44,166.1)	(1,220.7)	2.8%	(45,782.8)	(1,616.7)	3.7%
Property Levy	(230,668.8)	(231,240.5)	(244,270.9)	(256,449.3)	(12,178.4)	5.0%	(268,875.6)	(12,426.3)	4.8%
Municipal Revenue Sharing Grant	(43,381.6)	(43,430.0)	(43,430.0)	(49,829.0)	(6,399.0)	14.7%	(51,632.8)	(1,803.8)	3.6%
Fines and Penalties	(14,747.6)	(14,971.7)	(14,271.7)	(14,521.7)	(250.0)	1.8%	(14,521.7)	-	-
General Revenue	(61,668.1)	(58,475.4)	(64,649.3)	(67,869.0)	(3,219.7)	5.0%	(70,074.0)	(2,205.0)	3.2%
Total Revenues	(394,888.9)	(392,148.2)	(412,213.6)	(435,667.6)	(23,454.0)	5.7%	(453,943.4)	(18,275.8)	4.2%
Gross Expenses									
Other Levies	1,004.0	1,234.8	302.7	425.9	123.2	40.7%	443.9	18.0	4.2%
Grants in Lieu of Taxes	-	-	-	-	-	-	-	-	-
Property Levy	646.0	665.0	665.0	665.0	-	-	665.0	-	-
Municipal Revenue Sharing Grant	-	-	-	-	-	-	-	-	-
Fines and Penalties	6,626.8	5,933.5	5,733.5	5,983.5	250.0	4.4%	5,983.5	-	-
General Revenue	(480.8)	(1,758.9)	(2,264.4)	(1,895.2)	369.2	(16.3%)	(1,741.7)	153.5	(8.1%)
Total Gross Expenses	7,796.0	6,074.4	4,436.8	5,179.2	742.4	16.7%	5,350.7	171.5	3.3%
Tax Support	(387,092.9)	(386,073.8)	(407,776.8)	(430,488.4)	(22,711.6)	5.6%	(448,592.7)	(18,104.3)	4.2%

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

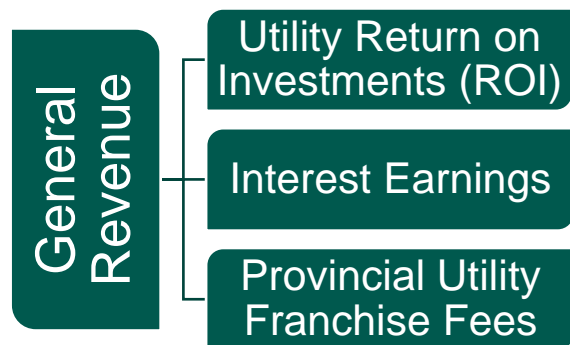
Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(407,776.8)	(430,488.4)	
Revenue Change (increase)/decrease	(23,454.0)	(18,275.8)	(41,729.8)
Inflation & Transfer	742.4	171.5	913.9
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(430,488.4)	(448,592.7)	(40,815.9)

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Total	-	-	-	-	-

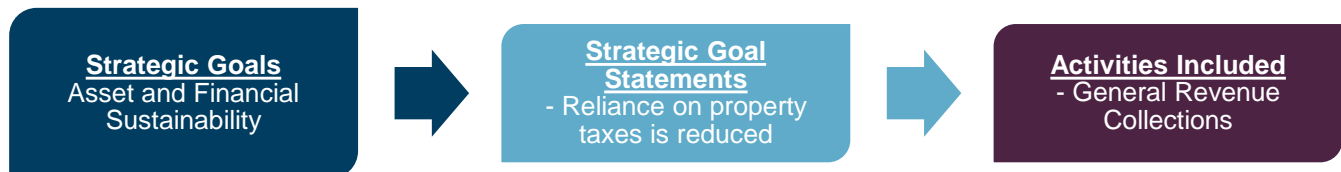
General Revenues

Overview



To provide for various provisions for revenues that relate to the operation of the municipality but do not relate to specific program.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Grant-in-Lieu of Taxes - Prov Utility	(30.1)	-	-	-	-	-	-	-	-
Interest Earnings	(11,962.0)	(11,292.4)	(11,533.5)	(11,955.8)	(422.3)	3.7%	(12,525.0)	(569.2)	4.8%
Prov Utility Franchise Fees	(16,024.6)	(14,121.1)	(18,453.9)	(19,126.3)	(672.4)	3.6%	(20,034.6)	(908.3)	4.7%
Revenue	(33,651.4)	(33,061.9)	(34,661.9)	(36,786.9)	(2,125.0)	6.1%	(37,514.4)	(727.5)	2.0%
Total Revenues	(61,668.1)	(58,475.4)	(64,649.3)	(67,869.0)	(3,219.7)	5.0%	(70,074.0)	(2,205.0)	3.2%
Gross Expenses									
Debt Charges	1,746.6	187.5	187.5	387.5	200.0	106.7%	387.5	-	-
Transfer to/from Other Operating	(1,716.7)	(1,435.7)	(1,947.2)	(2,032.7)	(85.5)	4.4%	(2,029.2)	3.5	(0.2%)
Transfer to/from Reserves	(510.7)	(510.7)	(504.7)	(250.0)	254.7	(50.5%)	(100.0)	150.0	(60.0%)
Total Gross Expenditure	(480.8)	(1,758.9)	(2,264.4)	(1,895.2)	369.2	(16.3%)	(1,741.7)	153.5	(8.1%)
Tax Support	(62,148.9)	(60,234.3)	(66,913.7)	(69,764.2)	(2,850.5)	4.3%	(71,815.7)	(2,051.5)	2.9%

Taxation and General Revenues ²⁰²¹ Multi-Year Budget

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2018 Actual Results:

2018 resulted in a \$1.9 million positive variance from budget. This variance was largely related to an additional \$1.9 million in Sask Energy Franchise Fees due to the Provincial Reinstatement of these charges as part of the 2018/2019 Provincial Budget. In addition, this service line had an \$889.0 negative variance in Interest Earnings due to higher than budgeted amounts on interest being paid out to reserves such as the Parks & Rec Levy, Saskatoon Public Library and Developer Contributions. This was offset by nearly \$700.0 in higher miscellaneous revenue most notably from P-Card Rebates and nearly \$400.0 in old PST and GST Rebates from the Finance Divisions Commodity Tax Review.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(66,913.7)	(69,764.2)	
Revenue Change (increase)/decrease	(3,219.7)	(2,205.0)	(5,424.7)
Inflation & Transfers	369.2	153.5	522.7
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(69,764.2)	(71,815.7)	(4,902.0)

2020 Changes

Revenue Change:

Return on investment (ROI) has increased \$2.0 million for the 2020 budget year (\$1.2 million from the Water utility and \$856.8 from the Wastewater Utility).

An overall increase of \$672.4 for Provincial Utility Franchise Fees (Sask. Power and Sask. Energy) based on anticipated rate increases.

Commissions and Other Revenues have been increases by \$100.0 for anticipated carbon tax rebates.

Interest Earnings Revenue has been increased in 2020 by \$422.3 based on anticipated future earnings rates.

Other Significant Item(s):

Interest Earnings Expenditures has also increased in 2020 by \$454.7 offsetting the revenue increase.

The Land Development surplus has increased by \$85.5 in 2020 which is a cost recovery or a reduction in expense.

Taxation and General Revenues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2021 Changes

Revenue Change:

Return on investment (ROI) has increased \$442.5 for the 2021 budget year (\$256.6 from the Water Utility and \$185.9 from the Wastewater Utility).

An overall increase of \$908.3 for Provincial Utility Franchise Fees (Sask. Power and Sask. Energy) based on anticipated rate increases.

Commissions and Other Revenues have been increases by \$300.0 for anticipated carbon tax rebates.

Interest Earnings has been increased in 2021 by \$569.2 based on anticipated earnings rates.

Other Significant Item(s):

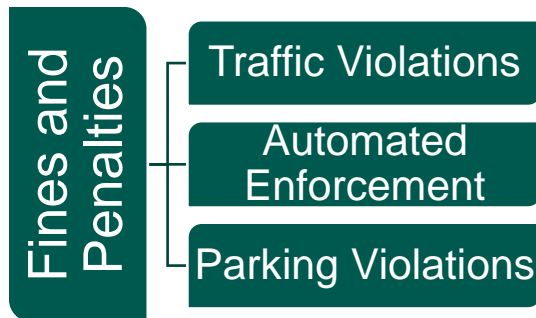
Interest Earnings Expenditures has also increased in 2020 by \$150.0 as we phase out the reliance on the interest stabilization transfer by 2022.

Summary of Capital Investments

There are no capital investments for General Revenues.

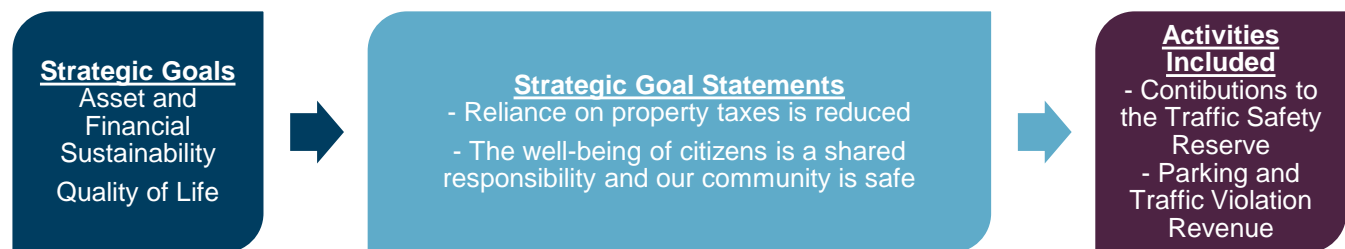
Fines and Penalties

Overview



Fines and penalties resulting from violations of Federal, and Provincial traffic laws as well as many City bylaws are distributed to the City for those fines collected for infractions within the City of Saskatoon. These are strategic deterrents to curtail and eliminate violations that are aimed at the protection of citizens and visitors to the City.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Automated Speed Enforcement	(2,553.6)	(1,700.0)	(1,800.0)	(1,800.0)	-	-	(1,800.0)	-	-
Other Bylaw Violations	(274.8)	(263.7)	(263.7)	(263.7)	-	-	(263.7)	-	-
Parking Bylaw Violations	(4,280.0)	(5,650.0)	(5,150.0)	(4,650.0)	500.0	(9.7%)	(4,650.0)	-	-
Provincial & City Traffic Violations	(5,610.8)	(4,858.0)	(4,858.0)	(5,608.0)	(750.0)	15.4%	(5,608.0)	-	-
Traffic Automated Enforcement (RLC)	(2,028.4)	(2,500.0)	(2,200.0)	(2,200.0)	-	-	(2,200.0)	-	-
Total Revenues	(14,747.6)	(14,971.7)	(14,271.7)	(14,521.7)	(250.0)	1.8%	(14,521.7)	-	-
Gross Expenses									
Operating Cost	5,028.6	4,684.5	4,534.5	4,784.5	250.0	5.5%	4,784.5	-	-
Capital Contribution	1,598.1	1,249.0	1,199.0	1,199.0	-	-	1,199.0	-	-
Total Gross Expenditure	6,626.8	5,933.5	5,733.5	5,983.5	250.0	4.4%	5,983.5	-	-
Tax Support	(8,120.9)	(9,038.2)	(8,538.2)	(8,538.2)	-	-	(8,538.2)	-	-

Taxation and General Revenues

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2018 Actual Results:

2018 resulted in a \$917.4 negative variance from budget largely due to a \$1.37 million revenue shortfall for Parking Ticket Violations offset by a \$750,000 surplus in Traffic Violation Revenue.

	2017 Budget	2018 Budget	2019 Budget	2020 Plan
Approved Positions	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(8,538.2)	(8,538.2)	
Revenue Change (increase)/decrease	(250.0)	-	(250.0)
Inflation & Transfers	250.0	-	250.0
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(8,538.2)	(8,538.2)	-

2020 Changes

Revenue Change:

Traffic Violation revenues were increased by \$750,000 in 2020 to better reflect anticipated actuals. Parking Violation revenues were subsequently decreased by \$500,000 to further address the deficit in this area.

Other Significant Item(s):

Traffic Violation expenditures were increased by \$250,000 for provincial administration costs. The net impact to the budget for these changes is zero.

2021 Changes

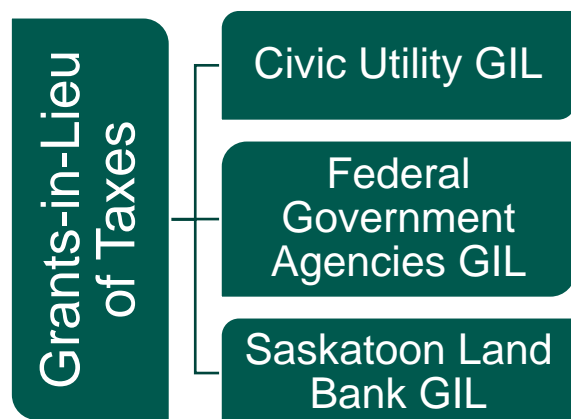
There are no significant changes to the budget in 2021.

Summary of Capital Investments

There are no capital investments for Fine and Penalties.

Grants-in-Lieu of Taxes

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Grant-in-Lieu of Taxes - Fed/Prov	(6,822.7)	(6,200.0)	(7,350.0)	(7,641.0)	(291.0)	4.0%	(8,149.0)	(508.0)	6.6%
Grant-in-Lieu Taxes Civic Utilities/Land	(34,616.6)	(35,331.5)	(35,595.4)	(36,525.1)	(929.7)	2.6%	(37,633.8)	(1,108.7)	3.0%
Total Revenues	(41,439.3)	(41,531.5)	(42,945.4)	(44,166.1)	(1,220.7)	2.8%	(45,782.8)	(1,616.7)	3.7%
Gross Expenses									
Total Gross Expenditure	-	-	-	-	-	-	-	-	-
Tax Support	(41,439.3)	(41,531.5)	(42,945.4)	(44,166.1)	(1,220.7)	2.8%	(45,782.8)	(1,616.7)	3.7%

2018 Actual Results:

2018 resulted in a \$92.2 negative variance from budget due to slightly lower revenue received from federal government agency grants-in-lieu.

Taxation and General Revenues **2021** Multi-Year Budget

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(42,945.4)	(44,166.1)	
Revenue Change (increase)/decrease	(1,220.7)	(1,616.7)	(2,837.4)
Inflation & Transfers	-	-	-
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(44,166.1)	(45,782.8)	(2,837.4)

2020 Changes

Revenue Change:

A total of \$1,220.7 has been added to the 2020 budget. Federal and Provincial GIL of taxation increased by \$291.0 based on the 2020 calculated mill-rate increase and increase in real property GIL. Civic Utilities and Land GIL increased by \$148.4 from Saskatoon Water, \$493.0 from SL&P, \$83.3 from Waste Water, and \$205.0 from the land bank (from slightly higher land inventory in new City areas).

2021 Changes

Revenue Change:

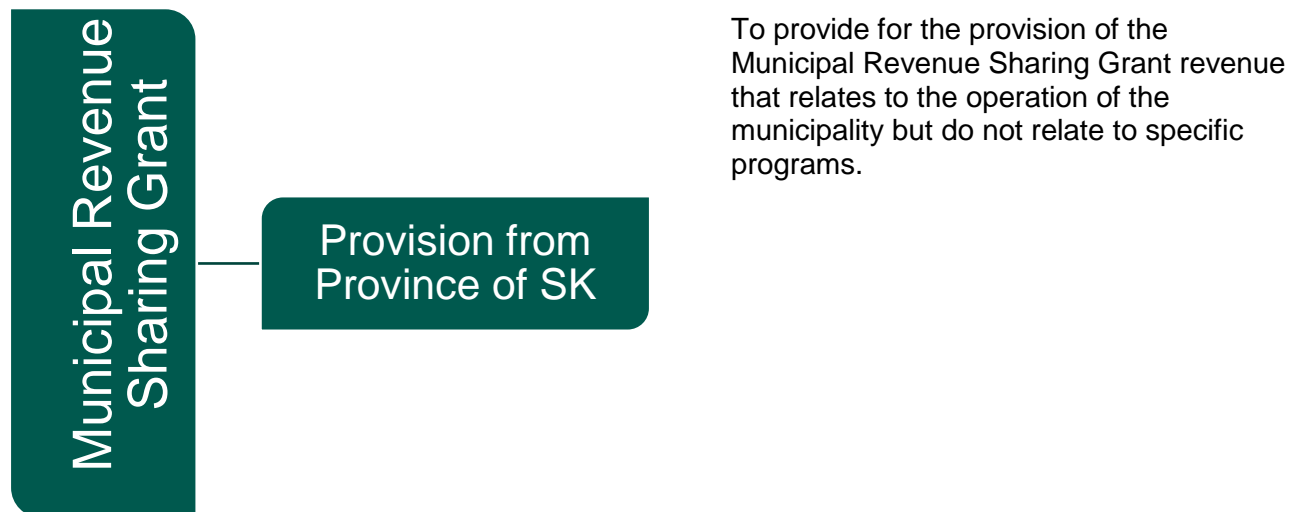
A total of \$1,616.7 has been added to the 2021 budget. Federal and Provincial GIL of taxation increased by \$508.0 based on the 2020 calculated mill-rate increase and increase in real property GIL. Civic Utilities and Land GIL increased by \$230.2 from Saskatoon Water, \$797.5 from SL&P, \$156.0 from Waste Water, and a \$75.0 decrease from the land bank (from the sale of current commercial and multi-family sites).

Summary of Capital Investments

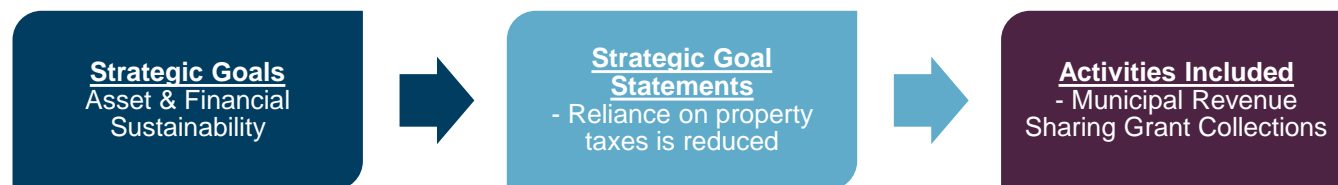
There are no capital investments for Grants-in-Lieu of Taxes.

Municipal Revenue Sharing Grant

Overview



Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Municipal Revenue Sharing Grant	(43,381.6)	(43,430.0)	(43,430.0)	(49,829.0)	(6,399.0)	14.7%	(51,632.8)	(1,803.8)	3.6%
Total Revenues	(43,381.6)	(43,430.0)	(43,430.0)	(49,829.0)	(6,399.0)	14.7%	(51,632.8)	(1,803.8)	3.6%
Gross Expenses									
Total Gross Expenditure	-	-	-	-	-	-	-	-	-
Tax Support	(43,381.6)	(43,430.0)	(43,430.0)	(49,829.0)	(6,399.0)	14.7%	(51,632.8)	(1,803.8)	3.6%

2018 Actual Results:

In 2018 the Municipal Revenue Sharing Grant had no significant variance from budget.

Taxation and General Revenues **2021** Multi-Year Budget

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(43,430.0)	(49,829.0)	
Revenue Change (increase)/decrease	(6,399.0)	(1,803.8)	(8,202.8)
Inflation & Transfers	-	-	-
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(49,829.0)	(51,632.8)	(8,202.8)

2020 Changes

Revenue Change:

An increase of \$6,399.0 has been added based on anticipated PST revenues to be received from the Province of Saskatchewan in 2020.

2021 Changes

Revenue Change:

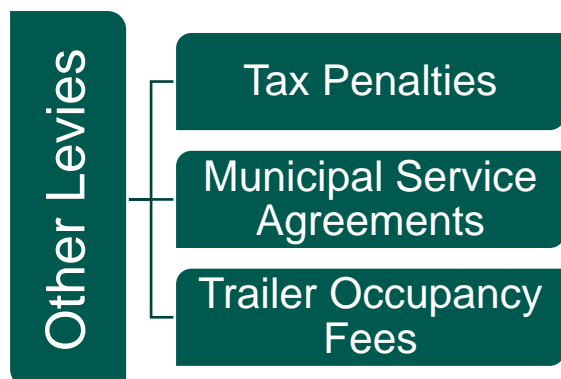
An increase of \$1,803.8 has been added based on anticipated PST revenues to be received from the Province of Saskatchewan in 2021.

Summary of Capital Investments

There are no capital investments for Municipal Revenue Sharing Grant.

Other Levies

Overview



Other levies include Trailer Occupancy Fees, Municipal Service Agreements with First Nation Reserves within city limits, Amusement Tax, Revenue from Property Tax Penalties and Commissions. An amount is also transferred to the River Landing program for property taxes levied in the River Landing area as part of the on-going funding arrangement for the program. Amusement tax is levied only on the Prairieland Exhibition which is returned to the Exhibition in the form of a grant for capital improvements.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(2,983.4)	(2,499.1)	(2,646.3)	(2,832.5)	(186.2)	7.0%	(3,056.5)	(224.0)	7.9%
Total Revenues	(2,983.4)	(2,499.1)	(2,646.3)	(2,832.5)	(186.2)	7.0%	(3,056.5)	(224.0)	7.9%
Gross Expenses									
Operating Cost	3.4	3.6	3.6	3.6	-	-	3.6	-	-
Capital Contribution	713.0	930.0	-	-	-	-	-	-	-
Transfer to/from Other Operating	287.6	301.2	299.1	422.3	123.2	41.2%	440.3	18.0	4.3%
Total Gross Expenditure	1,004.0	1,234.8	302.7	425.9	123.2	40.7%	443.9	18.0	4.2%
Tax Support	(1,979.4)	(1,264.3)	(2,343.6)	(2,406.6)	(63.0)	2.7%	(2,612.6)	(206.0)	8.6%

Taxation and General Revenues 2021 Multi-Year Budget

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2018 Actual Results:

2018 resulted in a \$715.1 positive variance from budget. This was largely due to \$450.0 more in tax penalties issued than originally anticipated which was based on prior year actuals and \$265.0 under budget in Tax Revenues Repayment of Capital due to the Clarence and Circle Drive Interchange repayment being complete in Q3 2018, while the budget allowed for a full year of payments.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(2,343.6)	(2,406.6)	
Revenue Change (increase)/decrease	(186.2)	(224.0)	(410.2)
Inflation & Transfers	123.2	18.0	141.2
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(2,406.6)	(2,612.6)	(269.0)

2020 Changes

Revenue Change:

An increase in revenue of \$186.2 has been added in 2020 due to increases to service agreements with the Muskeg Lake, One Arrow and the new Yellow Quill urban reserve.

Other Significant Item(s):

An increase in expenditures of \$123.2 has been added in 2020 due to the Alt Hotel and No.1 River Landing taxation levies now being recovered in/transferred to River Landing due to the completion of these two projects.

2021 Changes

Revenue Change:

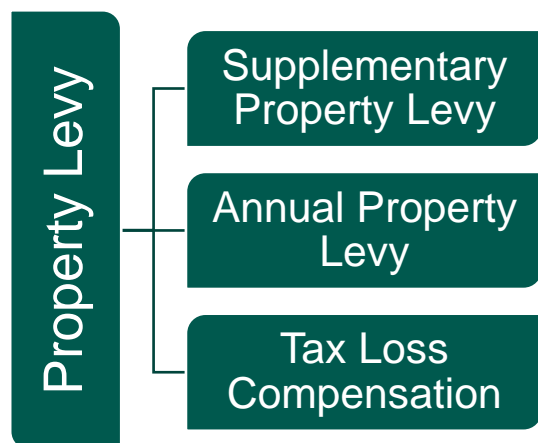
An increase of \$200.0 has been added due to growth in property tax penalties, and \$24.0 for increases to service agreements with the Muskeg Lake, One Arrow and the Yellow Quill urban reserve.

Summary of Capital Investments

There are no capital investments in Other Levies.

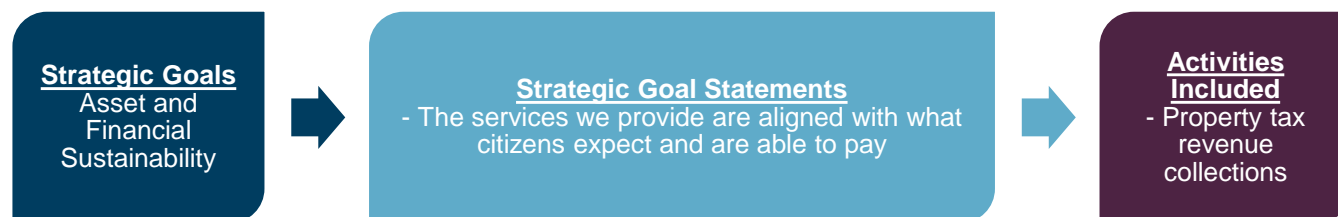
Property Levy

Overview



The Property Tax Levy is the amount of taxation required from tax payers to balance the City's operating budget. The levy includes an amount for growth in the assessment roll over the previous year. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy. The expenditures shown are related to Tax Loss Compensation for the annexation of properties into the city limits. The compensation is paid to the RM of Corman Park over the same term as the number of years included in the calculation of the initial payout to the RM at the time annexation took effect. This amount was based on the tax loss impact to the RM resulting from the annexation.

Strategic Outcomes & Service Line Activities



Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Property Levy	(228,543.2)	(228,540.5)	(241,570.9)	(254,149.3)	(12,578.4)	5.2%	(266,575.6)	(12,426.3)	4.9%
Supplementary Prop Levy	(2,125.6)	(2,700.0)	(2,700.0)	(2,300.0)	400.0	(14.8%)	(2,300.0)	-	-
Total Revenues	(230,668.8)	(231,240.5)	(244,270.9)	(256,449.3)	(12,178.4)	5.0%	(268,875.6)	(12,426.3)	4.8%
Gross Expenses									
Operating Cost	646.0	665.0	665.0	665.0	-	-	665.0	-	-
Total Gross Expenditure	646.0	665.0	665.0	665.0	-	-	665.0	-	-
Tax Support	(230,022.8)	(230,575.5)	(243,605.9)	(255,784.3)	(12,178.4)	5.0%	(268,210.6)	(12,426.3)	4.9%

Taxation and General Revenues 2021 Multi-Year Budget

City of Saskatoon

Operating & Capital Budget

Approved 2020/2021

2018 Actual Results:

In 2018, the Property Tax Levy resulted in a \$552.7 unfavorable variance from budget. This was a result of actual supplement taxes collected being less than the estimated growth values.

Supplementary taxes are based on estimates related to permits, construction and construction progress and are subject to significant change from year to year.

Summary of 2019 – 2020 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	-	-	-	-	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	(243,605.9)	(255,784.3)	
Revenue Change (increase)/decrease	(12,178.4)	(12,426.3)	(24,604.7)
Inflation & Transfers	-	-	-
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	(255,784.3)	(268,210.6)	(24,604.7)

2020 Changes

Revenue Growth:

A total increase of \$3.1 million has been added for 2020. This is the result of a \$3.5 million estimated increase for assessment growth. This growth is offset by a \$400.0 decrease in supplementary tax assessment in order to align budget with historical trending.

Property Tax Levy changes are a direct result of changes to other areas of the operating budget, including growth impacts, inflation, and service level changes. In 2020, expenditures increased by \$21.7 million while operating revenue increased by \$12.6 million (including assessment growth). This created an overall funding gap of \$9.1 million, meaning that an increase of \$9.1 million (or 3.70% property tax increase over 2019) is required to balance the 2020 budget.

2021 Changes

Revenue Growth:

A total increase of \$2.5 million is added for 2021 due to an estimated increase for assessment growth.

Property Tax Levy changes are a direct result of changes to other areas of the operating budget, including growth impacts, inflation, and service level changes. In 2021, expenditures increased by \$19.6 million while operating revenue increased by \$9.6 million (including assessment growth). This created an overall funding gap of \$9.9 million, meaning that an increase of \$9.9 million (or 3.87% property tax increase over 2020) is required to balance the 2021 budget.

Summary of Capital Investments

There are no capital investments for Property Levy.

LAND DEVELOPMENT

City of Saskatoon

Operating & Capital Budget
Approved 2020/2021

The Land Development Business Line is a collection of two related services.
The Figure below provides an illustration of the services contained under this Business Line:



City Council Strategic Priority Areas Supported by this Business Line

In order to provide focused leadership as the City strives to achieve its Strategic Goals, City Council identified ten strategic priority areas and created a new leadership model to empower all of its members to take leadership roles, with support from the Administration, in engaging citizens and stakeholders and advancing these priorities. The Land Development Business Line supports the following strategic priority areas:



Contributions to the City's Strategic Priorities

Strategic Outcome	Initiative
Strategic Goal – Sustainable Growth	
Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices, and efficient servicing.	Initiate preliminary concept plan analysis for employment lands in the Riel Sector.
	Continue conceptual planning of new master planned community (UH3) in the University Heights Sector.
	Continue development and sale of lands in Kensington, Evergreen and Aspen Ridge neighbourhoods.
Strategic Goal – Environmental Leadership	
Green infrastructure is identified and managed for the benefit of current and future generations.	Partner with homebuilders and relevant stakeholders to facilitate the construction of up to 12 energy efficient homes in Aspen Ridge.
Strategic Goal – Continuous Improvement	
Civic services are aligned with citizen needs and citizens are connected to answers and information they need quickly, simply and seamlessly.	Development of a new pre-sale lot allocation method.
	Implementation of recommendations resulting from the City of Saskatoon Land Development Audit and Review.
Strategic Goal – Economic Diversity and Prosperity	
Our economy is strong.	Acquire and secure property in support of corporate objectives.
	Market and sell surplus City-owned land parcels in the downtown in support of the City Centre Plan.
	Market and sell surplus City owned land in support of infill development goals in the Growth Plan.

Performance Measures

The City has established several performance measures in order to measure the success towards achieving City Council's strategic priorities and outcomes. Progress on these measures are outlined below:

Measure	Target	2016	2017	2018	2019 Projected	Year-Over-Year Progress	Long-Term Progress
Residential Infill Development	Average of 25% infill development over the last 5 years	2012-2016 14.8%	2013-2017 13.7%	2014-2018 14.8%	2015-2019 14.6%	Neutral	Needs Improvement
Supply of Residential Land (Units)	1-2 year supply single and multi family units	5,150	4,766	3,668	3,056	Neutral	On-Track
Supply of Industrial Land (Acres)	2-year supply	197	223	238	232	Neutral	On-Track

2020 – 2021 Financial Plan Summary

Service Line	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Saskatoon Land	(5,447.5)	(6,456.9)	(6,066.2)	(5,311.3)	754.9	(12.4%)	(5,892.8)	(581.5)	10.9%
Land Development - Capital	-	-	-	-	-	-	-	-	-
Total Revenues	(5,447.5)	(6,456.9)	(6,066.2)	(5,311.3)	754.9	(12.4%)	(5,892.8)	(581.5)	10.9%
Gross Expenses									
Saskatoon Land	5,447.5	6,456.9	6,066.2	5,311.3	(754.9)	(12.4%)	5,892.8	581.5	10.9%
Land Development - Capital	-	-	-	-	-	-	-	-	-
Total Gross Expenses	5,447.5	6,456.9	6,066.2	5,311.3	(754.9)	(12.4%)	5,892.8	581.5	10.9%
Tax Support	-	-	-	-	-	-	-	-	-

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full Time Equivalents	18.40	18.40	-	18.40	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	754.9	(581.5)	173.4
Inflation & Transfer	(754.9)	581.5	(173.4)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

Summary of Funded Capital Investments

Service Line	2020	2021	2022	2023	2024
Land Development - Capital	53,496.0	89,604.0	115,277.0	74,033.0	66,120.0
Total	53,496.0	89,604.0	115,277.0	74,033.0	66,120.0

Financing for Funded Capital Investments

Funding Source	2020	2021	2022	2023	2024
Private and External Funding	-	-	-	1,800.0	-
Property Realized Reserve	7,311.0	3,943.0	-	-	-
Reserves - Civic	4,816.0	2,435.0	5,640.0	2,435.0	1,496.0
Reserves - Prepays	7,859.0	35,725.0	47,632.0	37,675.0	22,940.0
Reserves Contribution from Developers	22,641.0	10,811.0	19,898.0	23,523.0	22,343.0
Utilities - Reserves	10,869.0	36,690.0	42,107.0	8,600.0	19,341.0
Total	53,496.0	89,604.0	115,277.0	74,033.0	66,120.0
Unfunded	-	-	-	6,895.0	28,885.0

Operating Budget Impacts of Capital Projects

	2020	2021	2022	2023	2024
Land Development - Capital	-	-	481.1	58.9	199.5
Total	-	-	481.1	58.9	199.5

Land Development

City of Saskatoon

Operating & Capital Budget

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Saskatoon Land

Overview



Saskatoon Land is mandated to ensure an adequate supply of serviced land at competitive market values; provide innovation and leadership in design for new growth; and yield financial returns to the City for re-investment within the community. The division provides real estate services and acquires/secures property for future development and other corporate needs as directed.

Strategic Outcomes & Service Line Activities



Service Levels

Service	Sub-Service	Service Levels		
		2019	2020	2021
Land Supply	Single Family	One year supply of single family lots		
	Multi-family	Two year supply of multi-family units.		
	Industrial	Two year supply of industrial land		
Residential Infill Development		Average of 25% Infill Development over last 5 years		

Summary of Operating Changes

Summary of 2020 – 2021 Financial Plan by Category

	2018 Actuals	2018 Budget	2019 Budget	2020 Budget	2020 \$ Change	2020 % Change	2021 Budget	2021 \$ Change	2021 % Change
Revenue									
Revenue	(5,447.5)	(6,456.9)	(6,066.2)	(5,311.3)	754.9	(12.4%)	(5,892.8)	(581.5)	10.9%
Total Revenues	(5,447.5)	(6,456.9)	(6,066.2)	(5,311.3)	754.9	(12.4%)	(5,892.8)	(581.5)	10.9%
Gross Expenses									
Staff Compensation	1,535.4	1,814.9	1,854.3	1,895.8	41.5	2.2%	1,933.7	37.9	2.0%
Operating Cost	1,705.5	2,632.9	1,024.4	1,053.6	29.2	2.9%	1,069.6	16.0	1.5%
Cost Recovery	(472.7)	(1,197.5)	(127.9)	(124.2)	3.7	(2.9%)	(125.1)	(0.9)	0.7%
Capital Contribution	97.7	39.3	49.4	52.8	3.4	6.9%	52.8	-	-
Transfer to/from Other Operating	1,716.7	1,435.7	1,947.2	2,032.7	85.5	4.4%	2,029.2	(3.5)	(0.2%)
Transfer to/from Reserves	1.4	1.4	1.4	1.4	-	-	1.4	-	-
Transfer to/from Stabilization	863.4	1,730.2	1,317.4	399.2	(918.2)	(69.7%)	931.2	532.0	133.3%
Total Gross Expenditure	5,447.5	6,456.9	6,066.2	5,311.3	(754.9)	(12.4%)	5,892.8	581.5	10.9%
Tax Support	-	-	-	-	-	-	-	-	-

2018 Actual Results:

Saskatoon Land is a self-balanced service line and there was no significant variance from budget.

Summary of 2020 – 2021 FTE Changes

	2019 Budget	2020 Budget	2020 Change	2021 Budget	2021 Change
Full-Time Equivalents	18.40	18.40	-	18.40	-

2020 – 2021 Financial Plan Changes

Breakdown of Net Operating Budget Changes	2020	2021	2020-2021 Total Changes
Base	-	-	-
Revenue Change (increase)/decrease	754.9	(581.5)	173.4
Inflation & Transfers	(754.9)	581.5	(173.4)
Growth	-	-	-
Continuous Improvement	-	-	-
Service Level Changes	-	-	-
Total Budget	-	-	-

Land Development

City of Saskatoon

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2020 Changes

Revenue Change:

A decrease of \$814.9 has been deducted from revenues due to adjustments in expected residential land sales. Land revenue estimates are based on sales projections for the 2020 calendar year and reflect the administration fees collected from the sale of single family, multi-family, commercial and industrial properties.

An Increase of \$60.0 is expected from lease revenues collected on various city owned lands managed by Saskatoon Land.

Capital Contribution:

A decrease of \$918.2 has been deducted to transfers to the Land Operations Reserve as a result of a decrease in sales and the admin fee collected.

Other Significant Item(s):

An estimated salary increase of \$66.4 has been included in staff compensation based on collective agreements.

2021 Changes

Revenue Change:

An increase of \$579.0 has been added to administration fees collected on the sale of single family, multi-family, commercial and industrial properties.

Capital Contribution:

An increase of \$532.0 has been added to transfers to the Land Operations Reserve as a result of an increase in sales and the admin fee collected.

Other Significant Item(s):

An estimated salary increase of \$37.9 has been included in staff compensation based on collective agreements.

Summary of Capital Investments

There are no capital investments for Saskatoon Land.

Land Development

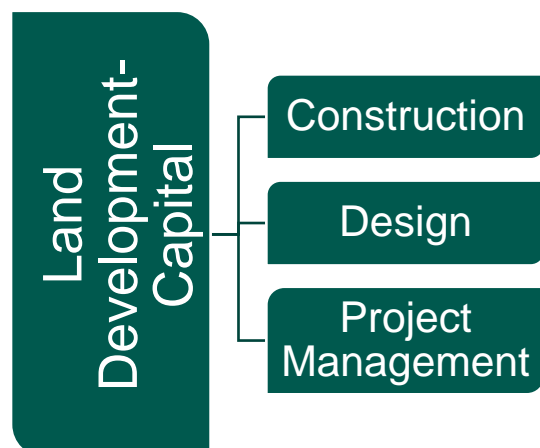
City of Saskatoon

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Land Development-Capital

Overview



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

Strategic Outcomes & Service Line Activities



Summary of Capital Investments

Funded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P0616: LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	2,213.0	-	3,205.0	-	-
P0625: LAND DEV'T-TR SWR-NORTHEAST SECTOR	-	11,370.0	6,041.0	-	-
P0626: LAND DEV'T-SUBDIVIS'N WARRANTY	197.0	179.0	-	-	-
P0627: LAND DEV'T-SUBDIVIS'N FENCING	148.0	81.0	56.0	-	-
P0634: LAND DEV'T-TR SWR-NORTH INDUSTRIAL	5,289.0	13,278.0	10,300.0	-	-
P0636: LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	-	-	-	50.0	-
P0639: LAND DEV'T-SUBDIVIS'N BUFFERS	169.0	342.0	192.0	-	-
P0655: LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	-	-	6,275.0	-	5,718.0
P0668: PARK DEV'T-BOULEVARD DEVELOPMENT	120.0	120.0	120.0	120.0	120.0

Land Development

City of Saskatoon

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P0681: LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	-	-	3,207.0	-	-
P0748: LAND DEV'T-GEN ADMIN-OLD AREAS	111.0	129.0	-	-	-
P0849: LAND DEV'T-SUTHERLAND INDUST'L	211.0	-	-	-	-
P1057: PARK DEV'T-IND'L AREA BLVD TREE PLANTING	50.0	50.0	50.0	50.0	50.0
P1391: LAND DEV'T-PARKRIDGE SUB	78.0	85.0	-	-	-
P1403: LAND DEV'T-ROSEWOOD	336.0	659.0	-	-	-
P1405: LAND DEV'T-EVERGREEN	80.0	138.0	-	-	-
P1407: LAND DEV'T-KENSINGTON	326.0	1,054.0	-	-	-
P1408: LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	-	50.0	1,204.0	-	-
P1410: LAND DEV'T-ELK POINT	175.0	-	383.0	-	-
P1411: LAND DEV'T- ASPEN RIDGE	8,462.0	19,751.0	-	-	-
P1416: LAND DEV'T-TR SWR-HAMPTON VILLAGE	-	-	25,766.0	-	-
P1417: LAND DEV'T-TR SWR-BLAIRMORE	-	1,495.0	-	593.0	5,809.0
P1418: LAND DEV'T-TR SWR-HOLMWOOD	4,580.0	10,547.0	-	-	5,337.0
P1419: LAND DEV'T-BRIGHTON	4,267.0	14,451.0	-	-	-
P1421: LAND DEV'T -UNIVERSITY HEIGHTS #3	121.0	-	-	-	-
P1435: LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	2,903.0	2,435.0	2,435.0	2,435.0	-
P1436: LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	700.0	-	-	7,957.0	8,195.0
P1437: LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	-	-	-	-	1,496.0
P1458: LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	-	-	-	-	13,330.0
P1460: LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	6,652.0	9,237.0	-	8,941.0	3,125.0
P1464: LAND DEV'T-ART RD-FEDORUK DRIVE	4,579.0	-	-	-	-
P1466: LAND DEV'T-ART RD-WANUSKEWIN RD	-	-	3,005.0	-	-
P1468: LAND DEV'T-ART RD-8TH STREET EAST	643.0	-	-	7,910.0	-
P1474: LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	-	-	46,045.0	37,675.0	22,940.0
P1769: LAND DEV'T-MARQUIS INDUSTRIAL AREA	1,003.0	3,321.0	-	-	-
P1568: PARK DEV'T-ROSEWOOD	-	270.0	1,970.0	1,006.0	-
P1570: PARK DEV'T-KENSINGTON	3,858.0	-	14.0	125.0	-
P1574: PARK DEV'T-ASPEN RIDGE	797.0	562.0	3,946.0	1,671.0	-
P1576: PARK DEV'T-BRIGHTON	5,428.0	-	1,063.0	5,500.0	-
Total	53,496.0	89,604.0	115,277.0	74,033.0	66,120.0

Unfunded Capital Projects	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan
P1436: LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	-	-	-	6,895.0	28,885.0
Total	-	-	-	6,895.0	28,885.0

Land Development

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The 2020-2021 Land Development – Capital Investment includes:

2020

\$15.3 million for direct servicing costs attributable to Saskatoon Land development areas.

\$27.9 million for offsite servicing costs of arterial roads, primary water mains, trunk sewers and lift stations.

\$10.3 million for a variety of parks in Aspen Ridge, Brighton and Kensington.

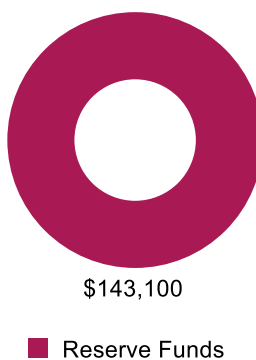
2021

\$39.8 million for direct servicing costs attributable to Saskatoon Land development areas.

\$48.8 million for offsite servicing costs of arterial roads, primary water mains, trunk sewers and lift stations.

\$1.0 million for a variety of parks in Aspen Ridge, Brighton and Kensington.

2020-2021 Capital Budget by Funding Source



Operating Budget Impacts of 2020/2021 Capital Projects

Project	2020	2021	2022	2023	2024
P0668: PARK DEV'T-BOULEVARD DEVELOPMENT	-	-	-	9.9	9.9
P1057: PARK DEV'T-IND'L AREA BLVD TREE PLANTING	-	-	-	2.8	2.8
P1568: PARK DEV'T-ROSEWOOD	-	-	-	11.1	-
P1570: PARK DEV'T-KENSINGTON	-	-	190.0	14.6	-
P1574: PARK DEV'T-ASPEN RIDGE	-	-	32.1	5.9	186.8
P1576: PARK DEV'T-BRIGHTON	-	-	259.0	14.6	-
Total	-	-	481.1	58.9	199.5

SCHEDULES & TABLES



City of Saskatoon

Operating & Capital Budget
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Schedule I – General Revenues

(\$000's)	2018 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
TAX-SUPPORT SERVICES					
Taxation					
Property Levy	230,668.8	231,240.5	244,270.9	256,449.3	268,875.6
Municipal Services Agreement	315.7	281.1	328.3	514.5	538.5
Trailer Occupancy	95.1	96.9	96.9	96.9	96.9
Amusement	68.6	71.1	71.1	71.1	71.1
Taxation	231,148.2	231,689.6	244,767.2	257,131.8	269,582.1
Grants-In-Lieu of Taxes					
Saskatoon Land	1,261.1	900.0	1,020.0	1,225.0	1,150.0
Own Utilities	33,355.5	34,431.5	34,575.4	35,300.1	36,483.8
Senior Governments & Agencies	6,822.7	6,200.0	7,350.0	7,641.0	8,149.0
Grants-In-Lieu of Taxes	41,439.3	41,531.5	42,945.4	44,166.1	45,782.8
General Revenue					
Administration Recovery	9,454.6	9,454.6	9,454.6	9,454.6	9,454.6
Fines & Penalties	14,747.6	14,971.7	14,271.7	14,521.7	14,521.7
Franchise Fees	16,054.7	14,121.1	18,453.9	19,126.3	20,034.6
Interest Earnings	12,170.8	11,496.0	11,743.6	12,165.8	12,741.8
Licences & Permits	1,335.4	1,501.0	1,491.9	1,864.0	1,941.6
Other (Grants)	19.3	10.4	10.4	10.4	10.4
Other Revenue	1,197.3	450.0	912.3	1,158.8	1,497.2
Property Rentals	3,086.4	2,844.8	2,874.0	2,934.0	2,936.5
R.M. of Corman Park	460.6	180.1	450.0	619.0	619.0
Tax Penalties	2,504.0	2,050.0	2,150.0	2,150.0	2,350.0
Utilities-Return On Investment	32,509.7	32,509.7	34,109.7	36,149.7	36,592.2
General Revenues	93,540.4	89,589.4	95,922.1	100,154.3	102,699.6
User Fees					
Access Transit	246.2	230.3	233.3	248.3	258.3
Albert Community Centre	194.9	157.3	190.8	215.8	215.8
Ball Fields	-	-	-	-	-
Cemeteries	1,161.3	1,318.6	1,364.5	1,314.5	1,314.5
Community Partnerships	15.6	16.8	18.1	18.1	18.1
Environmental Protection	3.1	(0.0)	-	-	-
Fire	582.9	783.3	105.8	105.8	105.8
Forestry Farm Park	1,170.9	1,025.7	1,218.6	1,238.0	1,280.6
Legal Fees	292.1	325.0	325.0	325.0	325.0

Schedules & Tables

City of Saskatoon

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Leisure Centres-Program	6,074.8	6,644.8	6,605.1	6,497.4	6,524.8
Leisure Centres-Rentals	6,486.8	6,537.3	6,915.4	7,032.7	7,167.5
Marr Residence	-	0.5	0.5	0.5	0.5
Outdoor Sports Fields	736.6	641.2	695.9	730.8	732.0
Outdoor Swimming Pools	463.9	482.3	464.0	465.0	467.1
Parking	6,697.6	6,209.6	6,734.8	6,740.8	6,801.9
Planning	244.4	307.8	242.5	612.4	692.0
Policing	2,084.3	1,788.7	2,042.7	2,230.6	2,309.0
River Landing	970.6	1,265.3	1,290.3	961.1	946.1
Skating Rinks	2,235.5	2,277.5	2,346.3	2,336.8	2,341.8
Solid Waste Management	4,803.0	5,180.0	5,180.0	6,613.9	7,714.8
Tax Searches & Enforcement	152.8	215.0	215.0	200.0	185.0
Transit Operations	13,523.5	14,273.5	13,939.0	13,939.0	13,939.0
Waste Reduction	-	-	-	246.7	261.1
User Fees	48,140.9	49,680.5	50,127.6	52,073.2	53,600.7
Transfers From Other Governments	62,239.5	61,538.6	60,192.0	63,665.8	63,230.7
TOTAL TAX-SUPPORTED SERVICES	476,508.3	474,029.6	493,954.3	517,191.2	534,895.9
NON TAX-SUPPORTED SERVICES					
Building and Plumbing Permits & Standards	4,681.6	5,688.5	5,919.8	5,386.9	6,635.4
Business Licenses	1,085.7	1,093.8	1,154.6	1,084.0	1,117.9
Golf Courses	3,262.7	4,045.6	4,025.6	3,910.4	3,910.8
Gordon Howe Campsite	541.6	637.1	624.3	586.2	586.2
Impound Lot	365.3	367.4	376.2	440.0	440.0
Saskatoon Land	2,905.2	4,178.8	3,766.2	2,951.3	3,530.3
PotashCorp Playland	412.7	586.4	540.1	542.3	542.3
TOTAL NON TAX-SUPPORTED SERVICES	13,254.8	16,597.6	16,406.8	14,901.1	16,762.9
TOTAL REVENUES	489,763.1	490,627.2	510,361.1	532,092.3	551,658.8

Schedules & Tables

City of Saskatoon

Operating & Capital Budget

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Schedule II - General Expenditures

(\$000's)	2018 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
TAX-SUPPORTED SERVICES					
Arts, Culture & Events Venues					
Remai Modern	5,474.7	5,474.7	5,930.5	6,155.1	6,379.7
SaskTel Centre	477.7	547.7	560.0	560.0	560.0
TCU Place	1,704.4	1,704.7	1,758.8	1,758.4	1,757.9
Arts, Culture & Events Venues	7,656.8	7,727.1	8,249.3	8,473.5	8,697.6
Community Support					
Animal Services	1,351.4	1,348.0	1,407.0	1,474.9	1,510.4
Cemeteries	1,547.2	1,543.8	1,584.9	1,539.2	1,563.7
Community Development	3,584.4	3,575.8	3,790.9	3,877.6	3,949.7
Community Investments & Supports	10,968.2	11,207.7	11,773.3	11,852.4	12,302.0
Corporate Support	17,451.2	17,675.3	18,556.1	18,744.1	19,325.8
Corporate Asset Management					
Facilities Management	10,335.7	8,960.3	11,047.2	11,861.5	12,227.8
Fleet Services	-26.3	0.0	0.0	0.0	0.0
City Accommodation	1,387.4	1,500.8	586.5	636.5	640.5
Corporate Asset Management	11,696.8	10,461.1	11,633.7	12,498.0	12,868.3
Corporate Governance & Finance					
Assessment & Taxation	3,174.0	3,542.6	3,544.7	3,081.0	3,135.4
City Clerk's Office	2,619.3	2,689.0	3,009.3	3,255.3	3,492.4
City Manager's Office	678.3	679.0	696.4	688.0	707.7
City Solicitor's Office	2,471.6	2,329.5	2,408.8	2,511.9	2,570.0
Corporate Support	20,305.1	20,015.8	20,899.0	23,045.1	23,812.7
Financial Services	3,683.3	3,585.6	4,019.5	4,024.4	4,079.6
General Services	9,711.2	8,144.1	7,609.0	8,689.9	9,016.6
Legislative	1,446.0	1,585.9	1,721.0	1,789.7	1,799.3
Revenue Services	1,626.8	1,845.8	1,954.5	2,390.8	2,433.5
Service Saskatoon	730.4	736.7	847.9	707.1	732.8
Subtotal Before Debt Servicing	46,445.9	45,154.0	46,710.1	50,183.2	51,780.0
Debt Servicing					
Debt Servicing	29,134.6	28,981.6	28,974.9	27,567.6	26,819.1
Corporate Governance & Financing	75,580.6	74,135.6	75,685.0	77,750.8	78,599.1

Schedules & Tables

City of Saskatoon

Operating & Capital Budget

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Environmental Health

Sustainability	1,026.5	1,006.3	1,165.5	1,640.7	1,664.5
Urban Biological Services	984.1	991.1	1,040.6	1,069.1	1,107.6
Urban Forestry	3,621.2	3,631.7	3,878.7	3,969.5	4,054.0
Waste Handling Service	14,377.4	13,357.1	13,298.6	15,719.0	18,868.5
Waste Reduction	542.5	544.3	553.4	1,288.4	1,181.8
Environmental Health	20,551.7	19,530.5	19,936.8	23,686.7	26,876.4

Fire Services

Fire Services	48,784.1	48,687.6	50,430.9	52,131.0	53,420.2
Emergency Management	425.3	424.4	441.8	1,004.3	1,255.5
Fire Services	49,209.4	49,112.0	50,872.7	53,135.3	54,675.7

Policing

Policing	100,635.4	99,353.7	105,014.0	110,431.1	114,776.9
Policing	100,635.4	99,353.7	105,014.0	110,431.1	114,776.9

Recreation & Culture

Albert Community Centre	193.4	238.9	264.2	267.8	270.1
Community Partnerships	463.7	438.2	705.1	748.1	766.7
Forestry Farm Park & Zoo	2,904.6	2,676.0	2,803.2	2,912.9	2,963.4
Indoor Rinks	2,515.3	2,498.1	2,652.6	2,718.7	2,774.4
Marr Residence	31.1	22.7	22.7	22.7	22.8
Outdoor Pools	1,282.5	1,373.3	1,407.4	1,439.4	1,463.5
Outdoor Sport Fields	1,137.9	1,159.8	1,250.9	1,476.0	1,540.6
Parks Maintenance & Design	14,314.2	14,182.3	15,344.0	16,225.8	17,110.6
Playground & Recreation Areas	893.6	857.4	927.1	1,031.2	1,050.5
Program Research & Design	231.0	238.9	241.3	245.1	248.7
Leisure Centres - Program	11,278.3	11,203.5	11,670.4	12,201.3	12,443.1
Leisure Centres - Rentals	10,511.7	10,838.2	10,985.3	10,999.5	11,155.8
River Landing	970.6	1,265.3	1,290.3	961.1	946.1
Spectator Ballfields	158.0	163.4	170.2	170.9	172.2
Targeted Programming	573.2	597.7	609.9	619.6	629.0
Marketing Services	633.6	635.5	666.4	439.4	453.4
Recreation & Culture	48,092.7	48,389.2	51,011.0	52,479.5	54,010.9

Taxation & General Revenues

Other Levies	1,004.0	1,234.8	302.7	425.9	443.9
Grants in Lieu of Taxes	-	-	-	-	-
Property Levy	646.0	665.0	665.0	665.0	665.0
Municipal Revenue Sharing Grant	-	-	-	-	-
Fines and Penalties	6,626.8	5,933.5	5,733.5	5,983.5	5,983.5
General Revenue	-480.8	-1,758.9	-2,264.4	-1,895.2	-1,741.7
Taxation & General Revenue	7,796.0	6,074.4	4,436.8	5,179.2	5,350.7

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Transportation

Access Transit	5,565.5	5,440.2	5,787.2	6,101.7	6,387.3
Bridges, Subways, Overpasses	6,006.7	6,141.7	7,410.0	7,820.8	8,331.2
Engineering	774.3	762.4	724.7	757.4	773.8
Parking	4,143.1	3,367.2	3,946.8	3,874.6	4,189.1
Road Maintenance	43,009.7	43,509.5	44,774.0	46,003.4	47,070.6
Snow & Ice Management	12,835.8	13,233.6	13,665.2	13,997.6	14,329.4
Street Cleaning & Sweeping	4,287.3	4,238.6	4,356.9	4,504.6	4,636.4
Street Lighting	6,818.9	7,084.9	7,232.0	7,485.4	7,824.9
Transit Operations	41,730.0	41,197.3	43,314.6	45,560.2	47,129.0
Transportation Services	6,795.3	7,301.2	7,700.7	7,874.6	8,068.8
Transportation	131,966.6	132,276.6	138,912.1	143,980.3	148,740.5

Urban Planning and Development

Long Range Planning	218.5	217.4	226.7	282.8	288.0
Bylaw Compliance	672.7	764.5	763.9	790.5	816.8
Attainable Housing	422.8	422.8	426.3	428.6	434.3
Business Improvement Districts	107.7	107.7	107.7	123.9	124.8
Development Review	1,214.9	1,244.2	1,282.8	1,758.7	1,895.0
Regional Planning	444.6	445.3	511.4	550.9	635.0
Neighbourhood Planning	599.5	740.2	762.3	787.4	805.9
Research & Mapping	451.9	466.4	478.7	508.7	520.9
Urban Design	2,470.2	2,485.5	2,485.5	2,764.3	2,578.9
Planning Project Services	0.0	0.0	188.9	188.9	188.9
Urban Planning & Development	6,602.7	6,894.0	7,234.2	8,184.7	8,288.5

TOTAL TAX-SUPPORTED SERVICES

477,239.8 471,629.5 491,541.7 514,543.2 532,210.4

NON TAX-SUPPORTED SERVICES

Building and Plumbing Permits and Standards	4,681.6	5,688.5	5,919.8	5,386.9	6,635.4
Licenses and Permits	1,194.9	1,215.8	1,267.2	1,372.0	1,440.9
Golf Courses	3,262.7	4,045.6	4,025.6	3,910.4	3,910.8
Gordon Howe Campground	541.6	637.1	624.3	586.2	586.2
Impound Lot	390.6	367.4	376.2	440.0	440.0
Saskatoon Land	5,447.5	6,456.9	6,066.2	5,311.3	5,892.8
Nutrien Playland	412.7	586.4	540.1	542.3	542.3

TOTAL NON TAX-SUPPORTED SERVICES

15,931.6 18,997.7 18,819.4 17,549.1 19,448.4

TOTAL EXPENDITURES

493,171.3 490,627.2 510,361.1 532,092.3 551,658.8

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Schedule III - Water Utility

(\$000's)	2018 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues:					
Metered Revenue	64,250.7	65,945.6	79,541.5	81,190.1	83,747.8
Infrastructure Levy	15,105.4	15,216.5	15,216.5	15,636.6	16,767.2
Miscellaneous	299.2	260.0	260.0	335.0	338.0
Fire Protection Charge	715.1	715.1	715.1	715.1	715.1
Late Payment Penalties	176.9	160.0	164.0	170.0	171.7
Total Revenues	80,547.2	82,297.2	95,897.1	98,046.8	101,739.8
Expenditures:					
General	10,508.4	10,547.9	11,781.3	11,917.3	11,957.2
Laboratory	540.0	670.8	654.3	713.9	728.1
Treatment & Pumping	12,237.3	12,810.1	12,888.5	14,117.7	14,190.4
Building & Grounds	748.8	913.6	914.3	918.2	930.8
Meters	1,669.0	1,805.1	1,990.7	2,111.4	2,165.0
Watermains	9,382.7	8,641.9	9,111.7	9,633.6	10,205.1
Hydrants	1,376.8	1,321.1	1,436.1	1,518.1	1,603.0
Services	3,568.2	3,374.3	3,494.2	3,693.8	3,900.3
Contribution to Capital Reserves	24,177.4	24,381.0	37,362.4	38,682.1	39,789.0
Transfer to/from Stabilization	(1,412.8)	-	-	-	-
Debt Charges	13,198.4	13,278.4	10,956.6	8,250.5	9,350.1
Return on Investment	4,553.0	4,553.0	5,307.0	6,490.2	6,920.8
Total Expenditures	80,547.2	82,297.2	95,897.1	98,046.8	101,739.8
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0	0.0

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Schedule IV - Wastewater Utility

(\$000's)	2018 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues:					
Metered Revenue	50,317.1	52,522.7	52,996.8	53,921.7	55,655.4
Infrastructure Levy	24,835.2	25,013.3	24,071.3	23,580.4	24,167.8
Hauler Revenue	278.1	170.0	195.0	184.8	190.6
Late Payment Penalties	117.9	108.0	109.1	114.0	115.1
Miscellaneous Revenue	1,523.5	1,215.0	1,548.6	1,599.1	1,649.8
Flood Protection Levy	0.0	0.0	0.0	0.0	0.0
Total Revenues	77,071.9	79,029.0	78,920.8	79,400.0	81,778.7
Expenditures:					
General	8,085.6	8,342.0	8,481.5	8,590.3	8,641.2
Heavy Grit Facility	290.4	394.7	598.9	612.2	616.5
Laboratory	594.2	680.3	656.4	697.6	701.8
Lift Stations	1,823.1	1,953.6	2,008.7	2,078.2	2,119.8
Pollution Control Plant	7,984.8	7,907.6	8,138.4	8,273.0	8,439.3
Sewer Engineering	433.6	478.3	493.9	493.6	493.0
Sewer Inspections	437.8	691.4	743.4	742.9	742.4
Service Connections	2,125.5	2,234.8	2,296.8	2,295.2	2,293.5
Debt Charges	6,370.0	6,369.7	5,971.0	5,629.7	6,752.3
Contribution To Capital Reserves	39,448.3	39,632.1	38,524.9	38,265.3	38,959.0
Transfer to/from Stabilization	17.3	-	-	-	-
Return on Investment	3,297.0	3,297.0	3,843.0	4,699.8	5,011.7
Total Expenditures	77,071.9	79,029.0	78,920.8	79,400.0	81,778.7
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0	0.0

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Schedule V - Saskatoon Light & Power

(\$000's)	2018 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues:					
Metered Revenue	151,614.3	158,420.5	149,257.0	154,224.6	159,540.5
Metered Revenue	386.3	-	-	-	-
Municipal Surcharge	15,145.9	15,842.2	14,925.8	15,422.6	15,954.2
Service Connection Fees	417.8	425.0	390.0	390.0	390.0
Miscellaneous	812.5	680.6	704.4	614.4	614.4
Tax Collection Commission	-	0.0	-	-	-
Late Payment Penalties	294.8	300.0	300.0	300.0	300.0
Landfill Gas Generation Revenue	937.8	1,296.0	1,275.0	1,152.0	1,175.0
Green Power Revenue	4.5	3.7	4.7	4.3	4.3
Total Revenues	168,841.4	176,968.0	166,856.9	172,107.9	177,978.4
Expenditures:					
General	27,738.4	29,237.4	28,058.1	29,083.1	29,992.7
Equipment	75.1	0.0	0.0	0.0	0.0
Custom Work	10.8	17.7	50.0	50.0	50.0
Power Purchased	88,661.1	94,299.6	87,343.6	92,194.3	96,070.1
Buildings & Grounds	699.4	791.4	741.6	868.9	884.6
Poles, Lines, and Feeders	5,438.0	6,005.5	5,935.4	6,107.0	6,239.2
Substations	978.0	1,244.7	1,201.7	1,270.4	1,299.9
Street Lighting	1,593.1	1,739.8	1,747.7	1,738.2	1,773.9
Meters	1,068.9	1,427.8	1,302.1	1,291.1	1,327.2
System Operations	105.7	172.0	164.9	167.5	170.8
Landfill Gas Generation	937.8	1,296.0	1,275.0	1,152.0	1,175.0
Transfer to Capital	-	-	-	390.0	390.0
Provision For Capital Extension	6,250.4	6,250.4	6,428.2	5,489.2	5,880.6
Provision For Capital Replacement	9,826.0	9,826.0	7,948.9	7,646.5	8,064.7
Transfer to/from Stabilization	799.0	-	-	-	-
Return on Investment	24,659.7	24,659.7	24,659.7	24,659.7	24,659.7
Total Expenditures	168,841.4	176,968.0	166,856.9	172,107.9	177,978.4
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0	0.0

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Schedule VI - Storm Water Management Utility

(\$000's)	2018 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues:					
Metered Revenue	6,533.6	6,360.0	8,109.9	9,975.0	11,744.0
Late Payment Penalties	12.0	12.0	12.0	12.0	12.0
Total Revenues	6,545.6	6,372.0	8,121.9	9,987.0	11,756.0
Expenditures:					
General	220.0	224.5	243.8	222.0	232.0
Storm Sewers Engineering	313.0	451.4	564.5	579.9	591.5
Storm Sewers Maintenance	2,305.7	2,018.3	2,069.8	2,126.3	2,168.8
Drainage	692.7	950.0	990.9	1,018.0	1,038.4
Contribution to Capital Reserve	2,727.8	2,727.8	4,252.9	6,040.8	7,725.3
Transfer to/from Stabilization	286.3	-	-	-	-
Total Expenditures	6,545.6	6,372.0	8,121.9	9,987.0	11,756.0
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0	0.0

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Schedule VII - Waste Services Utility

(\$000's)	2018 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenues:					
Residential Recycling Revenue	4,646.0	4,621.8	4,874.8	5,987.9	6,132.0
Compost Revenue	93.9	25.5	473.8	0.0	0.0
Multi-Unit Recycling Revenue	2,579.9	2,567.2	3,701.6	4,415.2	4,491.0
Leaves and Grass Revenue	479.2	412.5	544.5	677.5	732.5
Total Revenues	7,799.0	7,627.0	9,594.7	11,080.6	11,355.5
Expenditures:					
General	189.5	420.1	979.9	2,251.3	2,380.0
Contractor Services	7,346.3	6,867.1	7,337.3	7,571.1	7,761.5
Contribution To Capital Reserves	157.2	0.0	792.5	577.7	124.0
Contribution To Other Operating	(150.4)	-	485.0	661.9	1,063.6
Transfer to/from Stabilization	256.5	339.8	0.0	18.6	26.4
Total Expenditures	7,799.0	7,627.0	9,594.7	11,080.6	11,355.5
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0	0.0

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Schedule VIII - Summary of Staff Years in Full-Time Equivalent (FTEs)

(FTEs)	2019	2020	FTE Change	2021	FTE Change
CIVIC, POLICE & CONTROLLED CORPORATIONS					
Civic Operations					
Community Support	29.6	29.6	-	29.6	-
Corporate Asset Management	245.9	248.4	2.5	251.4	3.0
Corporate Governance & Finance	420.5	429.0	8.6	434.0	5.0
Environmental Health	111.0	115.2	4.2	115.2	-
Fire	337.0	343.0	6.0	343.0	-
Recreation & Culture	302.9	308.3	5.4	311.6	3.2
Transportation	631.1	636.6	5.6	640.4	3.8
Urban Planning & Development	50.3	55.7	5.4	57.7	2.0
Total Civic Operations	2,128.2	2,165.8	37.7	2,182.9	17.0
Police					
Police	666.5	681.5	15.0	687.3	5.8
Total Police	666.5	681.5	15.0	687.3	5.8
Controlled Corporations					
Rimai Modern	47.6	47.6	-	47.6	-
SaskTel Centre	47.7	52.3	4.6	52.3	-
TCU Place	62.6	63.6	1.0	63.6	-
Total Controlled Corporations	157.8	163.4	5.6	163.4	-
TOTAL CIVIC, POLICE & CONTROLLED CORPORATIONS	2,952.5	3,010.8	58.3	3,033.6	22.8
NON TAX-SUPPORTED SERVICES					
Building and Plumbing	58.0	58.0	-	58.0	-
Licenses and Permits	10.6	10.6	-	10.6	-
Golf Courses	24.8	24.8	-	24.8	-
Impound Lot	0.8	0.8	-	0.8	-
Nutrien Corp Playland	3.8	3.8	-	3.8	-
Gordon Howe Campsite	2.7	2.7	-	2.7	-
Land Development	18.4	18.4	-	18.4	-
Sub-total	119.1	119.1	-	119.1	-
Utilities					
Utilities	361.4	367.9		370.3	
New FTEs	5.8	5.0	5.0	4.0	4.0
Transfer to Operating	-	(2.3)	(2.3)	-	-
Transfer to Capital (Utilities)	0.7	(0.3)	(0.3)	-	-
Total Utilities	367.9	370.3	2.4	374.3	4.0
TOTAL NON TAX-SUPPORTED SERVICES	487.0	489.4	2.4	493.4	4.0

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Capital

Capital	299.9	307.5		314.8	
New	8.9	10.9	10.9	13.0	13.0
Transferred to Operating	(0.6)	(3.8)	(3.8)	-	-
Transferred from Operating (Utilities)	(0.7)	0.3	0.3	-	-
Total Capital	307.5	314.8	7.3	327.8	13.0
FTE TOTAL	3,747.0	3,815.0	68.0	3,854.8	39.8
LIBRARY	149.6	150.6	1.0	152.6	2.0
FTE TOTAL WITH LIBRARY	3,896.6	3,965.6	69.0	4,007.4	41.8

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Schedule IX - Operating Impacts of 2020/2021 Capital Projects

	2020	2021	2022	2023	2024
Community Support					
P2640: GRANT MANAGEMENT SYSTEM	-	-	10.0	-	-
Community Support	-	-	10.0	-	-
Saskatoon Fire					
Saskatoon Fire	-	-	-	-	-
Land Development					
P0668: PARK DEV'T-BOULEVARD DEVELOPMENT	-	-	-	9.9	9.9
P1057: PARK DEV'T-IND'L AREA BLVD TREE PLANTING	-	-	-	2.8	2.8
P1568: PARK DEV'T-ROSEWOOD	-	-	-	11.1	-
P1570: PARK DEV'T-KENSINGTON	-	-	190.0	14.6	-
P1574: PARK DEV'T-ASPEN RIDGE	-	-	32.1	5.9	186.8
P1576: PARK DEV'T-BRIGHTON	-	-	259.0	14.6	-
Land Development	-	-	481.1	58.9	199.5
Policing					
P2389: POLICE-FLEET ADDITIONS	-	43.0	-	-	-
P2487: POLICE-DICTATION SYSTEM REPLACEMENT	-	-	-	35.0	-
P2498: POLICE-EQUIPMENT EXPANSION	-	5.0	-	-	-
P2499: POLICE-TECHNOLOGY REPLACEMENT	-	3.0	-	-	-
P2610: POLICE-TECHNOLOGY EXPANSION	-	1.0	3.0	1.0	3.0
Policing	-	52.0	3.0	36.0	3.0
Recreation and Culture					
P2102: SPORTFIELD DEVELOPMENT & IMPROVEMENTS	-	-	0.5	-	-
P2353: CHIEF WHITECAP PARK DEVELOPMENT	-	-	10.0	-	-
P1578: SILVERWOOD INDUSTRIAL AREA PARKS	-	-	-	23.6	-
P1595: NEIGHBOURHOOD PARKS ENHANCEMENTS	-	-	1.0	-	-
Recreation and Culture	-	-	11.5	23.6	-
Transportation					
P2037: SNOW MANAGEMENT FACILITIES	-	-	-	44.3	44.3
P2550: WEST/CENTRAL MULTI-USE CORRIDOR	-	2.1	-	-	-
P2589: TRANSIT TECHNOLOGY PLAN	60.0	-	-	-	-
Transportation	60.0	2.1	-	44.3	44.3

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Urban Planning and Development

P2169: URBAN PLANNING AND DEVELOPMENT PROGRAM ENHANCEMENTS	-	-	100.0	-	-
P2300: COMPREHENSIVE ZONING BYLAW REVIEW	-	-	53.0	-	-
Urban Planning and Development	-	-	153.0	-	-

Utilities

P1174: SL&P - STREET LIGHTS - LAND DEVELOPMENT	105.0	105.0	-	-	-
Utilities	105.0	105.0	-	-	-
TOTAL OPERATING IMPACTS	165.0	159.1	658.6	162.8	246.8

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Schedule X - Summary of Operating Budget Changes

Service Line	Change Type	(\$000's)	2020	2021
Arts, Culture & Events Venues				
Remai Modern	Base Budget		5,930.5	6,155.1
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		-	-
	Growth/Cont Impr		224.6	224.6
	Service Level Adj		-	-
	Total Expenditure Increase		224.6	224.6
	Budget		6,155.1	6,379.7
SaskTel Centre	Base Budget		560.0	560.0
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		-	67.0
	Growth/Cont Impr		-	(67.0)
	Service Level Adj		-	-
	Total Expenditure Increase		-	-
	Budget		560.0	560.0
TCU Place	Base Budget		1,758.8	1,758.4
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(0.4)	(0.5)
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(0.4)	(0.5)
	Budget		1,758.4	1,757.9
Community Support				
Animal Services	Base Budget		714.4	748.7
	Revenue Change (incr)/decr		(33.6)	-
	Inflation/Transfer		60.0	35.5
	Growth/Cont Impr		7.9	-
	Service Level Adj		-	-
	Total Expenditure Increase		67.9	35.5
	Budget		748.7	784.2
Cemeteries	Base Budget		10.3	14.7
	Revenue Change (incr)/decr		50.1	(6.8)
	Inflation/Transfer		(45.7)	24.5
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(45.7)	24.5
	Budget		14.7	32.4

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Service Line	Change Type	(\$000's)	2020	2021
Community Development	Base Budget		3,460.9	3,547.6
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		61.4	55.4
	Growth/Cont Impr		25.3	16.7
	Service Level Adj		-	-
	Total Expenditure Increase		86.7	72.1
	Budget		3,547.6	3,619.7
Community Investments & Supports	Base Budget		11,773.3	11,852.4
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(124.2)	413.4
	Growth/Cont Impr		203.3	36.2
	Service Level Adj		-	-
	Total Expenditure Increase		79.1	449.6
	Budget		11,852.4	12,302.0

Corporate Asset Management

City Accommodations	Base Budget		86.0	136.0
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		10.0	4.0
	Growth/Cont Impr		40.0	-
	Service Level Adj		-	-
	Total Expenditure Increase		50.0	4.0
	Budget		136.0	140.0
Facilities Management	Base Budget		10,974.7	11,789.0
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		197.9	366.3
	Growth/Cont Impr		542.8	-
	Service Level Adj		73.6	-
	Total Expenditure Increase		814.3	366.3
	Budget		11,789.0	12,155.3
Fleet Services	Base Budget		-	-
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(228.9)	(235.1)
	Growth/Cont Impr		228.9	235.1
	Service Level Adj		-	-
	Total Expenditure Increase		0.0	-
	Budget		0.0	-

Corporate Governance & Finance

Assessment & Taxation	Base Budget		3,540.2	3,074.0
	Revenue Change (incr)/decr		(2.5)	-
	Inflation/Transfer		(463.7)	54.4
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(463.7)	54.4
	Budget		3,074.0	3,128.4

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Service Line	Change Type	(\$000's)	2020	2021
City Clerk's Office	Base Budget		3,004.8	3,249.1
	Revenue Change (incr)/decr		(1.7)	(27.4)
	Inflation/Transfer		163.2	236.5
	Growth/Cont Impr		82.8	0.6
	Service Level Adj		-	-
	Total Expenditure Increase		246.0	237.1
	Budget		3,249.1	3,458.8
City Manager's Office	Base Budget		696.4	688.0
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(8.4)	19.7
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(8.4)	19.7
	Budget		688.0	707.7
City Solicitor's Office	Base Budget		2,083.8	2,186.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		103.1	58.1
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		103.1	58.1
	Budget		2,186.9	2,245.0
Corporate Support	Base Budget		20,818.2	22,964.3
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		2,042.9	723.5
	Growth/Cont Impr		94.4	44.1
	Service Level Adj		8.8	-
	Total Expenditure Increase		2,146.1	767.6
	Budget		22,964.3	23,731.9
Debt Servicing	Base Budget		23,740.1	25,379.1
	Revenue Change (incr)/decr		3,046.3	2,188.5
	Inflation/Transfer		(3,046.3)	(2,188.5)
	Growth/Cont Impr		1,639.0	1,440.0
	Service Level Adj		-	-
	Total Expenditure Increase		(1,407.3)	(748.5)
	Budget		25,379.1	26,819.1
Financial Services	Base Budget		4,019.5	4,024.4
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(20.1)	55.2
	Growth/Cont Impr		25.0	-
	Service Level Adj		-	-
	Total Expenditure Increase		4.9	55.2
	Budget		4,024.4	4,079.6

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Service Line	Change Type	(\$000's)	2020	2021
General Services	Base Budget		(1,845.6)	(764.7)
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		910.9	76.7
	Growth/Cont Impr		170.0	250.0
	Service Level Adj		-	-
	Total Expenditure Increase		1,080.9	326.7
	Budget		(764.7)	(438.0)
Legislative	Base Budget		1,721.0	1,789.7
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		68.7	9.6
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		68.7	9.6
	Budget		1,789.7	1,799.3
Revenue Services	Base Budget		1,912.5	2,348.8
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		436.3	42.7
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		436.3	42.7
	Budget		2,348.8	2,391.5
Service Saskatoon	Base Budget		847.9	707.1
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(272.6)	25.7
	Growth/Cont Impr		131.8	-
	Service Level Adj		-	-
	Total Expenditure Increase		(140.8)	25.7
	Budget		707.1	732.8

Environmental Health

Sustainability	Base Budget		1,165.5	1,640.7
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		217.2	23.8
	Growth/Cont Impr		8.0	-
	Service Level Adj		250.0	-
	Total Expenditure Increase		475.2	23.8
	Budget		1,640.7	1,664.5
Urban Biological Services	Base Budget		1,038.6	1,067.1
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		10.8	30.8
	Growth/Cont Impr		17.7	7.7
	Service Level Adj		-	-
	Total Expenditure Increase		28.5	38.5
	Budget		1,067.1	1,105.6

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Service Line	Change Type	(\$000's)	2020	2021
Urban Forestry	Base Budget		3,878.7	3,969.5
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		24.5	66.5
	Growth/Cont Impr		66.3	18.0
	Service Level Adj		-	-
	Total Expenditure Increase		90.8	84.5
	Budget		3,969.5	4,054.0
Waste Handling Service	Base Budget		8,118.6	9,105.1
	Revenue Change (incr)/decr		(1,433.9)	(1,100.9)
	Inflation/Transfer		743.5	1,219.9
	Growth/Cont Impr		1,676.9	1,929.6
	Service Level Adj		-	-
	Total Expenditure Increase		2,420.4	3,149.5
	Budget		9,105.1	11,153.7
Waste Reduction & Resource Recovery	Base Budget		553.4	1,041.7
	Revenue Change (incr)/decr		(246.7)	(14.4)
	Inflation/Transfer		48.9	(88.3)
	Growth/Cont Impr		686.1	(18.3)
	Service Level Adj		-	-
	Total Expenditure Increase		735.0	(106.6)
	Budget		1,041.7	920.7

Fire Services

Fire Services	Base Budget		49,457.5	50,937.6
	Revenue Change (incr)/decr		(220.0)	(9.0)
	Inflation/Transfer		1,367.1	1,214.2
	Growth/Cont Impr		333.0	75.0
	Service Level Adj		-	-
	Total Expenditure Increase		1,700.1	1,289.2
	Budget		50,937.6	52,217.8
Emergency Measures	Base Budget		419.3	936.8
	Revenue Change (incr)/decr		(45.0)	-
	Inflation/Transfer		426.4	35.2
	Growth/Cont Impr		136.1	216.0
	Service Level Adj		-	-
	Total Expenditure Increase		562.5	251.2
	Budget		936.8	1,188.0

Land Development

Saskatoon Land	Base Budget		-	-
	Revenue Change (incr)/decr		754.9	(581.5)
	Inflation/Transfer		(754.9)	581.5
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(754.9)	581.5
	Budget		-	-

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Policing				
Saskatoon Police Services		Base Budget	94,603.7	99,682.1
		Revenue Change (incr)/decr	(338.7)	(30.0)
	Inflation/Transfer		3,912.4	3,325.4
	Growth/Cont Impr		938.6	369.6
	Service Level Adj		566.1	650.8
		Total Expenditure Increase	5,417.1	4,345.8
		Budget	99,682.1	103,997.9
Recreation & Culture				
Albert Community Centre		Base Budget	73.4	52.0
		Revenue Change (incr)/decr	(25.0)	-
	Inflation/Transfer		3.6	2.3
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
		Total Expenditure Increase	3.6	2.3
		Budget	52.0	54.3
Community Partnerships		Base Budget	687.0	730.0
		Revenue Change (incr)/decr	-	-
	Inflation/Transfer		18.0	18.6
	Growth/Cont Impr		-	-
	Service Level Adj		25.0	-
		Total Expenditure Increase	43.0	18.6
		Budget	730.0	748.6
Forestry Farm Park & Zoo		Base Budget	1,584.6	1,674.9
		Revenue Change (incr)/decr	(19.4)	(42.6)
	Inflation/Transfer		82.5	50.5
	Growth/Cont Impr		27.2	-
	Service Level Adj		-	-
		Total Expenditure Increase	109.7	50.5
		Budget	1,674.9	1,682.8
Golf Courses		Base Budget	-	-
		Revenue Change (incr)/decr	115.2	(0.4)
	Inflation/Transfer		(115.2)	0.4
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
		Total Expenditure Increase	(115.2)	0.4
		Budget	-	-
Gordon Howe Campsite		Base Budget	-	-
		Revenue Change (incr)/decr	38.1	-
	Inflation/Transfer		(38.1)	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
		Total Expenditure Increase	(38.1)	-
		Budget	-	-

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Service Line	Change Type	(\$000's)	2020	2021
Indoor Rinks	Base Budget		310.4	386.0
	Revenue Change (incr)/decr		9.5	(5.0)
	Inflation/Transfer		66.1	55.7
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		66.1	55.7
	Budget		386.0	436.7
Leisure Centres - Program	Base Budget		5,065.3	5,703.9
	Revenue Change (incr)/decr		107.7	(27.4)
	Inflation/Transfer		497.9	241.8
	Growth/Cont Impr		33.0	-
	Service Level Adj		-	-
	Total Expenditure Increase		530.9	241.8
	Budget		5,703.9	5,918.3
Leisure Centres - Rentals	Base Budget		4,069.9	3,966.8
	Revenue Change (incr)/decr		(117.3)	(134.8)
	Inflation/Transfer		(19.0)	156.3
	Growth/Cont Impr		33.2	-
	Service Level Adj		-	-
	Total Expenditure Increase		14.2	156.3
	Budget		3,966.8	3,988.3
Marketing Services	Base Budget		666.4	439.4
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(227.0)	14.0
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(227.0)	14.0
	Budget		439.4	453.4
Marr Residence	Base Budget		22.2	22.2
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		-	0.1
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		-	0.1
	Budget		22.2	22.3
Nutrien Playland	Base Budget		-	-
	Revenue Change (incr)/decr		(2.2)	-
	Inflation/Transfer		2.2	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		2.2	-
	Budget		-	-

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Service Line	Change Type	(\$000's)	2020	2021
Outdoor Pools	Base Budget		943.4	974.4
	Revenue Change (incr)/decr		(1.0)	(2.1)
	Inflation/Transfer		32.0	24.1
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		32.0	24.1
	Budget		974.4	996.4
Outdoor Sports Fields	Base Budget		550.9	741.1
	Revenue Change (incr)/decr		(34.9)	(1.2)
	Inflation/Transfer		104.6	4.6
	Growth/Cont Impr		120.5	60.0
	Service Level Adj		-	-
	Total Expenditure Increase		225.1	64.6
	Budget		741.1	804.5
Parks Maintenance & Design	Base Budget		15,194.3	16,079.7
	Revenue Change (incr)/decr		3.6	-
	Inflation/Transfer		263.5	429.4
	Growth/Cont Impr		368.3	105.4
	Service Level Adj		250.0	350.0
	Total Expenditure Increase		881.8	884.8
	Budget		16,079.7	16,964.5
Playground & Recreation Areas	Base Budget		927.1	1,031.2
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		104.1	19.3
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		104.1	19.3
	Budget		1,031.2	1,050.5
Program Research & Design	Base Budget		241.3	245.1
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		3.8	3.6
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		3.8	3.6
	Budget		245.1	248.7
River Landing	Base Budget		-	-
	Revenue Change (incr)/decr		329.2	15.0
	Inflation/Transfer		(329.2)	(15.0)
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(329.2)	(15.0)
	Budget		-	-

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Service Line	Change Type	(\$000's)	2020	2021
Spectator Ballfields	Base Budget		170.2	170.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		0.7	1.3
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		0.7	1.3
	Budget		170.9	172.2
Targeted Programming	Base Budget		599.5	609.2
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		8.2	9.4
	Growth/Cont Impr		1.5	-
	Service Level Adj		-	-
	Total Expenditure Increase		9.7	9.4
	Budget		609.2	618.6

Taxation & General Revenues

Fines and Penalties	Base Budget		(8,538.2)	(8,538.2)
	Revenue Change (incr)/decr		(250.0)	-
	Inflation/Transfer		250.0	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		250.0	-
	Budget		(8,538.2)	(8,538.2)
General Revenue	Base Budget		(66,913.7)	(69,764.2)
	Revenue Change (incr)/decr		(3,219.7)	(2,205.0)
	Inflation/Transfer		369.2	153.5
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		369.2	153.5
	Budget		(69,764.2)	(71,815.7)
Grants-in-Lieu of Taxes	Base Budget		(42,945.4)	(44,166.1)
	Revenue Change (incr)/decr		(1,220.7)	(1,616.7)
	Inflation/Transfer		-	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		-	-
	Budget		(44,166.1)	(45,782.8)
Municipal Revenue Sharing Grant	Base Budget		(43,430.0)	(49,829.0)
	Revenue Change (incr)/decr		(6,399.0)	(1,803.8)
	Inflation/Transfer		-	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		-	-
	Budget		(49,829.0)	(51,632.8)

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Service Line	Change Type	(\$000's)	2020	2021
Other Levies	Base Budget		(2,343.6)	(2,406.6)
	Revenue Change (incr)/decr		(186.2)	(224.0)
	Inflation/Transfer		123.2	18.0
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		123.2	18.0
	Budget		(2,406.6)	(2,612.6)
Property Levies	Base Budget		(243,605.9)	(255,784.3)
	Revenue Change (incr)/decr		(12,178.4)	(12,426.3)
	Inflation/Transfer		-	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		-	-
	Budget		(255,784.3)	(268,210.6)

Transportation

Access Transit	Base Budget		4,616.9	4,916.4
	Revenue Change (incr)/decr		(15.0)	(10.0)
	Inflation/Transfer		200.0	165.3
	Growth/Cont Impr		114.5	120.3
	Service Level Adj		-	-
	Total Expenditure Increase		314.5	285.6
	Budget		4,916.4	5,192.0
Bridges, Subways, Overpasses	Base Budget		7,410.0	7,820.8
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		57.6	70.4
	Growth/Cont Impr		23.2	-
	Service Level Adj		330.0	440.0
	Total Expenditure Increase		410.8	510.4
	Budget		7,820.8	8,331.2
Engineering	Base Budget		724.7	757.4
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		32.7	16.4
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		32.7	16.4
	Budget		757.4	773.8
Impound Lot	Base Budget		-	-
	Revenue Change (incr)/decr		(63.8)	-
	Inflation/Transfer		63.8	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		63.8	-
	Budget		-	-

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Service Line	Change Type	(\$000's)	2020	2021
Parking	Base Budget		(2,788.0)	(2,866.2)
	Revenue Change (incr)/decr		(6.0)	(61.1)
	Inflation/Transfer		(474.0)	90.0
	Growth/Cont Impr		401.8	224.5
	Service Level Adj		-	-
	Total Expenditure Increase		(72.2)	314.5
	Budget		(2,866.2)	(2,612.8)
Road Maintenance	Base Budget		44,495.4	45,724.8
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		541.0	506.6
	Growth/Cont Impr		513.4	310.6
	Service Level Adj		175.0	250.0
	Total Expenditure Increase		1,229.4	1,067.2
	Budget		45,724.8	46,792.0
Snow & Ice Management	Base Budget		13,110.5	13,442.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		173.5	188.7
	Growth/Cont Impr		158.9	143.1
	Service Level Adj		-	-
	Total Expenditure Increase		332.4	331.8
	Budget		13,442.9	13,774.7
Street Cleaning & Sweeping	Base Budget		4,356.9	4,504.6
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		113.7	85.6
	Growth/Cont Impr		-	46.2
	Service Level Adj		34.0	-
	Total Expenditure Increase		147.7	131.8
	Budget		4,504.6	4,636.4
Street Lighting	Base Budget		7,201.2	7,454.6
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		142.3	234.5
	Growth/Cont Impr		111.1	105.0
	Service Level Adj		-	-
	Total Expenditure Increase		253.4	339.5
	Budget		7,454.6	7,794.1
Transit Operations	Base Budget		28,557.0	30,802.6
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		2,070.2	1,395.2
	Growth/Cont Impr		-	-
	Service Level Adj		175.4	173.6
	Total Expenditure Increase		2,245.6	1,568.8
	Budget		30,802.6	32,371.4

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Service Line	Change Type	(\$000's)	2020	2021
Transportation Services	Base Budget		7,460.0	7,633.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		81.0	118.7
	Growth/Cont Impr		92.9	75.5
	Service Level Adj		-	-
	Total Expenditure Increase		173.9	194.2
	Budget		7,633.9	7,828.1

Urban Planning & Development

Attainable Housing	Base Budget		426.3	428.6
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		2.3	5.7
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		2.3	5.7
	Budget		428.6	434.3
Building and Plumbing Permits & Standards	Base Budget		-	-
	Revenue Change (incr)/decr		532.9	(1,248.5)
	Inflation/Transfer		(532.9)	1,248.5
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		(532.9)	1,248.5
	Budget		-	-
Business Improvement Districts	Base Budget		107.7	123.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		16.2	0.9
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		16.2	0.9
	Budget		123.9	124.8
Licenses & Permits	Base Budget		-	-
	Revenue Change (incr)/decr		(104.8)	(68.9)
	Inflation/Transfer		(67.2)	68.9
	Growth/Cont Impr		-	-
	Service Level Adj		172.0	-
	Total Expenditure Increase		104.8	68.9
	Budget		-	-
Bylaw Compliance	Base Budget		684.0	701.7
	Revenue Change (incr)/decr		(8.9)	(2.9)
	Inflation/Transfer		26.6	26.3
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		26.6	26.3
	Budget		701.7	725.1

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Service Line	Change Type	(\$000's)	2020	2021
Development Review	Base Budget		630.0	584.0
	Revenue Change (incr)/decr		(521.9)	(119.3)
	Inflation/Transfer		(46.0)	17.0
	Growth/Cont Impr		-	-
	Service Level Adj		521.9	119.3
	Total Expenditure Increase		475.9	136.3
	Budget		584.0	601.0
Long Range Planning	Base Budget		225.8	281.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		56.1	5.2
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		56.1	5.2
	Budget		281.9	287.1
Neighbourhood Planning	Base Budget		762.3	787.4
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		25.1	18.5
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		25.1	18.5
	Budget		787.4	805.9
Planning Project Services	Base Budget		188.9	188.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		-	-
	Growth/Cont Impr		-	-
	Service Level Adj		-	-
	Total Expenditure Increase		-	-
	Budget		188.9	188.9
Regional Planning	Base Budget		511.4	550.9
	Revenue Change (incr)/decr		-	-
	Inflation/Transfer		(11.3)	9.0
	Growth/Cont Impr		50.8	75.1
	Service Level Adj		-	-
	Total Expenditure Increase		39.5	84.1
	Budget		550.9	635.0
Research & Mapping	Base Budget		461.4	471.4
	Revenue Change (incr)/decr		(20.0)	-
	Inflation/Transfer		10.9	12.2
	Growth/Cont Impr		19.1	-
	Service Level Adj		-	-
	Total Expenditure Increase		30.0	12.2
	Budget		471.4	483.6

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Service Line	Change Type	(\$000's)	2020	2021
Urban Design	Base Budget		2,485.5	2,761.9
	Revenue Change (incr)/decr		(2.4)	-
	Inflation/Transfer		276.4	(185.4)
	Growth/Cont Impr		-	-
	Service Level Adj		2.4	-
	Total Expenditure Increase		278.8	(185.4)
	Budget		2,761.9	2,576.5
TOTAL CIVIC SERVICES (including land)	Base Budget		0.0	0.0
	Revenue Change (incr)/decr		(21,731.2)	(19,566.5)
	Inflation/Transfer		9,799.1	11,539.2
	Growth/Cont Impr		9,347.9	6,043.6
	Service Level Adj		2,584.2	1,983.7
	Total Expenditure Increase		21,731.2	19,566.5
	Budget		0.0	0.0

Utilities

Water Utility	Base Budget		-	-
	Revenue Change (incr)/decr		(2,149.7)	(3,693.0)
	Inflation/Transfer		993.6	2,992.1
	Growth/Cont Impr		1,156.1	700.9
	Service Level Adj		-	-
	Total Expenditure Increase		2,149.7	3,693.0
	Budget		-	-
Wastewater Utility	Base Budget		-	-
	Revenue Change (incr)/decr		(479.2)	(2,378.7)
	Inflation/Transfer		135.6	2,381.3
	Growth/Cont Impr		343.6	(2.6)
	Service Level Adj		-	-
	Total Expenditure Increase		479.2	2,378.7
	Budget		-	-
Saskatoon Light & Power	Base Budget		-	-
	Revenue Change (incr)/decr		(5,251.0)	(5,870.5)
	Inflation/Transfer		5,286.2	6,040.2
	Growth/Cont Impr		(35.2)	(169.7)
	Service Level Adj		-	-
	Total Expenditure Increase		5,251.0	5,870.5
	Budget		-	-
Storm Water Management	Base Budget		-	-
	Revenue Change (incr)/decr		(1,865.1)	(1,769.0)
	Inflation/Transfer		1,575.4	1,640.1
	Growth/Cont Impr		289.7	128.9
	Service Level Adj		-	-
	Total Expenditure Increase		1,865.1	1,769.0
	Budget		-	-

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Service Line	Change Type	(\$000's)	2020	2021
Waste Services Utility	Base Budget		-	-
	Revenue Change (incr)/decr		(1,485.9)	(274.9)
	Inflation/Transfer		697.5	166.1
	Growth/Cont Impr		788.4	108.8
	Service Level Adj		-	-
	Total Expenditure Increase		1,485.9	274.9
	Budget		-	-
TOTAL UTILITIES	Base Budget		-	-
	Revenue Change (incr)/decr		(11,230.9)	(13,986.1)
	Inflation/Transfer		8,688.3	13,219.8
	Growth/Cont Impr		2,542.6	766.3
	Service Level Adj		-	-
	Total Expenditure Increase		11,230.9	13,986.1
	Budget		-	-

Saskatoon Public Library

Library Property Levy	Base Budget	(24,905.7)	(26,198.8)
	Revenue Change (incr)/decr	(1,293.1)	(1,271.4)
	Inflation/Transfer	-	-
	Growth/Cont Impr	-	-
	Service Level Adj	-	-
	Total Expenditure Increase	-	-
	Budget	(26,198.8)	(27,470.2)
Saskatoon Public Library	Base Budget	24,905.7	26,198.8
	Revenue Change (incr)/decr	(56.0)	(2.4)
	Inflation/Transfer	656.8	520.3
	Growth/Cont Impr	692.3	753.5
	Service Level Adj	-	-
	Total Expenditure Increase	1,349.1	1,273.8
	Budget	26,198.8	27,470.2
TOTAL LIBRARY	Base Budget	-	-
	Revenue Change (incr)/decr	(1,349.1)	(1,273.8)
	Inflation/Transfer	656.8	520.3
	Growth/Cont Impr	692.3	753.5
	Service Level Adj	-	-
	Total Expenditure Increase	1,349.1	1,273.8
	Budget	-	-

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Schedule XI - Capital Reserve Sufficiency

(\$000's)	Forecast	2020		Balance	2021		Balance	2022-2024		Balance	Unfunded Projects	Total Dec/24	
	Jan 1/20	Source	Appl	Dec/20	Source	Appl	Dec/21	Source	Appl	Dec/24			
Civic Departments:													
Access Transit Capital	(2)	376	288	(340)	324	302	(350)	276	906	(1,115)	67	-	67
Active Transportation		14	575	(575)	14	575	(575)	14	(1,725)	(1,725)	(3,436)	(2,000)	(5,436)
Animal Services		27	30	(50)	7	30	-	37	90	(110)	17	-	17
Auto Garbage Container Repl		(29)	449	(420)	-	458	(458)	-	458	(458)	-	-	-
Bridge Major Repairs		1,448	3,473	(699)	4,222	3,473	(2,604)	5,091	10,720	(12,186)	3,625	(155)	3,470
Building Permit/Inspection Stab		5,119	-	(804)	4,315	37	(150)	4,202	132	-	4,334	-	4,334
Campsite	(1, 6)	186	67	-	253	50	-	303	149	-	452	-	452
Civic Bldgs Comp Mtnc		137	8,891	(8,100)	928	9,063	(9,000)	991	28,802	(28,700)	1,093	(1,100)	(7)
Civic Radio Replace & Expansion		20	350	(360)	10	350	(360)	-	1,120	(1,120)	-	-	-
Civic Vehicles & Equip Repl		6,500	6,704	(6,900)	6,304	6,704	(7,315)	5,693	21,154	(24,840)	2,007	-	2,007
Computer Equipment Repl		1	334	(335)	-	325	(325)	-	1,725	(1,725)	-	-	-
Corporate Capital		(49)	1,953	(1,674)	230	1,928	(1,659)	499	5,461	(3,831)	2,129	-	2,129
Dedicated Lands		942	63	(450)	555	59	(284)	330	165	-	495	-	495
Dedicated Roadways		1,091	100	(20)	1,171	100	(20)	1,251	300	(60)	1,491	-	1,491
Facilities Site Repl		-	341	(341)	-	341	(341)	-	1,350	(1,350)	-	(1,500)	(1,500)
Fire Apparatus		1,184	965	(2,125)	24	1,000	(865)	159	3,532	(1,535)	2,156	-	2,156
Fire - Small Equipment Repl		708	277	(400)	585	277	(210)	652	850	(805)	697	-	697
Fire Uniforms		118	246	(310)	54	246	(270)	30	738	(765)	3	-	3
Forestry Farm Auditorium		34	7	-	41	8	-	49	22	-	71	-	71
Forestry Farm Development	(1)	31	57	(27)	61	57	(27)	91	164	(82)	173	-	173
Forestry Farm Park & Zoo Capital		94	162	(60)	196	162	(200)	158	486	(450)	194	-	194
Golf Course Capital	(1)	190	186	(200)	176	58	(225)	9	974	(725)	258	-	258
Grounds Maintenance Equip Repl		101	383	(375)	109	383	(390)	102	1,149	(1,150)	101	-	101
Heritage Fund		78	48	(39)	87	47	(54)	80	143	(85)	138	-	138
Infra Expansion - Transp		80	2,040	(2,095)	25	2,027	(2,050)	2	6,231	(6,175)	58	(500)	(442)
Infra Repl - Parks		264	1,590	(1,650)	204	1,940	(1,960)	184	5,800	(5,700)	284	(2,400)	(2,116)
Infra Repl - Storm		2,156	6,041	(6,826)	1,371	7,725	(9,033)	63	27,412	(27,277)	198	-	198
Infra Repl - W & S	(5)	1,681	28,493	(28,890)	1,284	27,981	(28,786)	479	87,172	(87,478)	173	-	173
IT Digital Data Res		4	55	(50)	9	55	(50)	14	165	(150)	29	-	29
IT Systems Development		-	426	(426)	-	435	(435)	-	373	-	373	-	373
Landfill Replacement	(4)	1,859	2,900	(1,200)	3,559	3,162	(500)	6,221	9,337	(7,850)	7,708	-	7,708
Leisure Serv Equip Repl	(2)	1,455	602	(300)	1,757	601	(125)	2,233	1,845	(475)	3,603	-	3,603
Park Enhancement	(1, 3)	762	265	(244)	783	264	(149)	898	793	(933)	758	-	758
Parking Capital Reserve		346	375	(310)	411	375	(790)	(4)	1,125	(591)	530	-	530
Parks & Rec Partnership		-	200	(200)	-	200	(100)	100	600	(476)	224	-	224
Parks Deferred Tree Replacement		122	38	(55)	105	38	-	143	114	-	257	-	257
Parks (Grounds Maint) Equip Acq		27	260	(255)	32	260	(150)	142	813	(765)	190	-	190
Paved Roadways Infra		333	32,739	(31,700)	1,372	32,519	(32,050)	1,841	101,700	(102,500)	1,041	(200)	841
Printing and Mail Equipment Repl		246	21	(136)	131	23	(154)	-	150	(150)	-	-	-
Public Works Bldgs Civic Facilities		160	20	(156)	24	20	-	44	60	-	104	-	104
River Landing Capital		294	71	-	365	71	(100)	336	220	-	556	-	556
Saskatoon Light & Power Extension		(2,400)	5,715	(5,551)	(2,236)	6,116	(6,366)	(2,486)	20,186	(15,529)	2,171	-	2,171
Saskatoon Light & Power Repl		4,317	7,647	(9,260)	2,704	8,065	(8,055)	2,714	29,582	(20,785)	11,511	-	11,511
Snow & Ice Mgmt Equip		547	245	(400)	392	265	(330)	327	795	(400)	722	-	722
Street Clean/Sweep Equip													
Acqu'n		238	-	-	238	-	-	238	81	-	319	-	319
Streetscape - BID	(1)	2,415	2,612	(2,251)	2,776	2,461	(2,320)	2,917	7,383	(7,794)	2,506	-	2,506
Streetscape - City Wide	(1)	354	-	(218)	136	-	(118)	18	-	-	18	-	18
Traffic Noise Attenuation	(7)	533	312	-	845	312	-	1,157	936	(50)	2,043	-	2,043
Traffic Safety		35	1,050	(1,050)	35	1,050	(1,050)	35	3,150	(3,150)	35	(270)	(235)
Transportation Infra		61	3,650	(3,663)	48	3,690	(3,740)	(2)	11,471	(11,460)	9	(1,050)	(1,041)
Transit Additional Veh Repl		671	242	-	913	254	-	1,167	764	-	1,931	-	1,931
Transit Capital Projects		109	1,086	(1,063)	132	1,140	(1,263)	9	3,422	(3,017)	414	-	414
Transit Vehicles Repl		1,840	1,242	(1,200)	1,882	1,263	(840)	2,305	3,789	-	6,094	-	6,094
Transportation Equip Acquisition		113	27	(140)	-	52	(50)	2	237	(200)	39	-	39
Trunked Radio System Infr													
Repl		20	390	(400)	10	390	(400)	-	1,755	(1,755)	-	-	-
Unified Communications		50	50	-	100	50	-	150	150	-	300	-	300
Urban Forest & Pest Mgmt Capital		14	400	(400)	14	150	(150)	14	450	(450)	14	-	14
Waste Minimization		280	454	(453)	281	-	-	281	-	-	281	-	281
Wastewater Coll & Treat Repl		1,098	1,908	(1,146)	1,861	2,087	(1,154)	2,794	6,741	(5,794)	3,741	-	3,741
Wastewater Treatment Capital		2,058	11,790	(11,825)	2,023	12,253	(11,947)	2,329	38,511	(19,902)	20,938	-	20,938

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(\$000's)	Forecast	2020		Balance	2021		Balance	2022-2024		Balance	Unfunded Projects	Total Dec/24
	Jan 1/20	Source	Appl	Dec/20	Source	Appl	Dec/21	Source	Appl	Dec/24		
Water Supply Repl	2,593	1,703	(3,760)	535	2,457	(2,951)	41	6,609	(6,509)	141	-	141
Waterworks Capital Projects	3,404	25,456	(16,096)	12,764	19,882	(31,624)	1,022	56,969	(41,306)	16,685	0	16,685
Subtotal	46,597	166,152	(157,428)	55,321	164,609	(174,345)	45,585	514,037	(458,437)	101,185	(9,175)	92,010
Boards and Commissions:												
Albert Comm Centre Repair	-	51	(51)	-	51	(51)	-	225	(225)	-	-	-
SaskTel Centre Equip Repl	599	455	(223)	831	455	(455)	831	1,365	(1,365)	831	-	831
SaskTel Centre Fac. Enhancement	6,892	683	(1,476)	6,099	683	(700)	6,082	2,049	(2,000)	6,131	-	6,131
Remai Modern Art Gallery Cap Equip Repl	-	150	(150)	-	80	(80)	-	300	(300)	-	-	-
Police Radio	53	109	-	162	-	(134)	28	156	(106)	78	-	78
Police Facility Renovations	112	93	(110)	95	94	(50)	138	261	(399)	0	-	0
Police Oper Equip & Tech Adv	189	1,938	(1,773)	354	2,251	(2,310)	295	7,005	(7,538)	(238)	-	(238)
Public Library Capital Expan	14,210	350	(11,000)	3,560	350	-	3,910	1,049	-	4,959	-	4,959
Public Library Equip Repl	1,020	146	(200)	966	146	(200)	912	438	(300)	1,050	-	1,050
Public Library Francis Morrison Mtnce	2,442	319	-	2,761	319	-	3,080	956	-	4,036	-	4,036
Public Library JS Wood Mtnce	32	55	-	87	55	-	142	165	-	307	-	307
Public Library Mayfair Mtnce	500	14	-	514	14	-	528	43	-	571	-	571
Public Library Alice Turner Mtnce	935	94	-	1,029	94	-	1,123	281	-	1,404	-	1,404
Public Library New Central Library	12,585	3,990	(16,575)	-	4,630	(4,630)	-	17,760	(17,760)	-	-	-
Public Library Information Technology	1,972	-	-	1,972	-	-	1,972	-	-	1,972	-	1,972
TCU Place Capital Exp	5,834	231	(113)	5,952	231	-	6,183	693	-	6,876	-	6,876
TCU Place Equipment Repl	4,614	461	(140)	4,935	461	(544)	4,852	1,382	(1,417)	4,817	-	4,817
Subtotal	51,989	9,139	(31,811)	29,317	9,914	(9,154)	30,076	34,128	(31,410)	32,794	-	32,794
TOTAL RESERVE SUFFICIENCY	98,585	175,291	(189,239)	84,637	174,523	(183,499)	75,661	548,165	(489,847)	133,979	(9,175)	124,804

- (1) Applications include contributions to operations
- (2) Subject to operating budget approval
- (3) Applications include commitment to community cost-shared projects
- (4) Source includes a portion of tipping fees
- (5) Includes the Flood Protection Program
- (6) Applications include contributions to capital projects
- (7) Applications include the 10-year loan repayment for P1522 starting 2019

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Schedule XII - Funded Capital Investments

	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan	Total
Arts, Culture and Events						
P0740: TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	80.0	544.0	448.0	256.0	714.0	2,042.0
P1812: SKTEL CENTRE-EQUIPMENT PURCHASES	123.0	108.0	163.0	373.0	593.0	1,360.0
P1834: REMAI - EQUIPMENT PURCHASES	150.0	80.0	-	-	-	230.0
Arts, Culture and Events Venues	353.0	732.0	611.0	629.0	1,307.0	3,632.0
Community Support						
P2640: GRANT MANAGEMENT SYSTEM	100.0	-	-	-	-	100.0
Community Support	100.0	-	-	-	-	100.0
Corporate Asset Management						
P0679: GROUNDS MTNCE-EQUIPMENT REPL	375.0	390.0	375.0	375.0	400.0	1,915.0
P0877: TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	400.0	400.0	585.0	585.0	585.0	2,555.0
P1135: CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,100.0	9,000.0	8,263.6	8,467.8	8,681.7	42,513.1
P1356: V&E ADD'L VEHICLES & EQUIPT	655.0	480.0	255.0	655.0	255.0	2,300.0
P1357: V&E REPL'T VEHICLES & EQUIPT	6,800.0	7,215.0	8,430.0	8,210.0	8,200.0	38,855.0
P1523: TRUNKING RADIO REPLACEMENT	360.0	360.0	360.0	360.0	400.0	1,840.0
P1929: CSR BUILDING RENOS	50.0	-	-	-	-	50.0
P1949: SERVICE SASKATOON - STAFFING ACCOMMODATION	5,250.0	2,250.0	1,250.0	1,250.0	250.0	10,250.0
P2180: CIVIC FACILITY SITE MAINTENANCE	341.0	341.0	375.0	475.0	525.0	2,057.0
P2646: FLEET ELECTRIC VEHICLE AND STRATEGY REVIEW	100.0	100.0	-	-	-	200.0
P1557: OFFICE MOD'NS/FURNITURE REPL/UPGRADES	50.0	50.0	50.0	50.0	50.0	250.0
Corporate Asset Management	22,481.0	20,586.0	19,943.6	20,427.8	19,346.7	102,785.1
Corporate Governance & Finance						
P1083: CORPORATE NETWORK EQUIPMENT REPL	335.0	325.0	575.0	575.0	575.0	2,385.0
P1364: SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING	200.0	200.0	200.0	200.0	200.0	1,000.0
P1883: ELECTRONIC RECORDS MANAGEMENT	200.0	150.0	95.0	200.0	95.0	740.0
P1884: ELECTRONIC AGENDA & MEETING MGT SYSTM	-	-	-	250.0	-	250.0
P1972: RECORDS CENTRE	-	100.0	-	-	-	100.0
P1973: LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT	250.0	-	-	-	250.0	500.0
P2079: PROPERTY REASSESSMENT	250.0	100.0	-	-	-	350.0

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P2368: PRINTING AND MAIL SERVICES - EQUIPMENT	136.0	154.0	-	-	150.0	440.0
P2625: CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP	100.0	-	-	-	-	200.0
P2626: TALENT MANAGEMENT FRAMEWORK	75.0	50.0	-	-	-	125.0
P2627: EVENT VENUE BUSINESS PLAN	100.0	-	-	-	-	100.0
Corporate Governance & Finance	1,646.0	1,079.0	870.0	1,225.0	1,270.0	6,190.0

Environmental Health

P1475: AUTO'D GARBAGE CONTAINER REPL	449.2	449.2	458.2	458.2	458.2	2,273.0
P1672: TREE PROTECTION POLICY UPDATE & BYLAW	55.0	-	-	-	-	55.0
P1956: PROPERTY ASSESSED CLEAN ENERGY FINANCING PROGRAM	80.0	-	-	-	-	80.0
P1957: COMMUNITY ELECTRIC VEHICLE ADOPTION STRATEGY	100.0	-	-	-	-	100.0
P1964: WASTE REDUCTION INITIATIVES	646.0	54.0	-	-	-	700.0
P2051: LANDFILL OPTIMIZATION	1,200.0	500.0	1,850.0	5,900.0	500.0	9,950.0
P2390: GREEN INFRASTRUCTURE STRATEGY	150.0	150.0	-	-	-	300.0
P2599: CURBSIDE ORGANICS PROGRAM	10,000.0	-	-	-	-	10,000.0
P2648: SUSTAINABILITY SUPPORT FOR TRIPLE BOTTOM LINE IMPLEMENTATION	260.0	-	-	-	-	260.0
P2650: INTEGRATED SOLAR/RENEWABLE ENERGY STRATEGY	180.0	-	-	-	-	180.0
P2651: HIGH PERFORMANCE BUILDING POLICY	75.0	-	-	-	-	75.0
P1669: PSYLLID IMPACTED TREE REMOVAL/REPLANTING	490.0	490.0	150.0	150.0	150.0	1,430.0
Environmental Health	13,685.2	1,643.2	2,458.2	6,508.2	1,108.2	25,403.0

Land Development

P0616: LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	2,213.0	-	3,205.0	-	-	5,418.0
P0625: LAND DEV'T-TR SWR-NORTHEAST SECTOR	-	11,370.0	6,041.0	-	-	17,411.0
P0626: LAND DEV'T-SUBDIVIS'N WARRANTY	197.0	179.0	-	-	-	376.0
P0627: LAND DEV'T-SUBDIVIS'N FENCING	148.0	81.0	56.0	-	-	285.0
P0634: LAND DEV'T-TR SWR-NORTH INDUSTRIAL	5,289.0	13,278.0	10,300.0	-	-	28,867.0
P0636: LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	-	-	-	50.0	-	50.0
P0639: LAND DEV'T-SUBDIVIS'N BUFFERS	169.0	342.0	192.0	-	-	703.0
P0655: LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	-	-	6,275.0	-	5,718.0	11,993.0
P0668: PARK DEV'T-BOULEVARD DEVELOPMENT	120.0	120.0	120.0	120.0	120.0	600.0
P0681: LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	-	-	3,207.0	-	-	3,207.0
P0748: LAND DEV'T-GEN ADMIN-OLD AREAS	111.0	129.0	-	-	-	240.0
P0849: LAND DEV'T-SUTHERLAND INDUST'L	211.0	-	-	-	-	211.0

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P1057: PARK DEV'T-IND'L AREA BLVD TREE PLANTING	50.0	50.0	50.0	50.0	50.0	250.0
P1391: LAND DEV'T-PARKRIDGE SUB	78.0	85.0	-	-	-	163.0
P1403: LAND DEV'T-ROSEWOOD	336.0	659.0	-	-	-	995.0
P1405: LAND DEV'T-EVERGREEN	80.0	138.0	-	-	-	218.0
P1407: LAND DEV'T-KENSINGTON	326.0	1,054.0	-	-	-	1,380.0
P1408: LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	-	50.0	1,204.0	-	-	1,254.0
P1410: LAND DEV'T-ELK POINT	175.0	-	383.0	-	-	558.0
P1411: LAND DEV'T- ASPEN RIDGE	8,462.0	19,751.0	-	-	-	28,213.0
P1416: LAND DEV'T-TR SWR-HAMPTON VILLAGE	-	-	25,766.0	-	-	25,766.0
P1417: LAND DEV'T-TR SWR-BLAIRMORE	-	1,495.0	-	593.0	5,809.0	7,897.0
P1418: LAND DEV'T-TR SWR-HOLMWOOD	4,580.0	10,547.0	-	-	5,337.0	20,464.0
P1419: LAND DEV'T-BRIGHTON	4,267.0	14,451.0	-	-	-	18,718.0
P1421: LAND DEV'T -UNIVERSITY HEIGHTS #3	121.0	-	-	-	-	121.0
P1435: LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	2,903.0	2,435.0	2,435.0	2,435.0	-	10,208.0
P1436: LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	700.0	-	-	7,957.0	8,195.0	16,852.0
P1437: LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	-	-	-	-	1,496.0	1,496.0
P1458: LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	-	-	-	-	13,330.0	13,330.0
P1460: LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	6,652.0	9,237.0	-	8,941.0	3,125.0	27,955.0
P1464: LAND DEV'T-ART RD-FEDORUK DRIVE	4,579.0	-	-	-	-	4,579.0
P1466: LAND DEV'T-ART RD-WANUSKEWIN RD	-	-	3,005.0	-	-	3,005.0
P1468: LAND DEV'T-ART RD-8TH STREET EAST	643.0	-	-	7,910.0	-	8,553.0
P1474: LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	-	-	46,045.0	37,675.0	22,940.0	106,660.0
P1769: LAND DEV'T-MARQUIS INDUSTRIAL AREA	1,003.0	3,321.0	-	-	-	4,324.0
P1568: PARK DEV'T-ROSEWOOD	-	270.0	1,970.0	1,006.0	-	3,246.0
P1570: PARK DEV'T-KENSINGTON	3,858.0	-	14.0	125.0	-	3,997.0
P1574: PARK DEV'T-ASPEN RIDGE	797.0	562.0	3,946.0	1,671.0	-	6,976.0
P1576: PARK DEV'T-BRIGHTON	5,428.0	-	1,063.0	5,500.0	-	11,991.0
Land Development	53,496.0	89,604.0	115,277.0	74,033.0	66,120.0	398,530.0

Recreation & Culture

P0677: ALBERT COMM CENTRE RENOS	75.0	75.0	75.0	75.0	75.0	375.0
P0706: LEIS SERV-FACILITY EQUIP REPL	300.0	125.0	225.0	125.0	125.0	900.0
P0901: PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,900.0	1,960.0	1,900.0	1,900.0	1,900.0	9,560.0
P1876: TENNIS COURT-ACRYLIC SURFACE	-	50.0	-	50.0	-	100.0
P2048: FFP & ZOO MASTER PLAN IMPLEMENTATION	810.0	800.0	-	250.0	200.0	2,060.0
P2101: GOLF COURSE IMPROVEMNTS & EQUIP REPL.	200.0	225.0	225.0	250.0	250.0	1,150.0
P2102: SPORTFIELD DEVELOPMENT & IMPROVEMENTS	195.0	100.0	85.0	100.0	100.0	580.0

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P2114: RIVERBANK PARKS UPGRADES	525.0	400.0	330.0	-	-	1,255.0
P2352: PERMANENT BOAT LAUNCH SITE	-	100.0	200.0	200.0	-	500.0
P2353: CHIEF WHITECAP PARK DEVELOPMENT	525.0	-	50.0	-	-	575.0
P2469: PERMANENT WASHROOMS - SPECIAL USE PARKS	750.0	-	-	-	-	750.0
P2528: DOG PARK DEVELOPMENT	-	-	-	-	60.0	60.0
P2606: ACCESSIBILITY UPGRADES TO INDOOR POOLS	-	-	1,000.0	-	-	1,000.0
P2607: ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	-	-	400.0	-	-	400.0
P2623: RIVER LANDING SMALL ASSET REPLACEMENTS	-	100.0	-	-	-	100.0
P1578: SILVERWOOD INDUSTRIAL AREA PARKS	-	-	365.0	-	-	365.0
P1595: NEIGHBOURHOOD PARKS ENHANCEMENTS	50.0	-	-	-	-	50.0
P1658: PARKS NEW SATELLITE MTNC BLDG	-	-	-	20.0	250.0	270.0
Recreation & Culture	5,330.0	3,935.0	4,855.0	2,970.0	2,960.0	20,050.0

Saskatoon Fire

P0582: FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	400.0	210.0	260.0	160.0	385.0	1,415.0
P2379: FIRE-MAJOR APPARATUS REPLACEMENT	2,125.0	865.0	865.0	670.0	-	4,525.0
P2504: FIRE-NEW EQUIPMENT	150.0	150.0	100.0	100.0	100.0	600.0
P2509: FIRE-UNIFORMS	310.0	270.0	255.0	255.0	255.0	1,345.0
Saskatoon Fire	2,985.0	1,495.0	1,480.0	1,185.0	740.0	7,885.0

Saskatoon Police Services

P1389: POLICE-NOTEBOOK REPLACEMENT (IN-CAR)	420.0	280.0	-	-	-	700.0
P2119: POLICE-RADIO REPLACEMENT	-	134.0	-	106.0	63.0	303.0
P2389: POLICE-FLEET ADDITIONS	-	199.0	170.0	170.0	170.0	709.0
P2487: POLICE-DICTATION SYSTEM REPLACEMENT	-	-	-	252.0	-	252.0
P2489: POLICE-FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0	250.0
P2497: POLICE-EQUIPMENT REPLACEMENT	745.0	451.0	715.0	421.0	574.0	2,906.0
P2498: POLICE-EQUIPMENT EXPANSION	124.0	77.0	-	-	-	201.0
P2499: POLICE-TECHNOLOGY REPLACEMENT	278.0	1,161.0	1,337.0	902.0	1,253.0	4,931.0
P2610: POLICE-TECHNOLOGY EXPANSION	136.0	341.0	470.0	468.0	255.0	1,670.0
P2618: POLICE-FACILITY RENOVATION	60.0	-	181.0	-	68.0	309.0
P2619: POLICE-AIRCRAFT EQUIPMENT REPLACEMENT	110.0	-	110.0	-	781.0	1,001.0
Saskatoon Police Services	1,923.0	2,693.0	3,033.0	2,369.0	3,214.0	13,232.0

Saskatoon Public Library

P0838: LIBRARY-EQUIPMENT REPLACEMENT	200.0	200.0	100.0	100.0	100.0	700.0
P1761: LIBRARY-NEW CENTRAL LIBRARY CONSTRUCTION	132,700.0	-	-	-	-	132,700.0
Saskatoon Public Library	132,900.0	200.0	100.0	100.0	100.0	133,400.0

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Transportation

P0583: REPLACE/REFURB BUSES	1,200.0	840.0	6,820.0	9,320.0	9,851.0	28,031.0
P0671: AUXILIARY VEH/EQUIP	250.0	50.0	50.0	50.0	50.0	450.0
P0837: LANE REHAB & DRAINAGE IMPROV	1,673.0	1,700.0	1,780.0	1,780.0	1,780.0	8,713.0
P0959: UPGRADE BOUNDARY ROADS	350.0	400.0	400.0	400.0	400.0	1,950.0
P1194: ENGINE OVERHAUL	528.0	558.0	575.0	608.0	640.0	2,909.0
P1504: NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	370.0	520.0	375.0	500.0	500.0	2,265.0
P1512: NEIGHBOURHOOD TRAFFIC MANAGEMENT	350.0	100.0	100.0	100.0	100.0	750.0
P1522: TRAFFIC NOISE ATTENUATION	-	-	50.0	-	-	50.0
P1526: CIRCLE DR BRIDGE REPAIR	-	-	536.0	4,824.0	-	5,360.0
P1527: UNIVERSITY BRIDGE REHAB	-	-	300.0	-	-	300.0
P1551: BROADWAY BRIDGE REPAIRS	-	-	-	-	1,030.0	1,030.0
P1556: SYSTEM UPGRADES/REPLACEMENTS	50.0	50.0	50.0	50.0	50.0	250.0
P1954: ROADWAY WEATHER INFORMATION SYSTEMS	200.0	-	-	-	-	200.0
P1994: MARQUIS DR/IDYLWYLD DR INTERCHANGE	-	-	2,700.0	-	-	2,700.0
P2003: HWY 14/HWY 7 GRADE SEPARATION	-	-	-	4,792.0	-	4,792.0
P2013: CIRCLE DR/AIRPORT DR GRADE SEPARATION	-	-	-	-	1,600.0	1,600.0
P2020: 17TH STREET CORRIDOR EXTENSION	-	773.0	8,222.0	-	-	8,995.0
P2025: MARQUIS DR/HWY 16 GRADE SEPARATION	-	-	-	-	1,800.0	1,800.0
P2040: UNDERWATER PIER INSPECTIONS	-	150.0	-	-	-	150.0
P2043: TU-CURB REPLACEMENT/REHABILITATION	200.0	200.0	200.0	200.0	200.0	1,000.0
P2095: ACCESS TRANSIT-BUS REPLACEMENTS	170.0	350.0	902.0	928.0	957.0	3,307.0
P2097: BUS SEAT REPLACEMENT	-	-	75.0	-	-	75.0
P2100: ACCESS TRANSIT - ADDITIONAL BUSES	170.0	-	-	-	-	170.0
P2234: WALKWAY MANAGEMENT	50.0	50.0	50.0	50.0	50.0	250.0
P2265: TRANSPORTATION EQUIPMENT ACQUISITIONS	140.0	50.0	75.0	50.0	75.0	390.0
P2269: ACCOMMODATION CONSTRUCTION	100.0	100.0	100.0	100.0	100.0	500.0
P2270: PAVED ROADS AND SIDEWALK PRESERVATION	31,900.0	32,250.0	33,600.0	34,300.0	34,600.0	166,650.0
P2288: TRANSPORTATION SAFETY	1,130.0	1,230.0	1,455.0	1,530.0	1,530.0	6,875.0
P2289: TRANSPORTATION PLANNING	250.0	250.0	250.0	-	-	750.0
P2290: TRAFFIC CONTROL SYSTEMS	1,225.0	1,200.0	1,125.0	1,150.0	1,150.0	5,850.0
P2317: TRANSIT SHELTERS/BENCHES	100.0	100.0	-	-	-	200.0
P2323: RIDERSHIP GROWTH INITIATIVES	315.0	315.0	300.0	375.0	375.0	1,680.0
P2326: ACCESS TRANSIT FACILITY	50.0	-	-	-	-	50.0
P2328: TRANSIT IMPLEMENTATION PLAN	450.0	450.0	35,760.0	31,668.0	31,668.0	99,996.0
P2395: CIRCLE DRIVE/14TH ST-NB	-	-	-	-	1,440.0	1,440.0
P2397: CIRCLE DRIVE/8TH ST - NB/SB	200.0	1,800.0	-	-	-	2,000.0
P2398: ATTRIDGE DR/CIRCLE DR OVERPASS	-	-	900.0	-	-	900.0
P2401: PEDESTRIAN CROSSING STRUCTURES	110.0	365.0	-	-	-	475.0
P2406: MINOR BRIDGE REPAIRS	389.0	289.0	1,289.0	289.0	289.0	2,545.0

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P2409: TRAFFIC OPERATIONS & MANAGEMENT	660.0	660.0	660.0	660.0	660.0	3,300.0
P2410: WARMAN ROAD OVER CIRCLE DRIVE OVERPASS	-	-	562.0	-	-	562.0
P2429: LICENSE PLATE RECOGNITION SYSTEM EXPANSION	-	-	115.0	-	115.0	230.0
P2433: 8TH STREET & CPR GRADE SEPARATION	-	-	38,500.0	-	-	38,500.0
P2434: HWY 11 & HWY 16 CLOVERLEAF	-	-	5,200.0	-	-	5,200.0
P2448: INTELLIGENT TRANSPORTATION SYSTEM	180.0	-	-	-	-	180.0
P2468: ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	1,125.0	1,105.0	1,125.0	1,125.0	1,125.0	5,605.0
P2546: PARKING TECHNOLOGY	150.0	70.0	-	-	-	220.0
P2589: TRANSIT TECHNOLOGY PLAN	250.0	350.0	50.0	100.0	100.0	850.0
P2641: PARKING METER POST REMOVAL AND TEMPORARY RESERVE PARKING SIGNAGE	160.0	220.0	-	-	-	380.0
P2642: PARKING PAY STATION CARD PAYMENT SYSTEM UPGRADE	-	500.0	-	-	-	500.0
P2643: PARKING ASSET REHABILITATION	-	-	50.0	-	100.0	150.0
P2647: CITY YARDS OPERATIONS REHABILITATION	440.0	-	-	-	-	440.0
P1562: COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	-	-	-	103.0	924.0	1,027.0
Transportation	44,885.0	47,045.0	144,301.0	95,052.0	93,259.0	424,542.0

Urban Planning and Development

P2034: LAP IMPLEMENTATION	50.0	50.0	50.0	50.0	50.0	250.0
P2162: URBAN DESIGN - BIDS	1,050.0	1,100.0	3,035.0	1,000.0	-	6,185.0
P2166: URBAN DESIGN - CITY-WIDE	600.0	-	-	-	-	600.0
P2169: URBAN PLANNING AND DEVELOPMENT PROGRAM ENHANCEMENTS	1,220.0	150.0	-	-	-	1,370.0
P2300: COMPREHENSIVE ZONING BYLAW REVIEW	375.0	375.0	-	-	-	750.0
P2541: GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	2,000.0	800.0	-	-	-	2,800.0
P2605: REGIONAL PLAN IMPLEMENTATION	-	1,039.0	722.0	580.0	719.0	3,060.0
P2630: DOWNTOWN STIMULUS STRATEGY	150.0	-	-	-	-	150.0
Urban Planning and Development	5,445.0	3,514.0	3,807.0	1,630.0	769.0	15,165.0

Utilities

P0687: WW- ASSET REPLACEMENT	1,146.0	1,154.0	1,582.0	3,024.0	1,188.0	8,094.0
P0720: SL&P - CAPACITOR INSTALLATIONS	150.0	-	-	-	-	150.0
P0724: SL&P - REVENUE METER - NEW & REPLACEMENT	350.0	350.0	350.0	350.0	350.0	1,750.0
P0736: SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,900.0	2,560.0	2,560.0	2,560.0	2,560.0	13,140.0
P0825: SL&P - STREET LIGHT UPGRADES	65.0	-	165.0	100.0	170.0	500.0
P1016: SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	-	-	300.0	150.0	-	450.0
P1018: SL&P - MONITORING SYSTEM UPGRADE (SCADA)	150.0	-	-	-	-	150.0
P1054: WTR-ASSET REPLACEMENT	3,760.0	2,951.0	1,772.0	2,656.0	2,081.0	13,220.0

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P1174: SL&P - STREET LIGHTS - LAND DEVELOPMENT	2,289.0	1,758.0	1,500.0	1,500.0	1,500.0	8,547.0
P1243: WW- LIFT STATION UPGRADES	4,000.0	1,545.0	1,591.0	1,639.0	1,688.0	10,463.0
P1255: SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	-	250.0	250.0	250.0	250.0	1,000.0
P1256: SL&P - SUBSTATION UPGRADES	5,600.0	3,000.0	200.0	2,500.0	-	11,300.0
P1257: SL&P - SECURITY IMPROVEMENTS	-	120.0	120.0	100.0	100.0	440.0
P1268: SL&P - NETWORK VAULTS	50.0	600.0	950.0	-	300.0	1,900.0
P1269: SL&P - NORTH DOWNTOWN DEVELOPMENT	-	-	-	-	720.0	720.0
P1272: SL&P - BUILDINGS & GROUNDS	-	1,300.0	250.0	250.0	500.0	2,300.0
P1281: SL&P - SUSTAIN POWER GENERATION OPTIONS	200.0	200.0	200.0	200.0	200.0	1,000.0
P1282: SL&P - STREET LIGHTS - MITIGATION	700.0	1,200.0	1,200.0	1,200.0	1,475.0	5,775.0
P1286: SL&P - ELEC SYS PLANNING STUDIES	-	205.0	-	-	205.0	410.0
P1295: SL&P - NETWORK - MAJOR ASSETS	500.0	-	300.0	400.0	-	1,200.0
P1296: SL&P - NETWORK - CIVIL INFRASTRUCTURE	300.0	300.0	300.0	300.0	300.0	1,500.0
P1297: SL&P - NETWORK - PRIMARY LINES	400.0	200.0	200.0	-	200.0	1,000.0
P1298: SL&P - NETWORK - SECONDARY LINES	150.0	-	60.0	-	-	210.0
P1299: SL&P - NETWORK - PROTECTION & CONTROL	520.0	520.0	260.0	-	260.0	1,560.0
P1301: SL&P - SUBSTATION COMMUNICATION UPGRADE	200.0	135.0	135.0	135.0	135.0	740.0
P1305: SL&P - FEEDER UPGRADES/REPLACEMENT	2,175.0	2,275.0	2,375.0	2,625.0	2,625.0	12,075.0
P1308: SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,200.0	1,200.0	1,200.0	1,200.0	1,400.0	6,200.0
P1310: SL&P - UTILITY - RESEARCH & DEVELOPMENT	165.0	165.0	165.0	165.0	165.0	825.0
P1316: SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	-	-	100.0	150.0	100.0	350.0
P1326: SL&P - SUBSTATION MONITORING SYS UPGRADE	100.0	150.0	100.0	50.0	50.0	450.0
P1329: SL&P - SUBSTATION RELAY UPGRADES	175.0	550.0	550.0	550.0	550.0	2,375.0
P1332: SL&P - SUBSTATION SERVICE LIFE EXTENSION	-	-	-	150.0	-	150.0
P1353: SL&P - EQUIPMENT UPGRADE & REPLACEMENT	75.0	560.0	535.0	560.0	535.0	2,265.0
P1493: EAST RIVERBANK STABILIZATION	1,103.0	1,125.0	1,148.0	1,170.0	1,194.0	5,740.0
P1509: DECORATIVE LIGHTING REPLACEMENT	200.0	-	-	-	-	200.0
P1955: UTILITY SOLAR SCALE ENERGY IMPLEMENTATION	500.0	-	-	-	-	500.0
P2197: WTR - WATER AND ENERGY CONSERVATION INITIATIVES	330.0	340.0	-	-	-	670.0
P2214: WTR - WATER SYSTEM ASSESSMENT	166.0	-	-	-	-	166.0
P2219: WTR-N.E. SECTOR RESERVOIR	5,000.0	21,218.0	21,642.0	-	-	47,860.0
P2230: WW-INFRASTRUCTURE UPGRADES	2,500.0	2,575.0	2,652.0	2,732.0	2,814.0	13,273.0
P2255: W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100.0	100.0	100.0	100.0	100.0	500.0

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P2263: WTR-WATERSHED MGMT AND ASSESSMENT PROGRAM	250.0	256.0	-	-	-	506.0
P2313: SL&P - UTILITY GENERATION	-	50.0	350.0	250.0	50.0	700.0
P2558: WTR-CLARIFIER TUBE SETTLERS	-	-	-	9,835.0	-	9,835.0
P2559: WTR-SAND SEPARATORS	3,550.0	-	-	-	-	3,550.0
P2561: WTR-INFRASTRUCTURE UPGRADES	3,000.0	1,030.0	5,305.0	5,464.0	5,628.0	20,427.0
P2562: WTR-CLARIFIER CONSTRUCTION	-	1,136.0	11,813.0	12,168.0	-	25,117.0
P2563: WTR-LOW LIFT UPGRADE	3,000.0	4,120.0	-	-	-	7,120.0
P2571: WTR-CHLORINE ROOM CAPACITY UPGRADE	-	5,665.0	-	-	-	5,665.0
P2572: WTR-ENGINEERED WTR DRAWINGS	100.0	104.0	106.0	110.0	112.0	532.0
P2580: WW-DIGESTER CLEANING FACILITY	2,000.0	-	-	-	-	2,000.0
P2581: WW-FACILITY UPGRADE N40/WW	4,000.0	4,120.0	-	-	-	8,120.0
P2582: WW-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	-	-	2,122.0	-	-	2,122.0
P2585: WW-BIOREACTOR EXPANSION	2,500.0	11,373.0	11,716.0	-	-	25,589.0
P2586: WW-UV EXPANSION	-	602.0	8,883.0	-	-	9,485.0
P2594: WTR-METER SHOP/RECEIVING BUILDING	-	3,090.0	-	-	-	3,090.0
P1615: WATER DISTRIBUTION	17,976.0	20,673.0	20,479.0	21,292.0	22,143.0	102,563.0
P1616: WASTE WATER COLLECTION	5,366.0	5,663.0	6,210.2	6,364.9	6,523.0	30,127.1
P1617: PRIMARY WATER MAINS	2,147.0	2,201.0	2,259.0	2,298.0	2,349.0	11,254.0
P1618: SANITARY SEWER TRUNKS	1,337.0	1,386.0	1,578.0	1,380.0	1,395.0	7,076.0
P1619: STORM SEWER TRUNK AND COLLECTION	8,954.0	11,587.0	11,294.0	10,397.0	10,583.0	52,815.0
P1621: STORM SEWER POND PRESERVATION	606.0	618.0	631.0	644.0	656.0	3,155.0
Utilities	92,005.0	122,280.0	127,558.2	96,968.9	73,154.0	511,966.1
TOTAL FUNDED CAPITAL PROJECTS	377,234.2	294,806.2	424,294.0	303,097.9	263,347.9	1,662,880.2

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Schedule XIII - Unfunded Capital Investments

	2020 Budget	2021 Budget	2022 Plan	2023 Plan	2024 Plan	Total
Arts, Culture and Events						
Arts, Culture and Events Venues	-	-	-	-	-	-
Community Support						
Community Support	-	-	-	-	-	-
Corporate Asset Management						
P2180: CIVIC FACILITY SITE MAINTENANCE	-	-	1,500.0	-	-	1,500.0
P2296: LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	-	-	1,100.0	-	-	1,100.0
P1584: CIVIC OPERATIONS CENTRE	-	-	100,000.0	-	-	100,000.0
Corporate Asset Management	-	-	102,600.0	-	-	102,600.0
Corporate Governance & Finance						
P1976: CHIEF MISTAWASIS BRIDGE ACKNOWLEDGEMENTS	-	-	200.0	-	-	200.0
P2628: INFILL COMMUNICATION STRATEGY	-	-	50.0	-	-	50.0
P2629: STRATEGIC PLANNING AND PUBLIC ENGAGEMENT RESOURCES	-	-	150.0	-	-	150.0
Corporate Governance & Finance	-	-	400.0	-	-	400.0
Environmental Health						
P2538: NATURAL CAPITAL ASSET VALUATION	-	-	200.0	-	-	200.0
P2598: CORPORATE ADAPTATION STRATEGY	-	-	200.0	200.0	-	400.0
P2649: COMMUNITY INCENTIVE PROGRAM FOR BUILDING CODE AND ENERGY EFFICIENCY	-	-	130.0	130.0	-	260.0
P2651: HIGH PERFORMANCE BUILDING POLICY	-	-	275.0	75.0	-	350.0
Environmental Health	-	-	805.0	405.0	-	1,210.0
Land Development						
P1436: LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	-	-	-	6,895.0	28,885.0	35,780.0
Land Development	-	-	-	6,895.0	28,885.0	35,780.0
Recreation & Culture						
P1940: GREENHOUSE REPLACEMENT	-	-	150.0	1,350.0	-	1,500.0
P2471: KINSMEN PARK & AREA - MASTER PLAN	-	-	-	2,885.0	-	2,885.0
P2474: HUDSON BAY AREA DISTRICT PARKS	-	-	1,500.0	-	750.0	2,250.0
P2600: CITY CENTRE AREA INDOOR RECREATION FACILITY	-	-	1,000.0	1,000.0	9,800.0	11,800.0

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P2602: WINTER RECREATION PARK AT DIEFENBAKER PARK	-	-	70.0	70.0	-	140.0
P1578: SILVERWOOD INDUSTRIAL AREA PARKS	-	-	1,515.0	-	3,540.0	5,055.0
P1667: NATURALIZED DEMONSTRATION PROJECT	-	-	250.0	-	-	250.0
Recreation & Culture	-	-	4,485.0	5,305.0	14,090.0	23,880.0

Saskatoon Fire

Saskatoon Fire	-	-	-	-	-	-
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Saskatoon Police Services

Saskatoon Police Services	-	-	-	-	-	-
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Saskatoon Public Library

Saskatoon Public Library	-	-	-	-	-	-
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Transportation

P0583: REPLACE/REFURB BUSES	-	-	5,100.0	5,100.0	-	10,200.0
P0832: CENTER MEDIAN REHABILITATION	-	-	200.0	200.0	200.0	600.0
P0959: UPGRADE BOUNDARY ROADS	-	-	50.0	-	-	50.0
P1994: MARQUIS DR/IDYLWYLD DR INTERCHANGE	-	-	22,300.0	30,000.0	-	52,300.0
P2003: HWY 14/HWY 7 GRADE SEPARATION	-	-	-	50,208.0	-	50,208.0
P2013: CIRCLE DR/AIRPORT DR GRADE SEPARATION	-	-	70.0	-	33,400.0	33,470.0
P2020: 17TH STREET CORRIDOR EXTENSION	-	-	1,078.0	-	-	1,078.0
P2025: MARQUIS DR/HWY 16 GRADE SEPARATION	-	-	70.0	-	8,200.0	8,270.0
P2037: SNOW MANAGEMENT FACILITIES	-	-	7,729.0	50.0	150.0	7,929.0
P2237: UPGD DALMENY GRID/BAM RD CONNECTION	-	-	-	8,250.0	-	8,250.0
P2259: PW SATELLITE YARDS	-	-	6,082.0	50.0	100.0	6,232.0
P2402: HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	-	-	155.0	-	-	155.0
P2408: VISION ZERO	-	-	100.0	170.0	-	270.0
P2425: UNDERGROUND ENCROACHMENTS	-	-	100.0	100.0	-	200.0
P2437: 11TH STREET REALIGNMENT	-	-	-	5,600.0	-	5,600.0
P2442: DALMENY ROAD/HWY 684 REPLACEMENT	-	-	500.0	-	-	500.0
P2449: RAIL YARD RELOCATIONS	-	-	-	-	1,000.0	1,000.0
P2550: WEST/CENTRAL MULTI-USE CORRIDOR	-	-	400.0	400.0	400.0	1,200.0
P2647: CITY YARDS OPERATIONS REHABILITATION	-	-	260.0	1,750.0	1,750.0	3,760.0
Transportation	-	-	44,194.0	101,878.0	45,200.0	191,272.0

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Urban Planning and Development

P2300: COMPREHENSIVE ZONING BYLAW REVIEW	-	-	60.0	-	-	60.0
P2519: WINTER CITY STRATEGY DEVELOPMENT AND IMPLEMENTATION SUPPORT	-	-	120.0	120.0	-	240.0
P2541: GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	-	-	825.0	825.0	825.0	2,475.0
P2605: REGIONAL PLAN IMPLEMENTATION	-	-	480.0	428.0	501.0	1,409.0
Urban Planning and Development	-	-	1,485.0	1,373.0	1,326.0	4,184.0

Utilities

Utilities	-	-	-	-	-	-
Total Unfunded Capital Projects	-	-	153,969.0	115,856.0	89,501.0	359,326.0

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Schedule XIV - Prepaid Land Development Reserve Sufficiency Forecast

(\$000's)	Arterial Road Levy	Trunk Sewer Levy	Primary WtrMn Levy	W/W Lift STN	Inter-Change	Direct Services	(2) Planning Levy	P&R Levy	Ind Parks	Comm. Centre Levy	TOTAL
Opening 2020 Balance	23,020	(43,174)	(10,355)	(8,089)	(8,010)	81,494	(85)	11,016	1,347	10,699	57,862
Inflows:											
Lot Sales & Other Transfers	5,957	7,359	1,659	668	1,245	18,111	157	3,690	28	1,365	40,239
Redevelopment Levy						501					501
Outflows:											
Transfers to Operating							(195)				(195)
Capital Expenses	(11,874)	(9,869)	(4,816)	-	-	(8,368)	-	(5,075)	(50)	-	(40,052)
North Commuter Project	(2,400)										(2,400)
ENDING 2020 BALANCE ⁽¹⁾	14,703	(45,685)	(13,512)	(7,421)	(6,764)	91,738	(123)	9,631	1,325	12,064	55,956
Inflows:											
Lot Sales & Other Transfers	8,096	9,922	2,253	819	1,666	28,615	212	4,965	37	1,059	57,645
Redevelopment Levy						-					-
Outflows:											
Transfers to Operating							(223)				(223)
Capital Expenses	(9,237)	(36,690)	(2,435)	-	-	(36,257)	-	(952)	(50)	-	(85,621)
North Commuter Project	(2,400)										(2,400)
ENDING 2021 BALANCE ⁽¹⁾	11,162	(72,453)	(13,693)	(6,602)	(5,098)	84,096	(134)	13,644	1,312	13,123	25,357

(1) The Prepaid Land Development Reserve Sufficiency Forecast encompasses the proposed 2020 Development Plan.

(2) Direct Services balance has been temporarily funding \$21,225,000 of redevelopment services with reimbursement established per year from a utility charge. The net balance at Dec 31, 2019 is expected to be \$501,000. The net balance consists of the 2019 opening balance of \$4,348,000 with no additions and repayment of \$4,348,000 expected.

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Schedule XV – Reserve for Capital Expenditures

	2020 Cost	2020 Budget	2021 Cost	2021 Budget	2022 Cost	2024 Unfunded	2023 Cost	2023 Unfunded	2024 Cost	2024 Unfunded
P0901: PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,900	100	1,960	-	1,900	-	1,900	-	1,900	-
P1669: PSYLLID IMPACTED TREE REMOVAL/REPLANTING	490	340	490	340	150	-	150	-	150	-
P1964: WASTE REDUCTION INITIATIVES	646	-	54	54	-	-	-	-	-	-
P2300: COMPREHENSIVE ZONING BYLAW REVIEW	375	375	375	375	60	60	-	-	-	-
P2541: GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	2,000	600	800	800	825	825	825	825	825	825
P2605: REGIONAL PLAN IMPLEMENTATION	-	-	1,039	406	1,202	480	1,008	428	1,220	501
P2648: SUSTAINABILITY SUPPORT FOR TRIPLE BOTTOM LINE IMPLEMENTATION	260	218	-	-	-	-	-	-	-	-
P2270: PAVED ROADS AND SIDEWALK PRESERVATION	31,900	200	32,250	200	33,600	-	34,300	-	34,600	-
P2390: GREEN INFRASTRUCTURE STRATEGY	150	-	150	150	-	-	-	-	-	-
TOTAL RCE REQUESTS FUNDED	37,721	1,833	37,118	2,325	37,737	1,365	38,183	1,253	38,695	1,326

City of Saskatoon

2020/2021 APPROVED

CAPITAL PROJECT DETAILS

APPROVED BY CITY COUNCIL
NOVEMBER 27, 2019

The projects contained in this section are sorted by project number order. An index is included at the back of this section that cross references the Business Lines in which each of these projects are budgeted within.

0582	FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT				
Project Status:	Open	Year Identified:	2010		
Project Type:	Equipment Replacement	Manager:	Glenn Ledray		
Asset Type:	Fire Apparatus	Est End Date:			

Project Description

This project provides the replacement and refurbishment of cars, trucks, vans and equipment used by the Saskatoon Fire Department.

General Comments

Vehicles and equipment are scheduled to be replaced as they reach the end of their safe serviceable life.

Scheduled to be replaced in 2020:

- Rescue tools including, Technical and Rope Rescue equipment, Hazmat suits, and water rescue buoyancy compensators.
- Vehicles scheduled for replacement - A cube van, and a snow plow.

Scheduled to be replaced in 2021:

- New software is currently being updated in 2019 with the departments inventory and estimated useful life. This will be used to determine future equipment replacements.
- Vehicles scheduled for replacement - A Decon trailer and a community relations vehicle.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Vehicle Replacement	165	90	160	30	245
Equipment Replacement	235	120	100	130	140
Total	400	210	260	160	385
FINANCING DETAILS					
Fire Small Equipment Repl Reserve	400	210	260	160	385
Total	400	210	260	160	385

0583	REPLACE/REFURB BUSES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Paul Bracken		
Asset Type:	Transit Buses	Est End Date:			

Project Description

This project provides for the scheduled replacement and/or refurbishment of existing buses in order to maintain an in-service fleet size of 145 buses. This will be accomplished by purchasing replacement buses and by refurbishing buses when it makes economic sense to do so.

General Comments

In an effort to achieve its target average fleet age of 7 years, Transit put forward a report called "Building Better Transit: an Asset Management Plan for Transit and Access Transit Fleet" which was adopted by City Council July 2016. With the announcement of the Growing the Middle Class Infrastructure Plan by the Federal Government, City Council approved the Public Transit Infrastructure Fund strategy in principle to purchase up to 40 conventional buses over the period 2016 to 2018. Through 2016 to 2017, an order of 26 transit low-floor buses and eight 30 foot buses at an estimated cost of \$18.5 million was placed, and received in 2017 and 2018. From 2018 to 2019, Transit purchased 7 regular size low-floor buses worth \$4.1 million, and received in 2019. The planned procurement method for this project is to be accomplished utilizing external contractors for the purchase of buses and overhauls due to the specialized services needed to complete the work.

A conventional (low floor) bus is estimated at \$593,000 and an articulated bus at \$800,000. Refurbishments are estimated at \$100,000 per bus.

In 2018 through 2019 the funding from both internal sources and the Public Transit Infrastructure Funding allowed for Transit's Fleet Renewal Strategy to be expedited. Future purchases planned for 2020-2029 that are required to continue with the Asset Management Plan presented in 2016 are partially funded by the ICIP and unfunded.

Special Note

The BRT and Transit Plan projects are being supported with financing from the Investing in Canada Infrastructure Plan – Public Transit Stream for both the BRT and Transit Plan. Total funding is estimated at \$255 million (inclusive of ineligible expenditures) of which \$60 million is for buses (Capital Projects P583 TR-Replace/Refurb Buses and P2095 Access Transit-Bus Replacements).

The contribution is expected to be 40% from the Federal Government, 33.33% from the Provincial Government and the remainder funded through the City of Saskatoon BRT/Transit Plan funding plan which includes operating contributions and borrowing. The government funding is subject to approval at Provincial and Federal levels.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bus Refurbishment	835	840	0	0	0
Bus Replacement	0	0	5,100	5,100	0
Electric Bus Lease	365	0	0	0	0
ICIP Bus Replacement	0	0	6,820	9,320	9,851
Total	1,200	840	11,920	14,420	9,851
FINANCING DETAILS					
Unfunded Tvr	0	0	5,100	5,100	0
Transit Vehicle Replacement Reserve	1,200	840	0	0	0
Funding Plan Contribution	0	0	1,841	2,486	2,628
Icip - Federal	0	0	2,728	3,728	3,940
Icip - Provincial	0	0	2,251	3,106	3,283
Total	1,200	840	11,920	14,420	9,851

0616	LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the extension of primary water mains to the University Heights and North East Sectors. These primaries will facilitate approximately 1,200 hectares of staged development in the North East Sector in the near future. In the long term these primaries will facilitate approximately 1,800 hectares of development in the East Sector.

Complete:

1982/84 - AB - (5620 m; pipe size 750 mm)
 1984/85/86 - BB' (910 m; pipe size 750 mm)
 1987 - AE (1610 m; pipe size 600 mm)
 1998/99/2000 - KH (4800 m; 1050 mm)
 2000 - B'C (600 m; pipe size 900 mm)
 2003 - AA' Isolate NE sector water system at College Dr. to improve control of water pressures east of Preston Avenue
 1998/2011 - HL (1150 m; pipe size 600 mm)
 2009 - CF (2000 m; pipe size 1050 mm)
 2012 - FF' (945 m; pipe size 1050 mm)
 2011/2013 - LF (3100 m; pipe size 600 mm)
 2013 - CO (1500 m; pipe size 1050 mm)

Required for Neighbourhood #2 (Fill Main):

2017 & Beyond - HF (3200 m; pipe size 1050 mm)

Required for UHII & NE Sector:

2014 - MM' (600 m; pipe size 1050 mm)
 2015 - M'N'N1 (930 m; 900 mm)
 2015 - N'P (170 m; pipe size 600 mm)
 2018 - N1N2 (360 m; pipe size 600 mm)
 2022 - N2N (300 m; pipe size 600 mm)

Required for UHIII & NE Sector:

2020 - PP1 (660 m; pipe size 600 mm)
 2020 - LK (670 m; pipe size 600 mm)
 2022/Beyond 2024 - KP'P1 (4085 m; pipe size 600 mm)

Required for Future Growth (Fillmain):

2030 - RK (5456 m; pipe size 1350 mm)

* A map indicating the location of the sections is available from the Transportation and Construction Department upon request.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
HF - Reservoir Fill Main-Cent/NE Res	1,000	0	0	0	0
KP' - Central - N of Agra	0	0	2,010	0	0
LK - Central - Fedoruk to Perimeter	1,213	0	0	0	0
MM',M'N'N1P, N1N2,N1N/PP' McOrmond-Fedoruk North to Perimeter Rd.	0	0	1,195	0	0
Total	2,213	0	3,205	0	0
FINANCING DETAILS					
Primary Watermain Res	1,213	0	3,205	0	0
Waterworks Capital Projects Reserve	1,000	0	0	0	0
Total	2,213	0	3,205	0	0

0625	LAND DEV'T-TR SWR-NORTHEAST SECTOR		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the extension of the storm and sanitary trunk sewers north, south, and east from the Saguenay Drive river crossing to facilitate approximately 1,200 hectares of staged development in the northeast sector in the near future. In the long term, these trunks will also facilitate approximately 1,800 hectares of development in the east Sector.

Note: Trunks required for any given neighbourhood may also be required for subsequent neighbourhoods. Changing the order of development will not necessarily delay a given project.

Complete:

1980/84 - River to A (pipe size 3050/1200 mm)
 1984/85 - AA' Isolate NE sector water system at College (900 m; pipe size 3050/1200 mm)
 1986 - AB (300 m; pipe size 1800/525 mm)
 1987 - GH (950 m; pipe size 1800/750 mm)
 1997 - HI (525 m; pipe size 1500/675 mm)
 1997 - IJ (350 m; pipe size 1050/600 mm)
 1998 - JJ (200/820 m; pipe size 1350/600 mm)
 2000 - AC (650 m; pipe size 3050/1200 mm)
 2003/04 - CE - req'd for Willowgrove (630 m; pipe size 1800/450 mm)
 2005 - E - Willowgrove North Basin (3100 m)
 2005 - EE - Phase I - req'd for Willowgrove (570m; pipe size 1650 mm)
 2006 - EE - Phase II - req'd for Willowgrove (710m; pipe size 1350 mm)
 2003/08 - F - Willowgrove South Basin
 2008 - Storm Trunk South - Willowgrove (Open Channel)
 1987/88/89 - B - Erindale Basin - req'd for Evergreen
 2009/12 - ABCD - req'd for Evergreen (1700 m; pipe size 1350/600 mm)
 2009 - Pond #1 - req'd for Evergreen
 2009 - Pond #1 to River - req'd for Evergreen (1400 m; pipe size 1500 mm)

Required for East Sector:

2012 - C'D (1450 m; pipe size 3050/1200 mm)

Required for UH2:

2013 - Lift Station
 2013 - Force Main - MI (3582 m; pipe size 450 mm)
 2015 - Pond 2
 2013 & Beyond - Storm - ST, TU, TV (2350 m; pipe size 1350/1800 mm)
 2014 & Beyond - Sanitary - MN/MOO/MM' (1690 m; pipe size 375/450/525/600 mm)

Required for UH3:

2022 - Sanitary - FGHJK (2640 m; 381/450/525 mm)
 2022/24 - Storm - HIJKL (810 m; pipe size 1350/1500/1650 mm)
 2022 - Storm Pond 3
 Beyond 2024 - Storm Pond 4 (@ North of NE Swale)

Required for UH3/UH4:

2022 - FGG' - Sanitary Force Main (1600 m; 450 mm)
 Beyond 2024 - Sanitary - FUVWXYZ (4425 m; pipe size 381/450/525/675/750 mm)
 Beyond 2024 - Storm - PQRXYZ (2450 m; pipe size 1050/1200mm)
 Beyond 2024 - Storm Pond 5
 Beyond 2024 - Lift Station (Y) Sanitary
 Beyond 2024 - Force Main (1160 m; pipe size 250 mm)

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

Required for UH3/UH4/Future Growth:
2021 - EF - Sanitary River Crossing

*A map indicating the location of the sections is available from the Transportation & Construction Department upon request.

Prior Budget Approvals
\$90,259,000

Project Detail Expenditure / Funding ('000s)	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
GROSS COST DETAILS					
EF - Sanitary River Crossing	0	11,370	0	0	0
San Trunks - UH2 - MN,MM', MOO'	0	0	400	0	0
Sanitary - FG/GH/HJ/JK	0	0	3,436	0	0
Stm Trunks/Pond - N of Evergreen - Pond 3/HJ/JI/JK/JL	0	0	2,205	0	0
Total	0	11,370	6,041	0	0
FINANCING DETAILS					
Trunk Sewer Reserve	0	11,370	6,041	0	0
Total	0	11,370	6,041	0	0

0626	LAND DEV'T-SUBDIVIS'N WARRANTY				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves warranty work in prepaid subdivisions.

General Comments

In this project, funding is provided for warranty construction after the issuance of the final acceptance certificate. Funding from the Property Realized Reserve is used for reconstruction of sidewalks in City development areas that are damaged during home construction.

Prior Budget Approvals

\$4,509,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	197	179	0	0	0
Total	197	179	0	0	0
FINANCING DETAILS					
Warranty Reserve	197	149	0	0	0
Property Realized Res	0	30	0	0	0
Total	197	179	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

0627	LAND DEV'T-SUBDIVIS'N FENCING				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the construction of fencing relating to various prepaid subdivisions.

General Comments

Fencing is constructed in various prepaid subdivisions as development of the neighbourhood progresses.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Fencing - Kensington	16	0	0	0	0
Fencing - Marquis Industrial (Wanuskewin Rd)	28	0	0	0	0
Fencing - Rosewood	24	70	45	0	0
Fencing-Aspen Ridge	0	0	11	0	0
Fencing-Brighton	80	11	0	0	0
Total	148	81	56	0	0
FINANCING DETAILS					
Fencing Reserve	148	81	56	0	0
Total	148	81	56	0	0

0634	LAND DEV'T-TR SWR-NORTH INDUSTRIAL		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the extension of the sanitary trunk sewers from the pollution control plant to service the Marquis Industrial Area. These trunks are required to serve new and existing industrial areas in the northern part of the City. This project also includes Storm Trunks and Storm Ponds.

General Comments

This strategy will provide trunk services to the area bounded by the perimeter highway, 1/2 mile west of Idylwyld Drive and north of 60th Street.

Complete:

2006 - AB (613 m; pipe size 1500/3000 mm)
 2006 - BC (400 m; pipe size 1200/2400 mm)
 2006 - CD (673 m; pipe size 1200/2100-2400 mm)
 2006 - Wetland Design Industrial System
 2009 - BI (640 m; pipe size 1050/2100 mm)
 2009 - Storm Pond 1 (Dry)
 2011/12 - DD/D'EFN (1020 m; pipe size 1050-1200 mm)
 2012 - DT Pond 2 (conversion of existing Wetland to 12.1 ha wet pond)
 2013 - FG (1000 m; pipe size 1050 mm)
 2013 - HN (470m; pipe size 1350 mm)
 2014 - BC'CD' (900 m; pipe size 1050/2100 mm)
 2015 - Pond 4 (Wetland)

Required for area south of 71st St:

2020 - EI Storm/Sanitary (887 m; pipe size 900/1200/1500/1800 mm)

North of CNH:

Beyond 2024 - D'D"E Storm/Sanitary (2250 m; pipe size 375/450/750/1500/1800 mm)

West of Idylwyld/North of 71st:

2013 - Storm Pond #4 (3.38 ha dry pond)
 2020 - II' Sanitary (825 m; pipe size 1050 mm)
 2021 - I'M/KM Sanitary/Storm (2250 m; pipe size 1350 mm)
 Beyond 2024 - MNOP Sanitary/Storm (5330 m, 375/425/525/900/1050/1350/1500 mm)
 Beyond 2024 - Pond 7 & 8

West of Arthur Rose:

2021 & Beyond 2024 - F'GG'HJ'J"KK'K"LD' Storm (3800 m; pipe sizes 1000/1200/1350/1500 mm)
 2021 & Beyond 2024 - I'KK'LL' Sanitary (2110 m; pipe sizes 375/525/900 mm)
 2021 & Beyond 2024 - Pond 5

West of River:

Beyond 2024 - F'F"Z - Sanitary (800 m; pipe size 375/450 mm)
 Beyond 2024 - Lift Station (F') Sanitary
 Beyond 2024 - Forcemain - FF' Sanitary (1620 m; pipe size 350 mm)

North of Highway 16:

Beyond 2024 - ABCL'MM'NOPQRSTUVWXYZ' - Storm & Sanitary (20580 m, 450/525/600/750/900/1050/1200/1350/1500/1800/2100 mm)
 Beyond 2024 - Storm Ponds 9, 10, & 13

Land Development

City of Saskatoon

Capital Project Details

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East of Wanuskewin:
Beyond 2024 - XYZ Storm (1200 m; pipe size 450/600/1500 mm)
Beyond 2024 - Pond 14

North East of North Swale:
Beyond 2024 - E'EFG Storm/Sanitary (1990 m; pipe size 375/600/750/1050/1350/1500 mm)

* A map indicating the location of the sections is available from the Transportation and Construction Department upon request.

Prior Budget Approvals
\$46,651,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
EI - Faithfull E - Marquis to 71st	3,611	0	0	0	0
II', IJ - San (71st & Idylwyld)	1,678	0	0	0	0
San & Stm - (E&W of Idylwyld) - I'M	0	10,473	0	0	0
San & Stm - West of Arthur Rose -	0	2,805	0	0	0
I'K/KD'/LL'/KK'/GL/GH/Pond 5/KG/J'J'/J"G/GG'/F'G/KK"					
San & Stm N/S (West of Idylwyld & N of 71st) - NO/MN/Pond 7+8	0	0	10,300	0	0
Total	5,289	13,278	10,300	0	0
FINANCING DETAILS					
Trunk Sewer Reserve	5,289	13,278	10,300	0	0
Total	5,289	13,278	10,300	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

0636	LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the construction of the storm and sanitary trunk sewer systems to serve new development in Montgomery Place West. The storm sewer component (AB) may be combined with future servicing of the West Sector.

Beyond 2024 - A - Stormwater Storage Basin

Beyond 2024 - Storm - AB (2200 m; pipe size 600 mm)

Beyond 2024 - DE - Sewage Lift Station & Forcemain (620 m; pipe size 200mm)

* A map indicating the location of the sections is available from the Transportation and Construction Department upon request.

Prior Budget Approvals

\$72,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Stm Wtr Storage Basin A	0	0	0	50	0
Total	0	0	0	50	0
FINANCING DETAILS					
Trunk Sewer Reserve	0	0	0	50	0
Total	0	0	0	50	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

0639	LAND DEV'T-SUBDIVIS'N BUFFERS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the construction of buffer strips adjacent to prepaid subdivisions.

General Comments

Construction of buffer strips may include grading, topsoil, seeding and shelter belts. This project also involves reimbursement for costs incurred by the developer for berm construction.

Prior Budget Approvals

\$5,910,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Buffers - Aspen Ridge	0	173	29	0	0
Buffers - Brighton	0	169	36	0	0
Buffers - Kensington	36	0	0	0	0
Buffers - Rosewood	133	0	127	0	0
Total	169	342	192	0	0
FINANCING DETAILS					
Buffer Reserve	169	342	192	0	0
Total	169	342	192	0	0

0655	LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of a North-South arterial roadway extending to the future commuter bridge crossing. This roadway is the main North-South arterial that will provide access to the University Heights Suburban area and the Holmwood Sector. In the long term, this roadway will form part of the roadway network feeding the proposed Perimeter Road.

General Comments

The construction in 2003 included a joint project with the Ministry of Highways and Infrastructure to upgrade the intersection of McOrmond Road and Highway 5.

Prior Budget Approvals

\$28,983,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
6th Collector to 8th Street	0	0	2,481	0	2,261
Brighton Common to 6th Collector	0	0	3,794	0	3,457
Total	0	0	6,275	0	5,718
FINANCING DETAILS					
Arterial Road Reserve	0	0	6,275	0	5,718
Total	0	0	6,275	0	5,718

0668	PARK DEV'T-BOULEVARD DEVELOPMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Michelle Chartier		
Asset Type:		Est End Date:			

Project Description

The Community Tree Planting Program (CTPP) involves planting trees on boulevards adjacent to serviced lots and on separate boulevards where planting set-back requirements are met.

General Comments

The project involves investigating planting requests, identifying appropriate plant sites, site preparation including soil amendments if required, tree planting, and the three year establishment maintenance of trees in new residential neighbourhoods. It also includes supplemental establishment maintenance, as required, on approved tree planting by developers in new neighbourhoods.

Operating Impacts

\$9,900 in 2023 (average annual life cycle cost of 175 trees at \$56.40 per tree)

\$9,900 in 2024 (average annual life cycle cost of 175 trees at \$56.49 per tree)

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024

GROSS COST DETAILS

Construction	120	120	120	120	120
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Total	120	120	120	120	120
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FINANCING DETAILS

Parks And Recreation Levy (Multi-District)	120	120	120	120	120
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Total	120	120	120	120	120
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	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	-	9.9	9.9

0671	AUXILIARY VEH/EQUIP		
Project Status:	Open	Year Identified:	2009
Project Type:	Equipment Replacement	Manager:	Paul Bracken
Asset Type:		Est End Date:	

Project Description

This project involves the ongoing purchase/upgrade/replacement of non-fleet Transit System vehicles and equipment in accordance with the Capital Reserves Bylaw.

General Comments

2020 plan is for the purchase a Gas Tank at Access for \$150,000 funded by Federal Transit Funding Program (FTFP) and a Sweeper for \$80,000 and any other miscellaneous equipment funded from the reserve. The planned procurement method for this project is to be accomplished utilizing external contractors, due to the requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	250	50	50	50	50
Total	250	50	50	50	50
FINANCING DETAILS					
Federal Transit Funding Program	150	0	0	0	0
Transit Capital Projects Reserve	100	50	50	50	50
Total	250	50	50	50	50

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

0677	ALBERT COMM CENTRE RENOS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Maintenance	Manager:	Craig Senick		
Asset Type:	Buildings	Est End Date:			

Project Description

This project involves identifying and completing the necessary major repair or replacement expenditures as required by the Facility's Comprehensive Maintenance Program.

General Comments

Current emergent needs include roofing access improvements and building envelope capital renewal. Planning for portions of this major renewal will require project funding to accrue until sufficient funding is in place.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Repairs	75	75	75	75	75
Total	75	75	75	75	75
FINANCING DETAILS					
Albert Major Repair Res	75	75	75	75	75
Total	75	75	75	75	75

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

0679	GROUNDS MTNCE-EQUIPMENT REPL				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Jason Kennon		
Asset Type:	Parks Equipment	Est End Date:			

Project Description

This project involves the purchase of replacement equipment in accordance with Capital Reserves Bylaw #6774. Replacements are required as the units have reached or passed their scheduled life spans and are experiencing unacceptable maintenance and repair costs, excessive downtime and/or a loss in productivity.

General Comments

The pieces of equipment to be replaced will be disposed of by public auction, by public tender or as trade-ins.

The units to be purchased in 2020 are as follows:

Small equipment \$20,000
 Tree Spade (Large) \$40,000
 3x Mini-haul Trucks \$45,000
 Mower (11') \$80,000
 Top Dresser \$25,000
 Line Painter \$5,000
 Tractor (50-60HP) \$60,000
 2x Groomers \$32,000
 Bobcat \$55,000

The units to be purchased in 2021 are as follows:

Small equipment \$18,500
 9x Mini-haul Trucks \$131,000
 Tractor (50-60HP) \$60,000
 Seeder \$6,000
 Turf Sweeper \$55,000
 Mower (11') \$40,000
 Mower (15') \$28,000
 Mower (6') \$40,000
 Snow Blower \$9,000

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	375	390	375	375	400
Total	375	390	375	375	400
FINANCING DETAILS					
Grounds Maintenance Equipment Res	375	390	375	375	400
Total	375	390	375	375	400

0681	LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the extension of Taylor Street East of McKercher Drive to the Canadian Pacific Railway (CPR) tracks. This is required to provide access to the Lakeview, Lakeridge, Lakewood, Briarwood and Rosewood subdivisions and is the only East-West arterial roadway South of 8th Street.

General Comments

Additional construction for Rosewood Gate to CPR tracks section is planned for 2021 and beyond.

Prior Budget Approvals

\$5,432,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Rosewood Gate North to Rosewood Drive	0	0	3,207	0	0
Total	0	0	3,207	0	0
FINANCING DETAILS					
Arterial Road Reserve	0	0	3,207	0	0
Total	0	0	3,207	0	0

0687	WW- ASSET REPLACEMENT			
Project Status:	Open	Year Identified:	2009	
Project Type:	Equipment Replacement	Manager:	Pam Hamoline	
Asset Type:		Est End Date:		

Project Description

This project involves the replacement of deteriorating Wastewater Treatment Plant assets (in accordance with the Capital Reserves Bylaw) that have reached the end of their useful life. The assets are replaced by similar equipment or equipment with a similar function.

General Comments

The asset group defined by the project are subject to a review to determine condition and eligibility. The project includes an item labelled Existing System Replacements. This provides funding for assets that experience premature failure and require immediate return to service.

External service providers will be utilized on selected projects within the overall Asset Replacement Program.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Sec Clarifiers - Pumps & Processes	50	0	0	0	0
PEP - Pumps	60	62	127	0	467
Grit & Screen - Pump and Processes	540	52	53	55	56
Bioreactors - Pumps & Processes	0	0	212	328	0
UV - Processes & Electrical	100	0	0	0	0
Fermentor - Pumps & Processes	60	93	64	66	68
Thickener - Pumps	0	60	106	0	90
Digester - Pumps	75	721	743	2,295	253
Heating Bldg - Pumps/Piping/Processes	100	0	0	0	113
Primary Basins - Pumps & Processes 2	161	166	171	176	141
Liquid Wastehaulers Station	0	0	106	0	0
Utility Building	0	0	0	104	0
Total	1,146	1,154	1,582	3,024	1,188
FINANCING DETAILS					
Sewage Coll & Trtmt Repl Res	1,146	1,154	1,582	3,024	1,188
Total	1,146	1,154	1,582	3,024	1,188

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

0706	LEIS SERV-FACILITY EQUIP REPL				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Bruce Pearson		
Asset Type:		Est End Date:			

Project Description

This project involves the replacement of major pieces of equipment for the Recreation and Community Development Division of the Community Services Department, in accordance with the Capital Reserves Bylaw.

General Comments

Equipment Purchase

The 2020 and 2021 budget includes the replacement of fitness equipment at the indoor leisure facilities.

Special Events and Programs Equipment Replacement

The 2020 budget includes the replacement of recreation and aquatic equipment for both special events and the day to day programs and services at the leisure centres. Over the last few years the Shaw Centre and the Field House have hosted on average 65 events a year. These events range from local competitions to National events. Shaw has also been named a National training Facility for Dive Canada.

Zambonis

The 2020 budget includes the replacement of the ice resurfacing machine at Cosmo Civic Centre Arena.

Operating Impact

There will be no additional operating impact. Future repair and maintenance will be completed within existing funding in the operating budget.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Special Events and Programs Equipment Replacement	80	0	0	0	0
Equipment Purchase	125	125	125	125	125
Zambonis	95	0	100	0	0
Total	300	125	225	125	125
FINANCING DETAILS					
Leisure Services Equipment Repl Res	300	125	225	125	125
Total	300	125	225	125	125

0720	SL&P - CAPACITOR INSTALLATIONS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Mehrnoosh Janbakhsh		
Asset Type:		Est End Date:			

Project Description

The objective of this project is to provide power factor correction to reduce the peak electrical demand of the electrical distribution system. The installation of capacitors reduces power demands and the associated cost of bulk power purchases. With the completion of the Smart Meter installations, more information on voltage at the customer end-points will be available and allow for a more systematic approach to demand reduction and power delivery efficiencies.

General Comments

Traditionally, capacitor banks are installed on the electric distribution lines to offset power characteristics from transformers, motors, and other loads that result in less efficient power delivery. There are a variety of approaches available depending on the operating requirements, real-time data available, and economic conditions. This project will include a review of these requirements and use the available data to determine a more optimal system operating condition that could result in significant savings to the utility. Typical system improvements result in reduction of line losses from 2% to 5%.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Volt/Var Demand Reduction	150	0	0	0	0
Total	150	0	0	0	0
FINANCING DETAILS					
Electrical Distribution Extension Res	150	0	0	0	0
Total	150	0	0	0	0

0724	SL&P - REVENUE METER - NEW & REPLACEMENT				
Project Status:	Open	Year Identified:	2010		
Project Type:	Equipment Replacement	Manager:	Moussa Fadlelmawla		
Asset Type:		Est End Date:			

Project Description

This project is for the installation of electrical revenue meters. The electronic meters being installed provide greater accuracy and comply with Measurement Canada requirements. They also provide the opportunity for the collection of additional engineering data to enhance the operation of the electric system (part of a Smart Grid implementation).

General Comments

Many of the revenue meters currently in service use older electromechanical technology. The accuracy of an electromechanical meter declines as the mechanical components wear out. As a result, the amount of power registered by the meter is less than is actually used. When meters fail to meet Measurement Canada accuracy standards, replacement is mandatory.

Electronic meters (referred to as 'smart' meters) will replace all the existing electromechanical meters and form the basis of Saskatoon Light & Power's Advanced Metering Infrastructure (AMI) system. The smart meters are able to securely send revenue metering data and other engineering information to a central location for verification, analysis and billing. The engineering data can provide status information which can be used to detect power disturbances, outages and restoration.

Since 2008, virtually all electric meters have been upgraded. Ongoing funding is required to maintain the upgraded population of meters and to meet the demand for new metered electric services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Meters - Growth & maintenance	350	350	350	350	350
Total	350	350	350	350	350
FINANCING DETAILS					
Electrical Distribution Extension Res	350	350	350	350	350
Total	350	350	350	350	350

0736	SL&P - CUSTOMER UPGRADES AND EXTENSIONS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Ashish Pattanashetty		
Asset Type:		Est End Date:			

Project Description

This project is for upgrades and extensions of the electrical distribution system due to customer demand for new electrical service or electrical load growth. The load types include residential, industrial, commercial, and institutional throughout the electrical service area of Saskatoon Light & Power.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

The budget for this project is developed from a generalized expectation of demand for new services and upgrades to existing services. Project funding includes contributions from the customer and an investment from Saskatoon Light & Power based on anticipated revenue increase.

The electrical facilities normally provided under this project are an electric transformer and cabling from the primary system to the point of service. The work required for a particular service may extend beyond the property being served. However, the scope of work is expected to remain within the immediate locale of that service. The extent of the required construction may be affected by work identified in other active capital projects.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Customer Connections	2,900	2,560	2,560	2,560	2,560
Total	2,900	2,560	2,560	2,560	2,560
FINANCING DETAILS					
Electrical Distribution Replacement Res	700	410	410	410	410
Electrical Distribution Extension Res	1,100	1,000	1,000	1,000	1,000
SL&P Customer Contribution	1,100	1,150	1,150	1,150	1,150
Total	2,900	2,560	2,560	2,560	2,560

Arts, Culture and Events Venues ²⁰²⁰21 Multi-Year Budget

City of Saskatoon

Capital Project Details

Approved 2020/2021

0740	TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS				
Project Status:	Open	Year Identified:	2010		
Project Type:	Equipment Replacement	Manager:	Bob Korol		
Asset Type:		Est End Date:			

Project Description

This project provides for the repair or replacements of TCU Place equipment.

General Comments

Building repairs are not part of this project and are provided for under the Civic Buildings Comprehensive Maintenance Reserve, which is under the jurisdiction of the Facilities Management service line within the Corporate Asset Management business line.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Sound	0	56	68	0	0
Caretaking and Maintenance	16	44	28	29	26
Lighting	0	111	0	40	0
Furnishings and Misc	9	233	99	0	106
Computer	55	0	56	84	58
Kitchen	0	100	0	0	49
Theatre	0	0	197	103	475
Total	80	544	448	256	714
FINANCING DETAILS					
Tcu Place Equipment Reserve	80	544	448	256	714
Total	80	544	448	256	714

0748	LAND DEV'T-GEN ADMIN-OLD AREAS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the general administration related to the completion of work in old prepaid areas.

General Comments

This project includes the preparation of as-built drawings, an update of the aerial photographs of old prepaid areas, an analysis of the operation of existing storm water drainage ponds and final inspections.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
General Admin	111	129	0	0	0
Total	111	129	0	0	0
FINANCING DETAILS					
Gen Ppd Services-General	111	129	0	0	0
Total	111	129	0	0	0

0825	SL&P - STREET LIGHT UPGRADES				
Project Status:	Open	Year Identified:	2010		
Project Type:	Electrical And Street Lighting	Manager:	Gord Stushnoff		
Asset Type:		Est End Date:			

Project Description

This project involves the upgrading of street lighting on roadways (not associated with roadway projects).

General Comments

This project is for the replacement of traditional high pressure sodium (HPS) lights to LED (light emitting diode) technologies. Analysis indicates that the conversion program should first focus on changing existing cobra head-style street lighting used in residential and commercial areas, as well as along collector roadways and arterial roads. These non-decorative fixtures provide the biggest benefit both from an economic and environmental perspective. A total of 17,800 fixtures fall into this category, representing 66% of all lights operated by the utility.

The remaining fixtures to be replaced are decorative lights used downtown, and specialty fixtures used for high speed roadways, such as along Circle Drive, under overpass structures, in pedestrian tunnels, and flood lighting. The schedule for these replacements is not yet determined.

This project also includes lighting upgrades that are typically in response to public safety issues regarding roadway intersection, railway crossings and mid-block lighting. This includes unanticipated requests by City Council, Saskatoon Police Service or special interest groups for lighting upgrades requiring immediate attention.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Lighting Upgrade	65	0	65	0	70
LED Conversion	0	0	100	100	100
Total	65	0	165	100	170
FINANCING DETAILS					
Electrical Distribution Extension Res	65	0	85	20	90
Electrical Distribution Replacement Res	0	0	80	80	80
Total	65	0	165	100	170

0832	CENTER MEDIAN REHABILITATION		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Jay Magus
Asset Type:		Est End Date:	

Project Description

This project involves the redevelopment of various centre medians along major arterial streets. The work consists of curb replacements where required, hard surfacing, installation of irrigation systems, tree planting and flower pots.

General Comments

Priorities are established annually in consultation with the various divisions of the Community Services and Transportation and Utilities Departments. Prior years actual costs have been apportioned approximately 75% for curb and utility replacements, and 25% for landscaping.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Street Medians	0	0	200	200	200
Total	0	0	200	200	200
FINANCING DETAILS					
Unfunded Transportation Infra Res	0	0	200	200	200
Total	0	0	200	200	200

0837	LANE REHAB & DRAINAGE IMPROV				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Chris Duriez		
Asset Type:		Est End Date:			

Project Description

This project involves lane rehabilitation on both paved lanes and gravelled lanes. Rehabilitation is to the original service level of load capacity, ride, drainage and grade elevation.

General Comments

A more selective process has been implemented to rehabilitate gravel lanes which involves a localized reconstruction program.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff, due to existing staff capacity and expertise to perform the work, and external contractors due to requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Gravelled Lanes	915	915	995	995	995
Drainage Improvement	100	127	127	127	127
Paved Lanes	658	658	658	658	658
Total	1,673	1,700	1,780	1,780	1,780
FINANCING DETAILS					
Infra Res-Transportation	1,673	1,700	1,780	1,780	1,780
Total	1,673	1,700	1,780	1,780	1,780

0838	LIBRARY-EQUIPMENT REPLACEMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Laura Warner		
Asset Type:		Est End Date:			

Project Description

This project involves the replacement of equipment associated with the Public Library in accordance with Policy 03-019 (Equipment Reserve Fund - Public Library).

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	200	200	100	100	100
Total	200	200	100	100	100
FINANCING DETAILS					
Public Library Equip Repl Res	200	200	100	100	100
Total	200	200	100	100	100

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

0849	LAND DEV'T-SUTHERLAND INDUST'L		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the design and construction of municipal services on private land in the Sutherland industrial subdivision, including the Muskeg Lake Development.

Prior Budget Approvals \$815,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Muskeg Lake - 1994 - B - Priv	211	0	0	0	0
Total	211	0	0	0	0
FINANCING DETAILS					
General Ppd Serv-Engineering	202	0	0	0	0
General Ppd Serv-Elec-City	9	0	0	0	0
Total	211	0	0	0	0

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

0877	TRUNKING RADIO INFRASTRUCTURE REPLACEMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Support Systems	Manager:	Del Ehlert		
Asset Type:	Communication Systems	Est End Date:			

Project Description

This project involves the upgrade and maintenance of the core infrastructure for the City's trunked radio system. The trunking system infrastructure is a corporate resource that is shared by all user departments. The system provides radio communications for Police, Fire, Transportation and Utilities, and other civic departments.

General Comments

This project includes the purchase of equipment for planned repairs and replacements of existing infrastructure components of the City's trunked radio system, in accordance with Capital Reserves Bylaw #6774.

This project provides funding for the design and subsequent construction of infrastructure components and equipment to meet the needs identified in the design phase. Planned expansion of additional repeater towers throughout the City's growing neighbourhoods.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Infrastructure Replacement	400	400	585	585	585
Total	400	400	585	585	585
FINANCING DETAILS					
Trunked Radio Sys Infrs Repl Res	400	400	585	585	585
Total	400	400	585	585	585

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

0901	PARK UPGRADES, ENHANCEMENTS & REPAIRS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Darren Crilly
Asset Type:		Est End Date:	

Project Description

This project involves the upgrade, enhancement and repair of parks throughout the City. Landscape upgrades and enhancements include additional plantings, irrigation system replacements, and installation of subsurface draining systems, lighting, site furniture and play equipment.

General Comments

Funding identified in 2020 and 2021 will reduce the current backlog of park renewal and rehabilitation requirements associated with drainage, pathways and irrigation park infrastructure.

The following parks will be upgraded in 2020:

- Anna Macintosh Park: Asphalt & Irrigation
- Massey Park: Asphalt & Irrigation
- Parc Canada: Asphalt, Irrigation, Drainage & Grading
- Meewasin Park: Irrigation

The following parks will be upgraded in 2021:

- W.J.L. Harvey South Park: Asphalt, Irrigation, Drainage, Grading & Lighting.
- Forest Grove Linkage: Asphalt, Drainage & Grading
- Parkridge Park: Asphalt, irrigation, Drainage & Grading

In both 2020 and 2021, resources have also been allocated to update and repair site furniture as well as playground equipment on an ongoing basis.

- Site Furniture & Amenities: Purchase and installation of site furniture in parks throughout the city. The priorities for replacement will be identified from the State of Park Amenities Report.

- Playground upgrades and replacements: Repair or purchase, and installation of new playground equipment in parks throughout the city. The priorities will be identified from the City of Saskatoon Playground Safety Audit Report.

Special Note

The Building Better Parks Asset Management Plan recommended increased phased-in funding of \$800,000 per year. City Council has the option to increase the operating contribution to the Parks Infrastructure Reserve, which will allow for further upgrades, enhancements and repairs, as identified under the Plan.

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Drainage Remediation	100	100	0	0	0
Pathway Reconstruction	100	100	0	0	0
Massey Park	100	0	0	0	0
Upgrades, Enhancements & Repairs	0	0	1,900	1,900	1,900
Anna Macintosh Park	70	0	0	0	0
Parc Canada	745	0	0	0	0
Site Furniture/Amenities	110	100	0	0	0
Playground Upgrades/Replacement & Repair	250	250	0	0	0
Forestry Farm Linkage	135	0	0	0	0
John Avant Park	0	355	0	0	0
Forest Grove Linkage	55	0	0	0	0
Meewasin Park Irrigation Upgrades	235	0	0	0	0
Total	1,900	1,960	1,900	1,900	1,900
FINANCING DETAILS					
Infrastructure Reserve - Parks	1,650	1,960	1,900	1,900	1,900
Reserve For Capital Expenditures	100	0	0	0	0
Reallocation Of Capital Funding	150	0	0	0	0
Total	1,900	1,960	1,900	1,900	1,900

0959	UPGRADE BOUNDARY ROADS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Chris Duriez
Asset Type:		Est End Date:	

Project Description

This project involves the upgrading of interim stage gravel roads throughout the City. Treatments could include seal treatment, recycled asphalt, temporary hard surfacing, ditch grading and culvert installation.

General Comments

Boundary roads are the roads that are between the built up area of the City and the municipal boundary. Most of these roadways are gravel rural grid roads. The size of the boundary roadway network has grown significantly with recent increases in the municipal boundary.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff, due to existing staff capacity and expertise to perform the work, and external contractors due to requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	350	400	450	400	400
Total	350	400	450	400	400
FINANCING DETAILS					
Unfunded Transportation Infra Res	0	0	50	0	0
Infra Res-Transportation	350	400	400	400	400
Total	350	400	450	400	400

1016	SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS				
Project Status:	Open	Year Identified:	2010		
Project Type:	Electrical And Street Lighting	Manager:	Gord Stushnoff		
Asset Type:		Est End Date:			

Project Description

This project involves upgrading of street lighting in established neighbourhoods. The purpose is to improve the lighting in older established neighbourhoods to match those of neighbourhoods being developed now.

General Comments

The layout of street lights in established neighbourhoods is essentially a light at the street corners and one light at midblock. This project will improve the lighting level for the entire block. The light now at midblock will be relocated and a new light installed. The two midblock lights will be approximately evenly spaced in the block. There are variations of street layouts such as centre medians, non-grid layouts, and street width variations where the upgraded lighting layout will be more complicated.

Timing for neighbourhoods is dependent upon a variety of factors including other streetscape projects, neighbourhood traffic patterns, and roadways projects. The following areas are proposed for upgrades to the neighbourhood street lighting: Sutherland, Adelaide/Churchill, North Park, Avalon, Nutana Park, C.N. Industrial, North Industrial, Southwest Industrial, Central Industrial, West Industrial, University Heights Industrial, and Airport Business Park.

Periodic reassessment of the project will occur to determine specific neighbourhoods for the budget year.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Neighbourhood Lighting Upgrade	0	0	300	150	0
Total	0	0	300	150	0
FINANCING DETAILS					
Electrical Distribution Replacement Res	0	0	80	40	0
Electrical Distribution Extension Res	0	0	220	110	0
Total	0	0	300	150	0

1018	SL&P - MONITORING SYSTEM UPGRADE (SCADA)				
Project Status:	Open	Year Identified:	2011		
Project Type:	Electrical And Street Lighting	Manager:	Don Mcphee		
Asset Type:		Est End Date:			

Project Description

This project is for a Smart Grid Control System for Saskatoon Light & Power (SL&P). The Smart Grid Control System is a hardware and software platform used for the remote operation of the power grid. The system is based around a Supervisory Control and Data Acquisition (SCADA) system with various additional modules that augment the system and integrate with other smart grid components. A complete Smart Grid Control System is complex and many components are dependent upon other base systems. The implementation will start with the replacement of the existing SCADA system followed by integration with the GIS and AMI data and systems.

General Comments

A new Smart Grid Control System is needed for SL&P to build a smarter energy infrastructure and an advanced energy delivery system. SL&P's existing SCADA system has diminishing vendor support and is not compatible with long term smart grid strategies such as integration with the City's Advanced Metering Infrastructure (AMI) and Geographic Information System (GIS). A new Smart Grid Control System will have state-of-the-art master station hardware and software and workstation software interfaced with existing field Remote Terminal Units. The new system will leverage existing field devices and integrate with GIS and AMI assets. Long term plans are to continue investing in new technologies and implement system optimization modules that improve the way energy is delivered. These will be coupled with new technologies for data acquisition, control and flexibility. The final phases are to implement outage detection, management, and restoration modules to create a dynamic and more secure power grid and more rapid outage response.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Scada System Upgrade	150	0	0	0	0
Total	150	0	0	0	0
FINANCING DETAILS					
Electrical Distribution Extension Res	50	0	0	0	0
Electrical Distribution Replacement Res	100	0	0	0	0
Total	150	0	0	0	0

1054	WTR-ASSET REPLACEMENT		
Project Status:	Open	Year Identified:	2009
Project Type:	Equipment Replacement	Manager:	Pam Hamoline
Asset Type:		Est End Date:	

Project Description

This project involves the replacement of deteriorating Water Treatment Plant assets (in accordance with the Capital Reserves Bylaw) that have reached the end of their useful life. The assets are replaced by similar equipment or equipment with a similar function.

General Comments

The asset group defined by the project are subject to a review to determine condition and eligibility. External service providers will be utilized on selected projects within the overall Asset Replacement Project.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to unavailability of technology in-house and long-term requirements.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Plant HVAC	0	0	0	0	56
Acadia Reservoir Structural Repair	480	0	0	0	281
West Basin	0	0	0	0	56
Hydrocarbon Instrumentation	50	0	0	0	0
Maintenance shop platforms/mezzanine	100	0	0	0	0
Networking & Corporate IT	215	0	0	0	0
42nd St. Pump and VFD	0	0	0	820	0
Clarifier resurfacing	0	0	0	0	405
Chemical Feeding System	0	0	0	0	1,210
Low Lift Pumping	1,865	1,921	0	0	0
Clarifier Refurbishment	0	0	0	1,836	0
Filter Plant Refurbishment	450	1,030	1,772	0	73
Electrical/Mechanical Replacements	600	0	0	0	0
Total	3,760	2,951	1,772	2,656	2,081
FINANCING DETAILS					
Water Supply Repl Res	3,760	2,951	1,772	2,656	2,081
Total	3,760	2,951	1,772	2,656	2,081

1057	PARK DEV'T-IND'L AREA BLVD TREE PLANTING				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Jeannette Wheeler		
Asset Type:		Est End Date:			

Project Description

The Industrial Tree Planting Program involves planting 60 to 75 mm basket trees on boulevards adjacent to serviced lots in industrial areas where planting set-back requirements are met.

General Comments

The project involves investigating planting requests, identifying appropriate plant sites, tree planting, and three year establishment maintenance of trees in industrial areas.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	50	50	50	50	50
Total	50	50	50	50	50
FINANCING DETAILS					
Industrial Park Development Res	50	50	50	50	50
Total	50	50	50	50	50

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	-	2.8	2.8

1083	CORPORATE NETWORK EQUIPMENT REPL				
Project Status:	Open	Year Identified:	2010		
Project Type:	Equipment Replacement	Manager:	Don Friesen		
Asset Type:	Network	Est End Date:			

Project Description

This project provides for the replacement/upgrading of corporate servers for the ongoing operation of the corporate local area network, corporate Internet access and the corporate database server environment. With ongoing demand for storage, additional backup capacity is required and the replacement of aging servers that no longer meet the corporation's needs will continue.

General Comments

This project will enable the City to keep the client/server hardware environment operating at an acceptable level of performance and to ensure there are adequate backup facilities.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Electronic Equipment Replacement	335	325	575	575	575
Total	335	325	575	575	575
FINANCING DETAILS					
Computer Equipment Repl Res	335	325	575	575	575
Total	335	325	575	575	575

1135	CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Maintenance	Manager:	Troy Lafreniere		
Asset Type:	Buildings	Est End Date:			

Project Description

This project involves planned expenditures from the Civic Buildings Comprehensive Maintenance Reserve for major replacements and repairs in accordance with the comprehensive maintenance program.

General Comments

A comprehensive maintenance program includes a preventative maintenance element and identifies a scheduled refurbishment of the major components of the facilities infrastructure. The preventative maintenance is necessary to ensure facilities are maintained to established standards. The scope of the work involves all major categories of the infrastructure (i.e. electrical, mechanical, carpentry and painting).

The facilities covered under the program are identified below:

Boards - Remai Modern, SaskTel Centre, TCU Place, River Landing, Libraries located in the Leisure Centers and various parks along the river bank.

Offices - City Hall, Civic Square East, John Deere Building and Saskatoon Police Service Building.

Pools - All indoor and outdoor pools except Shaw Centre.

Program Facilities - Vic Rempel Yards, all Fire Halls, Derrick Carrol Building, Transit Buildings, Electronics and Sign Shop, Woodlawn Cemetery, SPCA and satellite facilities.

Recreation Facilities - All Arenas, Saskatoon Field House, Forestry Farm Park & Zoo, Gordie Howe Complex, golf course club houses, as well as recreation units, washrooms and other storage buildings in those parks that do not have pools or any other water feature.

Maintenance Support - Facility management programs.

Shaw Centre & Parks with Aquatic Features - Shaw Centre, as well as recreation units, washrooms and other storage buildings in those parks that have pools or any other water feature.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Shaw Centre and Parks with Aquatic Features	581	633	535	548	562
EPC Program	0	3,200	0	0	0
Asbestos Assessment and Abatement	75	75	75	75	80
Maintenance Support	210	230	472	484	496
Offices	1,409	1,674	2,160	2,214	2,269
Pools	2,791	1,261	1,814	1,859	1,905
Program Facilities	343	326	624	639	655
Recreation Facilities	2,691	1,601	2,584	2,649	2,715
Total	8,100	9,000	8,264	8,468	8,682
FINANCING DETAILS					
Civic Bldgs Compr Mtnce	8,100	9,000	8,264	8,468	8,682
Total	8,100	9,000	8,264	8,468	8,682

1174	SL&P - STREET LIGHTS - LAND DEVELOPMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Gord Stushnoff		
Asset Type:		Est End Date:			

Project Description

This project reflects the gross costs of installing street lighting in prepaid subdivisions in Saskatoon and identifies Saskatoon Light & Power's capital reserve funding contribution.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

On an annual basis this project is adjusted to reflect land development plans.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Street Ltg - Silverwood Industrial	250	196	0	0	0
Street Ltg - Rosewood	165	165	0	0	0
Street Ltg - Neighbourhood Development	0	0	1,500	1,500	1,500
Blairmore	201	0	0	0	0
St Ltg Holmwood	1,238	925	0	0	0
St Ltg Aspen Ridge	435	472	0	0	0
Total	2,289	1,758	1,500	1,500	1,500
FINANCING DETAILS					
Electrical Distribution Extension Res	131	101	128	128	128
Cost Recovery Ppd Land Development	2,158	1,657	1,372	1,372	1,372
Total	2,289	1,758	1,500	1,500	1,500

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	105.0	105.0	-	-	-

1194	ENGINE OVERHAUL		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Maintenance	Manager:	Paul Bracken
Asset Type:	Transit Repair Shop	Est End Date:	

Project Description

This project involves the ongoing overhaul of transit bus engines and transmissions.

General Comments

To maintain the existing fleet 10 engine overhauls and 10 transmission overhauls are required on an annual basis. The current cost of a engine overhaul is \$40,000 and the current cost of a transmission overhaul is \$25,000. The life expectancy of an overhauled engine is eight to nine years. The planned procurement method for this project is to be accomplished utilizing external contractors and internal staff, based on the expertise and capacity of existing staff to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Engine Overhaul	528	558	575	608	640
Total	528	558	575	608	640
FINANCING DETAILS					
Transit Capital Projects Reserve	398	448	465	497	530
Us - Capital Reserve	130	110	110	111	110
Total	528	558	575	608	640

1243	WW- LIFT STATION UPGRADES		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Ross Elliott
Asset Type:		Est End Date:	

Project Description

The lift station upgrades are a continuation of work from past years. There are about 30 lift stations in the City of Saskatoon with many being decades old and in need of upgrades. The project involves design and construction based on a priority list. As lift stations are a critical part of the wastewater collection system to prevent sewer backups, the mechanical and electrical systems must be upgraded to ensure they continue working. The control system at the WWTP has been upgraded and now the controls for each lift station must be modified to meet this new standard.

General Comments

Work for 2019 includes ongoing mechanical replacements, repairs and improvements for various locations in the lift station network as recommended in the 2018 MPE Lift Station Assessment Report.

With appropriate technical expertise, this project could be completed in house. The planned procurement method for this project is to be accomplished utilizing external contractors, due to expertise of existing staff to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Lift Station Upgrades	4,000	1,545	1,591	1,639	1,688
Total	4,000	1,545	1,591	1,639	1,688
FINANCING DETAILS					
Wastewater Trtmnt Cap Res	4,000	1,545	1,591	1,639	1,688
Total	4,000	1,545	1,591	1,639	1,688

1255	SL&P - DISTRIBUTION - EQUIPMENT UPGRADE				
Project Status:	Open	Year Identified:	2016		
Project Type:	Electrical And Street Lighting	Manager:	Moussa Fadlelmawla		
Asset Type:		Est End Date:			

Project Description

This project is for the upgrade and installation of various types of electrical distribution equipment on existing underground and overhead systems. Typical equipment includes switches, capacitors, transformers, pedestals, and fault indicators. As existing distribution equipment reaches end of life and when safer equipment is available, equipment will be replaced or upgraded. Work will be coordinated with other distribution projects and priorities established based on safety implications, system performance, and other risk factors.

Installation of equipment on new line construction or voltage upgrades will be part of those specific projects. This project does not include the downtown secondary network system.

General Comments

With development of the SL&P communication networks and control (SCADA) systems there is opportunity to upgrade existing field devices to ones with communication capabilities that allow for remote control, monitoring, and data acquisition. This will improve the efficiency of day-to-day operations and can also reduce the safety hazards associated with equipment operation and speed restoration times in the event of outages.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
DISTRIBUTION- EQUIPMENT UPGRADE	0	250	250	250	250
Total	0	250	250	250	250
FINANCING DETAILS					
Electrical Distribution Extension Res	0	200	200	200	200
Electrical Distribution Replacement Res	0	50	50	50	50
Total	0	250	250	250	250

1256	SL&P - SUBSTATION UPGRADES				
Project Status:	Open	Year Identified:	2018		
Project Type:	Electrical And Street Lighting	Manager:	Gavrilo Saric		
Asset Type:		Est End Date:			

Project Description

This project is for the upgrade and renovation of electrical substations in the Saskatoon Light & Power franchise area. Upgrades may include new power transformers, electrical switchgear and breakers, high voltage switches, and upgrades to buildings and support infrastructure.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Saskatoon Light & Power has 17 major substations with 36 power transformers and high voltage switches and switchgear with more than 200 breakers. These substations are the source for power delivery to all neighbourhoods in the SL&P franchise area.

Upgrades may be required due to load growth and changes in electrical usage through development and redevelopment of residential and commercial areas. Upgrades are also required to maintain optimal asset management and service reliability. Extensive condition monitoring and assessments of the equipment will be performed and the results used to schedule and prioritize upgrades. Upgrades may also be required to maintain or enhance system redundancy and contingency requirements.

The scope of this project focuses on substation power delivery components. Communications and control system upgrades will be funded through Capital Project #1301-Substation Communication Upgrade and Capital Project #1326-Substation Monitoring System Upgrade.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Substation Upgrades - Transformers	3,000	1,500	0	2,500	0
Substation Upgrades - Bldg & Structures	450	100	0	0	0
Substation Upgrades - High Voltage	400	400	200	0	0
Substation Upgrades - Switchgear	1,750	1,000	0	0	0
Total	5,600	3,000	200	2,500	0
FINANCING DETAILS					
Electrical Distribution Extension Res	1,350	700	50	500	0
Electrical Distribution Replacement Res	4,250	2,300	150	2,000	0
Total	5,600	3,000	200	2,500	0

1257	SL&P - SECURITY IMPROVEMENTS				
Project Status:	Open	Year Identified:	2012		
Project Type:	Electrical And Street Lighting	Manager:	Gavrilo Saric		
Asset Type:		Est End Date:			

Project Description

This project provides for security improvements at Saskatoon Light & Power facilities.

General Comments

Saskatoon Light & Power operates a variety of facilities that require varying degrees of security. Sites include the system control centre, inventory and storage facilities, training centre, as well as substations and other critical operating locations. Security measures can include preparedness, mitigation, response, and recovery elements. Security improvements will take into consideration best practices from organizations such as Public Safety Canada and the North American Electric Reliability Corporation (NERC). Work will also be coordinated with other security measures and initiatives by the City, including the Emergency Management Organization.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
S/S - Accessories/Security/CCTV	0	120	120	100	100
Total	0	120	120	100	100
FINANCING DETAILS					
Electrical Distribution Replacement Res	0	50	50	50	50
Electrical Distribution Extension Res	0	70	70	50	50
Total	0	120	120	100	100

1268	SL&P - NETWORK VAULTS				
Project Status:	Open	Year Identified:	2012		
Project Type:	Electrical And Street Lighting	Manager:	Vince Chan		
Asset Type:		Est End Date:			

Project Description

New vault projects consist of the installation of new underground electrical network vaults complete with transformers, protectors, moulded-vacuum interrupters, control (RTU) cabinets, and all ancillary equipment. A quantity of ducts and manholes may also be constructed depending on the area and customer requirements. All new vault projects are confined to the boundaries of the network, and each project will be confined to a street that is delineated by two intersecting streets.

General Comments

Underground electrical network vault construction is unique to the downtown area and is a highly reliable distribution system. The construction of new vaults depends upon the addition of new customers to the network, or the transferring of existing customers from the overhead electrical system to the underground network. Planning studies indicate that a number of new vaults may be required within the next 10 years to meet the forecasted customer electrical loads downtown.

This project will be reviewed periodically and assessed based on customer growth in the downtown area.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Vault - Future	50	0	0	0	0
Vault 21	0	600	950	0	0
Vault 22	0	0	0	0	300
Total	50	600	950	0	300
FINANCING DETAILS					
Electrical Distribution Extension Res	50	400	650	0	50
SL&P Customer Contribution	0	100	0	0	0
Electrical Distribution Replacement Res	0	100	300	0	250
Total	50	600	950	0	300

1269	SL&P - NORTH DOWNTOWN DEVELOPMENT				
Project Status:	Open	Year Identified:	2012		
Project Type:	Growth And Capital Expansion	Manager:	Derek Button		
Asset Type:		Est End Date:			

Project Description

The project provides the Electrical Distribution System for electrical service to the area known as the North Downtown. The area which this project will cover may extend beyond the area being consider by the City's Urban Planning Groups. The boundaries under Urban Planning are shown in the North Downtown Master Plan.

This project will put in place the electrical distribution infrastructure necessary to provide service to the North Downtown including that area which would be a natural extension of the system supply. This will include all duct lines, structures, cables and facilities for the primary distribution and the secondary mains. The actual electrical service to a property will be charged to another project.

General Comments

Electrical distribution new construction and upgrades will include all the area described in the North Downtown Master Plan and the natural extension of the electrical system into adjoining property. Consequently, the area covered by this project has an approximate boundary of 23rd Street on the South side, Idylwyld Drive on the West, 33rd Street on the North side, and 3rd Avenue on the East side.

Charges to this project will include all work required inside the Master Plan boundary and the natural extension into surrounding neighbourhoods and commercial property. Also, new and upgraded facilities up to but not including the supply substation(s) which provide the electrical service to the North Downtown are part of this project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Elec Lines - North Downtown Development	0	0	0	0	720
Total	0	0	0	0	720
FINANCING DETAILS					
Electrical Distribution Replacement Res	0	0	0	0	100
Electrical Distribution Extension Res	0	0	0	0	400
SI&P Customer Contribution	0	0	0	0	220
Total	0	0	0	0	720

1272	SL&P - BUILDINGS & GROUNDS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Maintenance	Manager:	Brad Fritz
Asset Type:		Est End Date:	

Project Description

This project covers the building and grounds for the Electrical Operations Centre (322 Brand Road) and the Electrical Service Centre (619 Avenue N South). Renovation and expansion is required at the Electrical Operations Centre for infrastructure improvements and to meet operational requirements.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Renovations to the Operations Centre including additional infrastructure, office layouts, washrooms, change rooms, workstations, and storage need to change to better match the present business operation and staffing levels. Heating, ventilation, electrical and other systems are in need of renewal or replacement.

The SL&P Training Centre was leased in 2008 and planning is underway to move the storage and training activities at this center to the Operations Centre by the end of 2020.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bldgs/Grnds - Operation Centre	0	1,300	250	250	500
Total	0	1,300	250	250	500
FINANCING DETAILS					
Electrical Distribution Replacement Res	0	300	200	200	400
Electrical Distribution Extension Res	0	1,000	50	50	100
Total	0	1,300	250	250	500

1281	SL&P - SUSTAIN POWER GENERATION OPTIONS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Ross Elliott		
Asset Type:		Est End Date:			

Project Description

This project investigates new power supply options for Saskatoon Light & Power. It will cover the cost of consulting services to prepare cost benefit analyses of various power supply options and green power. It also provides funding to review power generation alternatives in general. This may include coordination with electrical energy consumers to curtail excess consumption or energy returned to the electrical system by a consumer.

Portions of the planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

General Comments

Specific projects are expected to have joint funding from the Saskatoon Light & Power reserves and others. Other sources of funding may consist of green loans, SaskPower grants, and partnerships with other agencies which may include other corporate entities.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Investigate New Power Supply	200	200	200	200	200
Total	200	200	200	200	200
FINANCING DETAILS					
Electrical Distribution Extension Res	200	200	200	200	200
Total	200	200	200	200	200

1282	SL&P - STREET LIGHTS - MITIGATION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Gord Stushnoff		
Asset Type:		Est End Date:			

Project Description

This project provides for the inspection and mitigation required for steel street light poles and related street light equipment throughout the city. Poles will be repaired when practical, otherwise they will be replaced. The scope of this project includes repairs and replacement to the concrete base and the steel pole as well as to street light controllers and deteriorated wiring.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Deterioration of steel lighting poles and equipment is primarily a result of corrosion. The corrosion of particular concern is at the base of the pole where the mechanical loading is the greatest. Periodic inspections of the street lights will be performed to determine their condition. The objective will be to deal with the most serious corrosion deterioration first. An accelerated inspection of steel street light poles was completed in 2018. Inspection results identified significantly more poles than average nearing end-of-life. This requires an accelerated replacement in the near term.

Motor vehicle incidents are also a significant cause of pole failures. Insurance money will be collected where possible in these cases.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
St. Lights - Steel Pole - Traffic Cause	450	450	450	450	475
St. Lights - Steel Pole Mitigation	250	750	750	750	1,000
Total	700	1,200	1,200	1,200	1,475
FINANCING DETAILS					
Electrical Distribution Extension Res	80	80	80	80	85
Electrical Distribution Replacement Res	350	850	850	850	1,110
SI&P Customer Contribution	270	270	270	270	280
Total	700	1,200	1,200	1,200	1,475

1286	SL&P - ELEC SYS PLANNING STUDIES				
Project Status:	Open	Year Identified:	2014		
Project Type:	Electrical And Street Lighting	Manager:	Md Mohoshin		
Asset Type:		Est End Date:			

Project Description

This project will fund studies of the electrical distribution system where the services of consulting firms are required.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of an independent opinion.

General Comments

Saskatoon Light & Power will undertake planning studies on multiple subject matters utilizing the services of consulting firms where applicable. It is expected that consulting firms will bring to SL&P experience gained from performing similar studies for other electrical utilities.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Electrical Systems Planning Studies	0	205	0	0	205
Total	0	205	0	0	205
FINANCING DETAILS					
Electrical Distribution Extension Res	0	75	0	0	75
Electrical Distribution Replacement Res	0	130	0	0	130
Total	0	205	0	0	205

1295	SL&P - NETWORK - MAJOR ASSETS				
Project Status:	Open	Year Identified:	2015		
Project Type:	Electrical And Street Lighting	Manager:	Jaret Siermacheski		
Asset Type:		Est End Date:			

Project Description

This project involves the purchase, installation, maintenance, refurbishment, and upgrade costs associated with all major assets in the electrical network, including network transformers, network protectors, and network moulded-vacuum interrupters (MVIs).

All new major assets attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

Saskatoon Light & Power currently owns and maintains approximately 50 network transformers, network protectors, and network interrupters. Future costs will include:

- Refurbishing or replacing end-of-life electrical assets
- Upgrading electrical assets with new sensor technologies

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
NETWORK - MAJOR ASSETS	500	0	300	400	0
Total	500	0	300	400	0
FINANCING DETAILS					
Electrical Distribution Extension Res	50	0	50	50	0
Electrical Distribution Replacement Res	450	0	250	350	0
Total	500	0	300	400	0

1296	SL&P - NETWORK - CIVIL INFRASTRUCTURE				
Project Status:	Open	Year Identified:	2015		
Project Type:	Electrical And Street Lighting	Manager:	Jaret Siermacheski		
Asset Type:		Est End Date:			

Project Description

This project involves the installation and maintenance of all network civil structures, including vaults, manholes, and ducts. Structural upgrades and sidewalk/street reconditioning are within the scope of this project.

All civil work attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

Saskatoon Light & Power currently owns and maintains 20 network vaults, 65 manholes, and approximately 300km of duct within the boundaries of the Central Business District. Many of these assets were first installed in 1966, and the network has since expanded to accommodate downtown development.

General deterioration of the network civil structures necessitates repair and upgrades to meet current standards and to ensure public and worker safety. All network civil structures will be inspected to determine the severity of the deterioration and to develop a schedule that prioritizes repairs. It is expected that a minimum of two vaults per year will require upgrading or major maintenance.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
NETWORK - CIVIL INFRASTRUCTURE UPGRADES	300	300	300	300	300
Total	300	300	300	300	300
FINANCING DETAILS					
Electrical Distribution Extension Res	50	50	50	50	50
Electrical Distribution Replacement Res	250	250	250	250	250
Total	300	300	300	300	300

1297	SL&P - NETWORK - PRIMARY LINES				
Project Status:	Open	Year Identified:	2015		
Project Type:	Electrical And Street Lighting	Manager:	Jaret Siermacheski		
Asset Type:		Est End Date:			

Project Description

This project involves the installation, connection, and maintenance of electrical primary feeder cables in the network system. To accommodate load growth, enhance reliability, and to assist with maintenance and scheduling in the network, a fourth feeder will be installed from both substations to each downtown vault. In addition to the additional cables, existing primary cables and cable splices will be remediated upon engineering assessment.

All new primary cables attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

The entire downtown network is powered by three primary (14.4kV) feeder cables from the Avenue C Substation and three primary feeder cables from the North Central Substation. From both substations, these cables are brought to every vault in the Central Business District.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
NETWORK - PRIMARY LINES	400	200	200	0	200
Total	400	200	200	0	200
FINANCING DETAILS					
Electrical Distribution Extension Res	200	100	100	0	100
Electrical Distribution Replacement Res	200	100	100	0	100
Total	400	200	200	0	200

1298	SL&P - NETWORK - SECONDARY LINES				
Project Status:	Open	Year Identified:	2015		
Project Type:	Electrical And Street Lighting	Manager:	Jaret Siermacheski		
Asset Type:		Est End Date:			

Project Description

This project involves the installation, connection, and maintenance of secondary cables in the network distribution system, excluding new customer connections to the network. The scope of this project includes, but is not limited to, the sectionalizing, tying, or installing secondary switches between spot-networks, upgrades to vault and ring main bus cable, and upgrades to network services that require a higher cable capacity.

General Comments

The majority of the downtown core businesses and facilities are serviced by the network distribution system. The network is currently comprised of 20 vaults, with each vault containing 2-3 transformers. A spot network is a group of vaults that are connected by their secondary cables, ensuring reliable power to the customers who are also supplied from the network via secondary cables.

The existing spot-networks of the downtown network distribution system will be sectionalized. Restructuring the network system into a greater number of smaller spot-networks will lower the fault currents, provide a greater level of safety to workers and the public, and increase system reliability. Spot-networks may also be temporarily tied together, or connected by a secondary switch, in order to complete certain work.

All secondary cable work pertaining to new customers will be budgeted in a separate customer project. Existing customers that require an upgrade may be processed through this project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
NETWORK - SECONDARY LINES	150	0	60	0	0
Total	150	0	60	0	0
FINANCING DETAILS					
Electrical Distribution Extension Res	100	0	40	0	0
Electrical Distribution Replacement Res	50	0	20	0	0
Total	150	0	60	0	0

1299	SL&P - NETWORK - PROTECTION & CONTROL				
Project Status:	Open	Year Identified:	2015		
Project Type:	Electrical And Street Lighting	Manager:	Jaret Siermacheski		
Asset Type:		Est End Date:			

Project Description

This project provides for all protective, communicative, or controlling devices for the downtown underground electrical network system. This includes control (RTU) cabinets, protector relays, fuses, cable protectors, modelling software, and all engineering design costs within the network system.

All new protective, communicative, or controlling devices attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

The downtown network distribution system requires multiple levels of protection and coordination to ensure safety and reliability. Controllers and communicative devices will be implemented in each vault in order to remotely (SCADA) monitor customer loads and vault data, and to control large assets by utilizing protective devices such as interrupters and protector relays. Each vault requires a control (RTU) cabinet to allow the operations staff to fully control and monitor the vault equipment.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
NETWORK- PROTECTION & CONTROL	520	520	260	0	260
Total	520	520	260	0	260
FINANCING DETAILS					
Electrical Distribution Extension Res	360	360	180	0	180
Electrical Distribution Replacement Res	160	160	80	0	80
Total	520	520	260	0	260

1301	SL&P - SUBSTATION COMMUNICATION UPGRADE				
Project Status:	Open	Year Identified:	2011		
Project Type:	Growth And Capital Expansion	Manager:	Gavrilo Saric		
Asset Type:		Est End Date:			

Project Description

This project provides for an upgrade to the communication system between remotely located substations and interrupters and the master control facility located at the Brand Road Operations Center.

General Comments

Existing remote terminal units at substations and at remote switches are aging. Communication difficulties and failures are occurring. The installation of wireless and fiber optic Ethernet equipment will improve communication reliability.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Elec - S/S - Station RTU Upgrade Comm	200	135	135	135	135
Total	200	135	135	135	135
FINANCING DETAILS					
Electrical Distribution Extension Res	50	55	55	55	55
Electrical Distribution Replacement Res	150	80	80	80	80
Total	200	135	135	135	135

1305	SL&P - FEEDER UPGRADES/REPLACEMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Mehrnoosh Janbakhsh		
Asset Type:		Est End Date:			

Project Description

This project includes the upgrading, replacement, and extension of primary and secondary electrical circuits. This project is to enhance/maintain system reliability, and maintain service within the existing distribution area. The primary objective is to repair the critical deficiencies found through inspections of the existing electrical distribution system.

Excluded from the scope of this project are extensions of the distribution system for new electrical services.

General Comments

Distribution system line inspections will identify system assets which need major maintenance or replacement in the budget year. Additionally, work performed by other utilities such as Shaw Cable or SaskTel may provide opportunities to complete upgrades. Consequently, this project scope is general. Typical work includes pole replacements, line upgrades and underground cable replacement.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Telecom Upgrades	75	75	75	75	75
Feeder Upgrades Construction	2,100	2,200	2,300	2,550	2,550
Total	2,175	2,275	2,375	2,625	2,625
FINANCING DETAILS					
Electrical Distribution Extension Res	375	375	375	625	625
Electrical Distribution Replacement Res	1,750	1,850	1,950	1,950	1,950
SL&P Customer Contribution	50	50	50	50	50
Total	2,175	2,275	2,375	2,625	2,625

1308	SL&P - 15 KV CONV - INTERMED SUBSTATIONS				
Project Status:	Open	Year Identified:	2011		
Project Type:	Electrical And Street Lighting	Manager:	Mehrnoosh Janbakhsh		
Asset Type:		Est End Date:			

Project Description

The objective of this project is to progressively convert the existing 4.16kV primary electric distribution to 14.4kV distribution. There are 14, 4.16kV intermediate substation service areas that supply over 30 different neighbourhoods.

This project is related to Project Number 1332 - SL&P - Substation Service Life Extension and does not include work within existing substations.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Voltage conversions are a means of providing additional system capacity within the same equipment footprint. As such, the timing of voltage conversions is linked to the load growth in a specific area. Densification projects, infill development and other land use changes may have significant impact on the requirement and schedule for voltage conversions.

Timing of voltage conversions is generally driven by the combination of system load growth and the age/condition of the pole, transformer, and cable assets. Conversions are typically performed in stages and may be triggered by the addition of new large customers/loads on the electric system.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
4.16/14.4 Kv conversion	1,200	1,200	1,200	1,200	1,400
Total	1,200	1,200	1,200	1,200	1,400
FINANCING DETAILS					
Electrical Distribution Replacement Res	750	750	750	750	950
Electrical Distribution Extension Res	450	450	450	450	450
Total	1,200	1,200	1,200	1,200	1,400

1310	SL&P - UTILITY - RESEARCH & DEVELOPMENT				
Project Status:	Open	Year Identified:	2010		
Project Type:	Electrical And Street Lighting	Manager:	Mehrnoosh Janbaksh		
Asset Type:		Est End Date:			

Project Description

This project will fund Saskatoon Light & Power's participation in research and development focused on asset management for electric utilities. Activity is primarily directed through the Centre for Energy Advancement Through Technological Innovation (CEATI) International in cooperation with other electric utilities.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

General Comments

Research is directed through the following technical areas: Distribution Line Asset Management (DLAM) and Substations Equipment Asset Management (SEAM). These groups identify and manage research and development projects that include smart grid, grounding and lightning, protection and coordination, and transmission line assets. The participants of the interest groups co-fund these projects.

Saskatoon Light & Power co-funds research and development with other Canadian, American, and international electric utilities. Some of these utilities are: SaskPower, Manitoba Hydro, Hydro One, Fortis, EpCor, Enmax, BC Hydro, Toronto Hydro, Hydro Quebec, Newfoundland Power, American Electric Power, Duke Energy, Consolidated Edison New York, and others.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
R & D Station & Apparatus	75	75	75	75	75
R & D Dist & Trans	90	90	90	90	90
Total	165	165	165	165	165
FINANCING DETAILS					
Electrical Distribution Extension Res	165	165	165	165	165
Total	165	165	165	165	165

1316	SL&P - TRANSMIS POLE/STRUCTURE UPGRADES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Mehrnoosh Janbaksh		
Asset Type:		Est End Date:			

Project Description

Saskatoon Light & Power operates transmission lines at 138,000 Volts. There are four basic construction types which are wood pole, steel monopole, steel lattice tower, and underground insulated cable. This project is for repair, refurbishing, and replacement of the structural components of these lines. The typical problems are corrosion, metal failure, and insulator deterioration.

General Comments

The failure of a transmission line has significant consequences, impairing the ability to supply bulk power via the transmission system. While rapid deterioration of components is not expected, remedial action is required to ensure continuous reliable operation of the bulk power supply system. A variety of techniques for assessment, maintenance, and remediation of the system components will be employed.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
138 kV Insulator Mitigation	0	0	100	0	100
138 kV Transmission Foundation	0	0	0	150	0
Total	0	0	100	150	100
FINANCING DETAILS					
Electrical Distribution Extension Res	0	0	20	0	20
Electrical Distribution Replacement Res	0	0	80	150	80
Total	0	0	100	150	100

1326	SL&P - SUBSTATION MONITORING SYS UPGRADE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Gavrilo Saric		
Asset Type:		Est End Date:			

Project Description

This project puts in place a communication network and the supporting communication equipment for the electrical distribution system.

General Comments

A fiber optic communication network is being expanded to permit high speed data transmission from the electrical substation and remote equipment to the central SCADA (System Control And Data Acquisition) system. The SCADA facilities are located at the SL&P Operations Centre. The substations and certain distribution equipment report their status along with other engineering information and have remote control capability.

The scope of this project is for the provision of the fiber optic system inclusive of headend equipment and intermediate equipment.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Communication Equipment	0	50	0	50	50
Communication Network	100	100	100	0	0
Total	100	150	100	50	50
FINANCING DETAILS					
Electrical Distribution Extension Res	100	150	100	50	50
Total	100	150	100	50	50

1329	SL&P - SUBSTATION RELAY UPGRADES				
Project Status:	Open	Year Identified:	2012		
Project Type:	Electrical And Street Lighting	Manager:	Gavrilo Saric		
Asset Type:		Est End Date:			

Project Description

This project involves upgrades to electrical substation protective relaying equipment. Many substations are using electromechanical relays for detection of system disturbances and operation of the protective equipment. These relays are subject to mechanical wear and degradation over time. Other substations are using microprocessor-based protective relays that have reached end of life.

This project will provide for the replacement of these relays and any associated upgrades to related substation equipment and communication systems. Periodic testing and in-service performance will be used to determine the priority for the upgrades. Work may be accelerated or delayed based on other project work planned for specific substations.

General Comments

The extended capabilities of microprocessor-based relays also allow for implementation of more comprehensive protection schemes resulting in better protection of personnel and equipment. These relays have metering and remote communication capabilities that can be used for additional functions. This project is part of the overall strategy for substation protection, on-line monitoring, and SCADA control.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Substation Relay Upgrades	175	550	550	550	550
Total	175	550	550	550	550
FINANCING DETAILS					
Electrical Distribution Extension Res	75	100	100	100	100
Electrical Distribution Replacement Res	100	450	450	450	450
Total	175	550	550	550	550

1332	SL&P - SUBSTATION SERVICE LIFE EXTENSION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Gavril Saric		
Asset Type:		Est End Date:			

Project Description

This project covers reliably extending the service life of existing bulk power substations and medium voltage substations. The apparatus and equipment installed in an electrical substation is expected to be in service in excess of 40 years. Major system apparatus and equipment can be expected to fail over its service life and particularly as useful/economic life is nearing its end or has been exceeded. It is unreasonable to allow such failures to compromise general system reliability. Equipment failure for similar assets is typically random, so sufficient redundancy and reliable protective equipment must be in place.

General Comments

Planned substation upgrades and replacements are covered by specific projects. Minor failures are covered through funding from operating budgets.

The typical work covered by this project would include but is not limited to the following:

- Repairs to power transformers which may include components such as online tap changers, bushings, seals and gaskets;
- Repairs to switchgear, communication, metering, protective equipment, etc.;
- Repairs to the substation infrastructure which may include the building and yards with the various system structures and components;
- Repairs to the utilities serving the substation which includes electrical, water, sewer, etc.

These repairs may be required at more than one substation in the budget year.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bulk Power S/S Mitigation	0	0	0	150	0
Total	0	0	0	150	0
FINANCING DETAILS					
Electrical Distribution Extension Res	0	0	0	50	0
Electrical Distribution Replacement Res	0	0	0	100	0
Total	0	0	0	150	0

1353	SL&P - EQUIPMENT UPGRADE & REPLACEMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Electrical And Street Lighting	Manager:	Don Mcphee		
Asset Type:		Est End Date:			

Project Description

This project provides for the planned purchase of vehicles and equipment required for electric system construction and maintenance. Saskatoon Light & Power employs the use of various vehicles, trailers and mobile equipment for overhead and underground construction and maintenance. In addition, other equipment is necessary to support operations at the SL&P Operations Centre and the SL&P Service Centre.

The equipment covered by this project would include the following:

- Costly test equipment which may be portable or located at either the Operations Centre or Service Centre;
- Line equipment including trailers, trailers with motorized equipment, or self-propelled equipment;
- Costly motorized equipment such as front end loaders, fork lifts, sweepers, etc.;
- Vehicles - expanding the SL&P fleet (Capital funding for acquisition).

General Comments

This equipment is normally durable in nature. This project covers major refurbishing needed to maximize useful life. This project also covers replacement cost for the equipment directly under the control of SL&P.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Test Equipment	0	185	185	185	185
Vehicles	75	75	350	75	350
Mobile Equipment	0	300	0	300	0
Total	75	560	535	560	535
FINANCING DETAILS					
Electrical Distribution Extension Res	75	335	485	335	485
Electrical Distribution Replacement Res	0	225	50	225	50
Total	75	560	535	560	535

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

1356	V&E ADD'L VEHICLES & EQUIPT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	Jason Kennon		
Asset Type:	V&E Vehicles	Est End Date:			

Project Description

This project provides for the purchase of additional fleet vehicles and equipment in accordance with Capital Reserves Bylaw #6774. These vehicles or pieces of equipment have been requested by various departments as additions to the previous years' permanently assigned complement which are required due to increased demand resulting from the City's growth and/or to provide improved service.

Bylaw #6774 also states that funds may be used to finance the purchase or construction of capital assets required to maintain the fleet.

General Comments

Where applicable, this project is subject to City Council's approval for the rental of the equipment in the appropriate departmental Operating Budget.

The units to be purchased in 2020 are as follows: (Parks Grounds Maintenance Equipment Acquisition Reserve)

2 X buggies \$33,000
Sportsfield Mower \$80,000
¼ tone Truck \$40,000
1 ton truck \$75,000

The units to be purchased in 2021 are as follows:

Tractor \$60,000
Top Dresser \$25,000
Aerator \$10,000
Seeder \$8,000

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Snow & Ice Equipment Acquisition	400	330	0	400	0
Parks Equipment Purchase	255	150	255	255	255
Total	655	480	255	655	255
FINANCING DETAILS					
Parks Grounds Mtce Equip Acq Res	255	150	255	255	255
Snow & Ice Mgt Equip Acquisition	400	330	0	400	0
Total	655	480	255	655	255

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

1357	V&E REPL'T VEHICLES & EQUIPT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Jason Kennon		
Asset Type:	V&E Vehicles	Est End Date:			

Project Description

This project involves the purchase of replacement fleet vehicles and equipment in accordance with Capital Reserves Bylaw #6774. Replacements are required as the units are experiencing unacceptable maintenance and repair costs, excessive downtime, and/or a loss in productivity, and have reached or passed their scheduled life spans.

General Comments

The units to be replaced will be disposed of as trades, by public auction, or by public tender. The units scheduled for replacement, within reserve funding available, are as follows:

1 Ton Trucks, 1/2 Ton Truck, 1/4 Ton Truck, 3/4 Ton Truck, Aerial Buckets, Asphalt Patchers, Dump Trucks, Dozer, Landfill Compactor, Mini Vans, Police Sedans, Police SUVs, Police Vans, SUVs, Tandem Trucks, Trailers, Vans and a Water Truck.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	6,800	7,215	8,430	8,210	8,200
Total	6,800	7,215	8,430	8,210	8,200
FINANCING DETAILS					
Vehicle Equipment Replace Reserve	6,800	7,215	8,430	8,210	8,200
Total	6,800	7,215	8,430	8,210	8,200

1364	SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING				
Project Status:	Open	Year Identified:	2015		
Project Type:	Support Systems	Manager:	Dan Willems		
Asset Type:		Est End Date:			

Project Description

Capital Projects 1364 - CP Service Saskatoon-Citizen Input/Systems/Standards/Staffing, 1829 - AF Service Saskatoon-Systems, 1942 - AF Corporate Security Plan, and 1949 - AF Service Saskatoon-Staffing Accommodation are inter-related to each other in regards accommodating the vision of the Service Saskatoon citizen service model.

Service Saskatoon is the overall strategy for the City to provide responsive and reliable services to citizens. One of the planned initiatives under the provision of personalized access is the implementation of a 311/Customer Relationship Management System. 311 is a coordinated approach to responding to citizens' phone calls and inquiries on programs and services. It is an easy-to-remember telephone number that provides citizens with simplified access to non-emergency government services. It eliminates the need for a caller to understand which department provides a service and finding a number for that service. CRM is a software application that is used to track interactions with residents on an ongoing basis and manages data and information effectively. The 311/CRM will be integrated with the digital strategy the City is currently developing.

General Comments

The 2019 continued costs include a variety of processes, technology and support in order to continue the transition of services to the Service Saskatoon 311/CRM model. The model consists of four key pillars:

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

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Project Implementation	200	200	200	200	200
Total	200	200	200	200	200
FINANCING DETAILS					
Corporate Capital Reserve	200	200	200	200	200
Total	200	200	200	200	200

1389	POLICE-NOTEBOOK REPLACEMENT (IN-CAR)				
Project Status:	Open	Year Identified:	2012		
Project Type:	Equipment Replacement	Manager:	Earl Warwick		
Asset Type:	Communication Systems	Est End Date:			

Project Description

This project addresses the replacement of in-car computer notebooks due to normal wear and aging.

General Comments

It is estimated that approximately 100 in-car computer notebooks will be required for replacement in 2020/2021 (estimates include spares required). These new notebooks are expected to have a 7-year lifespan and will need to be replaced in 2026/2027. This has been an excellent value for the Police Service considering these units are used 24 hours a day, 365 days a year, in a rugged operating environment.

The schedule will replace dated equipment with technology that will offer greater processing power to run the advanced applications of the day and provide more storage capacity to accommodate ever increasing demand. Estimates are based on a per unit cost for a rugged notebook computer of \$5,000 - \$6,000 plus mount modifications, cables, and software purchase/licensing. Position growth is having its effect on this capital budget.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Notebook Replacement	420	280	0	0	0
Total	420	280	0	0	0
FINANCING DETAILS					
Police Oper Equip & Tech Res	420	280	0	0	0
Total	420	280	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1391	LAND DEV'T-PARKRIDGE SUB		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the construction of municipal services on City-owned and privately owned land.

General Comments

Funding from the Property Realized Reserve is for required maintenance in the area.

Prior Budget Approvals

\$9,579,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Earthfill and Enhancements	78	85	0	0	0
Total	78	85	0	0	0
FINANCING DETAILS					
Prr-Land Development	78	85	0	0	0
Total	78	85	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1403	LAND DEV'T-ROSEWOOD		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the construction of municipal services on City-owned and privately owned land.

General Comments

Prior years funding from the Property Realized Reserve is for the completion of the neighbourhood concept plan, preliminary engineering design and site grading for rubble disposal as well as utilities not provided for in land development rates and for other neighbourhood enhancements.

Year	City Lots	Private Lots	Multi Family/Commercial
2018	-	201	-
2019	-	161	-
2020	-	216	8.12 ha
2021	-	349	6.64 ha

Prior Budget Approvals

\$27,808,000

Project Detail	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Expenditure / Funding ('000s)					
GROSS COST DETAILS					
2010 - C1 - Priv (East of Rosewood Gate N.)	0	119	0	0	0
Earthfill & Enhanced Features	0	142	0	0	0
2017 - E1 Private (SE of Olson Lane East, S of Rosewood Blvd East)	30	344	0	0	0
2016 - F1 - Priv(Rosewood Commercial)	8	8	0	0	0
2011 - B2 - City (Werschner, Hasting, Rosewood Blvd & Gate)	298	0	0	0	0
2012 - D1 - Private (Tweed, Phelps)	0	46	0	0	0
Total	336	659	0	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	30	363	0	0	0
General Ppd Serv-Engineering	190	70	0	0	0
General Prepaid Svces-Elec-Spc	0	84	0	0	0
Property Realized Res	116	0	0	0	0
Prr-Land Development	0	142	0	0	0
Total	336	659	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1405	LAND DEV'T-EVERGREEN		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the construction of municipal services on City-owned land.

General Comments

Prior years funding from the Property Realized Reserve is for the topographical survey of the land in this proposed neighbourhood, the preliminary engineering design, other required engineering and environmental studies, preliminary design work on the neighbourhood concept plan, walkout basement grading maintenance and other enhanced services.

Special Note

In 2010, the project included the construction of Lowe Road from Nelson Road to the Evergreen neighbourhood.

Prior Budget Approvals

\$126,975,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Earthfill & Enhanced Features	80	138	0	0	0
Total	80	138	0	0	0
FINANCING DETAILS					
Prr-Land Development	80	138	0	0	0
Total	80	138	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1407	LAND DEV'T-KENSINGTON		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project is for the construction of all municipal services on City-owned and private land for the development of the Kensington neighbourhood.

General Comments

Property Realized Reserve funding is for enhanced neighbourhood services, walkout basement grading, wet pond landscaping/irrigation and Kensington Village Centre streetscape design.

Year	City Lots	Private Lots
2017	-	88
2018	-	7.0 ha (multi)
2019	-	100 + 7.28 ha
2022	110 + 1.3 ha (multi)	-

Prior Budget Approvals

\$62,757,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
2014 - A3 - City (Antonini, Kens Blvd, Nightingale)	0	217	0	0	0
Earth Fill & Enhanced Features	326	837	0	0	0
Total	326	1,054	0	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	0	210	0	0	0
General Ppd Serv-Engineering	0	7	0	0	0
Prr-Land Development	326	837	0	0	0
Total	326	1,054	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1408	LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the construction of municipal services on private and City owned land in the Airport Industrial Business Park area including the Hampton Business Park.

General Comments

Prior years funding from Property Realized Reserve is for the functional engineering and conceptual design.

Prior Budget Approvals

\$301,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
2016 - B1 - City (South of Claypool Dr)	0	0	1,204	0	0
2017 - C1 - Priv (McClocklin-Dream)	0	50	0	0	0
Total	0	50	1,204	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	0	50	0	0	0
General Ppd Serv-Engineering	0	0	1,204	0	0
Total	0	50	1,204	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1410	LAND DEV'T-ELK POINT		
Project Status:	Open	Year Identified:	2011
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the construction of municipal services on City-owned and privately owned land for the development of the Elk Point neighbourhood.

General Comments

Prior years Property Realized Reserve funding is for the topographical survey of the land in this proposed neighbourhood, the preliminary engineering design, other required engineering and environmental studies, preliminary design work on the neighbourhood concept plan. Current Property Realize Reserve funding is for maintenance of land.

Prior Budget Approvals

\$30,796,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
2015 - B1 - Priv (N of Main Entrance)	0	0	383	0	0
2012 - A1 - City (NE of 33rd St)	115	0	0	0	0
Earthfill and Enhanced Services	60	0	0	0	0
Total	175	0	383	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	0	0	130	0	0
General Ppd Serv-Engineering	115	0	28	0	0
General Prepaid Svces-Elec-Spc	0	0	225	0	0
Prr-Land Development	60	0	0	0	0
Total	175	0	383	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1411	LAND DEV'T- ASPEN RIDGE		
Project Status:	Open	Year Identified:	2011
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project is for the development of City-owned and privately owned residential land within the Aspen Ridge neighbourhood.

General Comments

Development in 2017 is for municipal services on City-owned residential land including 10 parcels.

Funding from the Property Realized Reserve is for the cost of relocating telephone lines, a 25kv powerline and moving a 138kv power line.

Year	City Lots	Private Lots	
2016	371	-	West of McOrmond
2017	11	-	Parcels adjacent to McOrmond
2018	39	-	Lots & 11.08 ha (adjacent to & east of McOrmond)
2019	222	-	Lots & 4.60 ha (adjacent to McOrmond & Orban)
2020	125	92	Lots & 1.97 ha (north of Feheregyhazi)
2021	96		

Prior Budget Approvals

\$55,811,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Earthfill and Enhanced Services	1,869	160	0	0	0
2021 - F1 - City	0	2,183	0	0	0
2020 - C1 - City	5,265	2,870	0	0	0
2015 - D2 - City	0	3,970	0	0	0
2015 - D1 - City	412	10,568	0	0	0
2014 - B2 - City	916	0	0	0	0
Total	8,462	19,751	0	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	16	591	0	0	0
General Ppd Serv-Engineering	5,483	18,470	0	0	0
General Prepaid Svces-Elec-Spc	123	252	0	0	0
Prr-Land Development	2,840	438	0	0	0
Total	8,462	19,751	0	0	0

City of Saskatoon

Capital Project Details

Approved 2020/2021

1416	LAND DEV'T-TR SWR-HAMPTON VILLAGE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the extension of the trunk sewers and pond requirements to the proposed Hampton Village Neighbourhood. The general PPD- Services-Eng Reserve is used as an interim source of funding and will be reimbursed in future years.

Complete (Hampton Village Residential):

2004/06/07 - AB - Forcemain Phase II
2002/04 - C - Stormwater Storage Basin II
2005 - D - Stormwater Storage Basin
2004/06 - E - Lift Station II (3650 m; pipe size 350 mm)
2004/05 - H - Dundonald Pond
2004/07 - AB - Sanitary (110 m; pipe size 600 mm)
2004/05 - CD - Storm (900 m; pipe size 1050 mm)
2012 - EI - Storm (500 m; pipe size 525 mm)
2012 - E - Stormwater Basin

Required for Hampton Village Business Park:

2022 - D - Lift Station (790 m; pipe size 675 mm)
2022 - EF - Forcemain (4500 m; pipe size 300 mm)
2022 - F - Stormwater Basin
2022 - FG - Storm Trunk Outlet (1500 m; pipe size 900 mm)

Required for Elk Point:

2015 - F'G - Sanitary (790 m; pipe size 675 mm)
Beyond 2024 - F'F - Sanitary (340 m; pipe size 675 mm)

* A map indicating the location of the sections, stormwater storage basins, and lift stations is available from the Transportation and Construction Department upon request.

Special Note

A share of the costs will be covered through the flood protection program in 1678 in 2015 as detailed below:

D - Lift Station - \$275,000
EF - Forcemain - \$105,000
FG - Sanitary Trunk - \$84,000

Prior Budget Approvals

\$11,663,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
FG - Stm Trunk - Industrial (Pond to Circle)	0	0	2,347	0	0
Pond F - Hampton Industrial	0	0	3,360	0	0
Force Main EF-Hampton-58th St-Industrial	0	0	15,820	0	0
Lift Station D - Industrial	0	0	4,239	0	0
Total	0	0	25,766	0	0
FINANCING DETAILS					
Trunk Sewer Reserve	0	0	21,527	0	0
Wastewater Lift Station Res	0	0	4,239	0	0
Total	0	0	25,766	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1417	LAND DEV'T-TR SWR-BLAIRMORE		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the extension of the trunk sewers to the proposed west sector. The general PPD-Services-Eng Reserve is used as an interim source of funding and will be reimbursed in future years.

Complete:

2005 - AC - Forcemain - Lift Station A to Trunk CD (575m; pipe size 250 mm)
 2005 - CC' - Forcemain - Temp to Confed Drive (2540 m; pipe size 250 mm)
 2005 - A - Pond
 2005 - AA' - Storm Pond A to McCormack (325 m; pipe size 600 mm)
 2005 - AB - Dalmeny Rd/22nd to Dalmeny Lift (50 m; pipe size 1500 mm)
 2005/07 - A - Lift Station - Suburban Area
 2009/10 - H - Lift Station - Blairmore Neighbourhood 1
 2010/2011 - HI- Forcemain- Lift Stn to Marquis Trunk
 2011 - F - Pond 1 Blairmore Neighbourhood 1
 FG/GH/II San (EW) Yarrow (1064 m; pipe size 900/1050/675 mm)
 2011 - AB - Storm Outlet Pond 1 to Deifenbaker (pipe size 600/675 mm)
 2013 - C'D/DE/EF Sani (NS) Yarrow to S. of Pond 4 (1405 m; pipe size 900 mm)
 2013/16 - CD - Sanitary (NS) N of Pond 3 to 22nd St (1200 m; 600/675 mm)
 2011/14 - EF/FG/GH - St. Trunks (EW) Pond 1 to N of Yarrow (1168 m; pipe size 750-1500 mm)
 2013 - CD-NS-Storm Trunks - Pond 2 to Pond 3 & 4 (457 m; 1050 mm)
 2013 - AC- EW - St. Trunk - Pond 3 to Steeves Ave (580 m; pipe size 750 mm)
 2013/15 - Pond 3 & 4 Central Kensington
 2013/15 - CC' Sanitary Trunk
 2014/15 - Pond 2 - S of Yarrow
 2015 - Blairmore Pond 2 & Piping

Required for Blairmore 3/Elk Point/Future Neighborhoods:

2018/2020 - West Swale Storm Water Management Feasibility Study
 2021 - Elk Point - Pond 3 (2.2 ha)
 2023 - Elk Point - CE - Storm (450 m; pipe size 900 mm)
 2024 - Elk Point - Pond 1 & 2
 Beyond 2024 - AB - Sanitary Kensington to Blairmore (850m; pipe size 600 mm)
 Beyond 2024 - AB - Storm - Pond 2 to Trail (468 m; pipe size 1350 mm)

* A map indicating the location of the sections, stormwater storage basins, and lift stations is available from the Transportation and Construction Department upon request.

Special Note

A share of the costs are covered through the Flood Protection Program in project 1678 as detailed below:

H Lift Station - \$1,026,000

HI - Forcemain - \$2,694,000

C'C - Sanitary Trunk (NS) S of Pond 4 to 22nd - \$321,000

Prior Budget Approvals

\$57,405,000

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Elk Point - AB Storm Pond - Pnd 2 to Trail	0	0	0	0	1,309
Elk Point - Pond 1 & 2	0	0	0	0	4,500
Elk Pt - CE Storm Pipe and Pond 3	0	1,495	0	593	0
Total	0	1,495	0	593	5,809
FINANCING DETAILS					
Trunk Sewer Reserve	0	1,495	0	593	5,809
Total	0	1,495	0	593	5,809

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1418	LAND DEV'T-TR SWR-HOLMWOOD		
Project Status:	Open	Year Identified:	2012
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the extension of the trunk sewers from the intersection of the Highway 5 and McOrmond Drive south, east, and west into east suburban development area to facilitate approximately 2,717 hectares of staged development including approximately nine future neighborhoods.

Required for First Neighborhood (Brighton) Phase 1:

2013/14 - CC' - Sanitary - EW of McOrmond Dr (1386 m; pipe size 600/375 mm)
 2014 - BCD - Sanitary - Hwy 5 to end intersection (1134 m; pipe size 1200 mm)
 2014 - BC - Storm - Hwy 5 to 2nd intersection (1093 m; pipe size 1500/1200 mm)
 2014 - D - Pond 1 (total size 15 ha)

Required for First Neighborhood (Brighton) Phase 2:

2019 - DE - Sanitary - 2nd intersection to 8th (1500 m; pipe size 900 mm)
 2019 - CE - Storm - 2nd Intersection to 8th (1500 m; pipe size 2100 mm)
 2019 - JK - West of McOrmond Dr (550 m; pipe size 375 mm)

Required for First Neighborhood (Brighton) Phase 3:

2013 - CD - Storm - EW piping to Pond 1 (1730 m; pipe size 1200/1800 mm)

Required for Second Neighborhood:

2021/24 - CMDL - Sanitary (1430 m; pipe size 600 mm)
 2021/Beyond 2024 - MNOPQ - Storm (2200 m; pipe size 1050/3000 mm)
 2021/Beyond 2024 - Storm Ponds 2, 3, 4
 Beyond 2024 - NOQRPB - Sanitary (3000 m; pipe size 375/450/525/600 mm)
 Beyond 2024 - RSTUVWXY - Storm (3640 m; pipe size: 1050/1500/1800/2000/3000 mm)
 Beyond 2024 - Storm Ponds 5 & 6

Required for Third Neighborhood:

2020/Beyond 2024 - EE'I - Sanitary (2040 m; pipe size 450 mm)
 2020/Beyond 2024 - EJKL - Storm (1600 m; pipe size 600/1500 mm)
 Beyond 2024 - Storm Ponds 7, 8, 9
 Beyond 2024 - EFGHI - Sanitary (4000 m; pipe size 523/600/750/900 mm)
 Beyond 2024 - EFGHI - Storm (2960 m; pipe size 1050/2100 mm)

* A map indicating the location of the sections, stormwater storage basins, and lift stations is available from the Transportation and Construction Department upon request.

Prior Budget Approvals

\$14,843,000

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
D - Pond 1	870	0	0	0	0
CC' - San - East/West of McOrmond Drive	1,600	0	0	0	0
San - E of McOrmond - CM, DL	0	3,756	0	0	3,896
Stm - Suburban Centre - MN/NO/OP/PQ/Pond 2, 3, 4	0	5,200	0	0	1,441
Stm - 8th St - West & South of McOrmond - EJ/JK/KL/Pond 7, 8	0	1,541	0	0	0
Storm - 8th St to CPR Tracks - EF/FG/FH/HI/Pond 9	0	50	0	0	0
San - W of McOrmond (D1) - JK	460	0	0	0	0
DE - San - Brighton Common to 8th Streen	1,650	0	0	0	0
Total	4,580	10,547	0	0	5,337
FINANCING DETAILS					
Trunk Sewer Reserve	4,580	10,547	0	0	5,337
Total	4,580	10,547	0	0	5,337

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1419	LAND DEV'T-BRIGHTON		
Project Status:	Open	Year Identified:	2014
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project is for the City's portion of residential municipal services on privately developed land within the Brighton Neighbourhood. Also included is the municipal servicing of the second phase of Brighton.

General Comments

Prior years funding from the Property Realized Reserve - Fund 50 is for the cost of fill removal from the pond site and clearing of the site.

Year	City Lots	Private Lots
2017	-	243 & 14.93 ha
2018	-	580 & 3.20 ha
2019	-	205 & 4.17 ha
2020	-	146 lots
2021	-	191 & 4.16 ha

Prior Budget Approvals

\$12,943,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Earthfill and Enhancements	1,900	0	0	0	0
2014 - A1 - Private	24	0	0	0	0
2020 - D3 - Private	643	0	0	0	0
2016 - C1 - Private (E of CPR)	0	491	0	0	0
2016 - D1 - City	1,700	13,960	0	0	0
Total	4,267	14,451	0	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	0	722	0	0	0
General Ppd Serv-Engineering	667	10,945	0	0	0
General Prepaid Svces-Elec-Spc	0	511	0	0	0
Prr-Land Development	3,600	2,273	0	0	0
Total	4,267	14,451	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1421	LAND DEV'T -UNIVERSITY HEIGHTS #3		
Project Status:	Open	Year Identified:	2014
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project will undertake the contracting of the concept plan for the UH3 area including background studies and market analysis.

General Comments

Funding from the Property Realized Reserve- Fund 50 includes the functional engineering and conceptual design of the UH3 neighbourhood.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Functional Engineering & Conceptual Design	121	0	0	0	0
Total	121	0	0	0	0
FINANCING DETAILS					
Prr-Land Development	121	0	0	0	0
Total	121	0	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1435	LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL		
Project Status:	Open	Year Identified:	2009
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt
Asset Type:		Est End Date:	

Project Description

This project involves the extension of primary water mains (WM) to the North Industrial Area and Agriplace. It will allow additional industrial development and will increase system reliability.

General Comments

The current design is for 600 mm WM. Preliminary findings of a study currently being completed indicate that upsizing the Primary WM to 900 mm could enable the City to significantly defer the construction if the future North industrial reservoir. If it is resolved to upsize this primary WM, a new budget and funding strategy will be developed for this project.

Completed (including repurchase of 750mm Sask WM):

2011 - AB (3400m; pipe size 600 mm)

2009 - BC (855 m; pipe size 600 mm)

2012 - C'D (1000 m; pipe size 600 mm)

Required Phase 2 Marquis Industrial:

2020 - DE (887 m; pipe size 600 mm)

Required for completion of Marquis Industrial:

2020 - EF (830 m; pipe size 600 mm)

Required along Arthur Rose Ave, North of 71st:

2014/16/17 - HI (800 m; 750 mm)

Required for Area North of Marquis 11:

Beyond 2024 - IJ (1117 m, pipe size 750 mm)

Required for North of Highway 11:

Beyond 2024 - JK' (3950 m; pipe size 1050 mm)

Required for North Industrial:

Beyond 2024 - LR Fillmain (8080 m; pipe size 1050 mm)

Required for West of Idylwyld:

2021/2022 - FGL (2690 m; pipe size 600 mm)

2023/Beyond 2024 - K'LMN (8060 m; pipe size 600/1050 mm)

Related Project: Project 713 (Water Reservoir Pumping Capacity) provided for a pump house and installation of additional pumps at 42nd St. Reservoir to help handle the requirements for this watermain network.

Prior Budget Approvals

\$7,884,000

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
DE - Marquis to 71st	1,400	0	0	0	0
EF - 71st St - West of Millar to Idylwyld	1,503	0	0	0	0
West of Idylwyld - MN/LM/LK'	0	0	0	2,435	0
FG/GL - Hwy 11 - 71st to Hwy 12	0	2,435	2,435	0	0
Total	2,903	2,435	2,435	2,435	0
FINANCING DETAILS					
Primary Watermain Res	2,903	2,435	2,435	2,435	0
Total	2,903	2,435	2,435	2,435	0

1436	LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the extension of primary water mains to the proposed Hampton Village Neighbourhood and the future West Sector Suburban Development area. Upgrades to the fill-mains due to future growth will be required in 2019 and 2020. The unfunded portion of these years will be cost shared between Saskatoon Water and future development levies, which will be identified in a future Administrative report.

General Comments

This project is subject to the approval of the overall neighbourhood concept plan.

Completed (for Hampton Village):

2005 - AB (600 m; pipe size 600 mm)
2012 - BC (1800 m; pipe size 600 mm)
2013 - CD' (1600 m; pipe size 600 mm)

Required for Kensington:

2014 - D'E (1600 m; 600 mm)

Required for Blairmore:

2018/2019 - EF (2400 m; pipe size 600 mm)
Beyond 2024 - FG (1620 m; pipe size 600 mm)
Beyond 2024 - FH (1650 m; pipe size 600 mm)
Beyond 2024 - GJ (1606 m; pipe size 600 mm)

Require for System Upgrade/Future Growth:

2021/2022/Beyond 2023 - KLF (7400 m; 1200 mm)

Additional segments will be added to this project for future Blairmore Sector neighbourhoods.

Prior Budget Approvals

\$6,905,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
EF - Neault Rd - 33rd to 22nd	700	0	0	0	0
KLI - Fillmain Treatment Plant - 22nd/Circle	0	0	0	14,852	37,080
Total	700	0	0	14,852	37,080
FINANCING DETAILS					
Primary Watermain Res	700	0	0	0	0
Waterworks Capital Projects Reserve	0	0	0	7,957	8,195
Unfunded Major Projects	0	0	0	6,895	28,885
Total	700	0	0	14,852	37,080

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1437	LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR				
Project Status:	Open	Year Identified:	2012		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project is for the construction of primary watermain within East Sector. These primaries will facilitate approximately 1,200 hectares of staged development in the East Sector in the near future. In the long term these primaries will also facilitate approximately 1,800 hectares of development in the East Sector.

General Comments

Primary watermain required for any given neighbourhood may also be required for subsequent neighbourhoods.

Completed (required for Brighton):

2013 - BCD (1141 m; pipe size 1050 mm)

Required for 2nd Neighbourhood:

2019 - DE (1500 m; pipe size 1050 mm)

Required for 3rd Neighbourhood:

2024 - EH (2390 m; pipe size 600 mm)

Beyond 2024 - EF (1040 m; pipe size 1050 mm)

Beyond 2024 - FG (1000 m; pipe size 1050 mm)

Beyond 2024 - HIJKLMG (15,620 m; pipe size 600/1050 mm)

Prior Budget Approvals

\$3,435,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
8th Street - East of McOrmond - EH	0	0	0	0	1,496
Total	0	0	0	0	1,496
FINANCING DETAILS					
Primary Watermain Res	0	0	0	0	1,496
Total	0	0	0	0	1,496

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1458	LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project is for the construction of an arterial roadway between Neault Road and Airport Drive.

General Comments

The construction in 2005 was for the initial two lanes of an ultimate four lane roadway extending along the North perimeter of the neighbourhood between McClocklin Road and Airport Drive. The remaining roadway constructed in the future will be a four lane roadway from Neault Road to McClocklin Road and will be subject to the development of the Blairmore area and the adjacent Industrial Lands.

Note: The 2024 budget may be cash flowed by private development (57%) and the Property Realized Reserve (43%). The funding distribution represents the contribution of the Arterial Roadway Reserve.

Prior Budget Approvals

\$11,254,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Hughes Drive to Neault Road	0	0	0	0	6,665
Hampton Gate North to Hughes Drive	0	0	0	0	6,665
Total	0	0	0	0	13,330
FINANCING DETAILS					
Arterial Road Reserve	0	0	0	0	13,330
Total	0	0	0	0	13,330

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1460	LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)				
Project Status:	Open	Year Identified:	2012		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of the Neault Roadway from 22nd Street to Section 2, Township 37. This roadway will provide access to 22nd Street and the neighbourhoods North of 22nd Street in the Blairmore Sector.

General Comments

Construction of the portion from 33rd Street to Claypool Drive will depend on the build-out of Kensington.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
33rd Street - Claypool Drive	0	3,929	0	0	3,125
Kensington Gate W - 33rd Street	6,652	0	0	4,104	0
22nd Street - Kensington Gate W	0	5,308	0	4,837	0
Total	6,652	9,237	0	8,941	3,125
FINANCING DETAILS					
Arterial Road Reserve	6,652	9,237	0	8,941	3,125
Total	6,652	9,237	0	8,941	3,125

1464	LAND DEV'T-ART RD-FEDORUK DRIVE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project is for the design and construction of Fedoruk Drive from Central Avenue to McOrmond Drive.

General Comments

Fedoruk Drive is a main East/West arterial roadway within the University Heights area.

The project included grading to accommodate the relocation of a 138kV power line.

Prior Budget Approvals

\$7,257,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Central to Konihowski	3,270	0	0	0	0
Konihowski/Lowe Rd	1,309	0	0	0	0
Total	4,579	0	0	0	0
FINANCING DETAILS					
Arterial Road Reserve	4,579	0	0	0	0
Total	4,579	0	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1466	LAND DEV'T-ART RD-WANUSKEWIN RD				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project includes the design and construction of Wanuskewin Road from 51st Street to North of SE 1/4 Sec. 27 as well as traffic noise attenuation measures from 51st Street to Adilman Drive and on Lenore Drive from Wanuskewin Road to Russell Road.

General Comments

Construction of the 51st Street roadway and noise attenuation began in 2009.

Prior Budget Approvals

\$3,724,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
71st Street to North of SE 1/4 Sec. 27	0	0	3,005	0	0
Total	0	0	3,005	0	0
FINANCING DETAILS					
Arterial Road Reserve	0	0	3,005	0	0
Total	0	0	3,005	0	0

1468	LAND DEV'T-ART RD-8TH STREET EAST				
Project Status:	Open	Year Identified:	2014		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project is for staged construction of the 8th Street East arterial roadway between McOrmond Drive and the planned Canadian Pacific Railway overpass to serve the Brighton neighbourhood.

General Comments

Construction of the initial phase of the arterial roadway serving the Brighton neighbourhood is expected to begin in 2023 after the storm sewers are installed.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
CPR Overpass to RR #3045	643	0	0	4,659	0
RR #3045 to McOrmond Drive	0	0	0	3,251	0
Total	643	0	0	7,910	0
FINANCING DETAILS					
Arterial Road Reserve	643	0	0	6,110	0
Private Contributions	0	0	0	1,800	0
Total	643	0	0	7,910	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1474	LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS				
Project Status:	Open	Year Identified:	2014		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the costs for Future Direct Servicing Projects.

General Comments

The costs identified in the plan for 2022 to 2024 are estimated and will be adjusted to actual projects in future budgets.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Future Direct Servicing	0	0	46,045	37,675	22,940
Total	0	0	46,045	37,675	22,940
FINANCING DETAILS					
General Ppd Serv-Engineering	0	0	46,045	37,675	22,940
Total	0	0	46,045	37,675	22,940

1475	AUTO'D GARBAGE CONTAINER REPL				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Mark Shaw		
Asset Type:	Garbage Collection Containers	Est End Date:			

Project Description

This project involves the provision of new or replacement roll-out garbage carts used for automated waste collection.

General Comments

Each year approximately 5,000 garbage containers require replacement and approximately 1,500 additional containers are required to service new households.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	449	449	458	458	458
Total	449	449	458	458	458
FINANCING DETAILS					
Auto Garbage Container Repl Res	449	449	458	458	458
Total	449	449	458	458	458

1493	EAST RIVERBANK STABILIZATION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Lowell Reinhart		
Asset Type:		Est End Date:			

Project Description

The project provides for slope monitoring and instrumentation of the City's east riverbank sites and the rehabilitation of slope failures. Sites include sections of riverbank land or City-owned land and do not include private property.

General Comments

Riverbank monitoring and inspections are conducted annually to support the asset management plan for the City's east riverbank, along the Meewasin conservation area, up to and including some City streets. Remediation projects for preservation and stabilization are implemented as required.

Further modeling and analysis will be conducted in 2020 to determine the feasibility of additional sub-drainage between East Lake Avenue and 17th Street. An annual capital budget for east riverbank stabilization will ensure that funding is available for unexpected emergency remediation to protect City-owned strategic infrastructure.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors, due to existing staff capacity and expertise to perform the work, and requirement of specialized service. External service providers are intended to be used for riverbank site assessments and monitoring.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Subdrain Monitoring & Instrumentation System	104	106	108	110	112
Subdrain Preservation & Slope Stabilization	999	1,019	1,040	1,060	1,082
Total	1,103	1,125	1,148	1,170	1,194
FINANCING DETAILS					
Infra Res - Storm Water	1,103	1,125	1,148	1,170	1,194
Total	1,103	1,125	1,148	1,170	1,194

1504	NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS				
Project Status:	Open	Year Identified:	2015		
Project Type:	Growth And Capital Expansion	Manager:	Nathalie Baudais		
Asset Type:		Est End Date:			

Project Description

This project permanently constructs the traffic calming devices installed temporarily through the neighbourhood traffic review process.

General Comments

Traffic calming devices such as curb extensions, median islands, pinch-points, etc. will be funded from this project.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with Council budget meeting.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, and requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Accelerated Implementation	320	320	375	500	500
Construction & Design	50	200	0	0	0
Total	370	520	375	500	500
FINANCING DETAILS					
Traffic Safety Reserve	50	200	0	0	0
Transp Infrs Expansion	320	320	375	500	500
Total	370	520	375	500	500

1509	DECORATIVE LIGHTING REPLACEMENT				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Infrastructure Replacement	Manager:	Gord Stushnoff		
Asset Type:		Est End Date:			

Project Description

As reported and resolved by SPC on EUCS on June 10, 2019, this option provides an allocation of \$200,000 towards the replacement of existing decorations that are either in poor or very poor condition. Existing funding would currently take 6 years to replace the existing decorations. In order to accelerate this replacement schedule, an additional \$200,000 is required. This option provides \$200,000 in 2020 in order to replace the existing decorations, however, this amount could be spread over multiple years if desired.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Seasonal Decoration Improvements	200	0	0	0	0
Total	200	0	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	200	0	0	0	0
Total	200	0	0	0	0

1512	NEIGHBOURHOOD TRAFFIC MANAGEMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	Nathalie Baudais		
Asset Type:		Est End Date:			

Project Description

This project addresses shortcutting, speeding and road user safety issues within neighbourhoods and on local and collector streets. The project includes comprehensive neighbourhood-wise traffic reviews. Further details, including information on the Neighbourhood Traffic Reviews, are provided in the Neighbourhood Traffic Management Guidelines and Tools, City of Saskatoon, May 2016.

General Comments

This project supports the City of Saskatoon long-term 'Moving Around' strategy as neighbourhood traffic management provides safety for motorists, cyclists and pedestrians.

This program will include:

- 1) Eight Neighbourhood Traffic Reviews per year
- 2) Conducting traffic studies and holding neighbourhood meetings (early spring and late fall) to determine and develop the traffic management plan
- 3) Maintenance of the existing temporary traffic calming locations
- 4) Temporary implementation of the completed neighbourhood traffic calming plans

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with the Council budget meeting.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, and requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	350	100	100	100	100
Total	350	100	100	100	100
FINANCING DETAILS					
Traffic Safety Reserve	350	100	100	100	100
Total	350	100	100	100	100

1522	TRAFFIC NOISE ATTENUATION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	Mariniel Flores		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of traffic noise attenuation devices to reduce the negative impacts of vehicle related noise on abutting residential properties.

General Comments

The traffic noise attenuation project is designed to address those residential areas that are adjacent to high volume roadways. Funding shown in 2020 and future years will provide for the ongoing monitoring of traffic noise levels throughout the City.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Ongoing Noise Monitoring	0	0	50	0	0
Total	0	0	50	0	0
FINANCING DETAILS					
Traffic Noise Attenuation Cap Reserve	0	0	50	0	0
Total	0	0	50	0	0

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

1523	TRUNKING RADIO REPLACEMENT				
Project Status:	Open	Year Identified:	2011		
Project Type:	Support Systems	Manager:	Don Friesen		
Asset Type:	Communication Systems	Est End Date:			

Project Description

This project involves the replacement of all analog radio's to digital. This involves the replacement of City owned portable and mobile radios from analog to digital and replacement of radios due to end of life cycle.

General Comments

This project provides funding for the replacement of Corporate radio's.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
EQUIPMENT PURCHASE	360	360	360	360	400
Total	360	360	360	360	400
FINANCING DETAILS					
Civic Radio Repl & Expn Reserve	360	360	360	360	400
Total	360	360	360	360	400

1526	CIRCLE DR BRIDGE REPAIR		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Todd Grabowski
Asset Type:		Est End Date:	

Project Description

This project involves rehabilitation of the Circle Drive North Bridge, both eastbound and westbound.

General Comments

The Circle Drive North Bridge consists of two separate bridge decks (eastbound and westbound) founded on a shared pier system. The eastbound and westbound bridge structures are curved, five span, three lane steel girder bridges. The estimated replacement cost for each structure is approximately \$45.1 million.

Proactive rehabilitation work planned for 2023 includes removal and replacement of the asphalt wearing surface and membranes, spot repairs to the concrete decks, replacement of the expansion joints and spot repairs to concrete surfaces. The design and engineering services for the rehabilitation work is planned in 2022.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	0	0	536	4,824	0
Total	0	0	536	4,824	0
FINANCING DETAILS					
Bridge Major Repair Reserve	0	0	536	4,824	0
Total	0	0	536	4,824	0

1551	BROADWAY BRIDGE REPAIRS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Todd Grabowski
Asset Type:		Est End Date:	

Project Description

This project includes the rehabilitation of the Broadway Bridge.

General Comments

The Broadway Bridge is a 12 span, four lane concrete arch and girder bridge, originally constructed in 1932. The estimated replacement cost for this structure is approximately \$69.3 million.

Study work planned for 2024 includes engineering services for inspection, testing, and analysis of the bridge arches and piers, complete with an updated long term rehabilitation plan.

Rehabilitation work planned for 2024 & 2025 includes engineering services, spot repairs to the substructure and arches, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of a portion of the concrete deck, replacement of the expansion joints, spot repairs to concrete surfaces, application of silane sealer to walkways and repairs to the pedestrian railing.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Deck Rehab	0	0	0	0	1,030
Total	0	0	0	0	1,030
FINANCING DETAILS					
Bridge Major Repair Reserve	0	0	0	0	1,030
Total	0	0	0	0	1,030

1556	SYSTEM UPGRADES/REPLACEMENTS				
Project Status:	Open	Year Identified:	2012		
Project Type:	Support Systems	Manager:	Jason Turnbull		
Asset Type:		Est End Date:			

Project Description

This project is to fund the investigation, procurement and implementation of system replacements or upgrades required in the Transportation and Construction Department.

General Comments

There are many internal systems used by Transportation and Construction which are integral to its operations. These systems eventually need upgrading, or need to be able to realize efficiencies by taking advantage of available advanced technology.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Design and Implementation	50	50	50	50	50
Total	50	50	50	50	50
FINANCING DETAILS					
Tu - Capital Reserve	50	50	50	50	50
Total	50	50	50	50	50

Corporate Asset Management

City of Saskatoon

Capital Project Details

Approved 2020/2021

1557	OFFICE MOD'NS/FURNITURE REPL/UPGRADES				
Project Status:	Open	Year Identified:	2011		
Project Type:	Equipment Replacement	Manager:	Tracey Loewen		
Asset Type:	Building Contents	Est End Date:			

Project Description

This project is to provide funding to address identified office modifications and required replacements and/or upgrades to systems furniture for open office areas in the Transportation and Utilities Department.

General Comments

Existing systems furniture is dated and no longer manufactured - any required upgrades or modifications are not compatible with the existing furniture. Funding identified for Access Transit is required for office upgrades to the booking and scheduling area at Access Transit.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Office Furniture System Replacement	50	50	50	50	50
Total	50	50	50	50	50
FINANCING DETAILS					
Tu - Capital Reserve	50	50	50	50	50
Total	50	50	50	50	50

1562	COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS				
Project Status:	Open	Year Identified:	2015		
Project Type:	Infrastructure Replacement	Manager:	Todd Grabowski		
Asset Type:		Est End Date:			

Project Description

This project involves preservation activities for the College Drive eastbound over CPR overpass.

General Comments

The College Drive eastbound over CPR overpass was bestowed by the City of Saskatoon in late 2011 by the Saskatchewan Ministry of Highways. The structure is a two lane, three span, steel girder bridge, originally constructed in 1993.

The rehabilitation of the structure is planned for 2023 and 2024 and includes engineering services, removal of asphalt wearing surface and membrane, removal and replacement of top portion of the concreted deck, spot repairs to the concrete surface and installation of the new membrane and wearing surface.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to the requirement of specialized construction services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
College Drive Eastbound Over CPR Overpass	0	0	0	103	924
Total	0	0	0	103	924
FINANCING DETAILS					
Bridge Major Repair Reserve	0	0	0	103	924
Total	0	0	0	103	924

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1568	PARK DEV'T-ROSEWOOD		
Project Status:	Open	Year Identified:	2010
Project Type:	Prepaid Land Development	Manager:	Darren Crilly
Asset Type:		Est End Date:	

Project Description

This project involves the development of parks in the Rosewood neighbourhood.

General Comments

Funding identified in 2021 is for the construction of a 0.79 acre village square.

The planned procurement method for the construction is to be accomplished utilizing external contractors due to lack of internal capacity.

Operating Impact

\$11,100 Park Maintenance in 2023 (0.79 acre village square)

Prior Budget Approval

\$86,000 for the design of the 4.10 acre linear park

\$47,000 for the design of the 1.48 acre pocket park

\$28,000 for the design of the 0.79 acre village square

Project Detail	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Expenditure / Funding ('000s)					
GROSS COST DETAILS					
Pocket Parks	0	0	431	0	0
Core Parks	0	0	0	1,006	0
Village Square	0	270	0	0	0
Linear Parks	0	0	1,539	0	0
Total	0	270	1,970	1,006	0
FINANCING DETAILS					
Parks And Recreation Levy (Nbhd)	0	270	1,970	1,006	0
Total	0	270	1,970	1,006	0

Incremental Operating Impacts ('000s)	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Net Dollar Impacts	-	-	-	11.1	-

1570	PARK DEV'T-KENSINGTON		
Project Status:	Open	Year Identified:	2012
Project Type:	Prepaid Land Development	Manager:	Darren Crilly
Asset Type:		Est End Date:	

Project Description

This project involves the development of parks in the Kensington neighbourhood.

General Comments

Funding identified in 2020 is for the construction of the water feature, the construction of a 16.5 acre core park and construction of a 1.01 acre linear park. The neighbourhood park is named the Lions Century Park and the Saskatoon Lions Club will be contributing approximately \$100,000 to allow for enhanced accessibility.

The planned procurement method for the construction is to be accomplished utilizing external contractors due to lack of internal capacity.

Operating Impact

\$101,600 for Park Maintenance in 2022 (16.5 acre core park)

\$80,500 for CBCM, Maintenance and Utilities related to the operation of the water feature beginning in 2022

\$7,900 for Park Maintenance in 2022 (1.02 acre linear park)

\$14,600 (0.3 FTE) for Playground programming beginning in approximately 2023

Prior Budget Approval

\$83,000 for the design of the water feature.

\$310,000 for design of the 16.5 acre neighbourhood park

\$23,000 for the design of the 1.01 acre linear park.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Core Parks	2,881	0	0	0	0
Water Feature	742	0	0	0	0
Linear Parks	235	0	14	125	0
Total	3,858	0	14	125	0
FINANCING DETAILS					
Parks And Recreation Levy (Nbhd)	3,858	0	14	125	0
Total	3,858	0	14	125	0

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	190.0	14.6	-

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1574	PARK DEV'T-ASPEN RIDGE		
Project Status:	Open	Year Identified:	2015
Project Type:	Prepaid Land Development	Manager:	Darren Crilly
Asset Type:		Est End Date:	

Project Description

This project involves the development of parks in the Aspen Ridge neighbourhood.

General Comments

Funding identified in 2020 will be used for the construction of a 4.12 acre linear park and the design of a 0.61 acre linear park.

Funding identified in 2021 will be used for the design of a 17.0 acre core park, the design of a water feature, and the construction of two linear parks totaling 0.75 acres.

The planned procurement method for the construction is to be accomplished utilizing external contractors due to lack of internal capacity.

Operating Impact

\$32,100 for Park Maintenance in 2022 (4.12 acre linear park)

\$5,900 for Park Maintenance in 2023 (0.75 acre pocket park)

\$105,400 for Park Maintenance in 2024 (17.0 acre core park)

\$81,450 for CBCM, maintenance and utilities related to the operation of the water feature in 2024

\$14,600 (.3 FTE) for playground programming beginning in approximately 2025

Prior Budget Approval

\$87,000 for design of the 4.12 acre linear park

\$7,000 for the design of the 0.14 acre linear park

\$42,000 for the design of the 1.23 acre pocket park

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Pocket Park	0	0	56	880	0
Core Parks	0	252	3,036	0	0
Water Feature	0	85	765	0	0
Village Square	0	0	35	311	0
Linear Parks	797	225	54	480	0
Total	797	562	3,946	1,671	0
FINANCING DETAILS					
Parks And Recreation Levy (Nbhd)	797	562	3,946	1,671	0
Total	797	562	3,946	1,671	0

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	32.1	5.9	186.8

1576	PARK DEV'T-BRIGHTON		
Project Status:	Open	Year Identified:	2015
Project Type:	Prepaid Land Development	Manager:	Darren Crilly
Asset Type:		Est End Date:	

Project Description

This project involves the development of parks in the Brighton neighbourhood.

The planned procurement method for the construction is to be accomplished utilizing external contractors due to lack of internal capacity.

General Comments

Funding identified in 2020 will be used for the construction of a 24.78 acre core park and water feature.

Special Note

Typically development and servicing of the neighbourhood park is undertaken when the residential component of the neighbourhood has reached the 20% build out level. On March 26, 2018 City Council approved the Developer's request to advance the development of the neighbourhood park, pending the execution of an agreement outlining the terms of early development. This agreement has been signed, effective January 1, 2019.

Operating Impact

\$153,600 for Park Maintenance in 2022 (24.78 acre core park)

\$105,400 for CBCM, Maintenance and Utilities related to the operation of the water feature beginning in 2022

\$14,600 for Playground programming beginning in approximately 2023.

Prior Budget Approval

\$603,000 for the design of the 24.78 acre core park and water feature

\$68,000 for the design of two linear parks totaling 2.82 acres

\$153,000 for the design of a 9.71 acre district park

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Pocket Parks	0	0	153	1,380	0
Core Parks	4,313	0	0	0	0
District Park	0	0	243	3,554	0
Water Feature	1,115	0	0	0	0
Linear Parks	0	0	667	566	0
Total	5,428	0	1,063	5,500	0
FINANCING DETAILS					
Parks And Recreation Levy (District)	0	0	243	3,554	0
Parks And Recreation Levy (Nbhd)	5,428	0	820	1,946	0
Total	5,428	0	1,063	5,500	0

Incremental Operating Impacts ('000s)	Budget	Budget	Plan	Plan	Plan
	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	259.0	14.6	-

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

1578	SILVERWOOD INDUSTRIAL AREA PARKS				
Project Status:	Open	Year Identified:	2015		
Project Type:	Growth And Capital Expansion	Manager:	Darren Crilly		
Asset Type:		Est End Date:			

Project Description

This project involves the development of two parcels of land located in the Silverwood Industrial area of Saskatoon.

General Comments

The Silverwood Industrial Area Park plan is to develop two parcels of land located on the north and south side of Wanuskewin Road in the Silverwood Industrial area.

The allotment gardens is set for construction in 2020 on the north parcel of land. Redesign and relocation of the proposed gardens was required to support the development and use of the softball fields beginning in 2021. Park infrastructure will be shared and as such, there are efficiencies associated with future design and construction costs.

The plan is to develop two softball diamonds (north parcel adjacent to the allotment gardens) in 2021, and develop two multipurpose fields (south parcel adjacent to Fire Hall #7) in 2024. The Silverwood South District Park was identified in the Recreation and Parks Facilities Game Plan as an unfunded project. In order to proceed, a funding plan including potential partnership funding, will need to be identified and approved.

The planned procurement method for this project will be accomplished utilizing external contractors, due to capacity of existing staff to perform the work.

Special Note

These projects were approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Facilities Game Plan Proposed Funding Plan, subject to a funding plan being identified and approved.

Operating Impact

2023 - \$23,600 - Basic Neighbourhood Service (relating to 2021 Budget)

2026 - \$29,200 - Basic Neighbourhood Service (relating to 2024 Budget)

Prior Budget Approval

\$718,000 Allotment Gardens

\$22,000 Park Design

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Silverwood South District Park	0	0	0	0	3,540
Silverwood North District Park	0	0	1,880	0	0
Total	0	0	1,880	0	3,540
FINANCING DETAILS					
Park Enhance Res	0	0	365	0	0
Unfunded Major Projects	0	0	1,515	0	3,540
Total	0	0	1,880	0	3,540

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	-	23.6	-

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

1584	CIVIC OPERATIONS CENTRE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Nicole Slade		
Asset Type:	Buildings	Est End Date:			

Project Description

This project consists of the relocation of Transit, Public Works and City Yards to a new combined location.

This project has two phases of construction:

Phase One included the relocation of Transit from Caswell Hill, allowing for the decommissioning and the redevelopment of the vacated portion of Caswell Hill which has been identified as a Council priority. This Phase also provided the first permanent Snow Storage Facility. This facility manages snow melt water and meet environmental regulations. Phase One construction is complete.

Phase Two of this project consists of the planning, design and construction of a new facility for the Water & Waste Stream Division and Roadways & Operations Division (also known as Public Works or City Yards). This phase is also in consideration of projects P2259 - Satellite Yards and P2647 - City Yards Operations Rehabilitation.

General Comments

The John Deere Plow Co. Ltd. built the John Deere building in 1910 and occupied it until 1961, when it was sold to the City of Saskatoon. The four-story, 16,000-square-foot building currently houses about 470 employees, many of whom are field staff that report in at the beginning and end of shifts. The John Deere building has had minimal maintenance performed since the middle of the last century to keep it habitable; major maintenance or life-cycle upgrades have not been completed and are long overdue.

The primary goals for building a new facility are to support Public Works operations with appropriate, long term, purpose specific facilities and to enlarge the overall space in line with accepted 'best practice' in Canada. Other goals related to the new facility include locating the facility in a strategic location with ready access to a high volume transportation network, streamlining operations and avoiding the need to lease storage space.

In 2017, \$500,000 was approved to: fine tune project space and requirements; evaluate the need/opportunities for satellite yards; evaluate operating budget impact; and develop phasing strategies. All of these will ultimately result in a greater certainty of costs.

Specialized work functions require purpose built facilities that accommodate round-the-clock (24x7) operations. The following are a few examples:

- Designated self-contained area for the Sewer group
- Heated indoor storage to stockpile material for emergency repairs in the winter months
- Heated indoor storage for the fleet
- Adequate office space for daily safety/tailgate meetings which are required by Occupational Health and Safety
- Amenities as available to other City Divisions (such as showers, appropriate washrooms and lunch rooms)

Prior Budget Approvals

\$131,926,000 Prior budget approvals funded an environmental assessment, a feasibility study, relocation studies, a P3 business case and a communication plan as well as Phase One construction of the Transit and Snow Storage Facility.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
City Yards	0	0	100,000	0	0
Total	0	0	100,000	0	0
FINANCING DETAILS					
Unfunded Major Projects	0	0	100,000	0	0
Total	0	0	100,000	0	0

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

1595	NEIGHBOURHOOD PARKS ENHANCEMENTS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Maintenance	Manager:	Lisa Thibodeau		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of park enhancements in existing neighbourhood parks where the community has identified a need for new park amenities. These parks are not part of the ten-year plan for upgrading under the Park Upgrades, Enhancements & Repairs (P901). The enhancements typically add components to existing park amenities and reflect the greatest need in the neighbourhood (e.g. park benches, trees and shrubs, picnic areas, lighting, playground equipment additions).

General Comments

The City receives requests from Community Associations for park enhancements, some of which are significant and fall under the capital budget parameters. These projects are funded through a combination of Community Association contributions and the Park Enhancement Reserve.

Each year, project requests are brought forward by the Community Associations and undergo an approved adjudication process. All project applications and cost estimates are then returned to the Community Associations with a request for a formal commitment to the project, including their financial contribution to the project. The finalized list of approved projects is completed once the operating budget amount for the Park Enhancement Reserve has been approved.

Mother Teresa School - Silverspring Park Playground Expansion

The Silverspring Community Association will be partnering with the Mother Teresa School Playground Committee to install additional playground equipment in Silverspring Park to complement the existing amenities.

Special Note

This project is contingent on receiving contributions from the Silverspring Community Association/Mother Teresa Playground Committee

Operating Impact

2022 - \$1,000 Maintenance of playground equipment expansion at Mother Teresa Playground (Silverspring)

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Mother Teresa School-Silverspring Park Playground Expansion	50	0	0	0	0
Total	50	0	0	0	0
FINANCING DETAILS					
Private Contributions	50	0	0	0	0
Total	50	0	0	0	0

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	1.0	-	-

1615	WATER DISTRIBUTION		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Steve Wood
Asset Type:		Est End Date:	

Project Description

This project is an annual program to undertake major rehabilitation and replacement of water mains and appurtenances in the water distribution system.

General Comments

The network management component of this project involves the evaluation and planning to manage overall condition and capacity of the water distribution system.

The preservation program involves the project level design, construction administration and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. Future years' preservation budgets reflect the cost to replace mains and service connections that are anticipated to reach the economic life in the respective year.

The capacity program is directed at ensuring adequate pressure and volumes. Capacity improvements are typically driven by the need to meet minimum fire flow standards for fire suppression and to ensure adequate water pressure during flushing and water quality programming.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The lead connection program involves the construction administration and construction/contract activities for the replacement of lead connection on an emergency basis.

The long term lead program involves the replacement of lead services in conjunction with roadway work and water main replacement projects. Based on planned funding all remaining lead service lines will be replaced by 2027.

The flow monitoring program involves the purchase and operations of the flow monitoring equipment.

Modelling and monitoring support involves services provided for the development of preservation and capacity programs.

The anode retrofit program is designed to reduce corrosion in steel and cast iron water mains with the intent to extend the service life and time-frame to replacement of existing water mains.

The planned procurement method for capital operations, general support and network management components is to be accomplished utilizing internal staff, due to frequency for the need of the required expertise, availability of technology in-house and long-term requirements, and expertise of existing staff to perform the work. The planned procurement method for capacity programs, lead connections and preservation program components is to be accomplished utilizing external contractors, due to existing staff capacity to perform the work and expected timeline of delivery.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Network Management	166	170	174	178	183
General Support	39	40	41	42	43
Modelling and Monitoring Support	50	50	50	50	50
Longterm Lead	4,090	3,049	3,699	3,791	3,886
Flow Monitoring	22	23	23	24	24
Capital Operations	182	187	191	196	201
Capacity Programs	5,961	7,635	6,262	6,419	6,579
Preservation Program	6,638	7,070	7,529	8,019	8,540
Lead Connections	828	849	870	892	914
Anode Retrofit	0	1,600	1,640	1,681	1,723
Total	17,976	20,673	20,479	21,292	22,143
FINANCING DETAILS					
Infra Res-Wtr & San Swr	17,976	20,673	20,479	21,292	22,143
Total	17,976	20,673	20,479	21,292	22,143

1616	WASTE WATER COLLECTION		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Steve Wood
Asset Type:		Est End Date:	

Project Description

This project is an annual program to undertake major rehabilitation and replacement of waste water sewer mains and appurtenances in the waste water collection system.

General Comments

The network management component of this project involves the evaluation and planning to manage the overall condition and capacity of the waste water collection system.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. The preservation program is directed at replacement and rehabilitation of sewer mains and service connections that are structurally unsound and pose a high risk of failure leading to sewer backup. The capacity improvement program is directed at mains that are undersized due to development intensification and wet weather inflow.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The connection replacement program involves the construction administration and construction/contract activities for the replacement of sewer connections.

The flow monitoring program involves the purchase and operations of flow monitoring equipment.

Modelling and monitoring support involves services provided for the development of preservation and capacity programs.

Long term fibre connection program is a level of service increase to allow for fiber service connections to be addressed ahead of the roadway preservation program.

The planned procurement method for capital operations, general support and network management components is to be accomplished utilizing internal staff, due to frequency for the need of the required expertise, availability of technology in-house and long-term requirements, and expertise of existing staff to perform the work. The planned procurement method for connection replacements and preservation program components is to be accomplished utilizing external contractors, due to existing staff capacity to perform the work, and expected timeline of delivery.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Capital Operations	166	170	174	178	183
Modelling and Monitoring Support	50	50	50	50	50
Flow Monitoring	44	45	46	48	49
General Support	39	40	41	42	43
Long term Fiber	0	650	666	683	700
Network Management	304	311	319	327	335
Preservation Program	3,469	3,071	3,555	3,644	3,735
Connection Replacements	1,294	1,326	1,359	1,393	1,428
Total	5,366	5,663	6,210	6,365	6,523
FINANCING DETAILS					
Infra Res-Wtr & San Swr	5,366	5,663	6,210	6,365	6,523
Total	5,366	5,663	6,210	6,365	6,523

1617	PRIMARY WATER MAINS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Steve Wood
Asset Type:		Est End Date:	

Project Description

This project is an annual program to undertake major rehabilitation and replacement of the pipelines and appurtenances in the large diameter transmission system.

General Comments

The program will continue to focus on corrosion protection on the primary water mains to control corrosion failures, a common cause of leaks on these large diameter mains. A second component of the program includes the replacement and retrofitting of control valves/chambers to provide for the shutdown and isolation of the primary water main for maintenance and operations. A third component of this program is the major rehabilitation or replacement of primary water main sections.

The network management component of this project involves the evaluation, inspection and planning to manage the capacity in relation to demand, and the overall condition of the primary water main system. The work on this network will focus on demand/capacity modeling, cathodic protection and condition assessment.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The connection replacement program involves the construction administration and construction/contract activities for the replacement of water main connections.

The flow monitoring program involves the purchase and operations of flow monitoring equipment.

The planned procurement method for network management, preservation and capacity programs components is to be accomplished utilizing external contractors, due to requirement of specialized services, existing staff capacity to perform the work, and expected timeline of delivery. The planned procurement method for general support component is to be accomplished utilizing internal staff, due to availability of technology in-house and long-term requirements.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Operating Programs	28	28	29	30	30
Capacity Programs	204	210	217	204	204
Network Management	110	113	116	119	122
Preservation Program	1,750	1,794	1,839	1,885	1,932
General Support	33	34	35	36	37
Flow Monitoring	22	22	23	24	24
Total	2,147	2,201	2,259	2,298	2,349
FINANCING DETAILS					
Infra Res-Wtr & San Swr	2,147	2,201	2,259	2,298	2,349
Total	2,147	2,201	2,259	2,298	2,349

1618	SANITARY SEWER TRUNKS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Steve Wood
Asset Type:		Est End Date:	

Project Description

This project is an annual program to undertake major rehabilitation and replacement of waste water trunk sewers and appurtenances in the large diameter waste water collection system.

General Comments

The network management component of this project involves the evaluation and planning to manage the overall condition and capacity of the waste water trunk sewer system. The planning work will focus on demand/capacity modeling and the inspection of critical trunk sewers.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. Trunk sewers are critical sewers that cannot readily be taken out of service and in the event of a failure have a major environmental impact. The preservation program is directed at preventing failures through early rehabilitation or replacement.

The capacity improvement program is directed at mains that are undersized due to development intensification and where loading exceeds capacity. Other capacity funding is allocated to programming to reduce wet weather inflow, which leads to local sanitary sewer overflows to the river.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The connection replacement program involves the construction administration and construction/contract activities for the replacement of sewer connections.

The flow monitoring program involves the purchase and operations of flow monitoring equipment.

The planned procurement method for capital operations, general support and network management is to be accomplished utilizing internal staff, due to expertise of existing staff to perform the work, frequency for the need of the required expertise, availability of technology in-house and long-term requirements. The planned procurement method for preservation and capacity programs is to be accomplished utilizing external contractors, due to existing staff capacity to perform the work and expected timeline of delivery.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Flow Monitoring	44	45	46	48	49
Network Management	254	260	267	273	280
Preservation Program	785	821	998	785	785
Capital Operations	44	45	46	48	49
General Support	33	34	35	36	37
Capacity Programs	177	181	186	190	195
Total	1,337	1,386	1,578	1,380	1,395
FINANCING DETAILS					
Infra Res-Wtr & San Swr	1,337	1,386	1,578	1,380	1,395
Total	1,337	1,386	1,578	1,380	1,395

1619	STORM SEWER TRUNK AND COLLECTION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Stephen Wood		
Asset Type:		Est End Date:			

Project Description

The project is an annual program to support major rehabilitation, upgrading, and replacement of small and large diameter collector and trunk storm sewer mains and connections. The City's storm water assets include over 700 km of storm water pipes. Storm sewer asset management seeks to provide lowest life cycle costs.

General Comments

The project includes Network Management which involves the management, evaluation and planning required to support the Preservation and Capacity Improvement components. The Preservation Program includes inspection and assessment of the storm water infrastructure and lining of priority storm pipes to extend their life. Capacity Improvement includes design and construction to enhance drainage in areas that experience flooding.

In August 2017, City Council approved an extension and phase-out of the temporary Flood Protection Program (FPP) which had funded infrastructure to reduce risk of sanitary sewer flooding. From 2019 to 2021, the FPP funding will be directed to the Storm Water Utility for high priority flood risk mitigation projects and appears as funding from the Infrastructure Reserve - Water and Wastewater.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, and requirement of specialized services. External contractors are intended to be used to upgrade IDF curves and help develop climate change adaptation strategies.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Capital Operations	52	53	54	55	56
Network Management	408	416	424	432	441
Preservation Program	1,672	1,705	416	1,774	1,809
Capacity Program	1,972	1,013	0	336	377
DMAF Flood Control Strategy	4,850	8,400	10,400	7,800	7,900
Total	8,954	11,587	11,294	10,397	10,583
FINANCING DETAILS					
Disaster Mitigation & Adaptation Fund (Dmaf)	1,940	3,360	4,160	3,120	3,160
Infra Res - Storm Water	7,009	7,214	7,134	7,277	7,423
Infra Res-Wtr & San Swr	0	1,013	0	0	0
National Disaster Mitigation Program	5	0	0	0	0
Total	8,954	11,587	11,294	10,397	10,583

1621	STORM SEWER POND PRESERVATION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Stephen Wood		
Asset Type:		Est End Date:			

Project Description

This project is an annual program to undertake rehabilitation of storm water retention ponds. The storm water system includes 28 storm retention ponds - 20 are wet and 8 are dry. Annual storm pond asset management will protect property from flooding and ensure water quality.

General Comments

The Network Management component involves evaluation and planning to support the Preservation and Capacity Improvement components. The Preservation Components involve project design, administration and construction to preserve the storm ponds on a priority basis. This includes potential sediment removal to extend pond lifespan.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work. External contractors are intended to be used for surveying and assessing the sediment levels in wet ponds throughout the City where water quality and storage volume are being affected by sediment build up over time.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Capital Operations	83	85	87	88	90
Network Management	23	23	24	24	25
Preservation Program	500	510	520	532	541
Total	606	618	631	644	656
FINANCING DETAILS					
Infra Res - Storm Water	606	618	631	644	656
Total	606	618	631	644	656

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

1658	PARKS NEW SATELLITE MTNC BLDG		
Project Status:	Open	Year Identified:	2012
Project Type:	Growth And Capital Expansion	Manager:	Darren Crilly
Asset Type:		Est End Date:	

Project Description

This project allows for the implementation of service review findings that indicate an expansion of Parks maintenance buildings is necessary as the area of parks and open space continues to grow.

General Comments

To improve operating efficiencies of the Parks Maintenance program, a service delivery model has been implemented that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods. This reduces travel time to and from maintenance facilities to the parks, and results in more effective use of staff resources and improves the safety of workers that travel on city roadways.

The timing of the Elk Point Satellite Maintenance Building will be determined when the park development is sufficient to justify the need for the building.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Elk Point	0	0	0	20	250
Total	0	0	0	20	250
FINANCING DETAILS					
Parks And Recreation Levy (Multi-District)	0	0	0	20	250
Total	0	0	0	20	250

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

1667	NATURALIZED DEMONSTRATION PROJECT				
Project Status:	Open	Year Identified:	2019		
Project Type:	Prepaid Land Development	Manager:	Dave Hutchings		
Asset Type:		Est End Date:			

Project Description

This project involves naturalizing approximately 10 hectares of land adjacent to the South Saskatchewan River that is currently maintained through traditional methods, primarily mowing. Naturalizing the area with native grasses, forbs and other plants will enhance biodiversity by eventually creating a self-sustaining ecological community. This will in turn enhance citizen opportunities for the enjoyment of nature.

General Comments

This naturalization pilot project will provide opportunity to implement recommendations of the Green Infrastructure Strategy and demonstrate the many benefits associated with increasing the biodiversity of open space landscape areas to the community including a reduction in greenhouse gas emissions and greater carbon sequestration capacity due to reduced mowing and enhanced riverbank stability due to increased depth of root systems. Success of this pilot project will be measured by monitoring plant and animal diversity and populations in the area over time.

The planned procurement method for this project is to be accomplished utilizing internal staff as well as external contractors. The first phase requires specialized knowledge and would involve the use of an external consultant to survey and identify appropriate areas and provide a design and implementation plan. The second phase would include project implementation and will be accomplished utilizing internal staff, due to the expertise of the existing staff that is required to perform the work.

Operating Impact

The current cost for mowing and line trimming is approximately \$3,000 per year. Changes to the operating costs will be monitored and reported as part of the pilot project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Naturalized Demo	0	0	250	0	0
Total	0	0	250	0	0
FINANCING DETAILS					
Unfunded Rce	0	0	250	0	0
Total	0	0	250	0	0

1669	PSYLLID IMPACTED TREE REMOVAL/REPLANTING				
Project Status:	Open	Year Identified:	2018		
Project Type:	Environmental Protection	Manager:	Darren Crilly		
Asset Type:	Parks And Open Spaces	Est End Date:			

Project Description

This project involves the removal of Ash trees impacted by the Cottony Ash Psyllid insect, along with the replanting of another tree species. It has been determined that about 15% of the existing trees will not be replaced as the planting sites do not meet current setback requirements. The replacement trees will provide increased tree diversity and a more resilient urban forest.

General Comments

In the spring of 2017 a city-wide canopy assessment was undertaken to determine the extent of tree decline related to the Psyllid insect. This assessment identified approximately 1,000 trees that warranted removal and replacement.

In the fall of 2018 a second city-wide assessment was undertaken which identified an additional 2,900 trees in need of removal and replacement. The most recent inspection in late 2019 identified no increase in Psyllid impacted trees; regular monitoring will continue on an annual basis.

By the end of 2019, 3,740 (53%) of the total 7,100 city-wide ash trees will have been removed, and 730 of these removed trees will have been replaced.

In 2020, the budgeted capital funding, in combination with the dedication of existing operating program funds of \$220,000, will allow for the removal of an additional 1,000 trees, and the replanting of 800 trees. It is anticipated that no further tree removal will be required after 2020.

In 2021, the budgeted capital funding, in combination with the dedication of existing operating program budget of \$150,000, will allow for the replanting of 1,000.

Between 2022 and 2024 capital funding of \$150,000 per year, in combination of the dedication of existing operating program funding of \$150,000, will allow for the replanting of 1,460 trees, bringing the total trees removed to 4,730, and the total trees replanted to 3,990.

Any further removal and replanting of the remaining City-owned Ash trees will be managed through the Urban Forestry operating budget.

Special Note

The establishment of the Urban Forestry Sustainability Reserve was approved by City Council in 2019, with an initial annual funding contribution of \$150,000; the Reserve had been identified as a funding source for this project. City Council has the option to increase the operating contribution to the Reserve, which would reduce the reliance on RCE funding.

Prior Budget Approvals

\$1,330,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Tree Removal/Replanting	490	490	150	150	150
Total	490	490	150	150	150
FINANCING DETAILS					
Reserve For Capital Expenditures	340	340	0	0	0
Urban Forest & Pest Mgmt Cap Res	150	150	150	150	150
Total	490	490	150	150	150

1672	TREE PROTECTION POLICY UPDATE & BYLAW				
Project Status:	Open	Year Identified:	2019		
Project Type:	Prepaid Land Development	Manager:	Jeannette Wheeler		
Asset Type:		Est End Date:			

Project Description

This project involves the review and updating Policy C09-011 - Trees on City Property, and the development of a new Tree Protection Bylaw.

General Comments

The urban forest provides quantifiable social, economic and environmental contributions to the long term livability of our city. In order to protect and preserve this resource, a Tree Protection Bylaw and an updated policy is necessary.

Trees in Saskatoon are an irreplaceable asset, unlike other municipal assets, trees increase in value over time. The Urban Forestry section uses an inventory system to manage the 110,000 trees located on boulevards and in the parks. By developing a Tree Protection Bylaw, staff will be able to promote the protection of trees during development, and to seek compensation when needed.

The current Tree Protection Policy is insufficient for a municipality to levy fines or issue stop-work orders. A tree Protection Bylaw is needed to provide enforcement. Presently, the city negotiates with residents when attempting to encourage compliance with tree protection requirements.

The planned procurement method for this project will be accomplished utilizing internal staff, due to the expertise of the existing staff that is required to perform the work.

Special Note

The Other funding source identified is the Deferred Tree Replacement Account.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Tree Protection Policy	55	0	0	0	0
Total	55	0	0	0	0
FINANCING DETAILS					
Other	55	0	0	0	0
Total	55	0	0	0	0

1761	LIBRARY-NEW CENTRAL LIBRARY CONSTRUCTION				
Project Status:	Open	Year Identified:	2013		
Project Type:	Infrastructure Replacement	Manager:	Carol Cooley		
Asset Type:		Est End Date:			

Project Description

This project is to build a new central library in downtown Saskatoon.

General Comments

The new central library will replace the Frances Morrison Central Library, which opened in 1966. The new central library is a critical piece of Saskatoon Public Library's long-term plan to address growth and service demand and will address the safety, service gaps, and accessibility issues at the current facility, and will add the much-needed capacity required for Saskatoon Public Library to continue to deliver vital library services to the community into the future.

Special Note

A Public Notice Hearing for Borrowing will be required.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
New Central Library Construction	132,700	0	0	0	0
Total	132,700	0	0	0	0
FINANCING DETAILS					
Borrowing	67,545	0	0	0	0
Land Sales	4,600	0	0	0	0
Private Contributions	15,000	0	0	0	0
Public Lib Cap Exp'N Fund	11,000	0	0	0	0
Public Library New Central Library Reserve	34,555	0	0	0	0
Total	132,700	0	0	0	0

Land Development

City of Saskatoon

Capital Project Details

Approved 2020/2021

1769	LAND DEV'T-MARQUIS INDUSTRIAL AREA				
Project Status:	Open	Year Identified:	2009		
Project Type:	Prepaid Land Development	Manager:	Daryl Schmidt		
Asset Type:		Est End Date:			

Project Description

This project involves the construction of municipal services on privately owned land in the Marquis Industrial Area.

General Comments

This project includes the construction of municipal services North of 71st Street and East of the Canadian National Railway right of way for approximately 140 acres of industrial land. Part of the funding is from the Property Realized Reserve for moving unsuitable material, hauling of suitable material and grading.

Prior Budget Approvals

\$87,282,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
2011 - C6 - City (68th, 70th and Burron, Aronac)	80	0	0	0	0
2015 - C12 - City (N of Marquis Dr)	143	2,548	0	0	0
2013 - C11 - City (North of 71st, East of CNR)	770	773	0	0	0
2006 - A1 - City (71st & Millar)	10	0	0	0	0
Total	1,003	3,321	0	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	160	0	0	0	0
General Ppd Serv-Engineering	753	3,321	0	0	0
Property Realized Res	90	0	0	0	0
Total	1,003	3,321	0	0	0

Arts, Culture and Events Venues ²⁰²¹

Multi-Year Budget

City of Saskatoon

Capital Project Details

Approved 2020/2021

1812	SKTEL CENTRE-EQUIPMENT PURCHASES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Trevor James		
Asset Type:		Est End Date:			

Project Description

This project reflects equipment replacement purchases at SaskTel Centre in accordance with SaskTel Centre Reserve Fund Policy 01-0006.

General Comments

Funding for equipment purchases is from Capital Equipment Reserve and Capital Enhancement Reserve.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Box Office System	10	0	10	0	10
Concession - Heaters & Poppers	0	0	20	0	0
Electrical Equipment	0	0	0	50	0
Forklift- 5 Ton	40	0	0	0	0
Ice Resurfacer	0	0	100	0	0
Concession Equipment	20	0	0	0	0
LED Ribbon	0	0	0	250	0
Scoreclock	0	0	0	0	500
POS System	5	5	5	5	5
Staging	10	0	0	10	0
Vehicles	0	15	0	0	0
Ice Decking System	8	8	8	8	8
Video Equipment	10	10	10	10	60
Tables & Draping System	10	0	0	10	0
Sound System	0	50	0	0	0
Radios	10	10	10	10	10
Computers	0	10	0	10	0
Office Furniture & Equipment	0	0	0	10	0
Total	123	108	163	373	593
FINANCING DETAILS					
Sasktel Centre Equipment Repl	123	108	163	373	593
Total	123	108	163	373	593

Arts, Culture and Events Venues **2020/21** Multi-Year Budget

City of Saskatoon

Capital Project Details

Approved 2020/2021

1834	REMAI - EQUIPMENT PURCHASES		
Project Status:	Open	Year Identified:	2015
Project Type:	Equipment Replacement	Manager:	Nasha Spence
Asset Type:		Est End Date:	

Project Description

This project reflects equipment replacement purchases at Remail Modern in accordance with Reserve Fund Policy C03-016.

General Comments

The funding is for equipment such as small equipment purchases, furniture and fixtures, and computer equipment.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Replacement	150	80	0	0	0
Total	150	80	0	0	0
FINANCING DETAILS					
Remail Modern Equipment Replacement	150	80	0	0	0
Total	150	80	0	0	0

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

1876	TENNIS COURT-ACRYLIC SURFACE		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Maintenance	Manager:	Gord Hundebay
Asset Type:		Est End Date:	

Project Description

This cyclical renewal project provides for the reapplication of the acrylic protective coating to existing tennis courts to prevent deterioration of the asphalt base and reapplication of the court lines.

General Comments

Current and future funding identified is for the repair of tennis courts based on condition assessments at the time.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Surface Coating	0	50	0	50	0
Total	0	50	0	50	0
FINANCING DETAILS					
Civic Bldgs Compr Mtnce	0	50	0	50	0
Total	0	50	0	50	0

1883	ELECTRONIC RECORDS MANAGEMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Support Systems	Manager:	Scott Bastian		
Asset Type:	Software	Est End Date:			

Project Description

To continue the implementation of the electronic records management system throughout the corporation.

General Comments

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

Prior Budget Approval

\$645,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	200	150	95	200	95
Total	200	150	95	200	95
FINANCING DETAILS					
Ck - Capital Reserve	200	150	95	200	95
Total	200	150	95	200	95

1884	ELECTRONIC AGENDA & MEETING MGT SYSTM				
Project Status:	Open	Year Identified:	2012		
Project Type:	Support Systems	Manager:	Scott Bastian		
Asset Type:	Software	Est End Date:			

Project Description

To implement an Electronic Agenda and Meeting Management System.

General Comments

The City Clerk's Office will continue with the implementation of the electronic agenda and meeting management system, to streamline processes and improve access to information from City Council and Standing Policy Committee meetings. In 2019, the five-year agreement will be extended and the online option pursued.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
EQUIPMENT PURCHASES	0	0	0	250	0
Total	0	0	0	250	0
FINANCING DETAILS					
Ck - Capital Reserve	0	0	0	250	0
Total	0	0	0	250	0

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

1929	CSR BUILDING RENOS		
Project Status:	Open	Year Identified:	2017
Project Type:	Infrastructure Maintenance	Manager:	Jason Kennon
Asset Type:		Est End Date:	

Project Description

Modify the Fleet Services building customer entrance to create a safe, customer-focused entry, where the shop office and shop floor are physically separated and disruption is minimized for other staff through a first point of contact directing customers and answering incoming calls on a dedicated line, reducing the number of missed calls.

General Comments

This project will continue the work started in 2017 to improve customer service through a dedicated phone line system, promote a safe and healthy working environment for staff on the shop floor and in the office, as well as those visiting or making deliveries, and reduce distracted working conditions in the shop and office.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Building Renos	50	0	0	0	0
Total	50	0	0	0	0
FINANCING DETAILS					
V & E Asset Disp/Acq	50	0	0	0	0
Total	50	0	0	0	0

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

1940	GREENHOUSE REPLACEMENT		
Project Status:	Open	Year Identified:	2012
Project Type:	Infrastructure Maintenance	Manager:	Troy Lafreniere
Asset Type:		Est End Date:	

Project Description

This project involves the replacement of the existing greenhouse facility at 1101 Avenue P North. Prior facility assessments indicated replacement of this greenhouse will be required within the next 5 years. Consulting services from industry experts will be necessary to ensure efficient greenhouse design and function is achieved. Future funding will support greenhouse replacement by providing project evaluation, greenhouse design with associated cost options as well as the development of a business case to support future operations.

General Comments

The greenhouse operations provide plant propagation and plant maintenance services that are necessary to support the display of live plant material at the Civic Conservatory, City Hall, Leisure Centres, over 900 BID /center median flower pots, and over 800 m2 of park and open space flower beds. The current level of plant display services would not be maintained without a dedicated greenhouse facility providing necessary plant propagation and plant maintenance services. The risks associated with not designing and constructing a replacement greenhouse facility would include the potential of facility closure, due to poor structural condition forcing the discontinuation or suspension of live plant display services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	0	0	150	1,350	0
Total	0	0	150	1,350	0
FINANCING DETAILS					
Unfunded Major Projects	0	0	150	1,350	0
Total	0	0	150	1,350	0

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

1949	SERVICE SASKATOON - STAFFING ACCOMMODATION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	Rob Frank		
Asset Type:	Buildings	Est End Date:			

Project Description

Capital Projects 1364 - CP Service Saskatoon - Citizen Input/Systems/Standards/Staffing, 1829 - AF Service Saskatoon- Systems, 1942 - AF Corporate Security Plan, and 1949 - AF Service Saskatoon Staffing Accommodation are inter-related to each other in regards to accommodating the vision of the Service Saskatoon citizen service model.

The purpose of the project is to ensure suitable and sufficient space is available for on-going operations of the City of Saskatoon. Included in this is the ongoing evaluation of current and future space requirements, analysis of existing facilities, functional planning and space design considering the four pillars of Service Saskatoon as a basis. Space improvements in various City facilities will occur alongside the identified space requirements.

General Comments

Consideration of business continuity within City Yards in regards to staff and equipment management and storage in conjunction with P2647 City Yards Operations Rehabilitation is a focus for this project plan for the next five years. Continued efforts will also include strategic planning and renovations of office space needs based on long-term planning for various city owned buildings.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors. Due to the expertise and capacity of existing staff, we are able to utilize internal staff to perform some of the work. We also plan to utilize external contractors, due to the requirement of specialized services, such as mechanical and electrical engineering design and the requirement of an independent opinion for cost estimating.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Civic Accommodation	5,250	2,250	1,250	1,250	250
Total	5,250	2,250	1,250	1,250	250
FINANCING DETAILS					
Corporate Capital Reserve	250	250	250	250	250
Funding Plan Contribution	5,000	2,000	1,000	1,000	0
Total	5,250	2,250	1,250	1,250	250

1954	ROADWAY WEATHER INFORMATION SYSTEMS				
Project Status:	Open	Year Identified:	2020		
Project Type:	Support Systems	Manager:	Goran Saric		
Asset Type:		Est End Date:			

Project Description

This project is intended to purchase Roadway Weather Information Systems (RWIS) Hardware in order to efficiently and effectively make decisions in responding to weather events in the city. RWIS are used for monitoring road weather conditions utilizing video and sensory technologies. Using the data, staff can determine the appropriate quantity of winter safety material (sand, salt and liquid de-icer) and the optimal time of deployment before, during and after a weather event. The technology will allow winter material and resources to be used more effectively, and allow operations to monitor the effectiveness of the road treatment throughout the winter season.

General Comments

This project is in conjunction with P2448 TC-Intelligent Transportation System (ITS).

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
RWIS Hardware	200	0	0	0	0
Total	200	0	0	0	0
FINANCING DETAILS					
Operating Fund Contribution	200	0	0	0	0
Total	200	0	0	0	0

1955	UTILITY SOLAR SCALE ENERGY IMPLEMENTATION				
Project Status:	Open	Year Identified:	2020		
Project Type:		Manager:			
Asset Type:		Est End Date:			

Project Description

City Council, at its meeting held on November 20, 2017, set aside 13 acres of land located immediately south of 11th Street West between Circle Drive South and the CN rail lines (near Montgomery Place) called "Parcel M" for the development of a utility-scale solar photovoltaic power plant. Following favorable feasibility study outcomes in Q2 2020, the solar plant will be constructed through a competitive RFP process in 2020/2021 and be operational in 2022. A 1 Megawatt solar power plant is estimated to produce 1,225 Mega Watt-hours (MWh) of clean electricity annually, which is the equivalent electricity consumed by 170 residential homes annually. It would also result in greenhouse gas reductions of approximately 592 tonnes of CO₂e annually from being emitted using conventional electricity over the 25-year life of the solar power plant.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Parcel M	500	0	0	0	0
Total	500	0	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	500	0	0	0	0
Total	500	0	0	0	0

1956	PROPERTY ASSESSED CLEAN ENERGY FINANCING PROGRAM				
Project Status:	Open	Year Identified:	2020		
Project Type:		Manager:			
Asset Type:		Est End Date:			

Project Description

This project aligns with the Low Emissions Community Plan, in that it enables energy efficiency and renewable energy retrofits to reduce emissions in existing building stocks within the City. Property Assessed Clean Energy (PACE) is a financing program facilitated through the municipality that provides property tax based loans for energy efficiency and renewable energy retrofits in the community.

The purpose of this project is to develop a preliminary program design for a PACE financing program in alignment with the Provincial government amending the Cities' Act to allow for this program.

The planned method for program design is to use internal staff resources such as a temporary project manager to complete the project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
PACE	80	0	0	0	0
Total	80	0	0	0	0
FINANCING DETAILS					
Waste Minimization Reserve	80	0	0	0	0
Total	80	0	0	0	0

Environmental Health

City of Saskatoon

Capital Project Details

Approved 2020/2021

1957	COMMUNITY ELECTRIC VEHICLE ADOPTION STRATEGY				
Project Status:	Open	Year Identified:	2020		
Project Type:		Manager:			
Asset Type:		Est End Date:			

Project Description

This project aligns with the Low Emissions Community Plan, in that it enables emissions reduction through community transportation methods. The purpose of this project is to encourage EV adoption by identifying pilot initiatives for Electric Vehicle (EV) charging infrastructure and beginning communications and awareness around EVs in a prairie city. The strategy will determine where they are partnerships with business and industry that can accelerate the development of a charging network and EV adoption in the city.

This strategy and partnership development will be completed by internal staff resources such as a temporary project manager to complete the project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
EV Adoption Strategy	100	0	0	0	0
Total	100	0	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	100	0	0	0	0
Total	100	0	0	0	0

1964	WASTE REDUCTION INITIATIVES				
Project Status:	Open	Year Identified:	2020		
Project Type:		Manager:	Amber Weckworth		
Asset Type:		Est End Date:			

Project Description

Divertable waste generated by the Industrial, Commercial, and Institutional (ICI) Sector is approximately 100,000 tonnes per year as compared to 39,000 tonnes generated by the curbside residential sector. Landfill planning includes ICI and Multi-family waste diversion as integral to optimizing and extending the life of the current landfill. This project would involve the Development and Implementation of a bylaw for recycling and organics for Industrial, Commercial, and Institutional (ICI) and organics program (bylaw or collections) for Multi-unit residential.

All City owned and operated facilities will need to be compliant with mandatory recycling and organics for the Industrial, Commercial and Institutional sector. This funding would allow Civic facilities to be serviced with these programs and include contractor costs, communications and contract management services.

General Comments

In 2020, project deliverables include drafting the bylaw and designing the programs. This work scope includes, engagement, research, writing, and approval of the bylaw(s); improved data tracking for the ICI sector; pilot programs for schools and others; and development of the education programming. For this, \$277,000 is requested from MMSW.

If approved, in 2020, 30 new buildings could be serviced with recycling (many already have it) and 10 could add organics. For this work, \$140,000 is requested from MMSW

If approved, In 2021, 20 buildings could add recycling and organics. Full deployment is expected int 2022.

Small increases in the number of public space recycling bins will continue using matching grant money form SARCAN. Public Space recycling has an existing Capital budget of \$50,000 that will be used toward this project in 2020.

In 2021, education and/or incentive programs would be implemented in preparation of the bylaw, and enforcement and operations plans and budgets will be developed.

Operating Impacts

Operational budgets would be proposed for the 2022 budget deliberations.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Waste Strategy Implementation	646	54	0	0	0
Total	646	54	0	0	0
FINANCING DETAILS					
Waste Minimization Reserve	118	0	0	0	0
Reallocation Of Capital Funding	528	0	0	0	0
Reserve For Capital Expenditures	0	54	0	0	0
Total	646	54	0	0	0

Corporate Governance & Finance



City of Saskatoon

Capital Project Details

Approved 2020/2021

1972	RECORDS CENTRE		
Project Status:	Open	Year Identified:	2015
Project Type:	Support Systems	Manager:	
Asset Type:		Est End Date:	

Project Description

The City Clerk's Office is required to open tender for off-site records storage services in 2021. The current contract for off-site records storage expires on February 28, 2022 and the option to extend with the present vendor was previously exercised in 2017. Should the current vendor not be successful in maintaining the City's contract, the City will be responsible for the lump sum removal fee for relocation to the present vendor as well as any costs associated with transferring the inventory to the new vendor.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Records Center	0	100	0	0	0
Total	0	100	0	0	0
FINANCING DETAILS					
Ck - Capital Reserve	0	100	0	0	0
Total	0	100	0	0	0

1973	LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT				
Project Status:	Open	Year Identified:	2019		
Project Type:	Support Systems	Manager:	Scott Bastian		
Asset Type:		Est End Date:			

Project Description

This project involves the replacement of the automated vote counting equipment.

General Comments

The current operating system of the existing vote tabulating machines are no longer supported and the machines have become redundant. Therefore machines will need to be leased for future elections.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Voting Machine Lease	250	0	0	0	250
Total	250	0	0	0	250
FINANCING DETAILS					
Voting Reserve	250	0	0	0	250
Total	250	0	0	0	250

1976	CHIEF MISTAWASIS BRIDGE ACKNOWLEDGEMENTS				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Growth And Capital Expansion	Manager:	Gilles Dorval		
Asset Type:		Est End Date:			

Project Description

With the City of Saskatoon's recognition of the Truth and Reconciliation Call to Action #79 to commemorate Indigenous history, heritage values and memory practices into Canada's National heritage and history; the City will further acknowledge Chief Mistawasis Bridge through the creation of a petroform (rock alignment to spell chief Mistawasis along the west and east sides of the river bank), a statue of Chief Mistawasis with an educational plaque and a rest area equipped with picnic table and scenic lookout; pending land owners permission and availability of financial and human resources.

General Comments

It is anticipated that an additional \$500,000 in private donations would be required to complete this project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bridge Acknowledgements	0	0	200	0	0
Total	0	0	200	0	0
FINANCING DETAILS					
Unfunded Rce	0	0	200	0	0
Total	0	0	200	0	0

1994	MARQUIS DR/IDYLYLD DR INTERCHANGE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier		
Asset Type:		Est End Date:			

Project Description

This project involves the construction of an interchange at the intersection of Marquis Drive and Idylwyld Drive. The project to date has been a partnership between the City and Saskatchewan Ministry of Highways and Infrastructure (MHI).

General Comments

In 2001, a partnership with MHI was entered into to share the costs of completing the final interchange design. This design project was completed in 2002. Construction of the interchange and associated roadways is projected to take place in 2022. Discussions have taken place with MHI with respect to the funding of the future interchange.

Special Note

Provincial funding is subject to government approval upon agreement reached between both the Provincial Government and the City.

Prior Budget Approvals

\$313,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	0	0	25,000	30,000	0
Total	0	0	25,000	30,000	0
FINANCING DETAILS					
Interchange Levy	0	0	2,700	0	0
Unfunded Major Projects	0	0	22,300	30,000	0
Total	0	0	25,000	30,000	0

2003	HWY 14/HWY 7 GRADE SEPARATION		
Project Status:	Open	Year Identified:	2009
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier
Asset Type:		Est End Date:	

Project Description

This project involves the design and construction of the grade separation at Highway 14 and the re-alignment of Highway 7.

General Comments

Construction of an at-grade diamond intersection was completed in 2012. The next phase of the project will be the completion of the north ramps at an expected cost of \$5 million. The construction of the grade separation is projected to proceed in 2023 at an expected total cost of \$55 million.

This project would qualify for the Urban Highway Connector Program. Another source of funding will be the Interchange Reserve (approximately \$5 million).

Prior Budget Approvals

\$10,560,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Hwy 14/Hwy 7 Grade Separation	0	0	0	55,000	0
Total	0	0	0	55,000	0
FINANCING DETAILS					
Interchange Levy	0	0	0	4,792	0
Unfunded Major Projects	0	0	0	50,208	0
Total	0	0	0	55,000	0

2013	CIRCLE DR/AIRPORT DR GRADE SEPARATION			
Project Status:	Open	Year Identified:	2010	
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier	
Asset Type:		Est End Date:		

Project Description

This project involves the construction of a grade separation at Circle Drive and Airport Drive.

General Comments

This intersection carries 43,800 vehicles daily and is among the highest volume intersections in the City. The construction of the grade separation is planned in 2024 at an estimated cost of \$35 million.

Subject to funding availability in 2020 a verification study to confirm the functional plan of the interchange including public consultation will be carried out. If funded, external service providers will be used to carry out the study, due to requirement of specialized services.

Prior Budget Approvals

\$100,000 - functional design and pre engineering

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	0	0	70	0	35,000
Total	0	0	70	0	35,000
FINANCING DETAILS					
Interchange Levy	0	0	0	0	1,600
Unfunded Major Projects	0	0	70	0	33,400
Total	0	0	70	0	35,000

2020	17TH STREET CORRIDOR EXTENSION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Rejuvenation	Manager:	Jay Magus		
Asset Type:		Est End Date:			

Project Description

This project involves the extension of 17th Street from Avenue P to 11th Street West.

General Comments

This project includes the extension of 17th Street from its present terminus at Avenue P to 11th Street West. It also includes the closure of the intersection at Avenue H and 11th Street West.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
17th Street Corridor Reconstruction/Extension	0	773	9,300	0	0
Total	0	773	9,300	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	0	773	8,222	0	0
Unfunded Major Projects	0	0	1,078	0	0
Total	0	773	9,300	0	0

2025	MARQUIS DR/HWY 16 GRADE SEPARATION				
Project Status:	Open	Year Identified:	2012		
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of the grade separation at Marquis Drive and Highway 16 North.

General Comments

A functional plan has been completed. Discussions with Ministry of Highways and Infrastructure (MHI) are ongoing regarding the timing and financing of design and construction.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Marquis Dr/Hwy 16 Grade Separation	0	0	70	0	10,000
Total	0	0	70	0	10,000
FINANCING DETAILS					
Interchange Levy	0	0	0	0	1,800
Unfunded Major Projects	0	0	70	0	8,200
Total	0	0	70	0	10,000

2034	LAP IMPLEMENTATION		
Project Status:	Open	Year Identified:	2009
Project Type:	Growth And Capital Expansion	Manager:	Paul Whitenect
Asset Type:		Est End Date:	

Project Description

This project involves the implementation of special projects contained in approved Local Area Plans (LAP) and associated Safety Audits.

General Comments

LAPs and Safety Audits contain recommendations that are intended to improve an existing neighbourhood over the medium to long term based on community input. Recommendations can include items ranging from providing information to the neighbourhood, performing a one-time back alley cleanup of overgrown trees, to major projects like the redevelopment of the former transit facilities in Caswell Hill. The recommendations of special projects can require resources above normal operations to complete.

This capital project will provide the financial resources to complete the special projects recommendations included in the LAPs and associated Safety Audits, with the exception of recommendations related to major projects. Partnership funding with other groups in Saskatoon is also used to support implementation where appropriate.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
LAP Implementation	50	50	50	50	50
Total	50	50	50	50	50
FINANCING DETAILS					
Operating Fund Contribution	50	50	50	50	50
Total	50	50	50	50	50

2037	SNOW MANAGEMENT FACILITIES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Goran Saric		
Asset Type:		Est End Date:			

Project Description

Capital Projects 2037 - TU Snow Management Facilities and 2259 - TU PW Satellite Yards are inter-related to each other in regards to accommodating the future sites for snow management facilities and Public Works satellite yard. This project will involve the design, environmental monitoring and construction of three permanent snow management facilities. A fourth facility was constructed as part of the Civic Operations Centre project.

General Comments

A need for three permanent sites for snow management facilities are required for 2020/2021 snow season and to stop the existing inefficient operation of snow storage areas and disruption to the community due to the ongoing relocation of sites each season. Once land is secured, funding opportunities for the development of facilities are possible.

The first phase is site evaluation, land purchase, and snow storage area set up for operation as currently practiced until 2023 when the proposed plan for development begins (phase 1 starts with securing the Southeast site, followed by the Northwest, and then the Northeast). The 2020 plan is for preliminary set up on the Southeast Development site including access to the city's storm collection system as well as to secure land for the Southeast, Northwest and Northeast quadrants of the city in advance of city development.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirements of specialized services.

Operating Impacts

If funded, the future operating impacts would be:

2023 - \$44,300

2024 - \$44,300

2025 - \$44,300

Proposed Rehabilitation Reserve Transfers:

2023 - \$15,000

2024 - \$15,000

2025 - \$15,000

Prior Budget Approvals

\$1,110,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
NorthEast Facility Development	0	0	902	0	0
Northwest Facility Development	0	0	902	0	50
SouthEast Facility Development	0	0	5,925	50	100
Total	0	0	7,729	50	150
FINANCING DETAILS					
Unfunded Major Projects	0	0	7,729	50	150
Total	0	0	7,729	50	150

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	-	-	44.3	44.3

2040	UNDERWATER PIER INSPECTIONS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Todd Grabowski		
Asset Type:		Est End Date:			

Project Description

Regular inspection of all river piers is required to ensure the capacity of river bridges as well as monitor scour around the piers.

General Comments

River piers should be inspected every five years as per recommendations by National Bridge Inspection Standards. This inspection is provided by specialized external consultants and service providers.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Inspections - Consultants	0	150	0	0	0
Total	0	150	0	0	0
FINANCING DETAILS					
Bridge Major Repair Reserve	0	150	0	0	0
Total	0	150	0	0	0

2043	TU-CURB REPLACEMENT/REHABILITATION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Chris Duriez		
Asset Type:		Est End Date:			

Project Description

This project provides for the replacement of long sections of curbing. This work will be done in conjunction with other surface and boulevard rehabilitation or in conjunction with other stand alone locations where future rehabilitation of adjacent structures will not impact the curbing alignment and grade.

General Comments

Estimated costs for the removal and replacement of curbs is \$250 per lineal metre.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Curb Replacement/Rehabilitation	200	200	200	200	200
Total	200	200	200	200	200
FINANCING DETAILS					
Infra Res-Transportation	200	200	200	200	200
Total	200	200	200	200	200

2048	FFP & ZOO MASTER PLAN IMPLEMENTATION		
Project Status:	Open	Year Identified:	2006
Project Type:	Rejuvenation	Manager:	Tim Sinclair-Smith
Asset Type:	Buildings(Parks & Open Spaces)	Est End Date:	

Project Description

This project involves the refresh and implementation of the Forestry Farm Park & Zoo Master Plan.

General Comments

Capital projects for 2020 are:

Zoo Amenities and Exhibits

After a review of facilities and exhibits at the Zoo, several buildings and exhibits were highlighted as in need of upgrade or replacement. In 2017, an assessment of the Buckeye Cafe determined the building had surpassed its life-cycle state as it relates to meeting the needs for the public as a cafe facility. This building previously served as the entrance, retail and cafe facility prior to the new entrance building opening.

Walking Pathways for Park & Picnic Sites

The public walkway areas throughout the Forestry Farm Park grounds require sealing. This replacement is necessary to ensure public safety, accessibility and an improved guest experience.

Capital projects for 2021 are:

Zoo Amenities and Exhibits

Based on industry standards identified through an exhibit auditing processes, the Wolves and Cougar habitats were assessed to be in need of upgrading to maintain a high standard. It was determined that new habitats would need to be constructed to ensure welfare standards are met and the animal's housing would exceed future requirements.

Phase II Parking Lot

The Phase II parking lot area is required to provide parking for overflow on busy days and as an allocated parking area for the Lions Event Pavilion. This building will have increased utilization in the future for conferences and special events on a weekly basis so parking is essential to its success.

Pathway Improvements (Zoo)

Several of the large public walkway areas throughout the zoo grounds have deteriorated to a stage where immediate replacement is necessary to ensure public safety, accessibility and an improved guest experience.

Special Note

The Zoo Amenities and Exhibits is funded as part of the Recreation and Parks Funding Plan.

Operating Impact

2022 - Operating costs to be determined based on completion of the design phase relates to the new master Plan.

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Safety & Infrastructure Improvements	0	0	0	250	0
Walking Pathway for Park & Picnic Sites	60	0	0	0	0
Park Ground & Irrigation Upgrades	0	0	0	0	200
Pathway Improvements - Zoo	0	50	0	0	0
Zoo Amenities and Exhibits	750	600	0	0	0
Phase II Parking Lot	0	150	0	0	0
Total	810	800	0	250	200
FINANCING DETAILS					
Forestry Farm Pk & Zoo Capital Reserve	60	200	0	250	200
Funding Plan Contribution	750	600	0	0	0
Total	810	800	0	250	200

2051	LANDFILL OPTIMIZATION		
Project Status:	Open	Year Identified:	2011
Project Type:	Environmental Protection	Manager:	Scott Theede
Asset Type:	Landfill	Est End Date:	

Project Description

This project includes items identified in the Integrated Landfill Management Plan of 2011 that will be required to increase the available airspace and maximize the overall life of the Landfill. The planned procurement method for this project is to be accomplished utilizing external contractors, due to construction of facilities outside the capabilities of City design staff, and construction equipment. Some sub-components will may be completed with internal engineering resources, with external construction contractors.

General Comments

Capital requirements for Landfill optimization include filling inefficiently filled areas of the Landfill to recapture airspace for use. A variety of safety and environmental improvements are also required including improving surface water management and improving site conditions and customer service.

This work will be done using external service providers.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Landfill Optimization	100	0	0	0	0
Landfill Gas Collection System Expansion	1,100	0	0	400	0
Final Cover (Stage E)	0	0	0	0	500
Landfill Demolition/New Liner D+E	0	500	1,850	5,500	0
Total	1,200	500	1,850	5,900	500
FINANCING DETAILS					
Landfill Replacement Reserve	1,200	500	1,850	5,900	500
Total	1,200	500	1,850	5,900	500

2079	PROPERTY REASSESSMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Support Systems	Manager:	Michael Voth		
Asset Type:	Studies - Non Capitalized Expenditure	Est End Date:			

Project Description

This project is to provide for the implementation and defence of a reassessment that is required to be completed every four years in the Province of Saskatchewan. Reassessments have been completed every four years since 1997.

General Comments

In 2009, a new valuation approach was introduced in the property assessment process. Income producing properties were valued utilizing income (rental) approaches to value where appropriate.

This capital project provides funding to contract specialists to assist in the determination of (and some assistance in the defence of) assessment values for high-value, complex properties. As well, a reassessment requires that all properties receive an assessment notice which requires increased associated paper and postage costs. As in past reassessments the generation and mailing of preview letters is also included.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Property Reassessment	250	100	0	0	0
Total	250	100	0	0	0
FINANCING DETAILS					
Afm - Capital Reserve	250	100	0	0	0
Total	250	100	0	0	0

2095	ACCESS TRANSIT-BUS REPLACEMENTS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Tracey Loewen		
Asset Type:	Transit Buses	Est End Date:			

Project Description

This project provides for the ongoing scheduled replacement of existing Para-transit vehicles used in the Access Transit System in order to maintain an in-service fleet size of 28 buses.

General Comments

With the expansion of the fleet over the last few years, Transit has been able to increase the useful life (mechanical and structural integrity) of the fleet from a five-year to a seven-year life cycle. An accessible bus is \$170,000 which includes a radio and a mobile data terminal (MDT). The planned procurement method for this project is to be accomplished utilizing external contractors, due to the requirement of specialized services.

City Council adopted the report called 'Building Better Transit: an Asset Management Plan for Transit and Access Transit Fleet' in July 2016. With the announcement of the Growing the Middle Class Infrastructure Plan by the Federal Government, City Council approved the Public Transit Infrastructure Fund strategy in principle to purchase up to 12 access buses over the period 2016 to 2018. In 2019, Access Transit received 11 Coach buses.

Future purchases planned for 2020-2029 that are required to continue with the Asset Management Plan presented in 2016 are partial funded by ICIP and the reserve.

Special Note

The BRT and Transit Plan projects are being supported with financing from the Investing in Canada Infrastructure Plan – Public Transit Stream for both the BRT and Transit Plan. Total funding is estimated at \$255 million (inclusive of ineligible expenditures) of which \$60 million is for buses (Capital Projects P583 TR-Replace/Refurb Buses and P2095 Access Transit-Bus Replacements).

The contribution is expected to be 40% from the Federal Government, 33.33% from the Provincial Government and the remainder funded through the City of Saskatoon BRT/Transit Plan funding plan which includes operating contributions and borrowing. The government funding is subject to approval at Provincial and Federal levels.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Access Transit Bus Replacement	170	350	361	371	383
ICIP Access Transit Bus Replacement	0	0	541	557	574
Total	170	350	902	928	957
FINANCING DETAILS					
Access Transit Capital Reserve	170	350	361	371	383
Icip - Provincial	0	0	180	185	191
Icip - Federal	0	0	216	223	230
Funding Plan Contribution	0	0	145	149	153
Total	170	350	902	928	957

2097	BUS SEAT REPLACEMENT		
Project Status:	Open	Year Identified:	2009
Project Type:	Equipment Replacement	Manager:	Paul Bracken
Asset Type:		Est End Date:	

Project Description

This project provides for the ongoing replacement of bus operator seats with high quality seats.

General Comments

The new seats are ergonomically friendly, aid in the prevention of back problems, and result in reduced worker compensation claims. The old seats are very costly to maintain and some of the repair parts are hard to obtain due to obsolescence. This plan is to replace 10-12 bus seats per year.

Prior Budget Approvals

\$515,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchases	0	0	75	0	0
Total	0	0	75	0	0
FINANCING DETAILS					
Transit Capital Projects Reserve	0	0	75	0	0
Total	0	0	75	0	0

2100	ACCESS TRANSIT - ADDITIONAL BUSES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	Tracey Loewen		
Asset Type:	Transit Buses	Est End Date:			

Project Description

This project provides for the purchase of additional Para-transit vehicles used in Saskatoon's Access Transit System.

General Comments

Access Transit will utilize the additional buses to provide additional service hours as its client base grows and to extend the life of the overall fleet. Currently each bus in the fleet travels between 35,000 to 50,000 km per year. The planned procurement method for this project is to be accomplished utilizing external contractors, due to the requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bus Purchase	170	0	0	0	0
Total	170	0	0	0	0
FINANCING DETAILS					
Access Transit Capital Reserve	170	0	0	0	0
Total	170	0	0	0	0

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2101	GOLF COURSE IMPROVEMNTS & EQUIP REPL.				
Project Status:	Open	Year Identified:	2009		
Project Type:	Equipment Replacement	Manager:	Andrew Roberts		
Asset Type:	Golf Courses	Est End Date:			

Project Description

During 1998, City Council approved the Golf Course Program value-for-money audit recommendation that management develop a long-term capital plan with sufficient cash flow to fund and finance capital replacement expenditures for the three municipal golf courses (Holiday Park, Silverwood and Wildwood golf courses). In response to the audit recommendations, in March 2002 City Council approved the Golf Course Capital Reserve (Bylaw No. 6774). The purpose of the reserve is to finance long-term capital plans that included replacement of equipment and vehicles, and expansion and redevelopment of course facilities and services.

General Comments

Capital projects for 2020 are:

Equipment Replacement:

Holiday Park Golf Course:

\$150,000 - Diesel Self-Propelled Fairway Mower (2)

Silverwood Golf Course:

\$50,000 - Heavy Duty 4WD Utility vehicle

Capital projects for 2021 are:

Equipment Replacement:

Holiday Park Golf Course:

\$35,000 - Self-Propelled Walking Aerator

\$40,000 - Self-Propelled Bunker Rake

Silverwood Golf Course:

\$35,000 - Self-Propelled Walking Aerator

Wildwood Golf Course:

\$35,000 - Self-Propelled Walking Aerator

\$80,000 - Diesel Self Propelled 10 Foot Rough Mower

Operating Impact

There are no future operating impacts from the 2020 and 2021 projects.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Golf Course Equipment Replacement	200	225	225	250	250
Total	200	225	225	250	250
FINANCING DETAILS					
Golf Course Capital Reserve	200	225	225	250	250
Total	200	225	225	250	250

2102	SPORTFIELD DEVELOPMENT & IMPROVEMENTS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Maintenance	Manager:	Brad Babyak
Asset Type:	Parks And Open Spaces	Est End Date:	

Project Description

This project involves the development and upgrading of sport fields and amenities in Multi-District, District, and Special Use Parks to ensure the quality of playing fields for the safety and enjoyment of all participants.

General Comments

The Multi-District and District Parks accommodate the recreational requirements of the sport user groups, including minor and adult sport leagues, City-wide programs, and national/international competitions.

As part of the long-term development plan focusing on the continual redevelopment of the City's sport fields, Administration is working in conjunction with the sport field user groups and residents to identify both immediate and long-term facility program and amenity priorities and requirements.

Bishop James Mahoney Park (2020):

The 2020 plan involves improvements to the Bishop James Mahoney District Park. Diamond #1 will be upgraded to ensure outfield slopes are adjusted to improve drainage and turf quality; and fencing (backstop and side) will be added to delineate the playing field and minimize balls outside the area. Changes to irrigation may be required to ensure the finished product can be maintained properly.

Fence Upgrades (2020)

The 2020 plan includes fencing installations that will improve player and spectator safety at Atlantic Park, William A Reid Park and Peter Zakreski Park.

Shale Conversion Project (2021, 2022, 2023)

The plan is to convert existing fields with torpedo sand to shale based on user group requests for an upgrade to shale. These conversion projects will also incur costs for alterations to irrigation and turf to ensure the finished product can be maintained properly.

Kilburn Park Parking Lot (2024)

The Saskatoon Hilltops developed a new clubhouse within Kilburn Park; and an upgrade to the parking lot is required as a component within the building permit process. In an agreement with the Saskatoon Hilltop Football Club, the parties will cost share the parking lot upgrade and landscape site plan as per the building permit requirement.

The planned procurement method for the Shale Conversion and Bishop James Mahoney Park projects are to be accomplished utilizing internal staff, due to capacity of staff to perform the work. The planned procurement method for Fence Upgrades, and Kilburn Park Parking Lot are to be accomplished externally, due to the expertise and capacity of existing staff to perform the work.

Operating Impact

2022 - \$500 for maintenance of fence installations

There are no operating impacts of the Bishop James Mahoney Park upgrades and shale conversion project.

Prior Budget Approvals

\$30,000 - Bishop James Mahoney - Survey and Design

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bishop James Mahoney Park	135	0	0	0	0
Shale Program	0	100	85	100	0
Fence Upgrades	60	0	0	0	0
Kilburn Park	0	0	0	0	100
Total	195	100	85	100	100
FINANCING DETAILS					
Park Enhance Res	195	100	85	100	100
Total	195	100	85	100	100
Incremental Operating Impacts ('000s)					
Net Dollar Impacts	-	-	0.5	-	-

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2114	RIVERBANK PARKS UPGRADES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Rejuvenation	Manager:	Brad Babyak		
Asset Type:	Parks And Open Spaces	Est End Date:			

Project Description

This project involves Victoria Park upgrades as outlined in the Victoria Park Program Plan, adopted by City Council in June 2004. This upgrade is planned to be an extension of the River Landing Phase II development, which will connect Victoria Park to River Landing.

Public and stakeholder consultation occurred in 2009 on the program plan for the City Gardener's Site and to confirm the program plan requirements originally approved in the 2004 Victoria Park Program Plan. Through the Recreation and Parks Master Plan, festivals and parks were both ranked highly in residents' opinions. Of the residents surveyed, 79% felt the need for more festival space was a high priority. The development of Victoria Park will address this need and provide residents with adequate parking for festivals, recreational activities, and better linkage for pedestrian traffic.

General Comments

The 2020 plan includes a feasibility study, complete functional design concepts and identify the potential location for a Permanent Outdoor Festival Site. The other funding contribution identified in the plan has been committed by SaskTel Centre. Also planned is the development of an expanded parking lot which will address existing and future parking needs (such as overflow parking during large special events and festivals).

The 2021 plan includes pathway linkages to improve pedestrian circulation within the park. This pathway system will give pedestrians access along Spadina Crescent and better connectivity to the existing site amenities.

The 2022 plan involves the addition of site furniture and pathway lighting.

The planned procurement method for this project will be accomplished utilizing external contractors, due to expertise and capacity of existing staff to perform that work.

Special Note

This project was approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Master Plan Facilities Game Plan Proposed Funding Plan, subject to budget approval.

Operating Impact

2021 to 2023 - Operating costs to be determined during design phase.

Prior Budget Approval

\$513,000 Design and construction of the City Gardener's Site (1.13 acres) and approximately 5 acres of Victoria Park, including the festival site.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction - Park	450	400	330	0	0
Permanent Outdoor Festival Site - Study & Design	75	0	0	0	0
Total	525	400	330	0	0
FINANCING DETAILS					
Dedicated Lands Reserve	450	284	0	0	0
Park Enhance Res	0	0	135	0	0
Funding Plan Contribution	0	116	195	0	0
Other	20	0	0	0	0
Cy Capital Reserve	55	0	0	0	0
Total	525	400	330	0	0

2119	POLICE-RADIO REPLACEMENT		
Project Status:	Open	Year Identified:	2010
Project Type:	Equipment Replacement	Manager:	Earl Warwick
Asset Type:	Communication Systems	Est End Date:	

Project Description

This project provides for the replacement and/or addition of police radio equipment.

General Comments

Radio communication is critical to police operations. The current fleet of police portable and in-car mobile radios have an anticipated useful life of approximately 9 years. This project addresses the eventual replacement of these essential communication assets. The 2021 budget is for the replacement of portable radios, in-car mobile radios, communication infrastructure and new technology that maintain communication.

Operating Impact

No anticipated operating impact for this capital project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchases	0	134	0	106	63
Total	0	134	0	106	63
FINANCING DETAILS					
Police Radio Reserve	0	134	0	106	0
Private Contributions	0	0	0	0	63
Total	0	134	0	106	63

2162	URBAN DESIGN - BIDS		
Project Status:	Open	Year Identified:	2009
Project Type:	Rejuvenation	Manager:	Paul Whitenect
Asset Type:		Est End Date:	

Project Description

This project includes the design and construction of comprehensive streetscape projects within the Downtown, Broadway, and Riversdale Business Improvement Districts. The priority of projects over the next number of years will be determined by the need to coordinate streetscape projects with underground utility replacement programs, the River Landing development, partnering opportunities, and with opportunities to promote multi-modal transportation by improving pedestrian conditions, transit and cycling conditions and facilities, and creating on-street parking facilities to increase parking revenues.

General Comments

Idylwyld Drive Streetscape Master Plan:

The City Centre Plan, the North Downtown Master Plan and the Growing Forward! Plan all indicate that an improved streetscape along the length of Idylwyld Drive is needed. The project involves the design and construction of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive. This project will only account for construction from the Senator Sid Buckwold Bridge to 25th Street.

This project involves a traffic study, an environmental site assessment, and the design of a streetscape improvement plan, as well as phased construction which may utilize an incremental approach to capitalize on the time-sensitivity of interventions. The redevelopment of Idylwyld Drive as an enhanced multi-modal corridor will contribute to pedestrian, cyclist, and transit use.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to specialized expertise.

3rd Avenue - 19th Street Intersection & Adjoining Roadways:

This project at the 19th Street intersection will include furniture and other amenities to be installed in conjunction with the Bus Rapid Transit (BRT) Project impacting 19th Street, between 2nd and 3rd Avenues.

3rd Avenue - North Phase:

This project involved streetscaping 3rd Avenue between 22nd and 25th Streets. The work is expected to occur in 2022 once the BRT routes have been identified. The design will accommodate the future use of the street and will complete the 3rd Avenue streetscape project.

23rd Street Streetscaping – Phase 1

This project involves streetscaping 23rd Street, between Idylwyld Drive to Spadina Crescent. Phase 1 will involve 23rd Street between 1st Avenue to 4th Avenue. Design work will occur in 2021, and construction is anticipated for 2022 and 2023. Work will be completed in conjunction with the BRT and bike lane improvements within the general area. Additional Phases will be added in the future, however, there is no timeline for this remaining work at present.

Art Pieces on Vacant Plinths

There are concrete plinths throughout the three core BID areas that we constructed as a platform to display art. Many plinths have not held art pieces for several years. Urban Design will work cooperatively with the BIDs and the Public Art Advisory Committee to provide art pieces on these plinths, or remove any plinths that are no longer needed.

Operating Impacts

Idylwyld Drive Streetscape Master Plan operating impacts to be determined based on the design phase.

23rd Street Streetscaping operating impacts to be determined based on the design phase.

Art Plinth project would have no operating impacts as ongoing maintenance would be provided by the Urban Design current budget.

Prior Budget Approvals

\$ 2,500,000 Idylwyld Drive Master Plan and design

Urban Planning and Development



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Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Plinth Art Pieces	50	50	0	0	0
3rd Avenue: North Phase	0	0	2,035	0	0
23rd Street Streetscaping	0	50	1,000	1,000	0
Idylwyld Drive: Bridge to Circle Drive	1,000	1,000	0	0	0
Total	1,050	1,100	3,035	1,000	0
FINANCING DETAILS					
Streetscape Reserve-Bid	1,050	1,100	3,035	1,000	0
Total	1,050	1,100	3,035	1,000	0

2166	URBAN DESIGN - CITY-WIDE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	Paul Whitenect		
Asset Type:		Est End Date:			

Project Description

This project includes the design and construction of comprehensive streetscape projects outside the Downtown, Broadway and Riversdale Business Improvement Districts. Projects are defined in terms of pedestrian amenity improvements, safety, and support for multi-modal travel through the City.

General Comments

Approved by City Council in 2009, the Central Avenue Master Plan called for streetscape improvements from 107th Street to 115th Street, including the commercial and industrial properties along Gray Avenue. Phases 1 and 2 of the Central Avenue streetscaping have been completed.

The remaining work will be split into two additional phases. Phase 3 continues the streetscape treatments from 107th Street to 109th Street, and includes a gateway feature recognizing the area as the Sutherland Business Improvement District. The design work for Phase 3 is occurring in late 2019, with construction planned for 2020, subject to funding approval.

The fourth and final phase will address the pedestrian crossing of the railway to improve pedestrian safety, complete the North portion of Central Avenue to 115th Street. Completion of the fourth phase will be included in future budget requests however no date has been determined at this time.

Operating Impact

Operating impacts will be determined once specific design elements are identified and will include maintenance, snow removal and street lighting.

Prior Budget Approvals

\$200,000 Phase 3 Streetscaping

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Central Avenue	600	0	0	0	0
Total	600	0	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	500	0	0	0	0
Streetscape Reserve-City Wide	100	0	0	0	0
Total	600	0	0	0	0

Urban Planning and Development

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Capital Project Details

Approved 2020/2021

2169	URBAN PLANNING AND DEVELOPMENT PROGRAM ENHANCEMENTS				
Project Status:	Open	Year Identified:	2010		
Project Type:	Support Systems	Manager:	Kara Fagnou		
Asset Type:		Est End Date:			

Project Description

This project supports the streamlined delivery of programs and services within the Urban Planning and Development Business Line.

General Comments

This project involves implementation of recommendations from the Building and Development Operational Review, Infill Roundtable and Development Civic Service Review to support economic growth and development through streamlined business practices.

Specifically, this includes program enhancements, upgrades or changes needed to maintain or expand existing programs associated with the Building and Development Permit Program including; fee and operational reviews; and customer satisfaction surveys. The project will also include marketing and costs associated with creating and delivering associated programs and services, including educational awareness campaigns.

2020 and 2021 funds will be used to support Building Standards, Planning and Development and Business Licensing expansion to online service, and for the rebranding of current marketing material to present consistent and strategic communication to the customer.

A combination of external and internal expertise will be used to support the redevelopment of the POSSE platform for the expansion of online services.

Special Note

The Productivity Improvement Loan (PIL) is subject to City Council approval which is being sought through the Capital Budget approval process, as per the City Council Policy C03-027, Borrowing for Capital Projects. The repayment of the PIL will be funded by additional Development Permit revenues, and repaid over a 5 year period.

Operating Impact

2022 - \$100,000 for licensing fees and systems maintenance, to be funded through Building Permit Fees.

Prior Budget Approval

\$465,000 - Allocated to fund a customer satisfaction survey, operational and corresponding fee review, development of business case and project plan for online services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Building Standards Program and Service Delivery	1,220	150	0	0	0
Total	1,220	150	0	0	0
FINANCING DETAILS					
Productivity Improvement Loan	370	0	0	0	0
Business Licensing Stabilization Reserve	250	0	0	0	0
Bldg Permits/Inspect Stab Reserve	600	150	0	0	0
Total	1,220	150	0	0	0

Urban Planning and Development



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Incremental Operating Impacts ('000s)	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Net Dollar Impacts	-	-	100.0	-	-

Corporate Asset Management



City of Saskatoon

Capital Project Details

Approved 2020/2021

2180	CIVIC FACILITY SITE MAINTENANCE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Maintenance	Manager:	Troy Lafreniere		
Asset Type:	Parking Lots	Est End Date:			

Project Description

This project provides for a three phased approach to bring the parking lot, private roadway and underground service requirements at the civic leisure centres up to standard and maintaining them at that standard.

Phase 1 - Conditional Assessment - Assess the condition of the parking lots, private roadways and underground services to determine the scope of the work required to bring these areas up to standard. Priorities will be established based on condition of the infrastructure and its impact to and by the customers.

Phase 2 - Undertake the work to bring the parking lots and paved areas to standard.

Phase 3 - Creation of a Civic Facility Site Replacement Reserve.

General Comments

Currently, the process for capital construction of new facilities does not include a future budget to maintain, repair or replace infrastructure components such as water/sewer lines, storm lines, manholes, signs, curbs, sidewalks, fencing, lot lighting, roads and paving, at the end of their life cycle. Repairs or replacements are done when a component has completely failed.

An \$11 million deficit has been identified in the maintenance, repair and/or replacement of infrastructure site components which are at or near the end of their life cycle and will soon need to be addressed. With prior budget approved funding, a condition assessment has been carried out to determine the scope of the work required and to establish priorities.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Design & Constr'n - Civic Leisure Centres	291	291	325	375	425
Other Civic Property	50	50	1,550	100	100
Total	341	341	1,875	475	525
FINANCING DETAILS					
Facility Site Repl Res	341	341	375	475	525
Unfunded Facility Site Repl Res	0	0	1,500	0	0
Total	341	341	1,875	475	525

2197	WTR - WATER AND ENERGY CONSERVATION INITIATIVES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Environmental Protection	Manager:	Amber Weckworth		
Asset Type:		Est End Date:			

Project Description

The water conservation program addresses the continued mandate for water conservation first identified in the Water Conservation Implementation Plan in the Long Term Capital Development and Expansion Plan.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

General Comments

Included in the program are "Leading by example" initiatives by City divisions as well as programs targeted at reducing Industrial, Commercial, and Institutional (ICI) sector water use, outdoor residential water use, and indoor residential water use.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Water Conservation Study	330	340	0	0	0
Total	330	340	0	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	330	340	0	0	0
Total	330	340	0	0	0

2214	WTR - WATER SYSTEM ASSESSMENT				
Project Status:	Open	Year Identified:	2010		
Project Type:	Growth And Capital Expansion	Manager:	Reid Corbett		
Asset Type:		Est End Date:			

Project Description

This project consists of an independent assessment by a consulting engineer to determine waterworks performance, condition, capacity and maintenance.

General Comments

The assessment is required by Provincial legislation dealing with the protection of water and water quality. The Act requires an independent engineering assessment of all permitted waterworks be conducted once every five years. Previous assessments were completed in 2010 and 2015. The 2020 assessment will meet the five year mandate.

The planned procurement method for this project is to be accomplished utilizing external contractors due to regulated or legislated requirements of the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Water System Assessment	166	0	0	0	0
Total	166	0	0	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	166	0	0	0	0
Total	166	0	0	0	0

2219	WTR-N.E. SECTOR RESERVOIR		
Project Status:	Open	Year Identified:	2013
Project Type:	Growth And Capital Expansion	Manager:	Reid Corbett
Asset Type:	Water Treatment Plant	Est End Date:	

Project Description

This project consists of the construction of a reservoir and pumping facility in the NE sector to meet the demands from growth in the sector.

General Comments

The project was initially scheduled for 2015 however upgrades to the 42nd Street reservoir and pumping facility and reduction in population growth allowed for a delay until 2020. The reservoir is planned to have a 40 million litre capacity and the pumping station an output of 1600 litres per second.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to capacity of existing staff to perform the work.

Special Note

This project is subject to a Public Notice Hearing for Borrowing.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
N.E. Sector Reservoir	5,000	21,218	21,642	0	0
Total	5,000	21,218	21,642	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	5,000	15,418	0	0	0
Borrowing	0	5,220	19,478	0	0
Operating Budget Downpayment	0	580	2,164	0	0
Total	5,000	21,218	21,642	0	0

2230	WW-INFRASTRUCTURE UPGRADES				
Project Status:	Open	Year Identified:	2013		
Project Type:	Equipment Replacement	Manager:	Reid Corbett		
Asset Type:	Wastewater Treatment Plant	Est End Date:			

Project Description

This project involves upgrades of equipment and infrastructure at the main plant, biosolids storage area and pumping stations that do not warrant a separate capital project.

General Comments

Wastewater treatment facilities have a severe service rating due to the corrosive nature of sewage. Failures of equipment and infrastructure are not predictable and random failures will occur. This project funds upgrades that are immediately required.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to capacity of existing staff to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Expected Upgrades	2,500	2,575	2,652	2,732	2,814
Total	2,500	2,575	2,652	2,732	2,814
FINANCING DETAILS					
Wastewater Trtmnt Cap Res	2,500	2,575	2,652	2,732	2,814
Total	2,500	2,575	2,652	2,732	2,814

2234	WALKWAY MANAGEMENT		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Maintenance	Manager:	Nathalie Baudais
Asset Type:		Est End Date:	

Project Description

This project involves walkways and includes completing assessments and improving infrastructure.

General Comments

This project supports the City of Saskatoon strategic goal "Quality of Life" as it will help to deal with the reduction and prevention of crime in the neighbourhood.

The management of walkways typically consists of CPTED reviews, crack repairs, drainage issues, lighting installation, replacement of broken or missing bollards, and other upgrades.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with the Council budget meeting.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Walkway Management	50	50	50	50	50
Total	50	50	50	50	50
FINANCING DETAILS					
Traffic Safety Reserve	50	50	50	50	50
Total	50	50	50	50	50

2237	UPGD DALMENY GRID/BEAM RD CONNECTION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier		
Asset Type:		Est End Date:			

Project Description

This project involves upgrading the existing roadway from a two lane paved roadway to a four lane paved roadway.

General Comments

Upon completion of the Highway 7 and Highway 14 interchange, this connection will become a desirable route for City traffic between the Blairmore Suburban Centre and the Marquis Industrial area.

The initial upgrade will be from Highway 14 to Claypool Drive, completed under land development. This project completes the roadway from Claypool Drive to Highway 16 which is now under provincial jurisdiction.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Upgd Dalmeny Grid/Beam Rd Connection	0	0	0	8,250	0
Total	0	0	0	8,250	0
FINANCING DETAILS					
Unfunded Major Projects	0	0	0	8,250	0
Total	0	0	0	8,250	0

2255	W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING				
Project Status:	Open	Year Identified:	2015		
Project Type:	Growth And Capital Expansion	Manager:	Aj Mccannell		
Asset Type:		Est End Date:			

Project Description

This project identifies the need for water and sewer capacity analysis and master planning for infill/redevelopment and future development areas. This will ensure that a consistent level of service for water distribution and sewer collection in residential, commercial and other areas of the city is maintained and possibly improved.

General Comments

System capacity analysis and maintenance is a key factor in sustainable management of water and sewer utilities. The city's growth must be supported by various elements including efficient and cost-effective water and sewer utilities. Maximizing the use of existing system capacities and identifying areas where new infrastructure is necessary will ensure the best value for the citizens of Saskatoon.

This project would be ongoing to address continual infill/redevelopment and rezoning applications. The master planning component was completed in 2017, and thereafter periodic updates will be required. The intent is to assess the needs under this project on a yearly basis. The estimated yearly funding is \$100,000 with the main source of funding coming from redevelopment levy to W&S Infrastructure Reserve.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Design	100	100	100	100	100
Total	100	100	100	100	100
FINANCING DETAILS					
Infra Res-Wtr & San Swr	100	100	100	100	100
Total	100	100	100	100	100

2259	PW SATELLITE YARDS		
Project Status:	Open	Year Identified:	2013
Project Type:	Growth And Capital Expansion	Manager:	Goran Saric
Asset Type:	Buildings	Est End Date:	

Project Description

Capital Projects 2259 - TU PW Satellite Yards and 2037 - TU Snow Management Facilities are inter-related to each other in regards to accommodating the future sites for Public Works satellite yard and snow management facilities. Land for three permanent Public Works satellite yard sites is required immediately to facilitate current emergency water & sewer operations and roadway maintenance activities. Once land is secured, funding opportunities for the development of the sites are possible. This project is also in consideration of projects 1584 - Civic Operations Centre and 2647 - City Yards Operations Rehabilitation.

General Comments

Funding in 2017 was to develop a strategy for locating operational facilities, including satellite yards and offices, based on the future growth impacts of the Growth Plan to Half a Million.

The satellite yards are required for:

- Sweepings stockpile, sand recycling
- Fill material handling, stockpiling recycling
- Satellite yard with parking, vehicle storage, and buildings
- Scale, wash bay
- Hydro-vac tailings disposal
- Container handling for garbage and recycling (except at the Southwest site)

Funding required for the Northwest and Northeast sites is to secure the land in advance of city development.

Funding shown for the Southeast site is required once the site is approved for development and the land purchase agreement is completed. Relocation from Nicholson Yards is imminent and a properly designed, constructed, and managed site is the goal for the proposed Public Works satellite yard in the southeast.

Funding for the Southwest site is required to relocate the current site, which is the future Recovery Park site, to the permanent location on the Civic Operations Centre Phase 2 land.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work (land purchase).

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Northeast PW Yards Development	0	0	1,416	0	0
Northwest PW Yards Development	0	0	1,416	50	100
Southeast PW Yards Development	0	0	2,950	0	0
Southwest PW Yards Development	0	0	300	0	0
Total	0	0	6,082	50	100
FINANCING DETAILS					
Unfunded Major Projects	0	0	6,082	50	100
Total	0	0	6,082	50	100

2263	WTR-WATERSHED MGMT AND ASSESSMENT PROGRAM				
Project Status:	Open	Year Identified:	2009		
Project Type:	Support Systems	Manager:	Twyla Yobb		
Asset Type:		Est End Date:			

Project Description

This project involves the creation of a watershed management program for the South Saskatchewan River within the City of Saskatoon.

The planned procurement method for this project is potentially a combination of internal staff and external consultants due to the potential expertise required.

General Comments

The City has been working with the South Saskatchewan River Stewards Inc. (SSRWSI) to support initiatives under the South Saskatchewan River Watershed Source Water Protection Plan. Future work to be supported by this project includes: storm water strategy, raw water pilot project, development of contractor guidelines, watershed planning and water security initiatives and research and education/awareness on aquatic invasive species.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Watershed Protection	250	256	0	0	0
Total	250	256	0	0	0
FINANCING DETAILS					
Infra Res - Storm Water	75	76	0	0	0
Wastewater Trtmnt Cap Res	175	180	0	0	0
Total	250	256	0	0	0

2265	TRANSPORTATION EQUIPMENT ACQUISITIONS				
Project Status:	Open	Year Identified:	2015		
Project Type:	Equipment Replacement	Manager:	Chris Wilson		
Asset Type:		Est End Date:			

Project Description

This project provides for the purchase of additional equipment required by the Sign Shop for detours, sign maintenance and crosswalk painting programs.

General Comments

This project is to ensure adequate equipment is in place to cope with the increase in volume for detours, sign maintenance and crosswalk painting programs due to city expansion. Additional equipment will increase productivity and improve customer service levels to both internal and external customers.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Sign Shop Equipment Purchase	140	50	75	50	75
Total	140	50	75	50	75
FINANCING DETAILS					
Transp Equip Acq Reserve	140	50	75	50	75
Total	140	50	75	50	75

2269	ACCOMMODATION CONSTRUCTION		
Project Status:	Open	Year Identified:	2013
Project Type:	Support Systems	Manager:	Terry Schmidt
Asset Type:		Est End Date:	

Project Description

This project provides funding to address accommodation deficiencies within the Transportation and Construction Department.

General Comments

Annual funding is reviewed annually to determine if there is a need for accommodation construction.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
General	100	100	100	100	100
Total	100	100	100	100	100
FINANCING DETAILS					
Tu - Capital Reserve	100	100	100	100	100
Total	100	100	100	100	100

2270	PAVED ROADS AND SIDEWALK PRESERVATION		
Project Status:	Open	Year Identified:	2017
Project Type:	Infrastructure Replacement	Manager:	Chris Duriez
Asset Type:		Est End Date:	

Project Description

This project funds annual preservation, restoration and rehabilitation programs for local, arterial and collector roads as well as high volume, limited access expressways. It also funds the preservation, restoration and rehabilitation of both neighbourhood and primary network sidewalks. The objective of this program is to minimize the life cycle cost of preserving the local, collector and arterial roads, as well as expressways, subject to minimum acceptable levels of service. These programs have been in place since 1988 (Collector Roads), 1981 (Arterial Roads), 1996 (Local Roads) and 1999 (Expressways). The sidewalk components in this project are required to restore sidewalks to a 'safe' condition. Sidewalk preservation is divided between neighbourhood assets and primary assets. As a neighbourhood asset, the sidewalks primarily serve the residents of that neighbourhood. Sidewalks classified as a primary asset serve a broader range of people. Current service levels for this project targets an average 20 year return cycle for both roadway and sidewalk preservation treatments. The treatment cycle does not mean that every road will necessarily be treated in that 20 year period but that the overall roadway and sidewalk network will have an average 20 year cycle.

General Comments

Local roads are considered part of the Neighbourhood Roadway Network, primarily serving residents of the neighbourhood and represent 49% of the City's roads. The primary program focus is on preservation of the roads within each neighbourhood.

Collector roads collect traffic from residential roads within each neighbourhood and are considered part of the Primary Roadway Network, representing 19% of the City's roads.

Arterial roads are high volume roads that connect neighbourhoods and are also considered part of the Primary Road Network, representing 18% of the City's roads. Over the past several years, traffic volumes, loads and the number of axles (which accelerates deterioration) have been increasing. This, along with increasing treatment costs and age, will necessitate increases in funding to sustain this infrastructure. The structural condition of these roads is being monitored along with the surface condition.

Expressways represent approximately 11% of the City's roads by surface area. The structural condition of these roads is being monitored along with surface condition.

The plan for sidewalk preservation is to make sidewalks safer by replacing, in whole or in part, panels of sidewalks having trip hazards or missing sections. Locations will be prioritized based on sidewalk use and planned neighbourhood renewal locations. Locations where parking meters exist will be given higher priority along with sidewalks near schools, hospitals and care homes. The estimated repair cost for sidewalks in 2020 is \$600 per lineal metre.

The proposed preservation programs are based on the most recent surface rating data and selective structural condition assessment and are updated as new information becomes available.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Transportation

City of Saskatoon

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Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Arterial Road Preservation	5,700	5,700	5,950	6,000	6,100
Collector Road Preservation	5,700	5,700	5,950	6,000	6,100
Expressway Road Preservation	3,800	3,800	3,800	4,000	4,000
Local Road Preservation	10,900	11,100	11,100	11,200	11,200
Neighbourhood Network Sidewalk Preservation	3,700	3,750	4,300	4,400	4,500
Primary Network Sidewalk Preservation	2,100	2,200	2,500	2,700	2,700
Total	31,900	32,250	33,600	34,300	34,600
FINANCING DETAILS					
Rce Post Budget	200	200	0	0	0
Paved Roadways Infrastructure Reserve	31,700	32,050	33,600	34,300	34,600
Total	31,900	32,250	33,600	34,300	34,600

2288	TRANSPORTATION SAFETY		
Project Status:	Open	Year Identified:	2020
Project Type:	Infrastructure Maintenance	Manager:	Nathalie Baudais
Asset Type:		Est End Date:	

Project Description

Capital Project Transportation Safety is intended to consolidate the set of transportation safety projects new and already existing:

1. Community Traffic Reviews (NEW)

2. Safety Improvements (NEW)

3. Railway Crossing Safety Improvements (Formerly P1456)

This project provides funding for the installation of railway crossing improvements undertaken by Canadian National and Canadian Pacific Railways at level crossings within City limits. Under the current funding agreement with Transport Canada and Pacific Railways, each party is responsible for a percentage of the costs associated with safety upgrades done at level crossings (gates and automated warning systems).

4. Pedestrian Safety Improvements (Formerly P0631)

This project includes various transportation safety improvements throughout the City including intersection and right-of-way improvements, and safety messages.

5. Geometric Modifications (Formerly P2235)

This project involves the implementation of major geometric and operational modifications at localized intersections to ensure the safe and efficient movement of vehicles.

6. High-Speed Roadside Safety Improvements (Formerly P2271)

This project is the delivery of the recommended plan from the 'In-Service Review' of the roadside safety systems completed in 2016. The capital budget reflects the prioritization of projects recommended by the consultant to address the potential severity of collision, the likelihood of collision (based on traffic volumes and vehicle composition) and the overall level of risk. The cost effectiveness of the modification are also considered in the recommended plan.

Community Traffic Reviews (CTR's) will replace the current Neighborhood Traffic Reviews (NTR's) in 2021 and will be more focused on safety instead of traffic calming. The CTR program has previously received Council endorsement.

The new capital project represents an on-going program for reporting purposes.

General Comments

Project Objectives:

The underlying issues that are being addressed through this consolidation is to clarify reporting, project tracking, and progress reporting to Council and the public. Rather than having multiple independent capital projects to report separately, a single capital project reflecting a business line will permit easier to understand progress and reporting as well as a logical grouping of initiatives that align with departmental goals and strategic plans.

Project Scope:

Existing capital project scopes will be grouped under transportation safety; individual components of the new project will follow the previous isolated capital projects.

Project Assumptions:

Funding will be maintained for each component to align with previous commitments and priorities.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, requirement of specialized services, and availability of technology in-house and long-term requirements.

Transportation

City of Saskatoon

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Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Community Traffic Reviews	0	100	300	300	300
Geometric Modifications	400	400	425	500	500
High-Speed Roadside Safety Improvements	380	380	380	380	380
Pedestrian Safety Improvements	250	250	250	250	250
Railway Crossing Safety Improvements	100	100	100	100	100
Total	1,130	1,230	1,455	1,530	1,530
FINANCING DETAILS					
Traffic Safety Reserve	350	450	650	650	650
Transp Infrs Expansion	400	400	425	500	500
Infra Res-Transportation	380	380	380	380	380
Total	1,130	1,230	1,455	1,530	1,530

2289	TRANSPORTATION PLANNING		
Project Status:	Open	Year Identified:	2020
Project Type:	Growth And Capital Expansion	Manager:	Sheliza Kelts
Asset Type:		Est End Date:	

Project Description

Capital Project Transportation Planning is intended to consolidate the set of transportation planning projects new and already existing:

1. Functional Planning (Formerly P2428)

This project is for the ongoing identification of future transportation needs and the preparation of functional planning studies.

2. Transportation Model (Formerly P2011)

This project is for the ongoing development of the Transportation Model to support the Growing Forward Shaping Saskatoon, and other transportation planning and development initiatives.

This project consists of the following phases:

- The first phase was for the purchase of a new transportation modelling software package, staff training and the development of a new City Transportation Model.
- The second phase involved the completion of a household travel survey (or, Origin-Destination study) in the fall of 2013. The information from the survey has been used to support the ongoing development of a detailed, multi-modal transportation model which supports the Growth Plan and other transportation planning and development initiatives.
- The next phase of the model design, which started in 2016 and continues in the future years, is the ongoing model maintenance and development to align with the growth and employment plans. In 2020, the investment is shown as a model update to reflect the growth of the region and network changes since the last revision; the cost will be shared with the Ministry of Highways and Infrastructure (MHI). In 2022, the investment is shown as the development and expansion of the model to fully incorporate the development of a regional transportation plan.

3. Rail Relocation (Formerly P2449)

This project is to fund the relocation of both Canadian National and Canadian Pacific railway yards to outside city limits.

4. Transportation Master Plan (Formerly P2439)

This project contains all the sub-projects and policy development activities of developing a comprehensive long term transportation plan. Individual projects to be completed in the next four years include: Travel Management (automobile), Bus Transit Policy and Planning Framework, Walking Policy and Planning Framework, Cycling Policy and Planning Framework (update), Roadways Design (update), Freight and Regional Travel Policy and Planning Framework (update), Transit-Oriented Development Guidelines for transit-supportive development, an Integrated Planning/Transportation/Transit Planning Process and a Rapid Transit Feasibility Study.

The new capital project represents an on-going program for reporting purposes.

General Comments

Project Objectives:

The underlying issues that are being addressed through this consolidation are to clarify reporting, project tracking, and progress reporting to Council and the public. Rather than having multiple independent capital projects to report separately, a single capital project reflecting a business line will permit easier to understand progress and reporting as well as a logical grouping of initiatives that align with departmental goals and strategic plans.

Project Scope:

Existing capital project scopes will be grouped under transportation planning; individual components of the new project will follow the previous isolated capital projects.

Project Assumptions:

Funding will be maintained for each component to align with previous commitments and priorities.

The planned procurement method for this project is to be accomplished utilizing external contractors in the design of the functional planning studies, due to existing staff capacity and expertise to perform the work, requirement of specialized services, objectivity of an opinion, and availability of technology in-house and long-term requirements.

Transportation

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Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Functional Planning	250	250	250	0	0
Total	250	250	250	0	0
FINANCING DETAILS					
Transp Infrs Expansion	250	250	250	0	0
Total	250	250	250	0	0

2290	TRAFFIC CONTROL SYSTEMS		
Project Status:	Open	Year Identified:	2020
Project Type:	Growth And Capital Expansion	Manager:	Goran Lazic
Asset Type:		Est End Date:	

Project Description

Capital Project Traffic Control Systems is intended to consolidate the set of traffic signal, and devices projects already existing:

1. New Traffic Signals (Formerly P1036)

This project upgrades existing traffic controls at one or more locations per year. Upgrades may include installation of new traffic signals or roundabouts or upgrades to existing signals.

2. Traffic Signal Infrastructure Upgrades (Formerly P1505)

This project involves essential maintenance of the City's traffic signal system and life cycle replacement of major electronic and hardware components.

3. Advanced Traffic Management System - Communications (Formerly P2233)

This project provides capital funding toward the expansion of the City's Advanced Traffic Management System (ATMS), enabling upgrades of communication lines and required replacement of signal cabinets and controllers.

4. Pedestrian Crossing Devices (Formerly P2446)

This project involves upgrading existing pedestrian devices or installation of new pedestrian crossing devices. Recommendations for devices are from neighborhood reviews, corridor reviews, or a concern from the public. All devices will meet the current warrant system used by the Transportation Division.

5. Traffic Counting Equipment (Formerly P1564)

This project is to replace aging portable traffic counting equipment used for short-term traffic volume, classification and speed studies.

6. Intelligent Transportation Systems (Formerly P2448)

This project provides capital funding for the development of Intelligent Transportation Systems (ITS).

The new capital project represents an on-going program for reporting purposes.

General Comments

Project Objectives:

The underlying issues that are being address through this consolidation are to clarify reporting, project tracking, and progress reporting to Council and the public. Rather than having multiple independent capital projects to report separately, a single capital project reflecting a business line will permit easier to understand progress and reporting as well as a logical grouping of initiatives that align with departmental goals and strategic plans.

Project Scope:

Existing capital project scopes will be grouped under traffic control systems; individual components of the new project will follow the previously isolated capital projects.

Project Assumptions:

Funding will be maintained for each component to align with previously commitments and priorities.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity and expertise to perform the work, requirement of specialized services, and availability of technology in-house and long-term requirements.

Transportation

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Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Advanced Traffic Management System - Communications	150	100	100	100	100
New Traffic Signals	375	400	425	450	450
Pedestrian Crossing Devices	200	200	200	200	200
Traffic Counting Equipment	100	100	0	0	0
Traffic Signal Infrastructure Upgrades	400	400	400	400	400
Total	1,225	1,200	1,125	1,150	1,150
FINANCING DETAILS					
Transp Infrs Expansion	625	600	525	550	550
Traffic Safety Reserve	200	200	200	200	200
Infra Res-Transportation	400	400	400	400	400
Total	1,225	1,200	1,125	1,150	1,150

2296	LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE				
Project Status:	Open	Year Identified:	2017		
Project Type:	Infrastructure Maintenance	Manager:	Troy Lafreniere		
Asset Type:	Ice Arenas	Est End Date:			

Project Description

This project will provide for redevelopment of the parking facilities that support programming and events at the Lions Arena. The project also includes the replacement of the storm sewer line from Lions Arena to the existing main line located within park space south-east of the arena, resulting in an upgrading of storm water capacity.

General Comments

Parking facility upgrades and storm sewer line upgrades are required to provide adequate parking for patrons and prevent further deterioration and increasing costs to repair and maintain the existing parking lot and storm sewer line. The project will result in an organized and structured asphalt concrete parking lot layout, doubling the number of parking stalls and allowing for maximization of space. Defining parking stalls with the use of retaining walls, line painting and concrete walk and curbs will work towards general organization of the site. Creating a defined area complete with a concrete pad and heavy duty asphalt will assist in more efficient trash and recycling collection for the site. A heavy duty Zamboni route will be included to allow for efficient and appropriate snow piling, preventing premature surface degradation and inefficient use of space.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Parking Lot & Sewer Upgrade	0	0	1,100	0	0
Total	0	0	1,100	0	0
FINANCING DETAILS					
Unfunded Facility Site Repl Res	0	0	1,100	0	0
Total	0	0	1,100	0	0

2300	COMPREHENSIVE ZONING BYLAW REVIEW		
Project Status:	Open	Year Identified:	2019
Project Type:	Study/Planning	Manager:	Darryl Dawson
Asset Type:	Studies - Non Capitalized Expenditure	Est End Date:	

Project Description

The Zoning Bylaw No. 8770 last underwent a comprehensive review between 2007 and 2009. Industry trends and changes in the meantime have left gaps where the zoning does not address the desired uses effectively. A wide range of amendments have been identified that align with a number of strategic themes including business friendly and economic development initiatives, environmental initiatives, and addressing current trends in planning. In addition, a variety of amendments are required to align with the many recent City initiatives, including the Growth Plan to Half a Million, the Culture Plan, the Saskatoon North Partnership for Growth Regional Plan, and the renewed Official Community Plan.

Addressing these identified issues and initiatives will assist in streamlining development applications by ensuring that the regulations are appropriate and in place for the desired types of facilities in the community.

General Comments

This project will undertake a comprehensive review of the Zoning Bylaw to ensure that the current and desired trends in commercial, residential and community developments are incorporated in the planning regulations for the City of Saskatoon. This will include amendments that fall within the following themes:

- Review of Commercial and Mixed-Use Zoning Districts; including review of regulations for all commercial zoning districts from Neighbourhood level commercial to the City Centre as well as the Direct Control Districts for regional retail areas;
- Regulations to accommodate new forms of development
- Environmental Initiatives, including green roofs, Dark Sky compliance lighting, solar access;
- Review of parking requirements throughout all zoning districts;
- A review of residential infill regulations;
- A wide range of clarifying amendments to respond to issues that have been identified by the development industry, design professionals and Civic Administration;
- A range of minor amendments to address housekeeping items; and,
- Revisions required to implement recommendations from the new Official Community Plan and other Civic plans and studies.

This project will include not only the analysis of the regulations, but will also incorporate the following components:

- Architectural analysis to ensure that regulations are development/business friendly. This will include design analysis of key development regulations, such as the Open Volume requirements in the Downtown Commercial (B6) District.
- Best practice research and the development of new standards for public notification, including advertising, signage and other communications.
- An exploration and analysis of new user-friendly digital formats for zoning bylaws will be undertaken with a recommendation being made for a final product selection. This will allow for the creation of a fully indexed, searchable and user-friendly resource. Funding in 2021 will be required to implement this resource.
- Establishment of a Development Information Portal, which is intended to be a resource for the development industry to access required site information, such as utility locations, detailed property information, nearby development applications, upcoming construction, etc. This Portal has been requested by industry members through the Infill Roundtable. It is expected that this Portal can be largely developed by in-house staff and will be aligned with the City's efforts to make Open Data a reality.

The project scope also includes community and stakeholder engagement, communications and promotions, and extensive legal review by the City Solicitors Office. These are key elements of ensuring that the review of the Zoning Bylaw responds both to community interests, as well as to legislated requirements.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to the available knowledge and expertise of internal staff, as well as the on-going nature of the work. In addition, some small external contracts may be used when particular items require other expertise.

Operating Impacts

Upon completion of this project, an operating FTE is required to enhance the ability of the Division to keep the Zoning Bylaw up to date and responsive to industry requirements. 0.5 FTE has been included in the 2021 Operating budget with anticipated start of July 2021, leading to a full time position in 2022 for an additional (0.5 FTE) for \$53,000.

Urban Planning and Development



City of Saskatoon

Capital Project Details

Approved 2020/2021

Prior Budget Approvals

\$250,000 for first year of project to provide for necessary internal staffing, communications, engagement, advertising and potential special contracts

Project Detail Expenditure / Funding ('000s)	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
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GROSS COST DETAILS

Zoning Bylaw Review	375	375	60	0	0
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Total	375	375	60	0	0
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FINANCING DETAILS

Reserve For Capital Expenditures	375	375	0	0	0
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Unfunded Rce	0	0	60	0	0
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Total	375	375	60	0	0
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Incremental Operating Impacts ('000s)	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
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Net Dollar Impacts	-	-	53.0	-	-
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2313	SL&P - UTILITY GENERATION		
Project Status:	Open	Year Identified:	2018
Project Type:	Electrical And Street Lighting	Manager:	Trevor Bell
Asset Type:		Est End Date:	

Project Description

This project is for the construction of power generation facilities. Planned projects include combined heat and power generation, utility scale solar generation, hydro-power, and expansion of the generation facilities at the landfill. It is expected that these projects will be pursued in partnerships with other agencies.

General Comments

Saskatoon Light & Power continues to look for options to add more electrical generation to its system (Capital Project #1281 - Sustainable Power Generation Options). In particular, sustainable power generation options are preferred. Funding for projects is heavily depend on outside sources and as such, project scope and schedules are subject to change.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
CHP Generation	0	0	0	200	0
Landfill Generation Expansion	0	0	300	0	0
Hydropower	0	50	50	50	50
Total	0	50	350	250	50
FINANCING DETAILS					
Electrical Distribution Extension Res	0	50	350	250	50
Total	0	50	350	250	50

2317	TRANSIT SHELTERS/BENCHES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Maintenance	Manager:	James McDonald		
Asset Type:	Bus Shelters	Est End Date:			

Project Description

This project involves the ongoing installation of bus stop shelters and bench replacements. Additionally, the capital available in the reserve will be used towards transit infrastructure improvements.

General Comments

The aim of this project is to improve customer experience and transit accessibility by installing shelters, benches and upgrading stops such as installing concrete landing pads, establishing missing links (connectors) between sidewalk and shelters. There are transit stops that are designated by just a pole in the ground with no sidewalk infrastructure. A Bus Stop Audit is in progress to inventory more than 1450 active stops in Saskatoon to prioritize these locations for upgrades. The planned procurement method for this project is to be accomplished utilizing internal staff, due to the capacity of existing staff to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Transit Shelter & Bench Repl Plan	100	100	0	0	0
Total	100	100	0	0	0
FINANCING DETAILS					
Transit Capital Projects Reserve	100	100	0	0	0
Total	100	100	0	0	0

2323	RIDERSHIP GROWTH INITIATIVES				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	James McDonald		
Asset Type:	Studies - Non Capitalized Expenditure	Est End Date:			

Project Description

This project involves an initiative dedicated to growing Transit ridership and revenue.

General Comments

Capital funding is required to set up numerous untapped markets for transit ridership that exist and have not yet been fully developed as well as to retain the current ridership. The project will focus on the implementation of programs and initiatives to get more people riding the bus, with the ultimate goal of increasing revenue. The following are among the potential strategies and initiatives that will be used/explored:

- Transit target audiences: high school, post-secondary, senior and corporate
- Partnering with environmental and social groups to promote Transit usage as a green alternative
- Transit presence at local special events (parades, pink shirt day etc.)
- Website and social media as a communication tool
- Marketing and advertising - to create brand awareness with a focus on app and technology education
- Internal communication to management and operators to ensure staff are involved and aware of the new programs and initiatives allowing for an opportunity to become ambassadors
- Fare and mobile ticketing review
- Transit focused market research to better understand the local transportation trends
- Investigation into new technologies
- Relationship management with internal (City of Saskatoon) and external stakeholder groups
- Travel training
- Integration of Access Transit with Conventional Transit

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to expertise of existing staff to do the work and requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Technology	215	215	250	275	275
Advertising	100	100	50	100	100
Total	315	315	300	375	375
FINANCING DETAILS					
Federal Transit Funding Program	100	0	0	0	0
Transit Capital Projects Reserve	215	315	300	375	375
Total	315	315	300	375	375

2326	ACCESS TRANSIT FACILITY		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Replacement	Manager:	Tracey Loewen
Asset Type:		Est End Date:	

Project Description

This project involves design and construction of a new Access Transit facility and the initial purchase of equipment and furnishings necessary to maintain the fleet and office spaces.

General Comments

Access Transit has their own space since the COC was built. Access Transit is outgrowing this facility and anticipating there will be considerable future growth in this area over the next few years. The planned procurement method for this project is to be accomplished utilizing external contractors, due to the transfer of risk and capacity and expertise of existing staff to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
New Facility	50	0	0	0	0
Total	50	0	0	0	0
FINANCING DETAILS					
Private Contributions	50	0	0	0	0
Total	50	0	0	0	0

2328	TRANSIT IMPLEMENTATION PLAN				
Project Status:	Open	Year Identified:	2020		
Project Type:	Growth And Capital Expansion	Manager:			
Asset Type:		Est End Date:			

Project Description

This project involves the development, construction and implementation of a Bus Rapid Transit (BRT) system and a revision to current transit routing in support of BRT implementation called the Transit Plan. The BRT project includes funding for Intelligent Transportation Systems (ITS), sidewalks and curbs, bus pads, station and stop upgrades inside the overall allocation. Line items listed here are in support of the Transit Plan not BRT. The Park and ride is only listed here and is not included in the BRT allocation.

General Comments

Saskatoon Transit will continue to make infrastructure improvements throughout the City and upgrade existing facilities in preparation for changes associated with the BRT. The project will create a system of high frequency BRT lines across three corridors in Saskatoon (blue, red and green) and the Transit Plan will support the BRT by moving passengers from neighborhoods and other locations to the BRT lines. Introduction of transit signal priority(TSP)/(ITS) along corridors, building new stations along routes and dedicated running ways at select locations is part of the BRT allocation. However, the City of Saskatoon also introduced ITS, new stops, and improvements to current Transit infrastructure in the city to support the transition to the Transit Plan and BRT. The project outcomes are improved capacity of public transit infrastructure, improved quality of life and or safety of existing or future transit system, and improved access to a public transit system. The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors, due to the capacity of existing staff to perform the work and requirement of specialized services.

Special Note

The BRT and Transit Plan projects are being supported with financing from the Investing in Canada Infrastructure Plan – Public Transit Stream for both the BRT and Transit Plan. Total funding is estimated at \$255 million (inclusive of ineligible expenditures) of which \$60 million is for buses (Capital Projects P583 TR-Replace/Refurb Buses and P2095 Access Transit-Bus Replacements).

The contribution is expected to be 40% from the Federal Government, 33.33% from the Provincial Government and the remainder funded through the City of Saskatoon BRT/Transit Plan funding plan which includes operating contributions and borrowing. The government funding is subject to approval at Provincial and Federal levels.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bus Rapid Transit	450	450	29,265	25,167	25,167
Station/Stop Upgrades	0	0	1,665	1,667	1,667
Park & Ride	0	0	165	167	167
ITS	0	0	1,165	1,167	1,167
Sidewalks	0	0	2,500	2,500	2,500
Bus Pads	0	0	1,000	1,000	1,000
Total	450	450	35,760	31,668	31,668
FINANCING DETAILS					
Icip - Provincial	0	0	10,551	10,555	10,555
Funding Plan Contribution	450	450	12,545	8,447	8,447
Icip - Federal	0	0	12,664	12,666	12,666
Total	450	450	35,760	31,668	31,668

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2352	PERMANENT BOAT LAUNCH SITE				
Project Status:	Open	Year Identified:	2009		
Project Type:	Infrastructure Replacement	Manager:	Brad Babyak		
Asset Type:	Buildings	Est End Date:			

Project Description

This project involves the design and construction of the Permanent Boat Launch facility.

General Comments

The current boat launch adjacent to Kiwanis Memorial Park was set up in 2004 as a temporary location. Meewasin is completing a River Access Study including a review of possible locations and identifying potential land-use conflicts.

Using previously approved funding, public consultation began in 2016. Pending approval from City Council on a permanent boat launch site, detailed design will commence in 2021 with construction to follow in 2022 and 2023.

The planned procurement method for this project will be accomplished utilizing external contractors, due to expertise of existing staff to perform the work.

Special Note

This project was approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Facilities Game Plan Proposed Funding Plan, subject to budget approval.

Operating Impact

2023 - Operating impact will be determined based on final design.

Prior Budget Approval

\$165,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Design and Construction	0	100	200	200	0
Total	0	100	200	200	0
FINANCING DETAILS					
Parks & Rec Partnership Reserve	0	100	200	200	0
Total	0	100	200	200	0

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2353	CHIEF WHITECAP PARK DEVELOPMENT				
Project Status:	Open	Year Identified:	2009		
Project Type:	Rejuvenation	Manager:	Brad Babyak		
Asset Type:	Parks And Open Spaces	Est End Date:			

Project Description

This project involves the implementation of the program plans as outlined in the Chief Whitecap Master Plan, as approved by City Council in June 2010.

General Comments

The Master Plan Development for this park was a joint project partnered between the City of Saskatoon and the Whitecap Dakota First Nation. The Master Plan was developed through consultation with major stakeholders: Rural Municipality of Corman Park, Meewasin, residents neighbouring the park, and the current park users. The City of Saskatoon partnered with Meewasin to complete the detail design for Chief Whitecap Park. The 2013-2023 Strategic Plan identifies Quality of Life as an important factor in building our communities; and the Recreation and Parks Master Plan has identified Shared Use Trail Network/System as a top priority.

Chief Whitecap Park is an important historical venue that provides citizens with access to facilities and programs while enjoying the natural beauty that Chief Whitecap Park holds. Partnering with Meewasin has provided an opportunity to revitalize the natural landscape of Chief Whitecap Park, while planning for the development of primary and secondary trails through the park. The primary trail through Chief Whitecap Park will expand the Trans Canada Trail network through the City of Saskatoon which promotes active living.

The planned procurement of method for this project is to be accomplished utilizing external staff, due to the expertise of Meewasin as a lead partner to complete the development.

The 2020 plan includes year two of the naturalization of the uplands process, development of the Meewasin/Trans-Canada Trail pathway, and south parking lot. Partnerships with Meewasin/Trans Canada Trail to fund the primary trail are in development. Meewasin is seeking grant funding through the Trans Canada Trail Program, estimated at \$475,000 to complete the primary trail in Chief Whitecap Park.

The 2022 plan includes year three of the naturalization of the uplands process as well as secondary dog park pathways.

Special Note

The funding for the 2020 plan is unconfirmed through Meewasin and will only proceed upon receipt of the external funding.

Operating Impacts

2022 - \$10,000 - Roadways pathway clearing (pending approval of 2020 construction budget)

2023 - Operating costs to be determined based on park construction approvals

Prior Budget Approvals

\$ 71,000 Development of Master Plan (cost shared with partner)

\$ 140,000 Detailed Design

\$ 60,000 Gravel Parking Lot

\$ 190,000 Development of an 80 acre off-leash dog park with fencing and installation of site amenities

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	525	0	50	0	0
Total	525	0	50	0	0
FINANCING DETAILS					
Private Contributions	475	0	0	0	0
Animal Services Reserve	50	0	50	0	0
Total	525	0	50	0	0

Recreation and Culture

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Incremental Operating Impacts ('000s)	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Net Dollar Impacts	-	-	10.0	-	-

2368	PRINTING AND MAIL SERVICES - EQUIPMENT				
Project Status:	Open	Year Identified:	2010		
Project Type:	Equipment Replacement	Manager:	Paul Ottman		
Asset Type:	Miscellaneous Equipment	Est End Date:			

Project Description

The project provides for the replacement of Printing and Mail Services equipment.

General Comments

The demand for higher quality print is increasing along with the need for redundant printing services. New equipment in printing services could provide backup printing capabilities for the Data Centre (utility bills, etc.). The future plan is to replace this equipment once it is no longer current technology as maintenance costs will be rising, the failure rate will be increasing, parts will become difficult to find and the printing needs of our customers will be different.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Additional Equipment	136	0	0	0	0
High Volume Digital Multi-Functional Device	0	154	0	0	150
Total	136	154	0	0	150
FINANCING DETAILS					
Printing And Mail Equip Repl Reserve	136	154	0	0	150
Total	136	154	0	0	150

2379	FIRE-MAJOR APPARATUS REPLACEMENT				
Project Status:	Open	Year Identified:	2010		
Project Type:	Equipment Replacement	Manager:	Glenn Ledray		
Asset Type:	Fire Apparatus	Est End Date:			

Project Description

This project provides for the replacement and refurbishment of major firefighting apparatus used by the Saskatoon Fire Department.

General Comments

Major Fire Apparatus are scheduled to be replaced as they reach the end of their safe serviceable life and begin experiencing recurring mechanical problems, making them very inefficient for day to day operations. Included are fire engines, aerial ladder vehicles, rescue trucks, dangerous good trucks, brush and tanker trucks, mobile pump trailer and the emergency measures mobile command post.

The plan includes the replacement of a fire engine in each of the next three years along with an aerial ladder truck in 2020 and a rescue truck in 2023.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Fire Engine Replacement	650	865	865	670	0
Aerial Ladder Truck Replacement	1,475	0	0	0	0
Total	2,125	865	865	670	0
FINANCING DETAILS					
Fire Apparatus	2,125	865	865	670	0
Total	2,125	865	865	670	0

Saskatoon Police Service



City of Saskatoon

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2389	POLICE-FLEET ADDITIONS				
Project Status:	Open	Year Identified:	2009		
Project Type:	Growth And Capital Expansion	Manager:	Earl Warwick		
Asset Type:	Police Vehicles	Est End Date:			

Project Description

This project provides for the expansion of the Police Service vehicle fleet including vehicle and related equipment costs.

General Comments

Project is planned to increase the regular fleet. Project funding allows for the fleet to expand by 2 to 4 vehicles (fully equipment marked units and/or unmarked units) depending on operational demands.

The 2021 budget includes the addition of 2 marked units, in conjunction with FTE increase requests.

Operating Impacts

Anticipated operating impacts are \$43,000 in 2021.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024

GROSS COST DETAILS

Fleet Additions	0	199	170	170	170
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Total	0	199	170	170	170
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FINANCING DETAILS

Police Capital Reserve	0	199	170	170	170
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Total	0	199	170	170	170
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	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	43.0	-	-	-

2390	GREEN INFRASTRUCTURE STRATEGY				
Project Status:	Open	Year Identified:	2009		
Project Type:	Environmental Protection	Manager:	Twyla Yobb		
Asset Type:		Est End Date:			

Project Description

The purpose of the Green Infrastructure Strategy is to develop an integrated approach to planning and maintaining a sustainable and biodiverse city, one in which natural areas and other green and open spaces are considered important infrastructure. In order to achieve this, the Strategy will address five themes: Governance; Land Allocation; Green Network; Storm Water Servicing; and Heritage and Culture.

General Comments

This project supports the strategic goals by ensuring that Green Infrastructure is identified and managed for the benefit of current and future generations and by proactively addressing effects from climate change and through a balanced approach to land use. This funding will allow the City to carry out implementation work using staff resources developed over the past two years preparing the Green Infrastructure Strategy.

2020 funding would be dedicated to the preparation of the Biodiversity Action Plan which would address how to maintain and improve biodiversity under changing climate conditions. The work includes an update of the city's naturalization program, and the development of goals/targets for biodiversity, naturalization and conservation. Funding would cover staff resources to research, prepare- and deliver content, communications and engagement resources and potentially some consultant work. Partnerships for natural asset valuation would be explored if resources permit.

In 2021, funding would be for the delivery of the Urban Agriculture Plan. Growing, maintaining and distributing food in the city increases access to fresh, healthy food while encouraging social cohesion, physical activity and pride in the community. The plan would include creation of an inventory of food production and edible landscapes in public spaces, reviewing and identifying policy gaps and setting goals for more food growth in the city, including business case preparation for shovel-ready projects. Funding would cover staff resources to research, prepare and deliver content, communications and engagement resources and potentially some consultant work.

Prior Budget Approvals

\$665,000 - An initial inventory and policy study was completed in 2009 and a Wetland Development Workshop was held in 2012. The policy framework was completed in 2013 and a refined wetland inventory (that included evaluation of wetland significance) was completed in 2015. The remainder of previously-approved budget is being used for the Green Infrastructure Workshop with community organizations, completion of the Phase 1 Green Infrastructure Strategy Baseline Inventory, Guiding Principles and Key findings with work underway for the Natural Areas Standards and Green Infrastructure Strategy Phase 2 in 2018.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Biodiversity Action Plan	150	0	0	0	0
Urban Agriculture Plan	0	150	0	0	0
Total	150	150	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	150	150	0	0	0
Total	150	150	0	0	0

2395	CIRCLE DRIVE/14TH ST-NB		
Project Status:	Open	Year Identified:	2012
Project Type:	Growth And Capital Expansion	Manager:	Todd Grabowski
Asset Type:		Est End Date:	

Project Description

This project is for the rehabilitation of the Circle Drive northbound over 14th Street overpass.

General Comments

The Circle Drive northbound over 14th Street overpass is a two lane, three span, concrete girder bridge, originally constructed in 1989. The estimated replacement cost for this structure is approximately \$5 million.

Rehabilitation of the structure is planned for 2024 & 2027 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of the upper 100 mm of the concrete deck, replacement of the expansion joints with semi-integral abutments and spot repairs to concrete surfaces.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Repairs	0	0	0	0	1,440
Total	0	0	0	0	1,440
FINANCING DETAILS					
Bridge Major Repair Reserve	0	0	0	0	1,440
Total	0	0	0	0	1,440

2397	CIRCLE DRIVE/8TH ST - NB/SB		
Project Status:	Open	Year Identified:	2012
Project Type:	Infrastructure Replacement	Manager:	Todd Grabowski
Asset Type:		Est End Date:	

Project Description

This project involves rehabilitation of the Circle Drive over 8th Street overpass structure.

General Comments

The Circle Drive northbound and southbound over 8th Street overpasses are two lane, two span, steel girder bridges, originally constructed in 1999. The estimated replacement cost for each structure is approximately \$5.4 million.

Rehabilitation of the northbound and southbound structure is planned for 2020 and 2021 and includes engineering and design services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of the upper 100 mm of the concrete deck and spot repairs to concrete surfaces.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Rehabilitation of SB structure	100	900	0	0	0
Rehabilitation of NB structure	100	900	0	0	0
Total	200	1,800	0	0	0
FINANCING DETAILS					
Bridge Major Repair Reserve	200	1,800	0	0	0
Total	200	1,800	0	0	0

2398	ATTRIDGE DR/CIRCLE DR OVERPASS				
Project Status:	Open	Year Identified:	2012		
Project Type:	Growth And Capital Expansion	Manager:	Todd Grabowski		
Asset Type:		Est End Date:			

Project Description

This project involves the rehabilitation of the Attridge Drive over Circle Drive overpass.

General Comments

The Attridge Drive over Circle Drive overpass is a six lane, two span, steel girder bridge, originally constructed in 2001. The estimated replacement cost for this structure is approximately \$13.4 million.

Proactive rehabilitation of the structure is planned for 2022 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, spot repairs to concrete surfaces and repairs to the slope protection.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Deck Resurfacing	0	0	900	0	0
Total	0	0	900	0	0
FINANCING DETAILS					
Bridge Major Repair Reserve	0	0	900	0	0
Total	0	0	900	0	0

2401	PEDESTRIAN CROSSING STRUCTURES		
Project Status:	Open	Year Identified:	2013
Project Type:	Infrastructure Maintenance	Manager:	Todd Grabowski
Asset Type:	Overpasses	Est End Date:	

Project Description

This project involves rehabilitation of various pedestrian crossing structures.

General Comments

The Northridge Drive to 45th Street over Idylwyld Drive overpass is a two span, concrete deck pedestrian overpass with access stairs on either side, originally constructed in 1969. The estimated replacement cost for this structure is approximately \$934,000. The rehabilitation work planned for 2020 and 2021 includes engineering services, repairs to approach walkways, replacement of expansion joint glands, spot repairs to concrete surfaces, grouting the bearings and replacement of the east pedestrian rail.

The Central Avenue to Carleton Drive over College Drive overpass is a two span, concrete deck pedestrian overpass with access stairs on either side, originally constructed in 1969. The estimated replacement cost for this structure is approximately \$934,000. The rehabilitation work planned for 2020 and 2021 includes engineering services by specialized external service providers, replacement of expansion joint glands and level nosings, spot repairs to concrete surfaces, grouting the bearings and sanding and repainting the pedestrian railing.

The Hilliard Street over Idylwyld Drive overpass is a two span, cast-in-place concrete deck pedestrian overpass with spiral access ramps on either side, originally constructed in 1966. The estimated replacement cost for this structure is approximately \$3.85 million. The rehabilitation work planned for 2020 and 2021 includes engineering services, shimming the approaches, repairs to the pedestrian cage, replacing the expansion joint glands, spot repairs to concrete surfaces and filling the scour hole under the east abutment wall.

The pedestrian walkway across CPR River Bridge is a 300 m long, 1.1 m wide timber pedestrian crossing attached to the CPR River Bridge, originally constructed in 1936. The estimated replacement cost for this structure, including the main west staircase (steel) and secondary west staircase (timber), is approximately \$2 million. Rehabilitation work planned for 2020 includes wood stair replacement, sanding and repainting the staircase for corrosion protection (where required).

The Rupert Drive to Pembina Place over Circle Drive overpass is a two span, concrete deck pedestrian overpass, originally constructed in 1980. The estimated replacement cost for this structure is approximately \$1,400,000. The rehabilitation work planned for 2020 and 2021 includes engineering services by specialized external service providers, replacement of expansion joint glands and level nosings, spot repairs to concrete surfaces, grouting the bearings and sanding.

The pedestrian walkways under Circle Drive has work planned for 2028 which includes design and engineering services, surface replacements through tunnel and spot repairs to concrete surfaces on the headwall and wing walls, where applicable.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Prior Budget Approvals

\$113,000

Prior budget approval was for the rehabilitation of the 11th Street under Idylwyld underpass.

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Project Detail Expenditure / Funding ('000s)	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
GROSS COST DETAILS					
Hilliard St. over Idylwyld Drive	10	90	0	0	0
Central Ave to Carleton Drive over College Drive	10	90	0	0	0
Northridge Dr to 45th St. over Idylwyld Drive	10	95	0	0	0
Rupert Drive to Pembina Place over Circle Drive Overpass	10	90	0	0	0
Pedestrian Walkway Across CPR River Bridge	70	0	0	0	0
Total	110	365	0	0	0
FINANCING DETAILS					
Bridge Major Repair Reserve	110	365	0	0	0
Total	110	365	0	0	0

2402	HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS				
Project Status:	Open	Year Identified:	2013		
Project Type:	Infrastructure Maintenance	Manager:	Todd Grabowski		
Asset Type:	Overpasses	Est End Date:			

Project Description

This project involves preservation activities for the Highway 16 eastbound and westbound over Highway 11 overpasses.

General Comments

The Highway 16 over Highway 11 overpasses were bestowed to the City of Saskatoon in 2011 from the Ministry of Highways and Infrastructure. The two overpasses are three lane, five span, concrete girder bridges, originally constructed in 1967. The estimated replacement cost for these structures is approximately \$15.4 million.

The design and construction of the over height sensor and warning beacon on Highway 11 northbound is scheduled for 2020 but is unfunded. This work will proceed when funding can be allocated in concert with the priorities of the bridges inventory, or funding from outside sources becomes available.

The planned work for 2027 is the precast barriers on both structures.

Northbound and southbound deck rehabilitation is postponed until 2035 which includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal of replacement of the upper 112 mm of concrete deck, median, barrier, pedestrian rail and spot concrete repairs.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Prior Budget Approvals

Prior budget approval was for repairing the joints, abutments and girder ends of the overpass as well as to provide for the installation of an over-height sensor and warning beacon on Highway 11 northbound.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Overheight Warning System	0	0	155	0	0
Total	0	0	155	0	0
FINANCING DETAILS					
Unfunded Bridge Major Repair Res	0	0	155	0	0
Total	0	0	155	0	0

2406	MINOR BRIDGE REPAIRS		
Project Status:	Open	Year Identified:	2012
Project Type:	Infrastructure Maintenance	Manager:	Todd Grabowski
Asset Type:		Est End Date:	

Project Description

This project is required to provide funding for minor repairs and structural studies as required on the City's bridges and structures.

General Comments

There are currently 75 bridges, overpasses and pedestrian crossings that the City is responsible for. The list of projects and locations is prioritized on an annual basis as needed. The yearly program consists of minor concrete repairs, crack sealing, epoxy flood coating and asphalt treatments on a yearly basis. The program includes larger maintenance programs planned for 2022 & 2026 due to combining asphalt resurfacing on multiple structures to minimize the costs.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	389	289	1,289	289	289
Total	389	289	1,289	289	289
FINANCING DETAILS					
Bridge Major Repair Reserve	389	289	1,289	289	289
Total	389	289	1,289	289	289

2408	VISION ZERO		
Project Status:	Open	Year Identified:	2019
Project Type:	Study/Planning	Manager:	Nathalie Baudais
Asset Type:		Est End Date:	

Project Description

Vision Zero is a road safety approach with the goal of zero traffic related fatalities or severe injuries. Canada adopted Vision Zero as a federal strategy in January 2016. Vision Zero is a collaborative, multi-disciplinary approach and reflects multiple community partners and stakeholders.

General Comments

This report supports the Strategic Goal of Moving Around as it improves the safety of all road users (pedestrians, cyclists, and drivers), and helps provide a great place to live, work, and raise a family.

Should this project receive funding, the following initiatives would be completed: prepare a Vision Zero Implementation Plan; and confirm and consolidate the mandate and members of the Vision Zero Advisory Committee.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Design	0	0	100	170	0
Total	0	0	100	170	0
FINANCING DETAILS					
Unfunded Traffic Safety Res	0	0	100	170	0
Total	0	0	100	170	0

2409	TRAFFIC OPERATIONS & MANAGEMENT		
Project Status:	Open	Year Identified:	2020
Project Type:	Infrastructure Replacement	Manager:	Cory Funk
Asset Type:		Est End Date:	

Project Description

Capital Project Traffic Operations and Management is intended to consolidate the set of traffic operation/management projects already existing:

1. Traffic Sign Infrastructure (Formerly P1506)

This project involves the upgrade and rehabilitation of the City's traffic signs.

The program will develop and implement the following programs on an annual basis:

- i) Stop and yield sign program: review, inspect and replace stop and yield signs to ensure that all signs meet standards
- ii) Arterial roadway sign program: review, assess, and replace the City's regulatory and warning signs on major arterial roads
- iii) Prepare as-built drawings in a digital format, compatible with the City's GIS system, for all programs
- iv) Street name plate replacement program
- v) Pedestrian/School signing replacement program
- vi) Guide sign and overhead sign structure replacement program
- vii) Tree trimming program to ensure adequate visibility of control devices at intersections

2. Guardrail Maintenance (Formerly P1507)

This project involves the installation of new guardrail for public safety, as well as the inspection and replacement of existing guardrail (and crash cushions) that have deteriorated to the point where structural integrity is compromised.

3. Pavement Markings (Formerly P1513)

This project involves the installation and rehabilitation of permanent pavement markings that have been installed on freeway/expressway and arterial roadways over the last 20 years.

There is no provision for this work in any operating program and rehabilitation of the markings has only been conducted under the arterial resurfacing program. Many of the permanent markings which have been installed have exceeded their design life and in areas of heavy travel, such as weave areas and intersections, the markings are completely gone.

The program includes the review, assessment and replacement of:

- Permanent markings on freeway/expressway roadways as required
- Permanent markings on arterial roadways as required
- Crosswalk and stop line markings on the above roads
- Guideline, continuity line and chevrons on the above roads

The new capital project represents an on-going program for reporting purposes

General Comments

The underlying issues that are being addressed through this consolidation are to clarify reporting, project tracking, and progress reporting to Council and the public. Rather than having multiple independent capital projects to report separately, a single capital project reflecting a business line will permit easier to understand progress and reporting as well as a logical grouping of initiatives that align with departmental goals and strategic plans.

Existing capital project scopes will be grouped under traffic operations/management; individual components of the new project will follow the previous isolated capital projects.

Funding will be maintained for each component to align with previous commitments and priorities.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to capacity of existing staff to perform the work and expertise of existing staff to perform the work.

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Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Pavement Markings	310	310	310	310	310
Traffic Sign Infrastructure	300	300	300	300	300
Guardrail Maintenance	50	50	50	50	50
Total	660	660	660	660	660
FINANCING DETAILS					
Infra Res-Transportation	660	660	660	660	660
Total	660	660	660	660	660

2410	WARMAN ROAD OVER CIRCLE DRIVE OVERPASS				
Project Status:	Open	Year Identified:	2015		
Project Type:	Infrastructure Maintenance	Manager:	Todd Grabowski		
Asset Type:	Bridges (Vehicle & Pedestrian)	Est End Date:			

Project Description

This project is for rehabilitation of the Warman Road over Circle Drive Overpass.

General Comments

The Warman Road over Circle Drive overpass is a seven lane, three span, pre-stressed precast concrete girder bridge, originally constructed in 1980. The estimated replacement cost for this structure is approximately \$16 million.

The rehabilitation of the structure is planned for 2022 and includes the removal and replacement of 40mm of the asphalt wearing surface, and replacement of the expansion joint seals.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Repairs	0	0	562	0	0
Total	0	0	562	0	0
FINANCING DETAILS					
Bridge Major Repair Reserve	0	0	562	0	0
Total	0	0	562	0	0

2425	UNDERGROUND ENCROACHMENTS				
Project Status:	Open	Year Identified:	2012		
Project Type:	Infrastructure Maintenance	Manager:	Chris Duriez		
Asset Type:		Est End Date:			

Project Description

This project is required to fund the city's portion of costs related to dealing with existing underground encroachments in the city's right-of-way.

General Comments

Underground encroachments from lots into public Right of Way were constructed in the early 20th Century by agreement between developers and City Council. They consist of open areas under the sidewalk that are attached to the basement of the adjacent building. The ceiling of the encroachment is, in most cases, the sidewalk above. These were typically allowed for freight elevators or coal chutes and to provide for larger basements or storage areas than if the building was confined to the lot size.

These funds are to allow for the City to contribute a portion of funding to the property owner's costs for when they either repair or rebuild the encroachment they are responsible for.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Underground Encroachments Repairs	0	0	100	100	0
Total	0	0	100	100	0
FINANCING DETAILS					
Unfunded Paved Roadways Infr Res	0	0	100	100	0
Total	0	0	100	100	0

2429	LICENSE PLATE RECOGNITION SYSTEM EXPANSION				
Project Status:	Open	Year Identified:	2009		
Project Type:	Support Systems	Manager:	Luanne Sirota		
Asset Type:	Software	Est End Date:			

Project Description

This project involves the purchase of License Plate Recognition (LPR) equipment to support: 1) The enforcement and parking operations of the parking program and 2) The ability for automatic collection of parking occupancy information for parking studies.

General Comments

The LPR equipment contains cameras that are capable of scanning and recognizing the license plates of parked vehicles. This license plate data is used to conduct parking enforcement in areas with posted time limits, locate stolen automobiles, identify vehicles with parking offences, verify paid parking on the flex parking system, and collect data for use in parking stall occupancy/turnover studies.

The plan involves the addition of three LPR systems at the rate of one every two years beginning in 2022 to supply the contract staff and a vehicle for projects requiring parking analysis such as residential parking permit expansions, internal city projects, and expansion of services. This project does not include data analysis.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
LPR System Expansion	0	0	115	0	115
Total	0	0	115	0	115
FINANCING DETAILS					
Parking Reserve	0	0	115	0	115
Total	0	0	115	0	115

2433	8TH STREET & CPR GRADE SEPARATION			
Project Status:	Open	Year Identified:	2012	
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier	
Asset Type:		Est End Date:		

Project Description

This project involves functional planning studies, in conjunction with Canadian Pacific Railway, for the design of a grade separation at 8th Street East to improve safety at the existing grade level interchange in order to facilitate the development of the Holmwood Sector.

General Comments

A fully protected rail crossing will be the interim step prior to overpass construction.

Discussions are ongoing to confirm external funding from the developer.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
8th St & CPR Grade Separation	0	0	38,500	0	0
Total	0	0	38,500	0	0
FINANCING DETAILS					
Private Contributions	0	0	38,500	0	0
Total	0	0	38,500	0	0

2434	HWY 11 & HWY 16 CLOVERLEAF		
Project Status:	Open	Year Identified:	2012
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier
Asset Type:		Est End Date:	

Project Description

This project involves a functional planning study for improvements to the existing interchange and/or replacement structures to improve safety and function of the interchange.

General Comments

The functional planning study began in 2016 and was completed in 2017. The study recommended short and long-term improvements and replacement of the interchange in the future as noted in the future investments within this project.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
HWY 11 & HWY 16 Cloverleaf Functional Study	0	0	5,200	0	0
Total	0	0	5,200	0	0
FINANCING DETAILS					
Transp Infrs Expansion	0	0	5,200	0	0
Total	0	0	5,200	0	0

2437	11TH STREET REALIGNMENT		
Project Status:	Open	Year Identified:	2012
Project Type:	Growth And Capital Expansion	Manager:	David Leboutillier
Asset Type:		Est End Date:	

Project Description

This project involves the realignment of 11th Street from Crescent Boulevard to Highway 7 and includes the construction of sound attenuation adjacent to the Montgomery Place neighbourhood.

General Comments

11th Street between Fairlight Drive and Highway 7 is classified as a boundary road which was once a secondary highway annexed by the City. The condition of this roadway is poor as it is failing structurally in numerous locations. The future alignment of this roadway is not known at this time as the Southwest Sector Plan is currently being developed.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	0	0	0	5,600	0
Total	0	0	0	5,600	0
FINANCING DETAILS					
Unfunded Major Projects	0	0	0	5,600	0
Total	0	0	0	5,600	0

2442	DALMENY ROAD/HWY 684 REPLACEMENT			
Project Status:	Open	Year Identified:	2012	
Project Type:	Infrastructure Replacement	Manager:	David Leboutillier	
Asset Type:		Est End Date:		

Project Description

This project involves the planning, property acquisition, construction and complete rehabilitation of Dalmeny Road (inside City limits)/Highway 684 (outside City limits). The reconstruction of Highway 684 north of the City limits will be coordinated with Saskatchewan Ministry of Highways and Infrastructure.

General Comments

Two lanes for north and south bound traffic will be constructed immediately west of the existing Dalmeny Road (inside City limits), as well as intersections at 33rd Street and Claypool Drive. Traffic will then be redirected from the existing road to the new road. The existing road will be completely restored in the future and a median will be constructed at that time.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Property Acquisition	0	0	500	0	0
Total	0	0	500	0	0
FINANCING DETAILS					
Unfunded Transportation Infr Expansion	0	0	500	0	0
Total	0	0	500	0	0

2448	INTELLIGENT TRANSPORTATION SYSTEM				
Project Status:	Open	Year Identified:	2012		
Project Type:	Growth And Capital Expansion	Manager:	Goran Lazic		
Asset Type:		Est End Date:			

Project Description

This project provides capital funding for the development of Intelligent Transportation Systems (ITS).

General Comments

ITS can include (but is not limited to) traffic monitoring cameras, variable message boards, traffic priority, incident management systems, Weigh-In-Motion (WIM) devices, Road-side Weather Information Systems (RWIS), and Advanced Traveler Information Systems (ATIS). ITS also includes the Advanced Traffic Management Systems.

In 2017 the ITS Needs Assessment was completed. The 2020 and 2021 investments are related to the implementation of the Railway Crossing Notification System with locations prioritized with the Fire Department. This portion of the project would include installation of technology at various railway crossings which would be integrated with the Automated Traffic System to identify when the railway crossing is occupied. This information would then be available to Fire and EMS to allow them to make any route adjustments in responding to calls.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity and expertise to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
ITS Railway Crossing Notification	180	0	0	0	0
Total	180	0	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	180	0	0	0	0
Total	180	0	0	0	0

2449	RAIL YARD RELOCATIONS		
Project Status:	Open	Year Identified:	2012
Project Type:	Infrastructure Replacement	Manager:	David Leboutillier
Asset Type:		Est End Date:	

Project Description

This project is to fund the investigation of the relocation of both Canadian National and Canadian Pacific railway yards to outside city limits.

General Comments

Discussions with both railways are required prior to funding any portion of the relocation.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	0	0	0	0	1,000
Total	0	0	0	0	1,000
FINANCING DETAILS					
Unfunded Major Projects	0	0	0	0	1,000
Total	0	0	0	0	1,000

2468	ACTIVE TRANSPORTATION PLAN IMPLEMENTATION				
Project Status:	Open	Year Identified:	2017		
Project Type:	Study/Planning	Manager:	Marina Melchiorre		
Asset Type:		Est End Date:			

Project Description

This project involves the implementation of the Active Transportation Plan.

General Comments

The Active Transportation Plan was adopted in 2016 and identified 80 action items. A five-year action plan has been prepared that outlines the immediate priorities for implementation.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with, Council budget meeting.

Active Transportation infrastructure for 2020 and forward has been identified through separate components of the project including:

- 02 Audible Pedestrian Signal Program (Formerly P1963.03)
- 03 Curb Ramp Program (Formerly P1963.04)
- 04 New Sidewalk Program (Formerly P0948)
- 05 Cycling Network (Formerly P1137)

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, requirement of specialized services, and availability of technology in-house and long-term requirements.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Curb Ramp Program	100	100	100	100	100
New Sidewalk Program	200	200	200	200	200
Cycling Network	125	180	200	200	200
AT Plan Implementation	575	575	575	575	575
Audible Pedestrian Signal Program	50	50	50	50	50
Downtown AT Network	75	0	0	0	0
Total	1,125	1,105	1,125	1,125	1,125
FINANCING DETAILS					
Active Transportation Reserve	575	575	575	575	575
Traffic Safety Reserve	50	50	50	50	50
Transp Infras Expansion	500	480	500	500	500
Total	1,125	1,105	1,125	1,125	1,125

Recreation and Culture

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2469	PERMANENT WASHROOMS - SPECIAL USE PARKS				
Project Status:	Open	Year Identified:	2011		
Project Type:	Infrastructure Maintenance	Manager:	Brad Babyak		
Asset Type:	Buildings	Est End Date:			

Project Description

This project involves the construction of a permanent year-round washroom in a Special Use park.

General Comments

There is a program need to provide washrooms in the Special Use parks to support year-round activities at the riverbank parks and along the Meewasin Valley Authority (Meewasin) trail system.

The popularity of riverbank parks used by citizens and visitors continues to grow. This facility is needed by park patrons as well as the public attending the numerous festivals and special events that take place in the Special Use parks year round. The location for a new washroom will be strategically located along the Meewasin trail system in an area that will support or enhance existing and future programming opportunities that take place at riverbank parks.

The 2020 plan includes the completion of a detailed design and construction of a permanent year-round washroom facility at the Shakespeare on the Saskatchewan site. This project includes Investing in Canada Plan (ICIP) Recreation funding based on the Integrated Bilateral Agreement between Canada and Saskatchewan.

The planned procurement method for this project will be accomplished utilizing external contractors, due to capacity of existing staff to perform the work.

Operating Impact

2021 - Operating costs to be determined during design phase as specific features of the facility are determined.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Special Use Park	750	0	0	0	0
Total	750	0	0	0	0
FINANCING DETAILS					
Icip - Federal	300	0	0	0	0
Icip - Provincial	250	0	0	0	0
Parks & Rec Partnership Reserve	200	0	0	0	0
Total	750	0	0	0	0

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2471	KINSMEN PARK & AREA - MASTER PLAN				
Project Status:	Open	Year Identified:	2011		
Project Type:	Growth And Capital Expansion	Manager:	Brad Babyak		
Asset Type:	Buildings(Parks & Open Spaces)	Est End Date:			

Project Description

This project involves the development and implementation of the Kinsmen Park & Area Master Plan.

General Comments

The Master Plan set up a process to renovate this site in order to create a primary civic activity-node that is place-specific, memorable and enjoyable for all ages. There is a focus on children's programming and play and it will be an activity generator for people of all ages. The functional program for Kinsmen Park & Area will consider users City-wide, while continuing to support local communities and the growing downtown population.

The Master Plan integrates activities on both sides of Spadina Crescent, including Kinsmen Park, the existing Mendel building and grounds, and the Shakespeare on the Saskatchewan site. The fully connected site will address issues around safety, ease of access for all, and traffic movement.

Concession Building Expansion

The 2023 plan proposes that the existing concession building be renovated, winterized, and expanded to support year-round activity and programming in the park. Potential programming could include a warm-up area for winter park users, concession service, multi-purpose programming space (meeting room, event office, special events), and public washrooms.

The planned procurement method for this project will be accomplished utilizing external contractors, due to capacity of existing staff to perform the work.

Prior Budget Approval

\$ 815,000 for Site Improvements and Kinsmen Festival Site Construction

\$ 10,209,000 for Master Plan Implementation

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Concession Building	0	0	0	2,885	0
Total	0	0	0	2,885	0
FINANCING DETAILS					
Unfunded Major Projects	0	0	0	2,885	0
Total	0	0	0	2,885	0

Recreation and Culture

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2474	HUDSON BAY AREA DISTRICT PARKS				
Project Status:	Open	Year Identified:	2012		
Project Type:	Rejuvenation	Manager:	Brad Babyak		
Asset Type:	Parks And Open Spaces	Est End Date:			

Project Description

This project involves a program plan review, survey, and site analysis, design and construction for the Hudson Bay Area Parks (Pierre Radisson, Henry Kelsey North, and Scott).

General Comments

A Master Plan prepared in 1989 provided a framework for the public consultation and park program review planned for 2016. Survey and site analysis will provide an understanding of water levels and what needs to be done to improve the landscaping and access through the park for pedestrians.

The Westmount Local Area Plan committee recognized "that while Westmount values its abundant green spaces and opportunities for active, community living, the neighborhood's parks are not being utilized to their full potential". This capital project will assist in creating the vision that the Westmount Local Area Plan committee has identified as important in components such as improved landscaping, walkways, benches, and lighting but still maintaining wide open spaces for users.

The Strategic Plan has identified Quality of Life as an important target for achievement; by developing complete communities by connecting pathways through a number of neighbourhoods to promote active living; and the ability to enjoy the natural beauty and benefit of parks. Recreation and cultural facilities are accessible, physically and financially, and meet community needs. Through the re-design of the Hudson Bay and Area Parks, the pathways will connect the communities and provide an active transportation corridor through the park chain. In addition, the Recreation and Parks Master Plan has identified Shared Use Trail Network/System as a top priority. Through a well-connected pathway network, this project will accomplish the goals of the Strategic Plan and Recreation and Parks Master Plan.

The future proposed phasing consists of:

2022 – Construction of Pierre Radisson Park Phase 2 (Parking lot developments North and South, sidewalks and ramps, dog park reconfiguration) and Phase 3 (Pathways, grading and educational node base)

2024 – Construction of Pierre Radisson Park Phase 4 (Trees/shrubs, educational node/playground, lighting and site furnishings)

2028 - Survey and site analysis for Henry Kelsey Park North

Operating Impact

Operating costs to be determined during design phase currently underway

Prior Budget Approval

\$50,000 Public consultations & park program review, survey & site analysis for Pierre Radisson Park

\$70,000 Development of a 2.99 acre off-leash dog park at Pierre Radisson Park

\$590,000 Detailed design for Pierre Radisson Park and construction of a regulation adult cricket field

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Pierre Radisson Park	0	0	1,500	0	750
Total	0	0	1,500	0	750
FINANCING DETAILS					
Unfunded Major Projects	0	0	1,500	0	750
Total	0	0	1,500	0	750

2487	POLICE-DICTATION SYSTEM REPLACEMENT				
Project Status:	Open	Year Identified:	2012		
Project Type:	Support Systems	Manager:	Earl Warwick		
Asset Type:	Software	Est End Date:			

Project Description

This project provides for the replacement of the dictation system used by officers to leave police reports.

General Comments

The Police Service uses a dictation system for officers to leave reports which are transcribed by Central Records staff. The current dictation system will outlive its lifespan at the end of 2022. There is a need to upgrade the existing dictation system including voice recognition and workflow management. The new voice recognition technology would allow officers to leave their reports in the vehicle quickly while keeping vigilant with their heads up and aware of their surroundings. Voice recognition allows for voice-to-text, with the officers able to dictate and view their dictation as they speak. Workflow provides supervisors the opportunity to review reports prior to going into the system. The Central Records staff reads the report for completeness and any additional action required, code the report and process the report in the RMS system.

Operating Impacts

Annual support costs for an upgrade system estimated to be \$35,000 in 2023 subject to approval of the project.

Project Detail	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Expenditure / Funding ('000s)					
GROSS COST DETAILS					
Equipment Purchase	0	0	0	252	0
Total	0	0	0	252	0
FINANCING DETAILS					
Police Oper Equip & Tech Res	0	0	0	252	0
Total	0	0	0	252	0

	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Incremental Operating Impacts ('000s)					
Net Dollar Impacts	-	-	-	35.0	-

2489	POLICE-FURNITURE REPLACEMENT				
Project Status:	Open	Year Identified:	2012		
Project Type:	Infrastructure Replacement	Manager:	Earl Warwick		
Asset Type:	Building Contents	Est End Date:			

Project Description

This project provides for the replacement of furniture that has reached life expectancy.

General Comments

This project will enable the Police Service to replace existing furniture based on condition assessments and industry standards and for life expectancy.

The budget for 2020 and 2021 is requested to replace furniture that is due for replacement according to the replacement schedule including items such as desks, filing cabinets and chairs.

Operating Impact

No anticipated operating impact for this capital project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Furniture Replacement	50	50	50	50	50
Total	50	50	50	50	50
FINANCING DETAILS					
Police Fac Renovation Res	50	50	50	50	50
Total	50	50	50	50	50

2497	POLICE-EQUIPMENT REPLACEMENT				
Project Status:	Open	Year Identified:	2014		
Project Type:	Equipment Replacement	Manager:	Earl Warwick		
Asset Type:	Police Equipment	Est End Date:			

Project Description

This project allows for the replacement of specialized equipment used by Police operations.

General Comments

This project provides for the replacement of specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and 'Special Teams' - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), Canine Unit (K-9) and the Public Safety Unit (PSU).

The budget for 2020 and 2021 is to fund the replacement of an obsoleted indoor range software, aging carbine rifles as well as EDU, TSU, K-9 and PSU equipment. The plan also includes the replacement of the aging conducted energy weapon (CEW), speed detection equipment, roadside screening devices, aging pistols, expired body armour, large items equipment, investigation equipment and installing equipment into new fleet replacement units.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	745	451	715	421	574
Total	745	451	715	421	574
FINANCING DETAILS					
Police Oper Equip & Tech Res	745	451	715	421	574
Total	745	451	715	421	574

Saskatoon Police Service



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2498	POLICE-EQUIPMENT EXPANSION				
Project Status:	Open	Year Identified:	2014		
Project Type:	Equipment Replacement	Manager:	Earl Warwick		
Asset Type:	Police Equipment	Est End Date:			

Project Description

This project allows for the purchase of additional specialized equipment used by Police operations.

General Comments

This project provides for the purchase of additional specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, Traffic Section and 'Special Teams' - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), the Canine Unit (K-9) and the Public Safety Unit (PSU).

The 2020 and 2021 budget calls for funding to support the purchase of K-9, TSU night vision and clandestine laboratory response safety equipment.

Operating Impact

Anticipated operating impacts are \$5,000 in 2021.

Project Detail	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Expenditure / Funding ('000s)					
GROSS COST DETAILS					
Equipment Purchase	84	77	0	0	0
Total	84	77	0	0	0
FINANCING DETAILS					
Police Oper Equip & Tech Res	84	77	0	0	0
Total	84	77	0	0	0

	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Incremental Operating Impacts ('000s)					
Net Dollar Impacts	-	5.0	-	-	-

2499	POLICE-TECHNOLOGY REPLACEMENT				
Project Status:	Open	Year Identified:	2014		
Project Type:	Equipment Replacement	Manager:	Earl Warwick		
Asset Type:		Est End Date:			

Project Description

This project provides for the replacement/upgrading of computer hardware and software including network servers, infrastructure, storage and security as well as desktop and in-car computers/technology.

General Comments

The 2020 and 2021 budget includes funding to support several multi-year projects that will replace/upgrade network infrastructure, desktop computers, virtual desktops, laptops, system security, in-car cameras, and provide Project Administrators.

The future plan also includes replacement of desktop computers, network infrastructure with various police operations software.

Operating Impact

Anticipated operating impacts are \$3,000 in 2021.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	278	491	884	881	1,020
Virtual Desktop Replacement	0	138	0	0	0
In Car Camera Replacement	0	452	453	0	0
Network Upgrades	0	80	0	21	233
Total	278	1,161	1,337	902	1,253
FINANCING DETAILS					
Police Oper Equip & Tech Res	278	1,161	1,337	902	1,253
Total	278	1,161	1,337	902	1,253
Incremental Operating Impacts ('000s)					
Net Dollar Impacts	-	3.0	-	-	-

2504	FIRE-NEW EQUIPMENT		
Project Status:	Open	Year Identified:	2012
Project Type:	Growth And Capital Expansion	Manager:	Glenn Ledray
Asset Type:	Fire Apparatus	Est End Date:	

Project Description

This project provides the addition of major firefighting apparatus and equipment, including vehicles, specialized equipment and water rescue apparatus.

General Comments

Decisions on new equipment, tools and apparatus purchases are based on technological advances, OH&S requirements, as well as improvements to overall firefighter safety. Over the past several years, studies by the National Institute of Science and Technology (NIST), Underwriter's Certification Laboratories (ULC) and the National Fire Protection Agency (NFPA) have resulted in significant changes to the tactics of fighting fires as well as determining better processes for keeping firefighters safer during their careers as well as post retirement.

Each year the Assistant Chief of Logistics compiles data on recent research findings. They along with the Deputy Chief of Operations and the Battalion Chiefs discuss these and determine what would be most relevant and beneficial to the Saskatoon Fire Department (SFD). This determines where allocated funds will be spent for the year.

Another consideration which is taken into account is determining which of the many specialties is in most need of equipment. SFD responds to Fire, Motor Vehicle Collision, Hazardous Material or Environment, Aquatic Rescue, High and Low Angle Rescue, Confined Space Rescue and also assist in Active Shooter/ Hostile Event Response (ASHER).

Operating Impact

Operating impact will be determined based on the estimated useful life of the purchased items.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Fire New Equipment	150	150	100	100	100
Total	150	150	100	100	100
FINANCING DETAILS					
Fire - Capital Reserve	150	150	100	100	100
Total	150	150	100	100	100

2509	FIRE-UNIFORMS		
Project Status:	Open	Year Identified:	2018
Project Type:	Rejuvenation	Manager:	Glenn Ledray
Asset Type:	Miscellaneous Equipment	Est End Date:	

Project Description

This project provides for the purchase of uniforms and protective clothing required by the members of the Saskatoon Fire Department (SFD).

General Comments

Members of the SFD are provided with a dress uniform and work clothing, as outlined in their collective agreement, and a set of protective turnout gear. The National Fire Protection Association (NFPA) mandates a second set of protective turnout gear be available.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Turnout Gear	150	150	100	135	135
Dress Uniforms	40	0	40	0	0
Station Wear	120	120	115	120	120
Total	310	270	255	255	255
FINANCING DETAILS					
Fire Uniforms Reserve	310	270	255	255	255
Total	310	270	255	255	255

2519	WINTER CITY STRATEGY DEVELOPMENT AND IMPLEMENTATION SUPPORT				
Project Status:	Open	Year Identified:	2017		
Project Type:	Study/Planning	Manager:	Chris Schulz		
Asset Type:		Est End Date:			

Project Description

This project includes engagement and awareness measures and small-scale initiatives towards creating a Winter City Strategy for Saskatoon. The Strategy will respond to the four-year Strategic Plan priority to provide opportunities for activities in a winter city and will address winter events, mobility and design among other aspects. Support for initial implementation is included as part of the project.

General Comments

The project represents a multi-year strategy-formation process. It includes community engagement to co-design the strategy as well as awareness campaigns to motivate involvement in planning and current winter opportunities.

Prior funding allocations have supported communications and outreach to promote existing assets and new community initiatives as well as support community driven winter events and activities to develop a winter city strategy. Following completion of the strategy, any residual funds will be reallocated toward implementation activities.

The proposed funding for 2020 and 2021 consists of implementing anticipated short-term actions from the Strategy and supporting ongoing communications and engagement efforts associated with WintercityYXE .

Prior Budget Approval

\$685,000

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Winter City	0	0	120	120	0
Total	0	0	120	120	0
FINANCING DETAILS					
Unfunded Rce	0	0	120	120	0
Total	0	0	120	120	0

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2528	DOG PARK DEVELOPMENT				
Project Status:	Open	Year Identified:	2011		
Project Type:	Support Systems	Manager:	Brad Babyak		
Asset Type:	Parks And Open Spaces	Est End Date:			

Project Description

This project involves the development of dog parks, which are naturalized spaces where dogs are legally permitted to be off-leash. This allows both the owner/handler and companion animal to enjoy exercise together while socializing with others doing likewise.

General Comments

The popularity of off-leash dog parks is growing and there is increasing demand for this recreational activity. The need for additional off-leash dog parks was evident during the public consultation portion of the Chief Whitecap Park Master Plan project and substantiated by a 2011 public survey.

A new public input survey was completed in 2018 with a focus on enhancing current dog parks; and will be used to guide upgrades in the existing dog parks.

The 2024 plans include upgrades to existing dog parks

Special Note

Targeted upgrades will be based on the 2018 public input survey with the final plan developed in 2020.

Operating Impacts

2025 - Operating costs to be determined during design phase.

Prior Budget Approval

\$140,000 - Southwest

\$252,000 - Hyde Park and Caswell Park

\$120,000 - Pierre Radisson Park

\$120,000 - Fred Mendel Park

\$100,000 - Sign Strategy

\$250,000 - Avalon Dog Park

\$110,000 - Silverwood Dog Park

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Dog Park Development & Upgrades	0	0	0	0	60
Total	0	0	0	0	60
FINANCING DETAILS					
Animal Services Reserve	0	0	0	0	60
Total	0	0	0	0	60

2538	NATURAL CAPITAL ASSET VALUATION				
Project Status:	Open	Year Identified:	2017		
Project Type:	Environmental Protection	Manager:	Nasha Spence		
Asset Type:		Est End Date:			

Project Description

The Natural Capital Asset (NCA) valuation is a process of creating an inventory of the natural capital residing within the City and systematically applying a financial value to it similar to the process currently applied to built infrastructure. NCA valuation will enable City departments to identify the effect of operations and capital projects on natural assets, how to mediate risk to these assets, and how to incorporate natural assets as an alternative to built infrastructure.

General Comments

The City has committed to the Covenant of Mayors for Climate and Energy to respond to climate change through mitigation activities and adaptation planning. The Natural Capital Asset valuation process identifies the value (in financial terms) of carbon sequestration and climate change adaptation processes.

Environmental planning has become a standard that most municipalities engage. The Asset Management Plan, the Risk Management Plan, Mitigation Business Plan, and the Green Infrastructure Strategy have identified the need to financially value natural infrastructure in the community to advise the City's ongoing development and operations.

Funding is also required to determine the adequacy of current civic software for reporting the NCA results.

Operating Impacts

Supporting annual operating requirements for NCA valuations is estimated to be \$75,000 (2020).

Special Note

The City was successful in obtaining a grant from the Federation of Canadian Municipalities (FCM) for funding in place in 2017 to partially fund this project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Natural Capital Asset Valuation	0	0	200	0	0
Total	0	0	200	0	0
FINANCING DETAILS					
Unfunded Rce	0	0	200	0	0
Total	0	0	200	0	0

2541	GROWTH PLAN TO HALF A MILLION IMPLEMENTATION		
Project Status:	Open	Year Identified:	2014
Project Type:	Growth And Capital Expansion	Manager:	Chris Schulz
Asset Type:		Est End Date:	

Project Description

This project involves implementation and project coordination, including community engagement and communications, for the core initiatives of the Growth Plan to Half a Million.

General Comments

The Growth Plan to Half a Million was approved in principle by City Council in April 2016.

The Growth Plan to Half a Million Implementation project consists of the following components:

Long Term Transit Plan:

This component supports transit planning and engineering, including aligning Transit Plan Implementation with Secondary Plan Process and Corridor Redevelopment.

Policy and Plan Development:

The Growth Plan to Half a Million includes policies and strategies that are not reflected in the existing Official Community Plan Bylaw. A renewal of the Official Community Plan will be finalized in 2020, subject to approval.

Implementation of the Financing Growth Study requires review of the funding model for growth and policy development to create an approach that supports the Growth Plan to Half a Million and incorporates the work of subsequent studies such as the Development Levies Review.

A Transportation Plan will be produced that provides an overview of the policies, plans, strategies, and initiatives that guide investments which allow people to move around the City. This plan will include a framework for a network of major roadways to a city population of half a million. Long term modelling of city and regional traffic demand patterns will also be added and maintained over time.

Internal staffing and communications related to this initiative are included in this project component.

Project Coordination:

This component includes position funding for Project Management, project controls and coordination, Communications, Engagement and incidental costs to support implementation of all Growth Plan components.

Secondary Plan Process and Corridor Redevelopment:

This component supports the Growth Plan and Transit Plan implementation by addressing the land use and public realm amenities adjacent to major corridors, and provides for appropriate transitions into existing neighbourhoods. The next phase of work includes:

- Segment specific corridor plans (for approximately 10 corridor segments) will include land use and zoning designations along with detailed plans for public realm improvements, transportation, servicing and financing/phasing.
- Corridor Land Development Financing and Incentives – to develop and implement a funding model for infrastructure to support infill land development along the corridors and to evaluate options for possible incentives

The procurement method for this project is primarily internal staff, however consulting services may be procured to address specialized information or expertise needs.

Special Note

Core Bridge Strategy:

This component involves the preparation of a preliminary conceptual design for the bridge, addressing components such as size, connections, and design. Future funds will be requested for the development and execution of an engagement and decision strategy for the bridge. Options for design would be prepared and the impacts of the bridge would need to be defined and reviewed through a community engagement process. The development of a functional plan and a funding plan for implementation would be later phases of the project. Future funding requests for this component will be based on transit requirements and river crossing demand.

Transit Plan Implementation:

Transit Plan Implementation for years 2020-2029 is addressed in a separate capital budget item, leveraging the next phase of Federal and Provincial infrastructure funding – Investing in Canada's Infrastructure Plan (ICIP) – Transit Stream. This includes construction of the main BRT system components and roadway cross-section enhancements, anticipated to begin in 2022 subject to necessary approvals and senior government funding support. This will also involve the development of a detailed operational plan for specific schedule, fleet, and operational impacts, such as staffing resources, required to implement services and the transit structure outlined in the Long Term Transit Plan initiative of the Growth Plan to Half a Million.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Long Term Transit Plan	100	100	0	0	0
Secondary Plan Process & Corridor Redevelopment	1,600	400	600	600	600
Policy & Plan Development	300	100	0	0	0
Project Coordination	0	200	225	225	225
Total	2,000	800	825	825	825
FINANCING DETAILS					
Reserve For Capital Expenditures	600	800	0	0	0
Reallocation Of Capital Funding	1,400	0	0	0	0
Unfunded Rce	0	0	825	825	825
Total	2,000	800	825	825	825

2546	PARKING TECHNOLOGY		
Project Status:	Open	Year Identified:	2013
Project Type:	Support Systems	Manager:	Jo-Anne Richter
Asset Type:	Software	Est End Date:	

Project Description

This project involves the evaluation and implementation of new technological solutions and/or upgrades to existing databases for the Parking Services section, to ensure that parking operations and programs are delivered in an effective and efficient manner.

General Comments

Currently the Parking section uses a wide variety of spreadsheets and data bases to track operational information and manage permitting programs. Many of these systems have limited functionality, are outdated, and are labour intensive to use.

A feasibility study to assess the existing systems, and research alternative solutions that will provide service level improvements and enhanced functionality will be undertaken to identify appropriate upgrades. This initiative would be undertaken as a collaboration between Community Standards and Information Technology Divisions. A feasibility study will be completed internally with staff involvement from IT and Parking Services and is tentatively scheduled for completion by the end of February 2020. The feasibility study will include recommended solutions, cost estimates for implementation of new or update data systems to replace existing systems, and changes in operating impacts will be addressed further in the report arising from the study.

Enhancements to the technological systems will allow for better management and delivery of parking programs, and facilitate analysis of information to inform parking management and policy decisions. Further, it is anticipated that efficiencies in the use of staff resources, and improved customer service will be gained in replacing highly manual and paper based programs with digital based solutions.

Consideration for future integration with the corporate ERP initiative will be a key consideration in developing and implementing any new technological solutions within parking services.

Operating Impact

2021-2022 - Operating impact to be determined through the completion of the feasibility study

Prior Budget Approval

\$100,000 - RPP online renewal software

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Parking Technology	150	70	0	0	0
Total	150	70	0	0	0
FINANCING DETAILS					
Parking Reserve	150	70	0	0	0
Total	150	70	0	0	0

2550	WEST/CENTRAL MULTI-USE CORRIDOR				
Project Status:	Open	Year Identified:	2014		
Project Type:	Growth And Capital Expansion	Manager:	Jay Magus		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of a multi-use pathway to extend from Idylwyld Drive to Avenue W, to be located adjacent to the railway corridor. Future phases could include linkages to extend east to Central Avenue. A phased approach will be necessary to address any land acquisition challenges as the project proceeds.

General Comments

The idea for a multi-use bicycle and pedestrian pathway within the CPR ROW came out of the 2002 Pleasant Hill Local Area Plan. The plan indicates that the development of a multi-use pathway facility within the ROW will link parks in the core of Saskatoon, connect the west side neighbourhoods to downtown and recognize the use of the ROW as an existing informal pathway through the four neighbourhoods of Pleasant Hill, Riversdale, West Industrial and Caswell Hill.

The 2001 Pleasant Hill LAP has recommended that the Traffic Section prepare a report for City Council outlining the feasibility of formally allocating a portion of the CPR ROW for the purposes of a pedestrian and cycling linkage from downtown into the west portion of Saskatoon, and that consideration be given to the cost, maintenance, liability and safety aspects of establishing the linkage. The Traffic Engineering Section prepared a feasibility study that was adopted by City Council at the end of 2007. The recommendation for a formal pedestrian and cyclist linkage within the CPR ROW was also supported by the LAP Committees and included in the Local Area Plans for Riversdale and West Industrial.

Construction of the 25th Street Extension introduced changes in railway operations within the City, which resulted in changes to existing railway infrastructure. It also opened up discussions with CP around the issue of existing trespassing on the CPR ROW between Idylwyld Drive and Avenue W. A safety pathway will address the issue of trespass and pedestrian safety. The initial phase has been constructed between Idylwyld Drive and Avenue D. Phase II has been identified in 2017 for \$400,000 to construct between Avenue D and Avenue H. The safety pathway will be extended to Avenue W by Phase III. Future phases could extend to Central Avenue as significant segments of a trail system already exist.

Phase I: Complete

Phase II: Avenue D to Avenue H (planning in progress)

Phase III: Avenue P to Avenue W

Phase IV: Avenue L to Avenue P

Phase V: Avenue H to Avenue L

All design and construction are delayed pending the recommendations from the rail relocation project (CP 1456).

Operating Impact

The future operating impact would be \$2,100 for snow clearing, if funded.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Construction	0	0	400	400	400
Total	0	0	400	400	400
FINANCING DETAILS					
Unfunded Active Transportation Reserve	0	0	400	400	400
Total	0	0	400	400	400
Incremental Operating Impacts ('000s)					
	Budget	Budget	Plan	Plan	Plan
	2020	2021	2022	2023	2024
Net Dollar Impacts	-	2.1	-	-	-

2558	WTR-CLARIFIER TUBE SETTLERS				
Project Status:	Open	Year Identified:	2013		
Project Type:	Infrastructure Replacement	Manager:	Syed Naqvi		
Asset Type:	Water Treatment Plant	Est End Date:			

Project Description

This project involves the engineering services, tendering, grit blasting, coating and painting of existing clarifier #2 & 4 mechanisms; concrete wall crack repairs and supply and installation of tube settlers in both clarifiers.

General Comments

The mechanisms of both Clarifiers # 2 & 4 that were replaced in 2003 have shown signs of corrosion and leakages through adjacent concrete walls affecting quality and the effluent clarification process.

The upgrades to clarifiers #2 & 4 were completed from September 2014 to April 2015. The upgrades in two clarifiers will increase water treatment capacity, reduce chemicals consumption and will improve water quality. A 2019 provision will see construction for clarifier #3.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

Operating Impact

The operating and maintenance cost will be reduced and pumping capacity of WTP will be increased to 300 MLD.

Special Note

This project is subject to a Public Notice Hearing for Borrowing.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Clarifier Tube Settlers	0	0	0	9,835	0
Total	0	0	0	9,835	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	0	0	0	3,703	0
Borrowing	0	0	0	5,519	0
Operating Budget Downpayment	0	0	0	613	0
Total	0	0	0	9,835	0

2559	WTR-SAND SEPARATORS		
Project Status:	Open	Year Identified:	2013
Project Type:	Equipment Replacement	Manager:	Pam Hamoline
Asset Type:	Water Treatment Plant	Est End Date:	

Project Description

This project involves replacing the existing sand separators at the WTP.

General Comments

The existing sand separators no longer effectively remove sand from the raw water supply. Sand separators are a mechanical device subject to abrasion from sand/silt in the raw water supply. The work involves replacing the mechanical components and reusing the existing process piping in the sand separator building.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Sand Separators	3,550	0	0	0	0
Total	3,550	0	0	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	3,550	0	0	0	0
Total	3,550	0	0	0	0

2561	WTR-INFRASTRUCTURE UPGRADES				
Project Status:	Open	Year Identified:	2013		
Project Type:	Equipment Replacement	Manager:	Pam Hamoline		
Asset Type:	Water Treatment Plant	Est End Date:			

Project Description

This project involves upgrades of equipment and infrastructure at the main plant and satellite reservoirs that do not warrant a separate capital project.

General Comments

Sections of the WTP are 100 years old with the remainder of the main plant at least 50 years old. Failures of old equipment and infrastructure are not predictable. This project funds upgrades that are immediately required.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Upgrades	3,000	1,030	5,305	5,464	5,628
Total	3,000	1,030	5,305	5,464	5,628
FINANCING DETAILS					
Waterworks Capital Projects Reserve	3,000	1,030	1,973	5,464	5,628
Borrowing	0	0	2,999	0	0
Operating Budget Downpayment	0	0	333	0	0
Total	3,000	1,030	5,305	5,464	5,628

2562	WTR-CLARIFIER CONSTRUCTION				
Project Status:	Open	Year Identified:	2013		
Project Type:	Growth And Capital Expansion	Manager:	Pam Hamoline		
Asset Type:	Water Treatment Plant	Est End Date:			

Project Description

This project involves the construction of additional clarifiers within the existing Water Treatment Plant footprint.

General Comments

The 2009 Long Term Capital Development and Expansion Plan (LTCDEP) recommended additional clarifier capacity and this project is scheduled for 2021. The work involves decommissioning the existing west basin and building new clarifiers in its place. This represents the lowest cost alternative and allows the City to upgrade clarification without disturbing Victoria Park.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Clarifier Construction	0	1,136	11,813	12,168	0
Total	0	1,136	11,813	12,168	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	0	1,136	0	0	0
Borrowing	0	0	10,632	10,951	0
Operating Budget Downpayment	0	0	1,181	1,217	0
Total	0	1,136	11,813	12,168	0

2563	WTR-LOW LIFT UPGRADE		
Project Status:	Open	Year Identified:	2013
Project Type:	Infrastructure Replacement	Manager:	Pam Hamoline
Asset Type:	Wastewater Treatment Plant	Est End Date:	

Project Description

This project involves the upgrade of the low lift pumping station which is the secondary (backup) raw water intake and is located on the plant grounds.

General Comments

The work consists of replacing the numerous small pumps with two or three right sized units, upgrading the process piping, and modernizing the electrical service and control network.

The planned procurement method for this project is to be accomplished utilizing external contractors due to the requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Low Lift Upgrade	3,000	4,120	0	0	0
Total	3,000	4,120	0	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	3,000	4,120	0	0	0
Total	3,000	4,120	0	0	0

2571	WTR-CHLORINE ROOM CAPACITY UPGRADE				
Project Status:	Open	Year Identified:	2014		
Project Type:	Growth And Capital Expansion	Manager:	Pam Hamoline		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of an upgraded chlorine handling facility at the Avenue H Water Treatment Plant to provide disinfection treatment for the new chlorine contact chamber being constructed as part of the Avenue H reservoir expansion project.

General Comments

The 2009 Long Term Capital Development and Expansion Plan (LTCDEP) identified a disinfection capacity upgrade was needed to meet the 300 MLD Phase 2 peak design flow. This capacity was included in the reservoir expansion project and results in the existing west basin footprint being scheduled for clarifier expansion. The new chlorine room will meet the capacity requirements of Phase 2 peak design flow, provide modern handling equipment, and updated spill mitigation systems.

The planned procurement method for this project is to be accomplished utilizing external contractors due to the requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Chlorine Room Capacity Upgrade	0	5,665	0	0	0
Total	0	5,665	0	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	0	5,665	0	0	0
Total	0	5,665	0	0	0

2572	WTR-ENGINEERED WTR DRAWINGS				
Project Status:	Open	Year Identified:	2014		
Project Type:	Growth And Capital Expansion	Manager:	Pam Hamoline		
Asset Type:		Est End Date:			

Project Description

Legislative and safety regulations require “as-built” engineered drawings of the Water Treatment Plant. The current drawings are stored on a project basis, and are not continuous from one sector to the next. This project will result in a plant-wide base plan with all sectors tied together, combined with an retrieval system for simplified access.

This project is ongoing and is to be accomplished utilizing internal staff.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Engineered WTP drawings	100	104	106	110	112
Total	100	104	106	110	112
FINANCING DETAILS					
Waterworks Capital Projects Reserve	50	52	53	55	56
Wastewater Trtmnt Cap Res	50	52	53	55	56
Total	100	104	106	110	112

2580	WW-DIGESTER CLEANING FACILITY				
Project Status:	Open	Year Identified:	2014		
Project Type:	Growth And Capital Expansion	Manager:	Pam Hamoline		
Asset Type:		Est End Date:			

Project Description

This project involves the design and construction of the infrastructure to convey, treat and store material removed from digesters during maintenance cleaning.

General Comments

Digester cleaning previously resulted in the removed material being deposited in pits on the Wastewater Treatment Plant grounds. The cleaning facility will include concrete tanks where de-watering can take place in a controlled manner with the effluent being treated.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors, due to requirement of specialized services.

Special Note

This project is subject to a Public Notice Hearing for Borrowing.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Digester Cleaning Facility	2,000	0	0	0	0
Total	2,000	0	0	0	0
FINANCING DETAILS					
Borrowing	810	0	0	0	0
Operating Budget Downpayment	90	0	0	0	0
Wastewater Trtmnt Cap Res	1,100	0	0	0	0
Total	2,000	0	0	0	0

2581	WW-FACILITY UPGRADE N40/WW		
Project Status:	Open	Year Identified:	2014
Project Type:	Growth And Capital Expansion	Manager:	Pam Hamoline
Asset Type:		Est End Date:	

Project Description

This project involves the design and construction of an additional large cell, the relining of existing cells, and building upgrades at the remote sludge handling facility (N40) and the infrastructure to connect the cell to the existing system.

General Comments

Average sludge loading will exceed the recommended rate. When this occurs solids carryover returns to the Wastewater Treatment Plant and impacts plant efficiency. The project will provide capacity to year 2032.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to unavailability of technology in-house and long-term requirements.

Special Note

A Public Notice Hearing for Borrowing will be required.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Design & Construction	4,000	4,120	0	0	0
Total	4,000	4,120	0	0	0
FINANCING DETAILS					
Wastewater Trtmnt Cap Res	1,500	4,120	0	0	0
Borrowing	2,250	0	0	0	0
Operating Budget Downpayment	250	0	0	0	0
Total	4,000	4,120	0	0	0

2582	WW-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION				
Project Status:	Open	Year Identified:	2013		
Project Type:	Infrastructure Maintenance	Manager:	Pam Hamoline		
Asset Type:		Est End Date:			

Project Description

This project involves bypassing the existing primary influent channels and forcemain and conducting a condition assessment of the dewatered infrastructure.

General Comments

The primary influent channels and forcemain are critical infrastructure at the Wastewater Treatment Plant. To properly assess their condition it is necessary to bypass the total flow from the primary clarifiers to the bioreactors. This allows a visual inspection of the current condition.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Pep Forcemain/Influent Channel Inspection	0	0	2,122	0	0
Total	0	0	2,122	0	0
FINANCING DETAILS					
Wastewater Trtmnt Cap Res	0	0	2,122	0	0
Total	0	0	2,122	0	0

2585	WW-BIOREACTOR EXPANSION				
Project Status:	Open	Year Identified:	2014		
Project Type:	Infrastructure Replacement	Manager:	Pam Hamoline		
Asset Type:		Est End Date:			

Project Description

This project involves design and construction of a third bioreactor including access tunnels as part of the general plant expansion.

General Comments

Maximum loading rates will exceed existing bioreactor capacity by the year 2022. The third bioreactor will meet treatment requirements for Total Suspended Solids (TSS), Biological Oxygen Demand (BOD), Total Phosphorus (TP) and nitrogen until 2041.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized services.

Special Notes

This project is subject to a Public Notice Hearing for borrowing.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Bioreactor Expansion	2,500	11,373	11,716	0	0
Total	2,500	11,373	11,716	0	0
FINANCING DETAILS					
Operating Budget Downpayment	0	850	1,172	0	0
Borrowing	0	7,650	10,544	0	0
Wastewater Trtmnt Cap Res	2,500	2,873	0	0	0
Total	2,500	11,373	11,716	0	0

2586	WW-UV EXPANSION		
Project Status:	Open	Year Identified:	2013
Project Type:	Growth And Capital Expansion	Manager:	Pam Hamoline
Asset Type:		Est End Date:	

Project Description

This project involves the expansion of the Wastewater Treatment Plant ultraviolet (UV) disinfection system to provide capacity to the projected 514 MLD peak flows in 2042.

General Comments

Projected peak flow will exceed the 300 MLD UV facility capacity based on population growth. Flows exceeding the capacity would be bypassed to the river without the required disinfection treatment.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to the requirement of specialized services.

Special Note

This project is subject to a Public Notice Hearing for Borrowing

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
UV Expansion	0	602	8,883	0	0
Total	0	602	8,883	0	0
FINANCING DETAILS					
Operating Budget Downpayment	0	0	438	0	0
Borrowing	0	0	3,945	0	0
Wastewater Trtmnt Cap Res	0	602	4,500	0	0
Total	0	602	8,883	0	0

2589	TRANSIT TECHNOLOGY PLAN		
Project Status:	Open	Year Identified:	2016
Project Type:	Support Systems	Manager:	James McDonald
Asset Type:		Est End Date:	

Project Description

This project will ensure Transit has adequate funding to replace current technology and modernize existing infrastructure.

General Comments

This project will fund technology purchases for conventional transit. These purchases include items such as computer, AVM equipment, point of sale terminals for bus passes, and other technology or equipment as Administration identifies. It will also be used to maintain our current software infrastructure with Trapeze and BEA through regular system health checks, upgrades and any additional modules that would benefit the organization. The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors, due to the capacity of existing staff to perform the work and requirement of specialized services.

Operating Impact

2020 - \$5,000 for software annual maintenance agreements on new modules.

2020 - \$55,000 for Viewpoint

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchases	250	350	50	100	100
Total	250	350	50	100	100
FINANCING DETAILS					
Transit Capital Projects Reserve	250	350	50	100	100
Total	250	350	50	100	100

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	60.0	-	-	-	-

2594	WTR-METER SHOP/RECEIVING BUILDING				
Project Status:	Open	Year Identified:	2019		
Project Type:	Infrastructure Replacement	Manager:	Reid Corbett		
Asset Type:		Est End Date:			

Project Description

This project includes design and construction of a new meter shop and receiving facility.

General Comments

The existing meter shop needs to be decommissioned and replaced with a new facility in relation to the changes being made through the WTP Facility Access Upgrade

The planned procurement method for this project is to be accomplished utilizing external contractors, due to the capacity of existing staff to perform the work on a capital project of this size and specialized nature.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Meter shop/receiving building	0	3,090	0	0	0
Total	0	3,090	0	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	0	3,090	0	0	0
Total	0	3,090	0	0	0

2598	CORPORATE ADAPTATION STRATEGY				
Project Status:	Open	Year Identified:	2018		
Project Type:	Environmental Protection	Manager:	Amber Weckworth		
Asset Type:		Est End Date:			

Project Description

The Corporate Adaptation Strategy is a response to risks brought about by climate change. The strategy will complete a risk assessment on the City's infrastructure, and develop a plan to alleviate those risks.

Corporate Adaptation Strategy is a process of inventorying climate events that we are at risk of realizing and evaluating the impacts of climate change events on our infrastructure. Prioritizing and addressing these risks determines what kind of response is needed.

As part of the Climate Action Plan, the Local Actions: Saskatoon's Adaptation Strategy will be ready for implementation effective January, 2020 and rolled out through 2021. The implementation plan will involve Corporate Risk, Asset Management, Emergency Planning, Sustainability and Asset Preservation. 2020 funding would be utilized for a position and associated communication and engagement costs to address resiliency across the corporation within an asset management and triple bottom line framework. The work scope would include a review and inventory of asset management protocol and specifications that currently exist in order to highlight and address areas that may be impacted by changing climatic conditions and global heating. 2021 work would include review for the further resiliency aspects of major projects and initiatives, embedding climate change into corporate risk and risk management, and further integrate climate resiliency with Emergency Management work as a key piece in preparedness.

General Comments

The City has committed to the Covenant of Mayors for Climate and Energy to respond to climate change through mitigation activities and adaptation planning.

Environmental planning has become a standard that most municipalities engage. The Asset Management Plan, the Risk Management Plan, Mitigation Business Plan, and the Green Infrastructure Strategy have identified the need to financially value natural infrastructure in the community to advise the City's ongoing development and operations. The planned procurement method for this project is potentially a combination of internal staff and external consultants due to the potential expertise required.

Special Note

The City was successful in obtaining a grant from the Federation of Canadian Municipalities (FCM) for funding in place in 2018 to partially fund this project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Adaptation Implementation	0	0	200	200	0
Total	0	0	200	200	0
FINANCING DETAILS					
Unfunded Rce	0	0	200	200	0
Total	0	0	200	200	0

2599	CURBSIDE ORGANICS PROGRAM				
Project Status:	Open	Year Identified:	2018		
Project Type:	Environmental Protection	Manager:	Russ Munro		
Asset Type:		Est End Date:			

Project Description

This project is for the development of a Curbside Organics Program as approved at the June 25, 2018 Regular Council Meeting.

General Comments

This project is focused on Waste Diversion goals to extend the life of the Regional Waste Management Centre. The project is to develop and implement a city wide mandatory curbside organics collection program by 2023

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Curbside Organics	10,000	0	0	0	0
Total	10,000	0	0	0	0
FINANCING DETAILS					
Infra Gas Tax Program	8,500	0	0	0	0
Reallocation Of Capital Funding	1,500	0	0	0	0
Total	10,000	0	0	0	0

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2600	CITY CENTRE AREA INDOOR RECREATION FACILITY				
Project Status:	Open	Year Identified:	2014		
Project Type:	Growth And Capital Expansion	Manager:	Lynne Lacroix		
Asset Type:		Est End Date:			

Project Description

This project will undertake the design and construction of new and/or upgraded recreation facilities in the City centre area, with a plan to explore partnership opportunities for the construction and operations of the facility.

General Comments

The City of Saskatoon Strategic Plan (2013-2023) has a strategic goal of Quality of Life, which indicates our neighbourhoods are complete communities that offer a range of housing options, employment opportunities, arts, culture, and recreation facilities. Citizens should have access to facilities and programs that promote active living and bring people together. New and/or upgraded recreation facilities in the city centre area will provide opportunities for residents to have access to, and participate in, leisure activities that better meet the needs of citizens living in a core neighbourhood.

Partnership discussions, business case development, and community engagement were undertaken in 2015. In 2016 the Partners collectively decided to pursue new partnership opportunities moving forward. Partnership opportunities will be explored, and if a partnership is formed a confirmation of commitments will be formalized through a memorandum of agreement. Then, pending necessary approvals and formal agreement, the design of a new recreation facility in or around White Buffalo Youth Lodge could occur in 2022, with construction commencing as early as 2023, with the new facility possibly opening in 2025.

Operating Impacts

The operating impacts for 2025 would be:

\$235,000 Contribution to Reserve

\$490,000 Facility Maintenance

\$255,000 Utilities

Staffing, other operating costs and revenues to be determined

Prior Budget Approval

\$50,000 Business Plan Development

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
City Centre Leisure Facility - Construction	0	0	0	0	9,800
City Centre Leisure Facility - Design	0	0	1,000	1,000	0
Total	0	0	1,000	1,000	9,800
FINANCING DETAILS					
Unfunded Major Projects	0	0	1,000	1,000	9,800
Total	0	0	1,000	1,000	9,800

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2602	WINTER RECREATION PARK AT DIEFENBAKER PARK				
Project Status:	Open	Year Identified:	2015		
Project Type:	Growth And Capital Expansion	Manager:	Brad Babyak		
Asset Type:		Est End Date:			

Project Description

This project involves the re-development of Diefenbaker Park as a winter city destination while maintaining the naturalized area throughout the year for various recreational activities.

General Comments

The Optimist Club of Saskatoon commenced the construction of Optimist Hill and is targeting 2020 for construction to be completed. These construction items include the snow tubing, snowboarding, terrain park, and toboggan hill along with pathways, landscaping, and the installation of utilities from the City.

The 2022 and 2023 plans include the installation and establishment of new biomass locations in to the park. These biomass locations were planned to replace the biomass removed to accommodate the construction of Optimist Hill.

The planned procurement method for Phase II of this project will be accomplished utilizing internal staff.

Operating Impact

There will be no operating impact.

Prior Budget Approval

\$635,000 - Installation of utility requirements to the site

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Biomass Installation	0	0	70	70	0
Total	0	0	70	70	0
FINANCING DETAILS					
Unfunded Rce	0	0	70	70	0
Total	0	0	70	70	0

2605	REGIONAL PLAN IMPLEMENTATION		
Project Status:	Open	Year Identified:	2018
Project Type:	Study/Planning	Manager:	Laura Hartney
Asset Type:	Studies - Non Capitalized Expenditure	Est End Date:	

Project Description

This project provides the resources to implement the Saskatoon North Partnership for Growth (P4G) Regional Plan, which is a land use plan that will enable the P4G region to grow to a population of 1 million. P4G comprises the City of Saskatoon, the Rural Municipality (RM) of Corman Park, the City of Warman, the City of Martensville and the Town of Osler. In 2017, the Councils of the P4G partner municipalities endorsed the P4G Regional Plan, and the P4G Regional Servicing Strategy and the P4G Regional Governance and Implementation Strategy that complement it.

General Comments

The P4G Regional Governance and Implementation Strategy identifies the projects needed to implement the P4G Regional Plan. These projects will be completed by the P4G partner municipalities over a number of years, subject to Capital Budget approvals. The projects that require capital funding are listed below:

- Green Network Refinement Study, to refine the boundaries of significant drainage areas, ecological areas, and viewsheds
- Concept Plans for the identified future growth areas of the City, to enable interim development that aligns with future urban development
- Regional Potable Water Servicing Plan
- Regional Wastewater Servicing Plan
- Regional Commercial and Industrial Market Study
- Regional Travel Demand Model Update
- Regional Transportation Plan
- Regional Wetlands Inventory and Policy
- Regional Natural and Heritage Resource Inventory
- Regional Natural Areas Strategy

The project or projects that will be undertaken in any given year will be determined collectively by the P4G partners, and many projects will be conducted in phases. No new projects are proposed to be undertaken in 2020, to enable the new P4G Planning District and its bylaws to be established, completion of a Natural Areas Screening for part of the Green Network, and completion of a North Concept Plan and a South East Concept Plan. The capital plan submission enables the balance of the projects listed in the P4G Regional Governance and Implementation Strategy to be completed by 2027. Regular reports will be provided to update all of the P4G partners' Councils on the projects that are undertaken each year, and the status of the projects

The planned procurement methods are expected to vary depending on the project. In general, land use and servicing plans, and some of environmental screenings are planned to be accomplished utilizing internal staff, due to the capacity and the expertise of existing staff to perform the work, and the availability of technology in-house and long-term requirements. Other projects are planned to be accomplished utilizing external contractors, due to the requirement of specialized services and the requirement of an independent opinion.

Special Note

These projects will be co-funded by the P4G municipal partners, subject to budget approvals. The specific funding arrangements depend on the nature of the project and the benefiting municipalities. In general, the City contributes one half of the Concept Plan funds and one-third of the funds for the other projects.

Operating Impact

2022 - No operating impact

Prior Budget Approvals

\$107,000 - Green Refinement Network (Includes \$40,000 from the P4G municipal partners)

\$785,000 - P4G Zoning Bylaw and Concept Plans

\$1,239,900 - Under Capital Project 2460 - Regional Planning (Includes \$836,152 from the P4G municipal partners)

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Green Network Refinement Study	0	51	294	310	310
Regional Travel Demand Model Update	0	0	0	150	0
Regional Transportation Plan	0	0	0	0	350
Nrt Commercial & Ind Mrkt Study and Regional Potable Wtr Plan	0	460	0	0	0
Regional Wastewater Servicing Plan	0	0	350	0	0
Concept Plans - Corman Park & Saskatoon	0	528	558	548	560
Total	0	1,039	1,202	1,008	1,220
FINANCING DETAILS					
External Funding	0	0	0	50	0
Other	0	633	722	530	719
Reserve For Capital Expenditures	0	406	0	0	0
Unfunded Rce	0	0	480	428	501
Total	0	1,039	1,202	1,008	1,220

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2606	ACCESSIBILITY UPGRADES TO INDOOR POOLS				
Project Status:	Open	Year Identified:	2019		
Project Type:	Infrastructure Maintenance	Manager:	Bruce Pearson		
Asset Type:	Buildings-Sport & Fitness Fac	Est End Date:			

Project Description

This project involves accessibility upgrades within the indoor pool facilities. These amenities and upgrades were identified as priorities in the Recreation and Parks Master Plan.

General Comments

Accessibility assessments have been completed for the Harry Bailey Aquatic Centre, Lawson Civic Centre, Lakewood Civic Centre and the Shaw Centre in 2012. Accessibility issues identified in these assessments and current issues which have been noted by facility users will be reviewed. In addition to accessibility for people with mobility issues, consideration will also need to be given to accessibility issues for people with invisible disabilities.

Operating Impact

2023 - \$10,400 Cleaning and Preventative Maintenance relating to 2022 Budget Plan

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Accessibility Upgrades to Indoor Pools	0	0	1,000	0	0
Total	0	0	1,000	0	0
FINANCING DETAILS					
Funding Plan Contribution	0	0	1,000	0	0
Total	0	0	1,000	0	0

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2607	ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS				
Project Status:	Open	Year Identified:	2019		
Project Type:	Infrastructure Maintenance	Manager:	Nancy Johnson		
Asset Type:	Buildings-Sport & Fitness Fac	Est End Date:			

Project Description

This project involves the audit, consultation, planning, and necessary upgrades or construction to move towards achieving physical inclusivity at the City of Saskatoon's Outdoor Pools (George Ward, Lathey, Mayfair, and Riversdale) and paddling pools as outlined in the Recreation and Parks Master Plan.

General Comments

The 2022 budget includes an audit, public consultation and program plan, detail design recommendations, project management and any necessary fixtures or equipment purchases.

Special Note

This project is funded as part of the Recreation and Parks Funding Plan.

Operating Impact

2023 - \$4,200 Cleaning and Preventative Maintenance relating to 2022 Budget Plan

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Accessibility Outdoor Pools and Paddling Pools	0	0	400	0	0
Total	0	0	400	0	0
FINANCING DETAILS					
Funding Plan Contribution	0	0	324	0	0
Parks & Rec Partnership Reserve	0	0	76	0	0
Total	0	0	400	0	0

2610	POLICE-TECHNOLOGY EXPANSION				
Project Status:	Open	Year Identified:	2014		
Project Type:	Equipment Replacement	Manager:	Earl Warwick		
Asset Type:		Est End Date:			

Project Description

This project allows for the purchase of additional technological equipment including computers, and associated hardware and software as well as other equipment that utilizes computer technology.

General Comments

The 2020 and 2021 budget calls for funding to support an expansion to network infrastructure, information management software, and body worn camera system. The body worn camera system will start as a pilot project in 2020. Thorough review will continue until 2023 to determine whether or not moving the pilot project into full operation.

Future year plans include continued expansion to network infrastructure.

Operating Impact

Anticipated operating impacts are \$1,000 in 2021 and \$3,000 in 2022.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	37	12	21	0	0
Server Expansion	38	0	32	0	32
Body Worn Camera System	10	241	354	405	160
Storage Area Network	51	88	63	63	63
Total	136	341	470	468	255
FINANCING DETAILS					
Police Oper Equip & Tech Res	136	341	470	468	255
Total	136	341	470	468	255

	Budget	Budget	Plan	Plan	Plan
Incremental Operating Impacts ('000s)	2020	2021	2022	2023	2024
Net Dollar Impacts	-	1.0	3.0	1.0	3.0

2618	POLICE-FACILITY RENOVATION				
Project Status:	Open	Year Identified:	2017		
Project Type:	Infrastructure Maintenance	Manager:	Earl Warwick		
Asset Type:	Building Contents	Est End Date:			

Project Description

This project provides for the renovation of Police Facilities that require alteration and improvements.

General Comments

This project will enable the Police Service to improve and alter existing facilities based on condition assessments, expansion, industry standards and for life expectancy.

The 2020 budget is requested to provide facilities a way to manage growth with FTE increases for office space and various maintenance due to aging facilities.

Operating Impact

No anticipated operating impact for this capital project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Police HQ Modifications	60	0	181	0	68
Total	60	0	181	0	68
FINANCING DETAILS					
Police Fac Renovation Res	60	0	181	0	68
Total	60	0	181	0	68

2619	POLICE-AIRCRAFT EQUIPMENT REPLACEMENT				
Project Status:	Open	Year Identified:	2020		
Project Type:	Equipment Replacement	Manager:	Earl Warwick		
Asset Type:	Police Equipment	Est End Date:			

Project Description

This project provides for the replacement of a service-owned aircraft operating by the Police Air Support Unit.

General Comments

The Air Support Unit operates a Cessna 182 aircraft since August 2018. The aircraft serves as an important crime combating tool in reducing response time and increasing effectiveness and efficiency of overall operations and public safety.

The engine and propeller are required to be overhauled after 2,000 and 2,400 hours interval of service respectively. Maintenance costs including removal and installation of the overhauled engine are expected to occur every second year. The current thermal imaging camera was acquired at the end of 2017 and is expected to be replaced in 2024 after 6 years of service.

The replacement of the aircraft is projected to occur in 2029. It is estimated that the aircraft will have flown 12,300 hours by that time.

Operating Impact

No anticipated operating impact for this capital project.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Aircraft Equipment Replacement	110	0	110	0	781
Total	110	0	110	0	781
FINANCING DETAILS					
Police Oper Equip & Tech Res	110	0	110	0	781
Total	110	0	110	0	781

Recreation and Culture

City of Saskatoon

Capital Project Details

Approved 2020/2021

2623	RIVER LANDING SMALL ASSET REPLACEMENTS				
Project Status:	Open	Year Identified:	2019		
Project Type:	Infrastructure Maintenance	Manager:	Jill Cope		
Asset Type:	Miscellaneous Equipment	Est End Date:			

Project Description

This project is intended for the replacement of durable (more than 30 years life) and non-durable (less than 30 years life) small assets within the River Landing boundaries.

General Comments

As the small assets contained within the River Landing boundaries are exposed to the varying climates of the season in the City of Saskatoon, assets need to be replaced in a timely manner to ensure the standard of River Landing is maintained. Many community events, citizens of Saskatoon, local businesses and visitors alike are drawn to River Landing due to its unique beauty and amenities, and this project will ensure the space remains a vibrant and desirable destination.

This project involves improved development to ensure optimal asset management and service reliability. This includes consideration of asset condition and eligibility for replacement based on best practices such as durability, energy reduction and CPTED (crime prevention through environmental design).

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Small Asset Replacement	0	100	0	0	0
Total	0	100	0	0	0
FINANCING DETAILS					
River Landing Capital Reserve	0	100	0	0	0
Total	0	100	0	0	0

2625	CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP				
Project Status:	Pending	Year Identified:	2019		
Project Type:	Study/Planning	Manager:	Galen Heinrichs		
Asset Type:		Est End Date:			

Project Description

The City of Saskatoon and University of Saskatchewan (U of S) have signed a Memorandum of Understanding to increase intentional collaboration across a number of areas.

General Comments

Achieving success around research collaboration (e.g. increasing the number, breadth and impact of research-focused partnerships) requires a new approach in facilitating and supporting research that engages both City staff and U of S researchers (at any level – from undergraduate to faculty). This project will provide seed funding as a pilot program for collaborative research projects in one of the following strategic themes: Adapting to Climate Change (e.g. infrastructure); Welcoming Communities (e.g. newcomers and refugees); and Urban Planning and Transportation.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Design	100	100	0	0	0
Total	100	100	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	100	100	0	0	0
Total	100	100	0	0	0

2626	TALENT MANAGEMENT FRAMEWORK				
Project Status:	Pending	Year Identified:	2019		
Project Type:	Study/Planning	Manager:	Sarah Cameron		
Asset Type:		Est End Date:			

Project Description

This project is to develop a total Talent Management Framework as presented by the Price Waterhouse Cooper human resources audit. Through the transformation journey of the Human Resources (HR) Department, leadership governance and role clarity along with transparent accountability will be the critical foundational path to success in supporting all staff at the City of Saskatoon.

General Comments

The City of Saskatoon is transforming the way in which human resource services are delivered with the City Administration. With over 3800 employees providing services to the citizens of Saskatoon, the HR Department provides expert human resource advice and services to all City Departments, its Boards, Commissions and Controlled Corporations, ensuring that the organization has the human capital necessary for the City to accomplish its strategic priorities.

As part of this transformation, the HR Department will be working on a multi-year project to develop an integrated Talent Management Framework for the City to attract, develop, motivate and retain proactive and engaged employees who have the right skills to serve the residents of Saskatoon.

Priority areas identified under this initiative include, but are not limited to; talent management framework, attraction, development, engagement, leadership, culture, performance, total rewards, technology systems, process improvement and capacity building.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Talent Management Framework	75	50	0	0	0
Total	75	50	0	0	0
FINANCING DETAILS					
Cp - Capital Reserve	75	50	0	0	0
Total	75	50	0	0	0

2627	EVENT VENUE BUSINESS PLAN				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Study/Planning	Manager:	Dan Willems		
Asset Type:		Est End Date:			

Project Description

This project includes the development of a full-scale business plan for the replacement of SaskTel Centre and TCU Place.

General Comments

Funding will be utilized to cover off internal staffing resources, expert consulting requirements and other research/business plan costs.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Event Venue Business Plan	100	0	0	0	0
Total	100	0	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	100	0	0	0	0
Total	100	0	0	0	0

2628	INFILL COMMUNICATION STRATEGY				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Support Systems	Manager:	Lesley Anderson		
Asset Type:		Est End Date:			

Project Description

A new communication strategy to promote the benefits of infill development. Development of a strategy would potentially help reduce conflicts for each proposal and would help promote common messages.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Infill Communication Strategy	0	0	50	0	0
Total	0	0	50	0	0
FINANCING DETAILS					
Unfunded Rce	0	0	50	0	0
Total	0	0	50	0	0

2629	STRATEGIC PLANNING AND PUBLIC ENGAGEMENT RESOURCES				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Support Systems	Manager:	Carla Blumers		
Asset Type:		Est End Date:			

Project Description

This project will provide ongoing funding for the Multi-Year Business Plan and Budget and associated engagement costs. It will support a comprehensive public engagement strategy and strategic planning process.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Strategic Planning & Public Engagement Resources	0	0	150	0	0
Total	0	0	150	0	0
FINANCING DETAILS					
Unfunded Rce	0	0	150	0	0
Total	0	0	150	0	0

Community Support

City of Saskatoon

Capital Project Details

Approved 2020/2021

2640	GRANT MANAGEMENT SYSTEM				
Project Status:	Open	Year Identified:	2020		
Project Type:	Support Systems	Manager:	Kevin Kitchen		
Asset Type:	Software	Est End Date:			

Project Description

This project involves the purchase of a cloud-based grants management system that supports all aspects of City grants administered by the Recreation and Community Development Division. The City will be in a better position to integrate or replace this new grants' management system with the Enterprise Resource Planning (ERP) system in the future.

General Comments

The Recreation and Community Development Division manages 10 separate sport, culture, social, community and recreation grant programs. In a typical year, \$4.5 million is awarded to 135 organizations. A grants management database was created in 2006 to help track grants awards however it no longer meets the needs of the Division. Grant applications are currently available on paper and fillable PDF. Grants reviews and adjudication are done by printing applications and circulated to adjudicators by mail. Grants administrators enter all applicant data and award recommendations into an excel spreadsheet. This would be a cloud based multi-user, online grant application and review system that allows for applicants to apply for, access and organize their grant program information on a secure online platform and that administrators and adjudicators are able to access.

Operating Impact

2022 - \$10,000 Software Licenses

Project Detail	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Expenditure / Funding ('000s)					
GROSS COST DETAILS					
Grant Management System	100	0	0	0	0
Total	100	0	0	0	0
FINANCING DETAILS					
Cy Capital Reserve	100	0	0	0	0
Total	100	0	0	0	0

	Budget 2020	Budget 2021	Plan 2022	Plan 2023	Plan 2024
Incremental Operating Impacts ('000s)					
Net Dollar Impacts	-	-	10.0	-	-

2641	PARKING METER POST REMOVAL AND TEMPORARY RESERVE PARKING SIGNAGE				
Project Status:	Open	Year Identified:	2020		
Project Type:	Infrastructure Maintenance	Manager:	Jo-Anne Richter		
Asset Type:	Parking Meters	Est End Date:			

Project Description

The purpose of this project is to develop and implement a strategy to address the removal of unused parking meter posts that remain in place within the amenity strips throughout all of the paid parking areas, and to repair the amenity strips.

With the removal of the parking meter posts, a replacement system for posting signage that identifies reserved parking spaces must also be addressed. This project will identify a functional and attractive solution to that clearly identifies these reserved spaces.

General Comments

At this time a variety of methods are used to denote reserved spaces, including use of parking meter posts (where they remain), pylons and gates. This system poses challenges as the gates and pylons can be readily moved, and thus may pose a hazard for pedestrians and vehicles. It can also be difficult for drivers to understand which spaces are reserved, and which are available for parking when signs have been moved by passers-by.

Removal of Posts and repair of amenity strip

The parking meter posts may create hazards to pedestrians, and may restrict other uses on the amenity strip. While some of the posts have been repurposed as bike racks, the remaining posts have limited value, except in locations where additional bike racks may be necessary.

Representatives of the Business Improvement Districts have identified the need to either remove or properly maintain parking meter posts that are still in place. The Advisory Committee on Accessibility and the Alliance for Equality of Blind Canadians have requested that parking meter posts be removed.

An initial step in this process will involve working with each Business Improvement District (BID) to come to agreement on which posts within their BID should be retained, and which should be removed, and to develop a plan for the completion of this work. Funding to cover the cost of re-establishing line marking for parking spaces to demarcate the parking spaces has been considered. Due to the extent of the work required to complete this project, a phased approach is proposed to extend over at two seasons. Input from the BIDS on priority areas for this phasing work will also be sought.

Identify and Implement new Temporary Reserve Parking (TRP) Signage

The parking meter posts provided an effective way to signal that specific parking spaces were reserved for a designated use, with the addition of a small sign bolted onto to top of the posts to indicate the parking space was reserved. As meter posts have been removed, alternative solutions to mark reserved spaces must be found. A review will be completed as part of the procurement process to confirm that the system selected that meets the criteria of the Parking Services team, and provides best value.

It is intended that the work to remove meter posts, repair the amenity strip and install base plates for the signage system, would be undertaken by a contractor. The availability of internal staffing to complete this work is limited. Linemarking would be completed by internal Sign Shop staff and billed on a cost recovery basis.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Post Removal, Amenity Strip Repair and TRP Signage	160	220	0	0	0
Total	160	220	0	0	0
FINANCING DETAILS					
Parking Reserve	160	220	0	0	0
Total	160	220	0	0	0

2642	PARKING PAY STATION CARD PAYMENT SYSTEM UPGRADE				
Project Status:	Open	Year Identified:	2020		
Project Type:	Equipment Replacement	Manager:	Luanne Sirota		
Asset Type:	Parking Meters	Est End Date:			

Project Description

This project provides for the replacement of card readers in the parking pay stations to comply with required changes to credit payment standards that will take effect in 2022.

General Comments

The new credit card standard referred to as EMV Chip Card Technology (EMV) will be a mandatory requirement for credit card companies and is required by October 2022. Credit card payments currently made using a magnetic strip will be enabled to be made by chip and pin and eventually by cell phone. In general, the move demonstrates industry efforts to prevent counterfeit, lost and stolen card fraud and to further secure Canadian electronic payments.

The project cost includes consideration for the equipment purchase and installation required to retrofit the parking pay stations to meet new credit payment standards. The upgrade will include removal of the old credit card payment system and installation of the new chip terminals that will recognize both chip and magnetic strip cards. Coordination will be undertaken with the city's credit card payment supplier (currently Moneris) to ensure system compatibility and compliance with their processes. The impact on the currently sold smart card use by this new system will also be evaluated.

The planned procurement method for this project will be accomplished utilizing external contractors, due to capacity of existing staff to perform the work.

Special Note

Funding is contingent on an increase in the contribution to the Parking Capital Reserve.

Operating Impact

2021/2022 - no change to operating budget

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Parking Station Card Payment System Upgrade	0	500	0	0	0
Total	0	500	0	0	0
FINANCING DETAILS					
Parking Reserve	0	500	0	0	0
Total	0	500	0	0	0

2643	PARKING ASSET REHABILITATION		
Project Status:	Open	Year Identified:	2020
Project Type:	Infrastructure Replacement	Manager:	Luanne Sirota
Asset Type:		Est End Date:	

Project Description

This project for Parking Asset Rehabilitation has two components: 1) the replacement of deteriorated Parking Station concrete mounting bases; and 2) the rehabilitation of the existing four Public Pay Parking Lots.

General Comments

The project will include the project management and replacement of deteriorated pay parking station bases and rehabilitation of pay parking lots. For pay parking lots, the paved area and appurtenances will be brought up to new condition. If capacity allows, the assessment and procurement will be a tendered out by Construction and Design who will also provide project management services.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Parking Asset Rehabilitation	0	0	50	0	100
Total	0	0	50	0	100
FINANCING DETAILS					
Parking Reserve	0	0	50	0	100
Total	0	0	50	0	100

Corporate Asset Management



City of Saskatoon

Capital Project Details

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2646	FLEET ELECTRIC VEHICLE AND STRATEGY REVIEW				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Equipment Replacement	Manager:	Goran Saric		
Asset Type:		Est End Date:			

Project Description

This project is intended to investigate alternatives for the Corporate Fleet to reduce fuel consumption and Green House Gas (GHG) emissions. This includes right-sizing the fleet and detailing the expected revenue and cost savings of the electric vehicle (EV) infrastructure before engaging in the implementation.

General Comments

These investigations will help drive the organization towards achieving the corporation's emission reduction targets of 40% by 2023 and 80% by 2050 as outlined in the Low Emission Community Plan.

This project will outline the following outcomes:

- Reduce fuel costs and emissions
- Improve fuel efficiency for vehicles
- Reduce investment costs of purchase and lease of vehicles not matched to use
- Reduce maintenance time of vehicles
- Increase innovation

The planned procurement method for this project is to be accomplished using internal staff due to existing staff capacity and expertise to perform the work.

Operating Impacts

The investigation and reporting back of this initiative will also identify any potential future operating and capital implications for both potential savings and additional investments required.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
EV and Fleet Strategy Review	100	100	0	0	0
Total	100	100	0	0	0
FINANCING DETAILS					
Vehicle Equipment Replace Reserve	100	100	0	0	0
Total	100	100	0	0	0

2647	CITY YARDS OPERATIONS REHABILITATION				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Growth And Capital Expansion	Manager:	Goran Saric		
Asset Type:		Est End Date:			

Project Description

This project is intended to address the aging infrastructure within City Yards and rehabilitate to a usable and functional state for operational user groups.

General Comments

Rehabilitation is intended to provide a safe and secure area for operation groups and ensure City Yards infrastructures are in compliance with applicable industry and legislative requirements. In consideration of projects P1584 - Civic Operations Centre, P1949 – Service Saskatoon Staffing Accommodation and P2259 - Satellite Yards.

This project will achieve the following outcomes:

- Increased electrical capacity
- Storm and sanitary water upgrades
- Water fill and dump station
- Oil tank remediation and replacement
- Coverall and building structure additions and replacements for materials, equipment and inventory
- Security and safety upgrades
- Indoor facilities and parking upgrades
- Development of north land section
- Support equipment to aid the above

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Immediate Needs	440	0	260	0	0
Long Term Needs	0	0	0	1,750	1,750
Total	440	0	260	1,750	1,750
FINANCING DETAILS					
Pub Works Bldg Civic Facility Res	156	0	0	0	0
Tu - Capital Reserve	229	0	0	0	0
V & E Asset Disp/Acq	55	0	0	0	0
Unfunded Major Projects	0	0	260	1,750	1,750
Total	440	0	260	1,750	1,750

Environmental Health

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2648	SUSTAINABILITY SUPPORT FOR TRIPLE BOTTOM LINE IMPLEMENTATION				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Support Systems	Manager:	Jeanna South		
Asset Type:		Est End Date:			

Project Description

In order to address climate change through service delivery at the City of Saskatoon and the ability to implement a corporate-wide Triple Bottom Line approach, budget is required. Funding would largely be used for a position to support the corporate implementation of the Triple Bottom Line policy and other sustainability support services for the corporation.

Work includes engagement with the community, education, communications budget, materials, administrative costs, and research into best practices and innovation. Support for the roll-out of the TBL Policy is required to better ensure consistent application of the policy across the Corporation, through the provision of resources, support and data/information.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Triple Bottom Line Support	260	0	0	0	0
Total	260	0	0	0	0
FINANCING DETAILS					
Reallocation Of Capital Funding	42	0	0	0	0
Reserve For Capital Expenditures	218	0	0	0	0
Total	260	0	0	0	0

2649	COMMUNITY INCENTIVE PROGRAM FOR BUILDING CODE AND ENERGY EFFICIENCY				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Support Systems	Manager:	Chris Richards		
Asset Type:		Est End Date:			

Project Description

To provide funding to explore incentive programs and implications for building code and energy efficiency.

Includes:

1. Municipal STEP building code and incentive program for energy efficiency and water conservation.
2. Home energy / water audit program
3. Technology improvements
4. Electric and thermal energy consumption cap for new home construction
5. Electric and thermal energy consumption cap for new ICI construction

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Incentive Programs	0	0	130	130	0
Total	0	0	130	130	0
FINANCING DETAILS					
Unfunded Rce	0	0	130	130	0
Total	0	0	130	130	0

2650	INTEGRATED SOLAR/RENEWABLE ENERGY STRATEGY				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Study/Planning	Manager:	Chris Richards		
Asset Type:		Est End Date:			

Project Description

The Low Emissions Community Report identifies renewable energy as a required component to achieve substantial emissions and Council targets for greenhouse gas (GHG) mitigation. Multiple inquiries have been made related to the opportunity to increase the adoption of renewable energy in Saskatoon, both corporately and in the community. Currently, there is no funding for resources to integrate all of the solar/renewable energy information together into a comprehensive strategy.

In 2020, the project funding would lead to the development of a comprehensive report and Integrated Solar / Renewables Energy strategy. Using a combination of internal and external (consultant) expertise, the Strategy would document and explain the current status of the business case for solar/renewable energy in Saskatoon including both the City as a corporation and different sectors of the community. This study would dig deeper into the details specific to solar PV / Renewables and breakdown the potential into specific types of organizations, facilities, constraints, etc. Examples of the different scenarios would likely include: residential, small commercial, large commercial, City as a developer on underutilized land, City as a developer in SaskPower vs. Saskatoon Light and Power jurisdiction, private solar farm developers, etc. Internal staff, particularly within Saskatoon Light and Power, have extensive knowledge on this topic.

Multiple scenarios would be explored to explain what the opportunities, barriers, and the preliminary business cases (based on a triple bottom line) is for solar PV scenario in and around Saskatoon. It would also forecast into the future. One notable barrier is provincial legislation limiting Saskatoon Light and Power to their franchise area. The study could look at the potential if legislation or SaskPower programs were to change.

Work in 2021 would involve implementation reporting on the expected Business Cases for different scenarios and identifying where detailed development of programs and policies would be required in order to implement the recommended Strategy. Further exploration of external funding opportunities would be carried out as part of this work. Strategies to better utilize and optimize current programs could also be developed at this time, with possible implementation, depending on resources availability.

Both the 2020 and 2021 budget requests include communications and engagement resources. Extensive community engagement, however, is not included in the scope.

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Renewables Strategy	180	0	0	0	0
Total	180	0	0	0	0
FINANCING DETAILS					
Waste Minimization Reserve	180	0	0	0	0
Total	180	0	0	0	0

2651	HIGH PERFORMANCE BUILDING POLICY				
Project Status:	Pending	Year Identified:	2020		
Project Type:	Study/Planning	Manager:	Jeanna South		
Asset Type:		Est End Date:			

Project Description

Phase I is to complete the policy and provide funding for the development of an initial policy implementation manual ("how-to's") and staff to support policy completion and implementation. Capital costs for the actual implementation of the policy will need to be carried in the budget for the new construction project(s).

Later work includes Phase II, which enables LEC Action 1. LEC target is that all new municipal buildings are designed and built to passive house energy use standards starting immediately. The policy will provide guidance on using passive house standards in new municipal construction

Lastly, Phase III is to pilot and evaluate green certification for existing buildings

Project Detail	Budget	Budget	Plan	Plan	Plan
Expenditure / Funding ('000s)	2020	2021	2022	2023	2024
GROSS COST DETAILS					
Phase 1 New Construction	75	0	0	0	0
Phase 2 New Buildings Passive House	0	0	125	0	0
Phase 3 Green Certification for Existing Buildings	0	0	150	75	0
Total	75	0	275	75	0
FINANCING DETAILS					
Waste Minimization Reserve	75	0	0	0	0
Unfunded Rce	0	0	275	75	0
Total	75	0	275	75	0

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1286	SL&P - ELEC SYS PLANNING STUDIES	Utilities	505
1295	SL&P - NETWORK - MAJOR ASSETS	Utilities	506
1296	SL&P - NETWORK - CIVIL INFRASTRUCTURE	Utilities	507
1297	SL&P - NETWORK - PRIMARY LINES	Utilities	508
1298	SL&P - NETWORK - SECONDARY LINES	Utilities	509
1299	SL&P - NETWORK - PROTECTION & CONTROL	Utilities	510
1301	SL&P - SUBSTATION COMMUNICATION UPGRADE	Utilities	511
1305	SL&P - FEEDER UPGRADES/REPLACEMENT	Utilities	512
1308	SL&P - 15 KV CONV - INTERMED SUBSTATIONS	Utilities	513
1310	SL&P - UTILITY - RESEARCH & DEVELOPMENT	Utilities	514
1316	SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	Utilities	515
1326	SL&P - SUBSTATION MONITORING SYS UPGRADE	Utilities	516
1329	SL&P - SUBSTATION RELAY UPGRADES	Utilities	517
1332	SL&P - SUBSTATION SERVICE LIFE EXTENSION	Utilities	518
1353	SL&P - EQUIPMENT UPGRADE & REPLACEMENT	Utilities	519
1493	TU-EAST RIVERBANK STABILIZATION	Utilities	549
1509	DECORATIVE LIGHTING REPLACEMENT	Utilities	551
1615	TU-WATER DISTRIBUTION	Utilities	567
1616	TU-WASTE WATER COLLECTION	Utilities	569
1617	TU-PRIMARY WATER MAINS	Utilities	571
1618	TU-SANITARY SEWER TRUNKS	Utilities	572
1619	TU-STORM SEWER TRUNK AND COLLECTION	Utilities	573
1621	TU-STORM SEWER POND PRESERVATION	Utilities	574
1955	UTILITY SOLAR SCALE ENERGY IMPLEMENTATION	Utilities	590
2197	WTP - WATER AND ENERGY CONSERVATION INITIATIVES	Utilities	624
2214	WTP - WATER SYSTEM ASSESSMENT	Utilities	625
2219	WTP-N.E. SECTOR RESERVOIR	Utilities	626
2230	WWT-INFRASTRUCTURE UPGRADES	Utilities	627
2255	TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	Utilities	630
2263	WTP-WATERSHED MGMT AND ASSESSMENT PROGRAM	Utilities	632
2313	SL&P - UTILITY GENERATION	Utilities	646
2558	WTP-CLARIFIER TUBE SETTLERS	Utilities	695
2559	WTP-SAND SEPARATORS	Utilities	696
2561	WTP-INFRASTRUCTURE UPGRADES	Utilities	697
2562	WTP-CLARIFIER CONSTRUCTION	Utilities	698
2563	WTP-LOW LIFT UPGRADE	Utilities	699
2571	WTP-CHLORINE ROOM CAPACITY UPGRADE	Utilities	700
2572	WTP-ENGINEERED WTP DRAWINGS	Utilities	701
2580	WWTP-DIGESTER CLEANING FACILITY	Utilities	702
2581	WWTP-FACILITY UPGRADE N40/WWTP	Utilities	703
2582	WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	Utilities	704
2585	WWTP-BIOREACTOR EXPANSION	Utilities	705
2586	WWTP-UV EXPANSION	Utilities	706
2594	WTP-METER SHOP/RECEIVING BUILDING	Utilities	708