

2021 Business Plan and Budget Proposed Adjustments

ISSUE

City Council must formally approve the previously approved 2021 Operating and Capital Business Plan as well as any significant adjustments to the Plan.

RECOMMENDATION

1. That the 2021 Operating Plan approved by City Council on November 25, 2019, be amended to include:
 - a. \$17,239,500 in adjustments to revenue and expenditures for the COVID-19 items as shown in Table 2;
 - b. An increase in revenue of \$19,052,500 in Safe Restart funds as shown in Table 2; and
 - c. \$1,813,000 in adjustments to revenue and expenditures for the non-COVID-19 items as shown in Table 2;
2. That the 2021 Operating Plan, as amended, be approved as the 2021 Operating Budget;
3. That the 2021 Operating Plan approved by City Council on November 25, 2019, for the Saskatoon Public Library be approved as the 2021 Operating Budget;
4. That the 2021 Capital Plan approved by City Council on November 25, 2019, be amended to include a reduction of \$9,966,000 to capital budgets as shown in Table 4;
5. That the 2021 Capital Plan, as amended, be approved as the 2021 Capital Budget; and
6. That the 2021 Capital Plan approved by City Council on November 25, 2019, for the Saskatoon Public Library be approved as the 2021 Capital Budget.

BACKGROUND

Council Policy No. C03-036, Multi-Year Business Plan and Budget Policy, outlines the requirements for the multi-year budget. In the year prior to the first year of a multi-year budget, City Council approves the business plan and budget.

Any significant changes identified in the subsequent years, and as allowed within the policy, are to be brought forward to City Council's Business Plan and Budget Reviews as part of a Proposed Adjustments document for consideration. There are identified significant non-COVID-19 impacts as well as COVID-19 related impacts. These significant external impacts due to the pandemic since the approval of the 2021 Operating Plan in November 2019 required a number of adjustments and reductions to applicable business lines.

The original approved 2020/2021 Multi-Year Business Plan and Budget document will not be updated based on changes made in subsequent years. Instead, it will be supplemented with the City Council-Approved Adjustments document, which will

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provide an overview of adjustments to the property tax, operating expenditures, operating revenues and capital projects.

At its 2020/2021 Multi-Year Preliminary Corporate Business Plan and Budget meeting on November 25, 2019, City Council approved the 2021 operating plan as summarized in Table 1, resulting in a 3.87% property tax increase for 2021.

Table 1 – Previously Approved 2021 Operating Plan

Business Line	2021 Original Revenue	2021 Original Expense	Total Original Plan
Arts, Culture and Events Venues	-	8,697,600	8,697,600
Community Support	(2,587,500)	19,325,800	16,738,300
Corporate Asset Management	(573,000)	12,868,300	12,295,300
Corporate Governance and Finance	(9,943,000)	78,599,100	68,656,100
Environmental Health	(7,977,900)	26,876,400	18,898,500
Land Development	(5,892,800)	5,892,800	-
Recreation and Culture	(24,890,100)	59,050,200	34,160,100
Saskatoon Fire	(1,269,900)	54,675,700	53,405,800
Saskatoon Police Service	(10,779,000)	114,776,900	103,997,900
Taxation and General Revenues	(453,943,400)	5,350,700	(448,592,700)
Transportation	(24,299,600)	149,180,500	124,880,900
Urban Planning and Development	(9,502,600)	16,364,800	6,862,200
Utilities	(384,608,400)	384,608,400	-
TOTAL	(936,267,200)	936,267,200	-

The full details of the prior approvals can be found in the [Approved 2020/2021 Detailed Operating & Capital Budget with Capital Project Details](#).

DISCUSSION/ANALYSIS

The recommended adjustments to the Business Lines as summarized in Table 2 and detailed in Appendix 1 consist of COVID-19 related impacts to both revenue and expenditures as well as non-COVID-19 related impacts. Many of the items detailed in the non-COVID-19 sections may have been caused in part by the pandemic but may also have other causes.

The Administration estimated a \$21.76 million total impact to the 2021 Operating Budget, however, in order to alleviate any increase to the previously approved property tax rate of 3.87%, the Administration investigated strategies to offset this additional impact. Part of this plan is to allocate \$19.05 million in held federal Safe Restart funding, in addition to making a number of expenditure reductions and assuming additional risk in some areas to offset the increase.

Some areas of budget reductions in expenditures include reduced training and travel, reducing fuel costs, and discretionary hiring restrictions to help offset some potential risk areas affecting revenues. For example, the impact of the November 7, 2020 snow storm and the snow removal costs will spill into 2021, however, the 2021 budget has not been increased for this due to the difficulty in predicting snowfall. While this increases the risk on the snow budget, there is also the possibility that the additional amount could

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be absorbed within the 2021 budget, and there is still the possibility of future federal government assistance for municipalities in 2021. Should there be a deficit at the end of 2021, the strategy would be to then use existing stabilization reserves or, if necessary, other reserves to balance the year-end results.

Details of the 2021 adjustments are included in Appendix 1. The adjusted impacts on the operating budgets of \$19.05 million are balanced by equivalent federal Safe Restart funding within the Taxation and General Revenues Business Line and are detailed in Appendix 1.

The Police Operating Budget is included in Table 2, as well as in Appendix 1, and the Board of Police Commissioners' Operating Budget approval is provided in Appendix 2. Within this approval, there is an addition of five FTEs for Special Constables. All other FTEs remain the same as presented at the November 25, 2019 City Council meeting. The summary of FTEs is listed in Appendix 3.

Table 2 – 2021 Budget Adjustment Summary by Business Line

Business Line	COVID-19 Revenue Impact	COVID-19 Expense Impact	Total COVID-19 Adjustment	Non-COVID-19 Revenue Impact	Non-COVID-19 Expense Impact	Total Non-COVID-19 Adjustment	Total Budget Adjustment
Arts, Culture and Events Venues	-	-	-	-	-	-	-
Community Support	-	(773,000)	(773,000)	-	(1,500)	(1,500)	(774,500)
Corporate Asset Management	-	1,964,700	1,964,700	-	(104,700)	(104,700)	1,860,000
Corporate Governance and Finance	-	1,052,200	1,052,200	-	(1,400)	(1,400)	1,050,800
Environmental Health	219,000	18,000	237,000	-	(485,100)	(485,100)	(248,100)
Land Development	154,000	(154,000)	-	-	-	-	-
Recreation and Culture	4,582,800	(436,900)	4,145,900	-	(249,300)	(249,300)	3,896,600
Saskatoon Fire	-	86,000	86,000	-	(40,600)	(40,600)	45,400
Saskatoon Police Service	-	-	-	-	412,500	412,500	412,500
Taxation and General Revenues	3,525,500	154,000	3,679,500	3,884,800	-	3,884,800	7,564,300
Transportation	7,418,100	(105,000)	7,313,100	-	(1,601,700)	(1,601,700)	5,711,400
Urban Planning and Development	1,418,800	(1,884,700)	(465,900)	-	-	-	(465,900)
Utilities	6,148,900	(6,148,900)	-	9,434,900	(9,434,900)	-	-
SUBTOTAL	23,467,100	(6,227,600)	17,239,500	13,319,700	(11,506,700)	1,813,000	19,052,500
Taxation and General Revenues - Safe Restart Funds	(19,052,500)	-	(19,052,500)	-	-	-	(19,052,500)
TOTAL	4,414,600	6,227,600	(1,813,000)	13,319,700	(11,506,700)	1,813,000	-

2021 Business Plan and Budget Proposed Adjustments

The non-COVID-19 adjustments are summarized in Table 3 and are detailed in Appendix 1.

Table 3 – Non-COVID-19 Adjustments

Description	Budget Impact	Business Line Affected
Fuel Savings	(672,900)	Dispersed throughout the Business Lines
Grants In Lieu and Return on Investment Revenue Reduction	1,544,400	Taxation and General Revenues
Property Levy/Assessment Growth Revenue Reduction	867,500	Taxation and General Revenues
Municipal Revenue Sharing Revenue Reduction	1,472,900	Taxation and General Revenues
Utility Revenue Reduction	10,074,600	Utilities
Utility Expenditure Reduction	(10,074,600)	Utilities
Electrical Savings (rate increase removed and rebate expected)	(1,282,500)	Dispersed throughout the Business Lines
Police Expenditure Increase	412,500	Police
Multi-Material Stewardship Western Funding	(639,700)	Environmental Health and Utilities
Multi-Material Stewardship Western Expenditure	196,500	Environmental Health and Utilities
Transit Loan Expiry	(85,700)	Transportation
TOTAL	1,813,000	

Proposed changes to the 2021 Capital Budget in the amount of \$9.96 million are summarized in Tables 4 and 5, with details for each project included in Appendix 4. The Board of Police Commissioners' Capital Budget approval is detailed in Appendix 5.

Table 4 – Approved 2021 Capital Plan and Revised 2021 Capital Budget

Business Line	2021 Approved Capital	2021 Revised Capital	Net Change
Arts, Culture and Events Venues	732,000	732,000	-
Community Support	-	250,000	250,000
Corporate Asset Management	20,586,000	20,586,000	-
Corporate Governance and Finance	1,079,000	2,479,000	1,400,000
Environmental Health	1,643,200	1,733,200	90,000
Land Development	89,604,000	45,965,000	(43,639,000)
Recreation and Culture	3,935,000	4,075,000	140,000
Saskatoon Fire	1,495,000	6,780,000	5,285,000
Saskatoon Police Service	2,693,000	2,869,000	176,000
Taxation and General Revenues	-	-	-
Transportation	47,045,000	47,045,000	-
Urban Planning and Development	3,514,000	3,514,000	-
Utilities	122,280,000	148,612,000	26,332,000
TOTAL	\$294,606,200	\$284,640,200	\$(9,966,000)

Table 5 – Revised 2021 Capital Budget by Project

Project Name	2021 Approved Capital	2021 Revised Capital	Net Change
P625 Land Dev't Tr Swr – Northeast Sector	11,370,000	-	(11,370,000)
P634 Land Dev't – Tr Swr – North Industrial	13,278,000	-	(13,278,000)
P677 Albert Comm Centre Renos	75,000	50,000	(25,000)
P1272 SL&P – Buildings & Grounds	1,300,000	-	(1,300,000)
P1389 Police – Notebook Replacement (In-car)	280,000	340,000	60,000
P1410 Land Dev't – Elk Point	-	175,000	175,000
P1411 Land Dev't – Aspen Ridge	19,751,000	20,737,000	986,000
P1416 Land Dev't Tr Swr – Hampton Village	-	1,400,000	1,400,000
P1417 Land Dev't – Tr Swr – Blairmore	1,495,000	-	(1,495,000)
P1418 Land Dev't – Tr Swr – Holmwood	10,547,000	200,000	(10,347,000)
P1419 Land Dev't – Brighton	14,451,000	15,983,000	1,532,000
P1435 Land Dev't – Primary Watermains – North Industrial	2,435,000	80,000	(2,355,000)
P1460 Land Dev't – Artl Rd – Neault Rdwy	9,237,000	-	(9,237,000)
P1468 Land Dev't – Art Rd – 8 th Street East	-	200,000	200,000
P1595 Neighbourhood Parks Enhancements	-	250,000	250,000
P1769 Land Dev't – Marquis Industrial Area	3,321,000	3,471,000	150,000
P1829 Service Saskatoon Systems	-	1,250,000	1,250,000
P1971 Fire – Fire Training Facility	-	4,250,000	4,250,000
P2051 Landfill Optimization	500,000	590,000	90,000
P2219 Wtr – NE Sector Reservoir	21,218,000	44,730,000	23,512,000
P2286 Development Levies Review – Implementation Plan	-	150,000	150,000
P2379 Fire Major Apparatus Replacement	865,000	1,900,000	1,035,000
P2389 Police – Fleet Additions	199,000	470,000	271,000
P2497 Police – Equipment Replacement	451,000	456,000	5,000
P2498 Police – Equipment Expansion	77,000	155,000	78,000
P2499 Police – Technology Replacement	1,161,000	673,000	(488,000)
P2592 WW – N40 Forcemain	-	4,120,000	4,120,000
P2600 New Indoor Recreation Facilities	-	165,000	165,000
P2610 Police – Technology Expansion	341,000	591,000	250,000
Net Change			\$(9,966,000)

The Saskatoon Public Library is not included in the numbers presented in the tables of this report. There are no changes being proposed to the 2021 Operating Plan that was approved by City Council on November 25, 2019. The approved revenue of \$28,466,600 and offsetting expenditures of the same amount will remain unchanged, resulting in the already approved 3.88% Saskatoon Public Library property tax increase. Additionally, there are no changes being proposed to the already approved Saskatoon Public Library 2021 Capital Plan of \$200,000.

It is also important to note that board-approved budgets for TCU Place, SaskTel Centre and Remai Modern are not included in any of the numbers presented in this report. Appendices 6-8 are the board-approved budgets for each of these entities.

FINANCIAL IMPLICATIONS

The Administration had estimated a net impact of \$21.76 million, however, using a best-case scenario or assuming additional risk for some numbers, adjustments were made to ensure that the budget can be balanced with the Safe Restart funding that the City

received. These adjustments are to the Municipal Revenue Sharing revenue, assuming the City will receive a 10% rebate on electrical costs including street lighting, a reduction in a transportation loan, traffic violations revenue, and the Provincial Franchise fees which are detailed in Appendix 1. After these adjustments, the operating change due to COVID-19 related impacts is \$17.24 million and the operating change due to non-COVID-19 related impacts is \$1.81 million, for a net impact of \$19.05 million. Making these adjustments will ensure the approved property tax increase remains as was approved.

The 2020 year-end financial forecast estimates a \$20.1 million deficit that will be funded mostly through \$15 million in held reallocated reserve funds through the use of Municipal Economic Enhancement Program (MEEP) funding applied to existing capital programs. The remaining deficit amount, should it materialize, is proposed to be funded through one-time reductions in reserve contributions. The year-end financial results are expected to be known in March or April 2021 at which time the detailed funding of the deficit will be reported.

COMMUNICATION PLAN

The 2021 Adjusted Budget will be supported by communications such as a news release, website updates and social media messaging. Once completed, the 2021 Adjusted Budget document will be made available on the City's website (saskatoon.ca/finance).

OTHER IMPLICATIONS

There are no privacy, legal, social or environmental implications.

NEXT STEPS

The City Council-Approved Adjustments Document for 2021 will be prepared reflecting the decisions made and will be available on the City's website in early 2021.

APPENDICES

1. 2021 COVID-19 and Non-COVID-19 Operating Adjustments
2. 2021 Police Operating Budget Adjustments
3. 2021 Adjusted Summary of FTEs
4. 2021 Adjusted Capital Details
5. 2021 Police Capital Budget Adjustments
6. 2021 TCU Place Budget
7. 2021 SaskTel Centre Budget
8. 2021 Remail Modern Budget

REPORT APPROVAL

Written by: Kari Smith, Director of Finance
Reviewed by: Kerry Tarasoff, Chief Financial Officer
Approved by: Jeff Jorgenson, City Manager

2021 COVID-19 and Non-COVID-19 Adjustments

All of the numbers presented have a great deal of uncertainty at this point in the COVID-19 pandemic. The Administration has made assumptions based on the best information available at the time of writing this report, factoring in the Re-open Saskatchewan Plan. Many of these assumptions are a best guess at the rate that citizens will return to fully using services such as leisure centres or transit. The rate of return to full usage of these services will affect the actual revenue and expenditures that are realized in 2021.

Overall the revised 2021 Operating Budget is expected to be approximately \$21.76 million more than the previously approved plan. In 2020 the City of Saskatoon (City) received approximately \$19.05 million in Safe Restart funding from the federal government. In order to avoid any impact to the previously approved property tax rate of 3.87%, the Administration has made adjustments using a best-case scenario, or assuming additional risk for some numbers and adjusted them to ensure that the budget can be balanced with the Safe Restart funding that has been received. These adjustments are to the Municipal Revenue Sharing revenue, a 10% rebate on electrical costs, a transportation loan, traffic violations revenue, and the Provincial Franchise Fees revenue, which are noted in the following sections. Following these reductions, the revised 2021 Operating Budget adjustments total \$19.05 million which can be fully offset with the Safe Restart funding.

COVID-19 Related Adjustments - \$17.24 Million

Training Expenditures - \$0.60 Million Expenditure Reduction

Due to the restrictions on travel, approximately \$600,000 could be saved in the mill rate supported programs for travel, training and conferences in 2021. These adjustments are dispersed throughout all business lines.

Grants-in-Lieu of Taxes and Return on Investment - \$0.87 Million Revenue Reduction

Saskatoon Light and Power (SL&P), the Wastewater Utility and the Water Utility service lines are all projecting a decrease in consumption and, therefore, a decrease in revenue due to COVID-19. This decrease in revenue directly affects the Grants in Lieu of Taxes (GIL) paid by all three utilities and the Return on Investment (ROI) paid by the Water and Wastewater Utilities. As a result, GIL will be \$721,200 less, and the ROI will be \$146,000 less than expected.

Provincial Franchise Fees - \$0.63 Million Revenue Reduction

Due to decreased consumption volume, the Administration estimates that the City will receive less franchise fees from the Provincial Crowns. This could be a revenue reduction of up to \$825,000, however, to ensure that the 2021 Operating Budget can be balanced within the Safe Restart funds, the Administration has decreased the revenue by \$625,000.

Parking Revenue - \$1.40 Million Revenue Reduction

Parking revenue is projected to remain lower than originally estimated for 2021, resulting in a reduction in revenue of \$1,400,300 in the Transportation Business Line.

Streetscape Reserve - \$0.53 Million Expenditure Reduction

The contribution to the Streetscape Reserve is based on parking revenues. The reduction in parking revenue mentioned above will result in \$532,000 less funding transferred into the reserve.

Fines and Penalties - \$2.03 Million Revenue Reduction

The reduction in parking metre usage results in fewer parking tickets being issued, with an expected reduction in parking fines of \$1,443,300. In addition, the Saskatoon Police Service has reduced the number of traffic violations which is expected to continue into 2021. Although the estimated revenue reduction could be up to \$800,000, to ensure that the 2021 Operating Budget can be balanced within the Safe Restart funds, the Administration has decreased the revenue by \$590,000.

Surplus Operating Contribution - \$0.15 Million Expenditure Increase

In addition to the parking metre revenue, there is also an expected reduction in parking lot revenue of \$154,000 for lots managed by Saskatoon Land. Any surplus from the operation of these lots is transferred to the City's Taxation and General Revenues Business Line. Due to the reduction in revenue received from Saskatoon Land, the transfer received will be reduced by this amount.

Licencing and Permits - \$1.42 Million Reduction in Revenue Offset with \$1.32 Million Expenditure and Stabilization Reserve Contribution Reductions

Business licenses, commercial building permits, development permits, subdivision applications, discretionary use and zoning application revenue, and Transportation network revenue are expected to be lower by approximately \$1,418,800 than previously estimated. This is offset with a reduction in expenditures as well as transfers from stabilization reserves in order to offset the revenue reduction. The Development Review Program Stabilization Reserve was insufficient to cover the full amount of the revenue reduction which will leave \$94,100 that cannot be covered through reserve.

COVID-19 Expenditures - \$3.34 Million Expenditure Increase

Increased expenditures due to COVID-19 include increased cleaning costs at civic facilities and transit buses as a result of additional staff time, cleaning supplies, security, and personal protective equipment. In addition, temporary staffing and technology is required for the Emergency Coordination Centre which includes temporary positions for a Planning Section Chief, Information Officer, Human Resources Safety Technicians, Wellness Program Manager/Consultant, and Business Continuity Manager.

Saskatoon Transit and Access Transit - \$5.91 Million Revenue Reduction

The return to pre-COVID-19 level ridership for Saskatoon Transit and Access Transit may take several years. Ridership is dependent on restrictions for riders, as well as working from home and virtual learning options that may be available or mandated. The expected decrease in revenue for Saskatoon Transit is \$5,806,700 and \$105,500 for Access Transit.

Leisure Centres - \$4.58 Million Revenue Reduction Offset by \$1.15 Million Expenditure and Stabilization Reserve Contribution Reductions

The Administration made assumptions for each of the facilities as to when full revenues will be received in 2021. Although this varies by facility and program, on average it is expected that for the first half of the year, the admission, rental, lease and program revenue will remain below normal and will return to full revenue in the late summer or early fall. This will result in a revenue reduction of \$4,582,800 and a \$1,148,600 reduction in expenditures and reserve transfers. Approximately \$759,000 of these expenditure savings will be in the Community Development and Investments and Supports Service Lines mostly due to a reduction in the joint-use school and accessibility programs. The Gordie Howe Campsite Stabilization Reserve will have an increased draw of approximately \$126,300 to offset the anticipated revenue decrease.

Impound Lot - \$0.11 Million Revenue Reduction

With reduced ticketing, a reduction of \$105,600 is expected in the Impound Lot revenue.

Fire Services - \$0.11 Million Expenditure Increase

With the impact of COVID-19 on Fire Services, there has been a backlog in training certification. This expenditure of \$105,000 will be for additional temporary Fire Services' Instructors to help eliminate this backlog in 2021.

Utility Revenue Reduction - \$6.15 Million Offset with Equivalent Expenditure Reductions

SL&P revenue is expecting usage to be approximately 3% less than previously budgeted, resulting in a \$4,689,600 reduction in sales revenue. This is directly offset with expenditure reductions, including a reduction of \$62,000 in training costs, a \$639,700 reduction in GIL transfer, reduced bulk power costs of \$2,566,200, and a reduction in transfer to Capital reserves of \$1,421,700, resulting in a net \$0 change.

Wastewater Utility is expecting usage to be approximately 2.6% less than previously budgeted, resulting in a \$534,500 reduction in revenues. This is directly offset with a reduction of \$27,000 in training costs, \$19,200 reduction in GIL transfer, \$53,500 reduction in ROI transfer, and a \$434,800 reduction in transfer to capital reserves, resulting in a net \$0 change.

Water Utility is expecting usage to be approximately 2.6% less than previously budgeted, resulting in a reduction of \$924,800 in revenues. This is directly offset with a reduction of \$39,000 in training costs, \$62,300 reduction in GIL transfer, \$92,500 reduction in ROI transfer, and a reduction of \$731,000 in transfer to capital reserves, resulting in a net \$0 change.

Waste Handling and Household Hazardous Waste - \$0.22 Million Revenue Reduction and \$0.08 Million Expenditure Increase

Due to a decrease in construction, the suspension or cancellation of waste collection and a decrease in landfill volumes, combined revenue is expected to be lower by \$219,000. In addition, due to restrictions at other household hazardous waste collection facilities, additional expenditures of \$80,000 have been included for the Household Hazardous Waste Days.

Non-COVID-19 Related Adjustments - \$1.81 Million

Although the items listed below are not 100% COVID-19 related, many of them are caused in part by COVID-19.

Fuel Savings - \$0.67 Million Expenditure Reduction

The fuel budget approved for 2021 was based on an assumption of rising prices. The prices are currently below the assumed rates, therefore, any increase in the fuel budget from 2020 to 2021 was removed. This results in a savings of approximately \$672,900 in the mill rate supported programs.

Grants-in-Lieu of Taxes and Return on Investment - \$1.54 Million Revenue Reduction

The Wastewater Utility and the Water Utility Service Lines are projecting a decrease in consumption volume due to observed water conservation. This decrease in volume is expected to decrease the budgeted GIL paid by the utilities to support the mill rate by \$382,600 and decrease the ROI by \$583,400 from the original approved 2021 Operating Budget. Additionally, SL&P had projected a rate increase of 3% when completing the original 2021 Operating Budget. This rate increase is no longer expected which will decrease SL&P revenue and the subsequent payment of the GIL by \$578,400.

Municipal Revenue Sharing - \$1.47 Million Revenue Reduction

Municipal Revenue Sharing (MRS) revenue is received from the provincial government and is based upon Provincial Sales Tax (PST) revenue. Due to an expected decline in the City's share of PST revenue in 2021, the MRS has been reduced. The Administration estimates that it could be up to a \$2,601,100 decrease from the approved 2021 amount. However, in order to ensure a balanced budget, the Administration has taken more risk on this evaluation and adjusted the budget by \$1,472,900.

Taxation Revenues – Property Levy - \$0.87 Million Revenue Reduction

Assessment Growth is expected to be approximately \$835,500 less than the original 2021 Operating Budget. This adjustment is primarily due to Board of Revision assessment decisions on larger properties that have impacted the growth expectation of Property Levy revenue in 2021. Due to this assessment growth adjustment, a decrease in the Property Levy of \$32,000 was required to ensure the property tax rate increase remained unchanged.

Utility Revenue Reduction - \$10.07 Million Revenue Reduction Offset with Equivalent Expenditure Reductions

SL&P had projected a 3% rate increase for the 2021 Operating Budget; however, this rate increase is no longer expected which will result in a \$4,240,600 reduction in anticipated revenue. This is directly offset with expenditure reductions, including fuel expenditures of \$7,000, electrical savings of \$6,700 due to the rate reduction and for the 10% provincial rebate of \$25,900, reduction of \$578,400 in GIL transfer, reduced bulk power costs of \$2,240,700, and a reduction of \$1,381,900 in transfer to capital reserves, resulting in a net \$0 change.

Wastewater Utility usage is expected to be approximately 5% less than previously budgeted, due to increased conservation efforts from consumers resulting in a

\$2,455,700 reduction in revenues. Due to the acceleration of the N40 Force Main Project (P2592), there will be an increase of \$412,000 in the down payment for borrowing. These are directly offset with a reduction of \$200 in fuel expenditures, electrical savings of \$52,400 due to the rate reduction and for the 10% provincial rebate of \$201,200, \$138,400 reduction in GIL transfer, \$245,600 reduction in ROI transfer, and a reduction of \$2,229,900 in transfer to capital reserves, resulting in a net \$0 change.

The Water Utility is expected to be approximately 5% less than previously budgeted, due to increased conservation efforts from consumers resulting in a \$3,378,300 reduction in revenues. Due to the acceleration of the North East Reservoir Project (P2219), there will be an increase of \$2,851,000 in the down payment for borrowing. This is directly offset with a reduction of \$20,200 in fuel expenditures, \$94,100 in electrical savings due to the rate reduction and for the 10% provincial rebate of \$349,100, \$244,200 reduction in GIL transfer, \$337,800 reduction in ROI transfer, and a \$5,183,900 reduction in transfer to capital reserves, resulting in a net \$0 change.

Multi-Material Stewardship Western Funding (MMSW) - \$0.64 Million Increase in Revenue Offset by \$0.20 Million Increase in Expenditures

Waste Services Utility revenue increased due to additional MMSW funding of \$639,700. MMSW developed and approved an updated payment model to adjust rates that will take effect January 1, 2021. The revenue was received into the Waste Services Utility and allocated to Environmental Health Business Line to fund the Compost Depot operations in the amount of \$363,200, and additional expenditures for Household Hazard Waste in the amount of \$80,000, and was also used to transfer \$196,500 into the Environmental Sustainability Reserve to be used on future projects.

Electrical Savings - \$1.28 Million Reduction in Expenditures

The removal of an expected 3% electrical rate increase has resulted in savings of \$261,700 in mill rate programs (including street lighting but excluding Police, which is detailed in the following section). Additionally, the province had announced a 10% rebate as part of the election campaign. In order to ensure the budget could come in within the Safe Restart funding, the Administration made a best case assumption that this rebate will be received by the City for many of its programs, including street lighting. The resulting savings incorporated in the mill rate programs are \$1,020,800 (including street lighting but excluding Police, which is detailed in the section below).

Police - \$0.41 Million Expenditure Increase

On September 17, 2020, the Board of Police Commissioners resolved that the Preliminary Police Operating Budget estimates be approved and forwarded to City Council's Business Planning and Budget Review meeting, resulting in additional expenditures of \$498,300. Subsequent to this approval, a reduction in SL&P rates for \$17,700 and a 10% electrical rebate of \$68,100 resulted in savings to the Police budget. Appendices 2 and 3 detail the proposed changes from the meeting of the Board of Police Commissioners which includes an additional of 5 FTEs.

Transportation Loan - \$0.09 Million Expenditure Reduction

The Administration reduced expenditures for a loan that expired in 2020 in the amount of \$85,700. This loan was taken by Transit and the full amount was repaid.

2021 Police Operating Budget Adjustments**“PUBLIC AGENDA”**

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2020 September 08

SUBJECT: 2021 Preliminary Police Operating Budget Estimates

FILE #: 2017

ISSUE:

Attached are the updated 2021 preliminary operating budget estimates for the Saskatoon Police Service.

RECOMMENDATION:

That the Board reviews and approves the preliminary 2021 operating budget estimates and forwards to Saskatoon City Council for consideration and approval.

STRATEGIC THEMES:

Partnerships – this report provides the Board an opportunity to contribute to the plan for budgeted funds and broadly how those funds provide a safe and secure environment and promote a culture of community safety within Saskatoon.

Innovation – this report provides the Board an opportunity to contribute to the plan for the best use of financial resources consumed by the SPS and to support a budget that will ensure sustainability by developing leading practices and maintaining an innovative Police Service.

BACKGROUND:

2021 is the second year of a two year budget cycle. The Board and Council approved the Preliminary 2021 Operating Plan as part of the 2020 Operating Budget Approval process. *The Police Act, 1990* s.33 requires that the Board submits to Council, for Council's approval, the Board's estimates of all moneys the Board requires in the next fiscal year for the Board and Police Service. As such, the Board is requested to review and approve this submission and, should the Board approve it, forward it to Saskatoon City Council for consideration.

The preliminary 2021 Operating Plan had been prepared to improve employee wellness, address funding shortfalls for a prevention program (Strengthening Families) and fund a pilot program of sustainable, low risk policing. It also provides resources for sexual assault and fraud investigations; areas where we have seen a sustained increase in reported offences.

“PUBLIC AGENDA”

The updated 2021 Operating Budget Estimates include a change to reflect an opportunity to civilianize the Service as agreed in the latest version of the Collective Bargaining Agreement between the Saskatoon Police Association and the Board of Police Commissioners and as recommended in the Operational Review completed in 2018.

Beyond the specific change the budget plan has been informed by the Collective Agreements affecting the Police Service, the Business Plan, the Operational Review and current operating pressures.

DISCUSSION:

Please see the tables below that contrast the approved 2021 Operating Budget Plan versus the updated 2021 Operating Budget Plan.

Approved 2021 Operating Budget Plan from 2020 Cycle

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				COUNCIL PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
Revenues				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
Govt of Canada Revenue	525,200	652,300	(127,100)	-19.48%
Total Revenues	10,779,000	10,749,000	30,000	0.28%
Expenditures				
Staff Compensation	91,300,100	88,129,700	3,170,400	3.60%
Operating Costs	21,187,900	20,214,300	973,600	4.82%
Debt Charges	-	-	-	-
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
Total Expenditures	114,776,900	110,431,100	4,345,800	3.94%
Total Net Budget	\$ 103,997,900	\$ 99,682,100	\$ 4,315,800	4.33%
Total Staff - Full Time Equivalents (FTE)	687.33	681.53	5.80	0.85%
Total Staff - Positions	687.33	681.53	5.80	0.85%

Proposed Updated 2021 Operating Budget Plan

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				BOARD PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
Revenues				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
Govt of Canada Revenue	525,200	652,300	(127,100)	-19.48%
Total Revenues	10,779,000	10,749,000	30,000	0.28%
Expenditures				
Staff Compensation	91,704,800	88,129,700	3,575,100	4.06%
Operating Costs	21,281,500	20,214,300	1,067,200	5.28%
Debt Charges	-	-	-	-
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
Total Expenditures	115,275,200	110,431,100	4,844,100	4.39%
Total Net Budget	\$ 104,496,200	\$ 99,682,100	\$ 4,814,100	4.83%
Total Staff - Full Time Equivalents (FTE)	692.33	681.53	10.80	1.58%
Total Staff - Positions	692.33	681.53	10.80	1.58%

The net change between the two versions is an increase of \$498,300. The collective agreement negotiations between the Board and the Saskatoon Police Association were very productive, with negotiations yielding improvements from the perspectives of both parties. The budgetary impact of those negotiations relate to the net change reflected above.

Five Sergeant positions will be able to be replaced with Special Constable positions. This will allow for the addition of needed Sergeant positions earlier than would have been recommended to be phased in over successive budget cycles. In the short term, there will be an immediate benefit to the Service and the Association by having Special Constables in the positions previously occupied by Sergeants, and to the Service by repurposing those Sergeants into positions of key need. In the long term, there will be financial savings for the Service related to this change.

An additional benefit of this change is to progress along recommendation 6 – Civilianization, of the Organizational Review.

Revenues have not been adjusted due to Covid. There is not sufficient information to suggest Covid will continue having a material impact on revenues in 2021. As such, it is recommended to leave 2021 Revenue projections unchanged.

CONCLUSION:


The proposed Operating Budget is the recommendation of the SPS to efficiently and responsibly address the needs of the community.

Written by: Earl Warwick
Director of Finance and Asset Management

Reviewed by: Clae Hack
Executive Director, Corporate and Strategic Performance

Mitch Yuzdepski
Deputy Chief, Support Services

Approved by:



Troy Cooper
Chief of Police

Dated: September 8, 2020

Attachment: 2021 Operating Budget

Saskatoon Police Service

Honour - Spirit - Vision



2021 OPERATING BUDGET

JULY 2020



Saskatoon Police Service
2021 Operating Budget

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SPS 2021 Operating Budget

OPENING REMARKS

This is the second year in a two year budget cycle. As such, only material changes from the 2021 Operating Budget Plan approved along with the 2020 Operating Budget have been included in this updated version. The only proposed change to the preliminarily approved 2021 Budget is the impact of replacing Sergeants with Special Constables in Communications and ViClas as a result of the recently approved collective agreement.

OVERVIEW OF MAJOR PRESSURE POINTS

As a refresher, please see the Preliminary 2021 Operating Plan that was approved in conjunction with the approval of the 2020 Operating Budget.

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				COUNCIL PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
Revenues				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
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Total Net Budget	\$ 103,997,900	\$ 99,682,100	\$ 4,315,800	4.33%
Total Staff - Full Time Equivalents (FTE)	687.33	681.53	5.80	0.85%
Total Staff - Positions	687.33	681.53	5.80	0.85%

The expense associated with the change from Sergeants to Special Constables allows SPS to accelerate putting into place Sergeants in key positions while doing it at the relatively lower cost of Special Constables. This transition achieves many qualitative and quantitative benefits for the Saskatoon Police Service, including:

- As Sergeants typically rotate positions every two years or so, having Special Constables in their place will reduce the knowledge loss that happens with these transfers;
- There is a steep learning curve for new staff in these areas to get up to speed with the technology and internal and external relationships. Special constables will provide more stability in these positions and ensure continuity; and

SPS 2021 Operating Budget

- This provides an opportunity for promotion for Special Constables within their career. Currently there are limited Special Constable Management positions available; this transition aims to improve morale by providing a long term career path for Special Constables.

In terms of the quantitative impact of this proposal, the SPS will realize annual savings of over \$100,000 by 2024 and over a 10 year timeframe overall savings of nearly \$500,000 as seen in the below table.

Status Quo and Proposed Constable Approach Comparison	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total Cost
Status Quo Cost	628,500	879,900	1,131,300	1,257,000	1,257,000	1,257,000	1,257,000	1,257,000	1,257,000	1,257,000	11,438,700
Proposed Special Constable Approach	950,500	1,041,500	1,073,000	1,099,000	1,125,000	1,125,000	1,136,500	1,136,500	1,136,500	1,147,500	10,971,000
Additional Cost/(Savings)	322,000	161,600	(58,300)	(158,000)	(132,000)	(132,000)	(120,500)	(120,500)	(120,500)	(109,500)	(467,700)

While this transition will result in long-term savings to the service as illustrated above, there is an additional cost above the originally presented Preliminary 2021 Operating Plan of \$498,300. This is comprised of a \$404,700 addition to salary expense and a \$93,600 addition to non-salary expense.

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				BOARD IN CAMERA
	2021 Budget	2020 Budget	Variance	%Variance
Revenues				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
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Expenditures				
Staff Compensation	91,704,800	88,129,700	3,575,100	4.06%
Operating Costs	21,281,500	20,214,300	1,067,200	5.28%
Debt Charges	-	-	-	-
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
Total Expenditures	115,275,200	110,431,100	4,844,100	4.39%
Total Net Budget	\$ 104,496,200	\$ 99,682,100	\$ 4,814,100	4.83%
Total Staff - Full Time Equivalents (FTE)	692.33	681.53	10.80	1.58%
Total Staff - Positions	692.33	681.53	10.80	1.58%

As such, the Saskatoon Police Service (SPS) revised net operating budget for 2021 is recommended to be \$104,496,200. This includes \$115,275,200 in gross expenditures and \$10,779,000 in anticipated revenues. Total net increases over 2020 amount to \$4,814,100 (4.83%) and have been broadly categorized into three major areas Base, Growth and Service Level Changes.

SPS 2021 Operating Budget

Base \$3,276,700 (3.29%)

Base increases are related to additional funding requirements to maintain existing service levels and deal with the impact of changes to staff compensation costs and inflation. Also contained in this category is the operating impact for the occupancy of the SPS Headquarters Facility which will increase by \$77,500, reflecting anticipated inflation.

As approved in the preliminary 2021 Operating Budget Plan last year, operating contributions to capital reserves will be increased in 2021 by \$204,000. The increased funding meets Board approved policy that calls for the annual provision for capital reserves to equal the ten year average project cash flow requirement.

Service Level Changes \$666,500 (0.67%)

Service Level Changes include the increase in service to residents of Saskatoon. The net result of these funding and service level changes is an increase of 1.8 FTEs. The Operational Review undertaken by the Board of Police Commissioners figures prominently in the non-base aspects of this budget.

Fraud:

The SPS has identified the need for a civilian Forensic Accountant position. This is both an efficiency measure and a recognition of the increased call volume for specialized fraud investigations. This will help to address comments in recommendation 6, Civilianization, and will help increase the effectiveness of the Economic Crime section. Rather than training officers to investigate the more complex and large scale frauds, the civilian can be used more effectively, reducing the human resource requirement and with no need for expensive training.

Low Risk Policing Model Pilot:

A new pilot to test the effectiveness of Community Safety Officers (CSOs) is budgeted for \$350,000 in 2021. The intent of this pilot is to respond to recommendation 3, Increasing Patrol Availability Factor and also to examine long term sustainable options for public safety. We are currently lobbying for funding at a provincial level as well, and the framework for a CSO model will be discussed as part of collective bargaining

Strengthening Families:

The federal funding for the Strengthening Families Program is earmarked to end mid- year in 2021. The recommended budget increase of \$103,200 allows the program to complete the calendar year of 2021 when it can be evaluated for future budget years. The program is proactive, and it is seen to benefit the community by providing family and parenting skills to high risk families.

Growth \$870,900 (0.87%)

SPS 2021 Operating Budget

Authorized Strength:

4 Constables are being added to the budget with a start date of January 1, 2021. This will help to address recommendation 3 of the Operations review, Increasing Patrol Availability Factor. The officers will again be deployed strategically to address pressures relating to an increase in calls for service and in reported sexual assaults.

5 Special Constables are being added as identified in the opening remarks. This is the result of replacing 4 Communications Sergeants and 1 ViClas Sergeant with Special Constables, and repurposing those Sergeant positions into filling other key needs within the SPS.

The schedule on the following page itemizes the budget pressure points.

SPS 2021 Operating Budget

2021 OPERATING BUDGET - MAJOR PRESSURE POINT SCHEDULE

BOARD PUBLIC		2021 Increase	%
BASE			
	2021		
Contractual Salary & Payroll Cost Increases		\$ 2,699,300	2.7079%
Cross Charges Related to SPS Headquarters			
New Headquarters Building - Reserve Increase	0		
New Headquarters Building - Operating Increases	28,900		
New Headquarters Building - Energy Cost Increases	48,600		
	77,500	77,500	0.0777%
Base Adjustments			
Revenues - General	-30,000		
Inflation Impact	325,900		
Contribution to Capital Reserves	204,000		
	499,900	499,900	0.5015%
Base Budget Increase		3,276,700	3.29%

SERVICE LEVEL CHANGES		2021 Increase	%
New City Funded Positions			
	FTE 2021		
Civilian			
Forensic Accountant	1 97,100		
Wellness Coordinator	0.8 62,600		
Reduce Budget offset	-50,000		
	1.8 109,700	109,700	0.1100%
Non-salary inc. for positions listed above - includes payroll costs		103,600	0.1039%
Initiatives			
Community Safety Officer Pilot	350,000		
Strengthening Families Program Extension	103,200		
	453,200	453,200	0.4546%
Service Level Changes		666,500	0.67%

GROWTH		2021 Increase	%
New City Funded Positions			
	FTE 2021 2021		
Police			
S/Constables	5 352,000		
Patrol Constables	4 238,600		
	9 590,600	590,600	0.5925%
Non-salary inc. for positions listed above - includes payroll costs		280,300	0.2812%
Growth Budget Increase		870,900	0.87%

	FTE 2021		
Total Budget Increase	10.80	\$ 4,814,100	4.83%

2020 Net Approved Budget	99,682,100
2021 Increases	4,814,100
2020 Proposed Budget	104,496,200

SPS 2021 Operating Budget

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				BOARD PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
Revenues				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
Govt of Canada Revenue	525,200	652,300	(127,100)	-19.48%
Total Revenues	10,779,000	10,749,000	30,000	0.28%
Expenditures				
Staff Compensation	91,704,800	88,129,700	3,575,100	4.06%
Operating Costs	21,281,500	20,214,300	1,067,200	5.28%
Debt Charges	-	-	-	-
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
Total Expenditures	115,275,200	110,431,100	4,844,100	4.39%
Total Net Budget	\$ 104,496,200	\$ 99,682,100	\$ 4,814,100	4.83%
Total Staff - Full Time Equivalents (FTE)	692.33	681.53	10.80	1.58%
Total Staff - Positions	692.33	681.53	10.80	1.58%

REVENUE SUMMARY

Total revenues are budgeted to increase \$30,000 (0.28%) compared to 2020.

General Revenue sources are anticipated to net increase \$80,400 (3.50%).

Notable changes are increases to anticipated Criminal Record Check revenue (\$62,700) and the False Alarm Admin Fee (\$10,200).

Provincial Government revenue will increase \$76,700 (0.98%). The changes are generally minor, though appreciated.

Federal Government revenue will decrease \$127,100 (19.48%). The decrease is nearly exclusively attributable to the winding down of funding for the Strengthening Families Program, with the full funding being stopped in 2022.

EXPENDITURE SUMMARY

Staff Compensation

Staff Compensation is budgeted to increase \$3,575,100 (4.06%) over 2020.

Contractual salary and payroll costs are budgeted to increase \$2,699,300 including increases for police and civilian personnel and the impact of a large number of staff moving up through negotiated pay levels.

Staffing changes as discussed in the first part of this document comprise the remainder of the value increase.

SPS 2021 Operating Budget

SPS 2021 BUDGET STAFFING SUMMARY

	Full-Time Equivalents (FTE)			
	2021	2020	Change	%
Police Personnel				
Police Executive	14.00	14.00	0.00	0.0%
NCO's	127.00	127.00	0.00	0.0%
Constables	338.00	334.00	4.00	1.2%
Total Regular Police Members	479.00	475.00	4.00	0.8%
Special Constables	69.50	64.50	5.00	7.8%
Total Police Personnel	548.50	539.50	9.00	1.7%
Civilian Personnel				
Civilian Executive	7.00	7.00	0.00	0.0%
Exempt	28.60	26.80	1.80	6.7%
CUPE	108.23	108.23	0.00	0.0%
Total Civilian Personnel	143.83	142.03	1.80	1.3%
Total Personnel (FTEs)	692.33	681.53	10.80	1.6%

Operating Costs other than Staff

Operating costs are budgeted to increase \$1,269,000 (5.69%) over 2020. Major pressure points impacting 2021 operating costs include the following:

- **General Operating Costs** will increase \$1,067,200.
 - The biggest single category of increases from a dollar value perspective is Vehicles – Operating and Maintenance, representing a net increase of \$495,500. The bulk of the increase is \$297,200 for increased vehicles as the SPS Fleet grows and the increased cost of operating existing vehicles.
 - Contracts & Services comprises the next largest increase of \$477,300 to the operating cost increases. The pilot program to conduct a Low Risk Policing model pilot accounts for \$350,000 of those expenditures.
 - There were further net increases and decreases beyond those highlighted above.
- **Debt Charges**
The Service will not be carrying any debt charges in the 2021 Operating Budget.
- **Cost Recovery**
Cost recovery is estimated to increase \$2,200 compared to 2020.
- **Transfers to Reserves - Capital Contributions**
Total transfers to SPS reserves, capital and other, will increase \$204,000 compared to 2020. This is required to fall within Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

SPS 2021 Operating Budget

2021 Preliminary Operating Budget – Appendix Additional Information

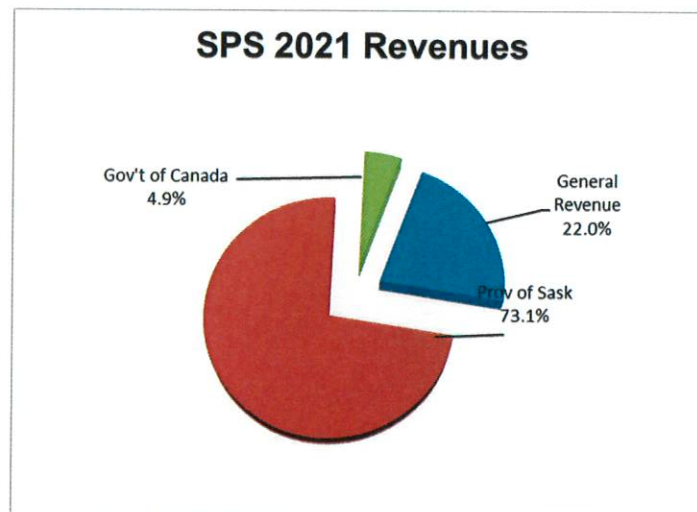
1. Budget Components

Revenue Sources

The Saskatoon Police Service 2021 Operating Budget includes \$10,779,000 in anticipated revenues. Province of Saskatchewan funding grants are the major source of this revenue. These grants fund programs such as the Provincial Enhanced Community Policing Program, the 911 emergency telephone answering program, the Serious Habitual Youth Offender Comprehensive Action Program (SHOCAP), the Internet Child Exploitation unit (ICE) and the Combined Traffic Services Saskatchewan unit to name a few.

General Revenue sources account for \$2,376,600. Revenues in this category are generated from providing services such as managing false alarms, providing criminal record checks, providing special duty services and disposing of lost and found items.

The final revenue source comes from the Federal Government accounting for \$525,200. This revenue funds programs such as the national firearm enforcement program (NWEST) with some other program funding sprinkled throughout other areas of the Service. 2021 marks the beginning of the finalization of the Strengthening Families Program, with funding being reduced in 2021 and eliminated in 2022.



SPS 2021 Operating Budget

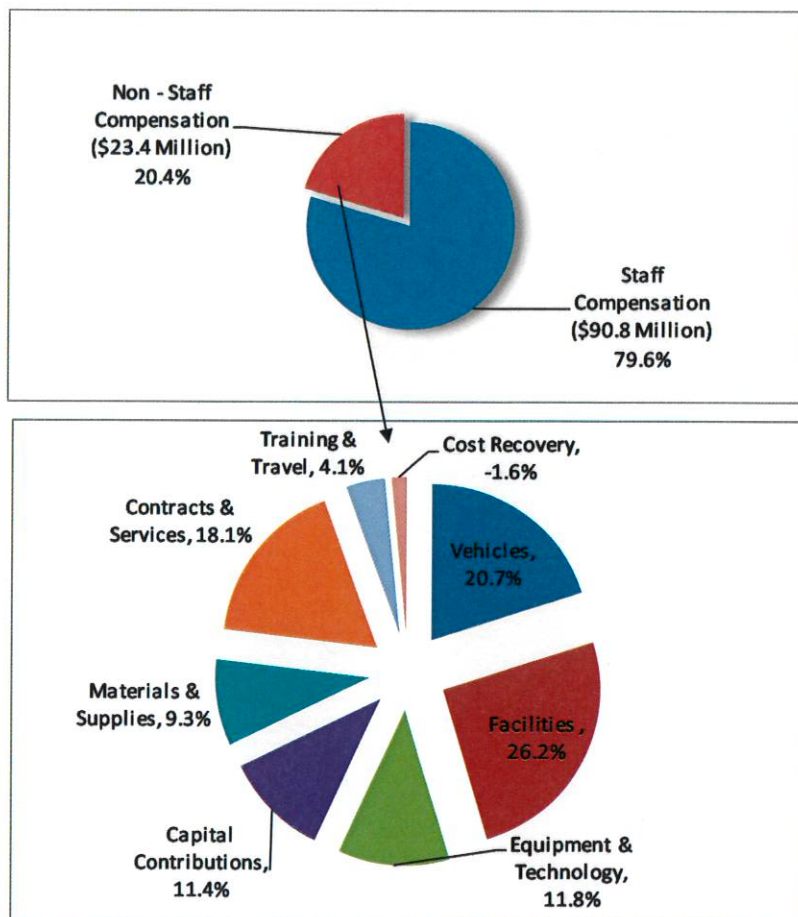
Appendix - Additional Information

Expenditure Categories

The Saskatoon Police Service 2021 operating budget includes \$115.3 million in gross expenditures. Staff compensation, which covers the cost of 692.33 positions, is the largest expenditure category. The remaining \$23.6 million covers essential non-staff-compensation expenditures such as vehicles, equipment, training, technology and facility operations.

As shown in the following graph, a significant proportion, 46.9% of non-staff compensation expenditures, are used to cover vehicles and facility related costs. The operating budget is also a source of funding for capital projects. 23.0% of non-staff compensation expenditures are set aside to fund capital projects related to technology & equipment, police radios and vehicles as well as facility furnishings and renovations and cross charges from Corporate Asset Management related to facility reserve contributions.

SPS 2021 Expenditures with Non-Staff Compensation Expanded



SPS 2021 Operating Budget

Appendix – Additional Information

2. Review of Budget Changes by Major Budget Component

Major Budget Components	2021 OPERATING BUDGET SUMMARY						BOARD PUBLIC
	2021 BUDGET		2020 BUDGET		VARIANCE	%VARIANCE	
REVENUES							
General Revenue	2,376,600	22.0%	2,296,200	21.4%	80,400	3.50%	
Prov. of Sask. Revenue	7,877,200	73.1%	7,800,500	72.6%	76,700	0.98%	
Gov't of Canada Revenue	525,200	4.9%	652,300	6.1%	(127,100)	-19.48%	
Total Revenues	10,779,000	100%	10,749,000	100%	30,000	0.28%	
EXPENDITURES							
Staff Compensation							
Salaries	79,030,600		75,850,200		3,180,400	4.19%	
Severance Pay	326,400		326,400		-	0.00%	
Allowances	343,500		341,600		1,900	0.56%	
Payroll Costs	12,004,300		11,611,500		392,800	3.38%	
Total Staff Compensation	91,704,800	79.6%	88,129,700	79.8%	3,575,100	4.06%	
Non- Staff Compensation							
Operating Costs							
Vehicles - Operating & Maint.	4,873,400	4.2%	4,377,900	4.0%	495,500	11.32%	
Facilities - Operating & Maint.	6,177,600	5.4%	6,251,000	5.7%	(73,400)	-1.17%	
Contract & Services	4,275,600	3.7%	3,798,300	3.4%	477,300	12.57%	
Technology & Equipment	2,786,300	2.4%	2,661,200	2.4%	125,100	4.70%	
Training & Travel	971,800	0.8%	986,900	0.9%	(15,100)	-1.53%	
Materials & Supplies	2,184,800	1.9%	2,127,000	1.9%	57,800	2.72%	
Grants/Subsidies	12,000	0.0%	12,000	0.0%	-	0.00%	
Total Operating Costs	21,281,500	18.5%	20,214,300	17.9%	1,067,200	5.28%	
Transfers to Reserves	2,675,900	2.3%	2,471,900	2.2%	204,000	8.25%	
Debt Charges	-	0.0%	-	0.0%	-		
Cost Recovery	(387,000)	-0.3%	(384,800)	-0.3%	(2,200)	0.57%	
Total Non-Staff Compensation	23,570,400	20.4%	22,301,400	20.2%	1,269,000	5.69%	
Total Expenditures	115,275,200		110,431,100		4,844,100	4.39%	
Total Net Budget	\$ 104,496,200		\$ 99,682,100		\$ 4,814,100	4.83%	
Total Staff - Full Time Equivalents (FTE)							
	692.33		681.53		10.80	1.58%	
Total Staff - Positions							
	692.33		681.53		10.80	1.58%	

SPS 2021 Operating Budget

Appendix – Additional Information

Commentary

Key revenue and expense changes were highlighted on pages 7 - 10.

Though highlights of the Non-Staff Expenditure changes were touched on in those pages, a curious reader may want a bit more detail related to the major budget components.

Please note M\$ denote millions of dollars and K\$ denote thousands of dollars. An example is 0.1M\$ equals 100K\$ equals \$100,000.

Please see the following commentary:

Non-Staff Compensation Expenditures

Total non-staff compensation expenditures are budgeted to total 23.6M\$, representing an increase of 1.3M\$.

Major changes are as follow:

Vehicle – Operating & Maintenance

Vehicle related costs are budgeted to total 4.9M\$. This funding supports capital replacement and operating costs for vehicles leased from the City's Vehicle & Equipment Branch, the cost of a small number of externally leased units as well as fuel, including fuel for the airplane. Generally, the biggest changes relate to the addition of vehicles to the fleet and some increased operating costs.

Facilities – Operating & Maintenance

Expenditures for facility operations, maintenance and telephones are budgeted to total 6.2M\$. This expenditure category includes all facility repairs, maintenance, utilities, telephones, custodian services and offsite leasing costs. A major cause for the decrease was a decrease in cell phone plan expenses.

Contracts & Services

Contracts and Services are budgeted at 4.3M\$. The largest contributor to the increase is Contractual Services, associated with the budgeted pilot for Community Safety Officers budgeted at 350.0K\$.

Technology & Equipment

Technology and equipment related expenditures are budgeted to total 2.8M\$. The increase is primarily related to providing equipment for new positions.

SPS 2021 Operating Budget

Training & Travel

Training and travel expenditures are budgeted at 971.8K\$ remaining relatively static.

Materials & Supplies

2.2M\$ has been budgeted for expenditures on materials and supplies. The increase is primarily related to providing equipment for new positions.

Transfers to Reserves - SPS Capital Contributions

Budgeted transfers to reserves will be distributed as follows:

Equipment & Technology Reserve	\$ 2,190,500
Radio Reserve	\$ -
General Capital Reserve (Additional Vel	\$ 382,500
Renovations Reserve	\$ 93,800
Corporate Digital Data Reserve	\$ 9,100
	\$ 2,675,900

Total transfers to reserves, capital and other, will increase \$204,000 in 2021. This meets Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average projected cash flow requirement.

Transfers to Reserves – Facility Reserve Contribution

As noted on page 6, the police headquarters facility will have an impact of \$77,500 in City of Saskatoon Corporate Asset Management cross charges for facility operating and energy consumption expenses.

Grants/Subsidies

Grants/Subsidies are budgeted to total \$12,000, which is an amount set aside to support the Police Pipes and Drums Band. This line is reflected in the Contracts and Services category above.

Debt Charges

The Service will not be carrying any debt charges in this Operating Budget.

Cost Recovery

\$387,000 has been budgeted for Cost Recovery. This budget category reflects cost recovery situations including staff parking fees and recovery of travel costs related to Saskatchewan Police College and Canadian Police College courses.

SPS 2021 Operating Budget

2021 GOVERNMENT FUNDED POSITIONS

The Police Service budget includes a number of positions funded through Provincial and Federal government funding agreements.				
Provincial Government Funded	Police	S/Cst	Civilian	Total
CFSEU (Organized Crime Unit)	6			6
Enhanced Community Policing Program	11			11
Police and Crisis Team (PACT)	2			2
Combined Traffic Services Sask. (CTSS)	5			5
Combined Traffic Services Sask. (SGI - CTSS)	5			5
VICE - Child Sexual Exploitation	3			3
ICE	3			3
Street Gang (SHOCAP- 4, HRO- 2, 2 G&G)	8			8
GIS- SHOCAP	2			2
Targeted Enforcement - Missing Persons Unit	2			2
Serious Violent Offender	1		1	2
Subtotal	48	0	1	49
Victim Services & ARO			4	4
Missing Person Liaison			1	1
Victim Services Responder			1	1
911 Program	0.75	10	0.25	11
Automated Speed Enforcement	1			1
Total Provincial Government Funded	49.75	10	7.25	67
% of SPS by category	10.4%	14.4%	5.0%	9.7%
Federal Government Funded				
NWEST	1			1
International Secondments	0			0
Strengthening Families Program	1		0.5	1.5
Total Federal Government Funded	2	0	0.5	2.5
% of SPS by category	0.4%	0.0%	0.3%	0.4%
Total Government Funded Positions	51.75	10	7.75	69.5
% of SPS by category	10.8%	14.4%	5.4%	10.0%
				0
Total Other Funded	0	0	0	0
% of SPS by category	0.0%	0.0%	0.0%	0.0%

SPS 2021 Operating Budget

Appendix - Additional Information

3. Program Budgets

Budget expenditures by program allocation are included here.

SASKATOON POLICE SERVICE - 2021 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION				
			BOARD	PUBLIC
	FTE	% OF TOTAL	BUDGET	% OF TOTAL
POLICE BOARD	0.00	0.0%	394,600	0.4%
OFFICE OF THE CHIEF	2.00	0.3%	906,900	0.9%
LEGAL SERVICES DIVISION	5.00	0.7%	679,000	0.6%
OPERATIONS				
OPERATIONS - DEPUTY CHIEF	1.50	0.2%	490,400	0.5%
PROFESSIONAL STANDARDS DIVISION	5.50	0.8%	747,000	0.7%
PUBLIC AFFAIRS	6.00	0.9%	698,200	0.7%
PATROL	282.00	40.7%	38,025,100	36.4%
CRIMINAL INVESTIGATIONS	156.00	22.5%	18,605,500	17.8%
TOTAL - OPERATIONS	451.00	65.1%	58,566,200	56.0%
SUPPORT SERVICES				
SUPPORT SERVICES - DEPUTY CHIEF	2.50	0.4%	610,900	0.6%
OPERATIONAL SUPPORT DIVISION	121.55	17.6%	16,693,100	16.0%
CORPORATE STRATEGY AND PERFORMANCE - CR & PLANNING	62.63	9.0%	4,512,800	4.3%
HUMAN RESOURCES DIVISION	17.80	2.6%	3,246,200	3.1%
TECHNOLOGICAL SERVICES DIVISION	11.75	1.7%	3,227,700	3.1%
FINANCE AND ASSET MANAGEMENT DIVISION*	18.10	2.6%	15,658,800	15.0%
TOTAL - SUPPORT SERVICES	234.33	33.8%	43,949,500	42.1%
SPS TOTAL	692.33	100.0%	104,496,200	100.0%
<p>*Asset Management includes general overhead costs such as facilities management, insurance, patrol uniforms and office supplies.</p> <p>*Finance includes general service-wide costs such as severance pay and capital reserve provisions.</p>				

SPS 2021 Operating Budget

4. Five Year Historical Budget Summary

A schedule containing five year historical budget information is attached.

Approved Operating Budget					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2016	2017	2018	2019	2020
REVENUES	9,831,900	9,129,200	9,890,200	10,410,300	10,749,000
EXPENDITURES					
STAFF COMPENSATION	75,652,300	77,250,200	79,671,100	83,676,900	88,129,700
OPERATING EXPENSES	16,626,300	16,650,800	17,716,300	18,865,200	19,829,500
TRFS TO RESERVES	1,877,200	1,877,200	1,966,300	2,471,900	2,471,900
TOTAL EXPENDITURES	94,155,800	95,778,200	99,353,700	105,014,000	110,431,100
NET BUDGET	84,323,900	86,649,000	89,463,500	94,603,700	99,682,100

Actual Revenues and Expenditures					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2016	2017	2018	2019	2020
REVENUES	9,843,174	10,598,100	11,330,700	11,987,900	10,323,400
EXPENDITURES					
STAFF COMPENSATION	76,639,005	78,397,900	80,568,200	84,132,100	88,067,800
OPERATING EXPENSES	14,763,895	16,652,600	18,063,400	19,677,300	19,465,800
TRFS TO RESERVES	1,877,200	1,877,200	2,003,800	2,476,900	2,471,900
TOTAL EXPENDITURES	93,280,100	96,927,700	100,635,400	106,286,300	110,005,500
NET ACTUAL	83,436,926	86,329,600	89,304,700	94,298,400	99,682,100
BUDGET SURPLUS/	886,974	319,400	158,800	305,300	0
(DEFICIT)	1.05%	0.37%	0.18%	0.32%	0.00%

Projected June

Approved Budget Change from Previous Year (\$)					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2016	2017	2018	2019	2020
REVENUES	308,200	-702,700	761,000	520,100	338,700
EXPENDITURES					
STAFF COMPENSATION	3,229,600	1,597,900	2,420,900	4,005,800	4,452,800
OPERATING EXPENSES	1,296,300	24,500	1,065,500	1,148,900	964,300
TRFS TO RESERVES	40,000	0	89,100	505,600	0
TOTAL EXPENDITURES	4,565,900	1,622,400	3,575,500	5,660,300	5,417,100
NET BUDGET CHANGE	4,257,700	2,325,100	2,814,500	5,140,200	5,078,400
	5.32%	3.94%	3.25%	4.57%	5.37%

Approved Budget Change from Previous Year (%)					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2016	2017	2018	2019	2020
REVENUES	3.24%	-7.15%	8.34%	5.26%	3.25%
EXPENDITURES					
STAFF COMPENSATION	4.46%	2.11%	3.13%	5.03%	5.32%
OPERATING EXPENSES	8.46%	0.15%	6.40%	6.48%	5.11%
TRFS TO RESERVES	2.18%	0.00%	4.75%	25.71%	0.00%
TOTAL EXPENDITURES	5.10%	1.72%	3.73%	5.70%	5.16%
NET BUDGET CHANGE	5.32%	3.94%	3.25%	4.57%	5.37%

2021 Adjusted Summary of FTEs

(FTEs)	2019	2020	2021 Original	2021 Revised	2021 Revised Difference
Civic Operations:					
Community Support	29.6	29.6	29.6	29.6	-
Corporate Asset Management	245.9	248.4	251.4	251.4	-
Corporate Governance & Finance	420.5	429.0	434.0	434.0	-
Environmental Health	111.0	115.2	115.2	115.2	-
Fire	337.0	343.0	343.0	343.0	-
Recreation & Culture	334.3	339.7	342.9	342.9	-
Transportation	631.8	637.4	641.1	641.1	-
Urban Planning & Development	118.9	124.3	126.3	126.3	-
Land Development	18.4	18.4	18.4	18.4	-
Total Civic Operations	2,247.3	2,284.9	2,301.9	2,301.9	-
Controlled Corporations:					
Remai Modern	47.6	47.6	47.6	47.6	-
SaskTel Centre	47.7	52.3	52.3	52.3	-
TCU Place	62.6	63.6	63.6	63.6	-
Total Controlled Corporations	157.8	163.4	163.4	163.4	-
Utilities	367.9	370.3	374.3	374.3	-
Police	666.5	681.5	687.3	692.3	5.0
FTE Total (Non-Capital)	3,439.5	3,500.2	3,527.0	3,532.0	5.0
Capital:					
Capital	299.9	307.5	314.8	314.8	-
New	8.9	10.8	13.0	13.0	-
Transfer to Operating	(0.6)	(3.8)	-	-	-
Transfer from Operating (Utilities)	(0.7)	0.3	-	-	-
Total Capital	307.5	314.8	327.8	327.8	-
FTE Total (with Capital)	3,747.0	3,815.0	3,854.8	3,859.8	5.0
Library	149.6	150.6	152.6	152.6	-
FTE Grand Total (with Library)	3,896.6	3,965.6	4,007.4	4,012.4	5.0
Police Additions:	FTE	Salary	Payroll		
Special Constable I - Prob 6 mnths	5.0	304,900	53,500		
Note:					
Added 5 FTE, Budget #50490, Special Constable I - Prob 6mths; 4.0 FTE to 01-903 and 1.0 FTE to 01-885. The 5 Special Constables are added to replace 5 Sergeants and repurposing these Sergeants positions into filling other key needs within Police.					

2021 Adjusted Capital Details

City of Saskatoon

Capital Project Details

Revised 2021 Budget

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

2024- Sanitary - FGHJK (2640 m; 381/450/525 mm)
 2024/Beyond 2025- Storm - HIJKL (810 m; pipe size 1350/1500/1650 mm)
 2024- 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 2025- Sanitary - FUVWXYZ (4425 m; pipe size 381/450/525/675/750 mm)
 Beyond 2025- Storm - PQRXYZ (2450 m; pipe size 1050/1200mm)
 Beyond 2025 - Storm Pond 4
 Beyond 2025 - Storm Pond 5
 Beyond 2025 - Storm Pond 6
 Beyond 2025- Lift Station (Y) Sanitary
 Beyond 2025- Force Main (1160 m; pipe size 250 mm)

Required for UH3/UH4/Future Growth

2023- EF - Sanitary River Crossing

Required for diverting flow from Aspen Ridge and future neighbourhood east of Aspen Ridge

2024 - GG' - Forcemain (500 m; 450 mm)

*A map indicating the location of the sections is available from the Transportation & Construction Department upon request.

Prior Budget Approvals

\$90,259,000

2021 Revised Budget

The project follows market driven demand and previously budgeted 2021 expenditure was not ready in 2021 due to the current stage in development and other projects requiring completion first. The projects have been deferred to future years.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
EF - Sanitary River Crossing	11,370	0	0	11,370	0
G'G - Sanitary Forcemain - Central Ave	0	0	0	0	1,040
San Trunks - UH2 - MN,MM', MOO'	0	0	0	400	0
Sanitary - FG/GH/HJ/JK	0	0	0	0	3,436
Stm Trunks/Pond - N of Evergreen - Pond 3/HJ/JI/JK/JL	0	0	0	0	2,205
Total	11,370	0	0	11,770	6,681
FINANCING DETAILS					
Property Realized Reserve	0	0	0	0	1,040
Trunk Sewer Reserve	11,370	0	0	11,770	5,641
Total	11,370	0	0	11,770	6,681

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

2021- EI Storm/Sanitary (887 m; pipe size 900/1200/1500/1800 mm)

North of East CNH

Beyond 2025- D'E (350m; pipe size 375/1350 mm)

Northeast of North Swale

Beyond 2025- D'E'D"F (2260m; 375/450/750 mm)

West of Idylwyld/North of 71st

2015- Storm Pond #4 (3.38 ha dry pond)
 2021- II' Sanitary (825 m; pipe size 1050 mm)
 2022- I'M/KM Sanitary/Storm (2250 m; pipe size 1350 mm)
 2023 & Beyond 2025 - MNOPP"P" Sanitary/Storm (5330 m, 375/425/525/900/1050/1350/1500 mm)
 2023 & Beyond 2025 - Pond 7 & 8A and Pond 8B

West of Arthur Rose

2022 & Beyond 2025- F'GG'HJ'J"KK'K"LD' Storm (3800 m; pipe sizes 1000/1200/1350/1500 mm)
 2022 & Beyond 2025 - I'KK'LL' Sanitary (2110 m; pipe sizes 375/525/900 mm)
 2022 & Beyond 2025- 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 2025- MPMM'L'MQRSTUVWW"W" - Storm & Sanitary (20580 m, 450/525/600/750/900/1050/1200/1350/1500/1800/2100 mm)
 Beyond 2025- Storm Ponds 9 & 13

East of Wanuskewin

Beyond 2025- XYZ Storm (1200 m; pipe size 450/600/1500 mm)

Beyond 2025- Pond 14

North East of North Swale

Beyond 2025- 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

2021 Revised Budget

The project follows market driven demand and previously budgeted 2021 expenditure was not ready in 2021 due to the current stage in development and other projects requiring completion first. The projects have been deferred to future years.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
San & Stm - (E&W of Idylwyld) - I'M	10,473	0	11,589	0	0
San & Stm - West of Arthur Rose -	2,805	0	1,147	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	0	19,787	0
Total	13,278	0	12,736	19,787	0
FINANCING DETAILS					
Trunk Sewer Reserve	13,278	0	12,736	19,787	0
Total	13,278	0	12,736	19,787	0

0677	ALBERT COMM CENTRE RENOS		
Project Status:	Open	Year Identified:	2009
Project Type:	Infrastructure Maintenance	Manager:	Craig Senick
Asset Type:		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.

2021 Revised Budget

The 2021 planned funding was reduced to align with the operating contribution to the Albert Community Centre Replacement Reserve.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Repairs	75	50	75	75	75
Total	75	50	75	75	75
FINANCING DETAILS					
ALBERT MAJOR REPAIRS RES	75	50	75	75	75
Total	75	50	75	75	75

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.

2021 Revised Budget

Due to a reduction in revenues and subsequent reduction in reserves, the 2021 capital allocation has been pushed to 2022.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Bldgs/Grnds - Operation Centre	1,300	0	1,400	270	500
Total	1,300	0	1,400	270	500
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	1,000	0	1,000	70	100
ELECTRICAL DISTRIBUTION REPLACEMENT RES	300	0	400	200	400
Total	1,300	0	1,400	270	500

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.

Operating Impact

No anticipated operating impact for this capital project.

2021 Revised Budget

An additional \$60.0 was added in 2021 as the schedule for notebook replacement required acceleration.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Notebook Replacement	280	340	0	0	0
Total	280	340	0	0	0
FINANCING DETAILS					
Police Oper Equip & Tech Res	280	340	0	0	0
Total	280	340	0	0	0

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

2021 Revised Budget

Budget revised for the Signalization of 33rd Street and Kensington Blvd.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	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)	0	175	0	0	0
Earthfill and Enhanced Services	0	0	0	0	0
Total	0	175	383	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	0	0	130	0	0
General Ppd Serv-Engineering	0	175	28	0	0
General Prepaid Svces-Elec-Spc	0	0	225	0	0
Prr-Land Development	0	0	0	0	0
Total	0	175	383	0	0

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

2021 Revised Budget

Budget revised for PRR- Additional Budget required for earth hauling of stockpiled materials; and for utility relocation costs.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Earthfill and Enhanced Services	160	160	0	0	0
2021 - F1 - City	2,183	2,183	0	0	0
2020 - C1 - City	2,870	3,780	0	0	0
2015 - D2 - City	3,970	3,970	0	0	0
2015 - D1 - City	10,568	10,568	0	0	0
2014 - B2 - City	0	76	0	0	0
Total	19,751	20,737	0	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	591	591	0	0	0
General Ppd Serv-Engineering	18,470	18,595	0	0	0
General Prepaid Svces-Elec-Spc	252	252	0	0	0
PRR-Land Development	438	1,299	0	0	0
Total	19,751	20,737	0	0	0

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)

* 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

2021 Revised Budget

Budget revised for the addition of Sanitary Trunk Sewer Construction of 600 mm piping 190m along Glenwood Avenue.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
San Trunk AB-Ave M 22 nd to 23 rd	0	1,400	0	0	0
FG - Strm 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	1,400	25,766	0	0
FINANCING DETAILS					
Trunk Sewer Reserve	0	1,400	21,527	0	0
Wastewater Lift Station Res	0	0	4,239	0	0
Total	0	1,400	25,766	0	0

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/HI 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
 2022- Elk Point - Pond 3 (2.2 ha)
 2024- Elk Point - CE - Storm (450 m; pipe size 900 mm)
 2024 - Elk Point - Pond 1 & 2
 Beyond 2025- AB - Sanitary Kensington to Blairmore (850m; pipe size 600 mm)
 Beyond 2025- 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

2021 Revised Budget

Budget revised for Storm Pipe and Pond 3 moving from 2021 to 2022 as it is not required for the current stage of development and therefore moved out one year.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Elk Pt - CE Storm Pipe and Pond 3	1,495	0	1,495	0	593
Total	1,495	0	1,495	0	593
FINANCING DETAILS					
Trunk Sewer Reserve	1,495	0	1,495	0	593
Total	1,495	0	1,495	0	593

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 2025- MNOPQ - Storm (2200 m; pipe size 1050/3000 mm)
 2022, 2024, and Beyond 2025 - Storm Ponds 2, 3, 4
 Beyond 2025- NOQRPB - Sanitary (3000 m; pipe size 375/450/525/600 mm)
 Beyond 2025- RSTUVWXY - Storm (3640 m; pipe size: 1050/1500/1800/2000/3000 mm)
 Beyond 2025- Storm Ponds 5 & 6

Required for Third Neighborhood

Beyond 2025- E'I - Sanitary (800 m; pipe size 450 mm)
 Beyond 2025- LK - Storm (700 m; pipe size 900/375 mm)
 Beyond 2025- Storm Ponds 7, 9
 Beyond 2025- EFGHI - Sanitary (4000 m; pipe size 523/600/750/900 mm)
 Beyond 2025- 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

2021 Revised Budget

The project follows market driven demand and previously budgeted 2021 expenditure was not ready in 2021 due to the current stage in development and other projects requiring completion first. The projects have been deferred to future years.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
San - E of McOrmond - CM, DL	3,756	50	3,706	0	3,896
Stm - Suburban Centre - MN/NO/OP/PQ/Pond 2, 3, 4	5,200	100	5,100	0	1,441
Stm - 8th St - West & South of McOrmond - EJ/JK/KL/Pond 7, 8	1,541	0	0	0	0
Storm - 8th St to CPR Tracks - EF/FG/FH/HL/Pond 9	50	50	0	0	0
Total	10,547	200	8,806	0	5,337
FINANCING DETAILS					
Trunk Sewer Reserve	10,547	200	8,806	0	5,337
Total	10,547	200	8,806	0	5,337

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

2021 Revised Budget

Budget revised for D2 – Private: Additional piping required for Water/Sanitary Sewer Mains along 8th Street; needed to clear the intersection of Brighton Blvd/8th St and McOrmond/8th Street. These mains can then be extended along 8th by Private Developer.

Budget revised for D3 – Private: Original Servicing Plan was for grading in 2020 with W&S in 2022 to match up with paving of D1 in the fall/summer 2021/2022. The new plan is to include W&S along Brighton Gate from street to the culverts. The phase is estimated to have in Total 211 Lots.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
2019 - D2 - Private	0	1,102	0	0	0
2020 - D3 - Private	0	430	0	0	0
2016 - C1 - Private (E of CPR)	491	491	0	0	0
2016 - D1 - City	13,960	13,960	0	0	0
Total	14,451	15,983	0	0	0
FINANCING DETAILS					
General Ppd Serv-Elec-City	722	722	0	0	0
General Ppd Serv-Engineering	10,945	12,477	0	0	0
General Prepaid Svces-Elec-Spc	511	511	0	0	0
Prr-Land Development	2,273	2,273	0	0	0
Total	14,451	15,983	0	0	0

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 2025- IJ (1117 m, pipe size 750 mm)

Required for North of Highway 11

Beyond 2025- JJ'K'L (3950 m; pipe size 750/1050 mm)

Required for North Industrial

Beyond 2025- LR Fillmain (8080 m; pipe size 1050 mm)

Required for West of Idylwyld/North of 71st

2022/2023 - FGL (2690 m; pipe size 600 mm)

Required for West of Idylwyld

Beyond 2025- GM (3000 m; pipe size 750 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

2021 Revised Budget

Budget revised for only the Purchasing of a SaskWater water line along 71st street.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
DE - Marquis to 71st	0	0	0	0	0
HI - Arthur Rose - 71 st to Hwy 12	0	80	0	0	0
West of Idylwyld - MN/LM/LK'	0	0	0	1,827	0
FG/GL - Hwy 11 - 71st to Hwy 12	2,435	0	1,722	3,248	0
Total	2,435	80	1,722	5,075	0
FINANCING DETAILS					
Primary Watermain Res	2,435	80	1,722	5,075	0
Total	2,435	80	1,722	5,075	0

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.

2021 Revised Budget

Land was not obtained in order to begin construction, as a result the initial primary watermain did not get started. The project is not ready to begin road construction until the primary is in place.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
33rd Street - Claypool Drive	3,929	0	0	3,929	4,104
Kensington Gate W - 33rd Street	0	0	6,352	0	0
22nd Street - Kensington Gate W	5,308	0	5,308	0	4,837
Total	9,237	0	11,660	3,929	8,941
FINANCING DETAILS					
Arterial Road Reserve	9,237	0	11,660	3,929	8,941
Total	9,237	0	11,660	3,929	8,941

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.

2021 Revised Budget

Budget revised for Local Storm Sewers required on 8th St. between McOrmond and Brighton Blvd. It will service the right of way, as well for lots on the north and south side of the road.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
CPR Overpass to RR #3045	0	0	0	3,851	0
RR #3045 to McOrmond Drive	0	200	0	4,659	0
Total	0	200	0	8,510	0
FINANCING DETAILS					
Arterial Road Reserve	0	0	0	6,110	0
Private Contributions	0	200	0	2,400	0
Total	0	200	0	8,510	0

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.

Operating Impact

2024 - \$17,500 for maintenance of playground equipment

2021 Revised Budget

The 2021 project was initiated by the Silverwood Heights Community Association who will be partnering with the Silverwood Heights Playground Committee to replace existing components of the playground equipment in WJL Harvey Park North, between St. Angela and Brownell Schools, to complement the existing amenities.

Project Detail	Original 2021	Revised 2021	Plan 2022	Plan 2023	Plan 2024
Expenditure / Funding ('000s)					
GROSS COST DETAILS					
WJL Harvey North Park Playground	0	250	0	0	0
Total	0	250	0	0	0
FINANCING DETAILS					
Private Contributions	0	225	0	0	0
Park Enhancement Reserve	0	25	0	0	0
Total	0	250	0	0	0

	Budget 2021	Budget 2022	Plan 2023	Plan 2024	Plan 2025
Incremental Operating Impacts ('000s)					
Net Dollar Impacts	-	-	-	17.5	-

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

2021 Revised Budget

Budget revised in PPD for additional Area Grading due to small lot configuration along 64th St.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
2013 – C9 – City (64 th , 65 th & Burton)	0	150	0	0	0
2015 - C12 - City (N of Marquis Dr)	2,548	2,548	0	0	0
2013 - C11 - City (North of 71st, East of CNR)	773	773	0	0	0
Total	3,321	3,471	0	0	0
FINANCING DETAILS					
General Ppd Serv-Engineering	3,321	3,430	0	0	0
Property Realized Res	0	41	0	0	0
Total	3,321	3,471	0	0	0

1829	SERVICE SASKATOON – SYSTEMS		
Project Status:	Open	Year Identified:	2015
Project Type:	Support Systems	Manager:	Adam Hughes
Asset Type:	Software	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.

As identified by Deloitte's Enterprise Resource Planning (ERP) Business Case in 2016; the City's current environment consists of more than 279 legacy applications, some of which no longer have vendor support and are nearing the end of their useful life. This includes applications within the core business functions of:

- Human Resources (including time & attendance);
- Payroll;
- Finance;
- Supply chain (procurement and inventory management);
- Work order and activity management.

General Comments

The ideal ERP system solution consolidates and integrates the business processing environment by enabling data capture at the source and supporting end to end transaction processing. Public and private sector organizations who have implemented an ERP system realize a number of benefits such as:

- Standardized processes;
- Cost savings;
- Automated workflows;
- Integrated systems;
- Enhanced reporting;
- One source reporting;
- Enhanced controls.

The 2017 budget requirement is for development of a request for proposal to initiate the remainder of the project requirement which involves the purchase and implementation of an ERP solution that will consolidate several City systems and applications into one corporate approach within the above specified core business functions.

The 2018 budget and beyond are for ongoing work with the holistic view of people, process and technology need to be considered while reviewing enterprise-wide capabilities and needs from an end to end perspective. Development and delivery of key programs aligned to the strategic goals of the corporation and the review of operational activities to determine value for money will ensure we are focused on our core business functions.

Service Saskatoon:

Service Saskatoon is based on four pillars including Citizen Input, Staffing, Systems and Standards. An integrated ERP solution would significantly advance Service Saskatoon towards meeting its system goals by providing administration and citizens with:

- Real time information;
- A single source of information;
- Increased accuracy and reliability of data.

The ERP platform will become the foundation that fuels evidence-based decisions, becomes a source of knowledge, creates a repository of data and a tool that helps City leaders better understand and manage risks at the operational, tactical, strategic and reputational levels. A modern ERP solution is an information-technology platform of a growing City. The planned procurement method for this project is a combination of internal staff and external consultants due to the specialized nature of an ERP solution.

2021 Revised Budget

The 2021 revised budget and 2022 budget plan are required to fulfill the completion of the ERP implementation that was originally budgeted in prior years.

Project Detail Expenditure / Funding ('000s)	Original 2021	Revised 2021	Plan 2022	Plan 2023	Plan 2024
GROSS COST DETAILS					
ERP System Design	0	1,250	1,500	0	0
Total	0	1,250	1,500	0	0
FINANCING DETAILS					
Corporate Capital Reserve	0	1,250	1,500	0	0
Total	0	1,250	1,500	0	0

1971	FIRE – FIRE TRAINING FACILITY		
Project Status:	Open Growth and Capital	Year Identified:	2021
Project Type:	Expansion	Manager:	Morgan Hackl
Asset Type:		Est End Date:	

Project Description

This project provides for the development of a Regional Fire Training Facility that also will support corporate needs beyond the Saskatoon Fire Department (SFD). This facility is an important component for SFD to complete recruitment, train new recruits, strengthen community partnerships, and promote diversity in the fire service.

General Comments

Currently the SFD does not have a dedicated training facility. The National Fire Protection Association outlines best practices and guidelines for training facilities as well as evolutions to meet defined levels of competency. SFD finds it difficult to meet these levels due to an increased scope of practice, services offered, third-party oversight, and regulations. It is anticipated that this facility be located north of Saskatoon within the P4G Planning area and will be accessible to numerous partners and stakeholders (corporate, regional, provincial, federal).

The training facility that will include the following:

- 1) Purchase of land; design of the site; site preparation including utility servicing, paving, fencing, construction of a drainage system and water recycling retention pond and pump system; office trailer and storage buildings; portable showers/decontamination units; and a live fire training structure. (\$3.25 Million)
- 2) Construction of training tower (\$1.0 Million)

Additional phases will be brought forward as part of the Fire Strategic Facility Plan.

Operating Impact

The annual operating costs are estimated to be \$25,000 for utilities and maintenance.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Fire Training Facility	0	4,250	0	0	0
Total	0	4,250	0	0	0
FINANCING DETAILS					
Civic Facilities Financing Plan	0	4,250	0	0	0
Total	0	4,250	0	0	0

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 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.

2021 Revised Budget

The 2021 revised budget is to continue with the work as noted in the project description above. The additional funds requested from the LRR will be used to purchase equipment and to complete construction of the vertical wells via external contracts where bids were higher than expected.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Landfill Gas Collection System Expansion	0	90	0	400	0
Final Cover (Stage E)	0	0	0	0	500
Landfill Demolition/New Liner D+E	500	500	1,850	5,500	0
Total	500	590	1,850	5,900	500
FINANCING DETAILS					
Landfill Replacement Reserve	500	590	1,850	5,900	500
Total	500	590	1,850	5,900	500

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 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.

2021 Revised Budget

The 2022 original budget plan has been moved back into 2021 in order for the project completion to meet the timing requirements of the New Building Canada program. The reservoir is planned to have a 40 million litre capacity and the pumping station to have an output of 1600 litres per second.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
N.E. Sector Reservoir	21,218	44,730	0	0	0
Total	21,218	44,730	0	0	0
FINANCING DETAILS					
Waterworks Capital Projects Reserve	15,418	10,418	0	0	0
Borrowing	5,220	30,881	0	0	0
Operating Budget Down Payment	580	3,431	0	0	0
Total	21,218	44,730	0	0	0

2286	DEVELOPMENT LEVIES REVIEW – IMPLEMENTATION PLAN				
Project Status:	Open	Year Identified:	2021		
Project Type:	Support Systems	Manager:	Matt Jurkiewicz		
Asset Type:		Est End Date:			

Project Description

This project will involve the creation and implementation of a comprehensive plan to address the outcomes of the Development Levies Review, presented to the Standing Policy Committee on Finance in September 2020. The Development Levies Review was completed by an external consultant, MNP LLP and Hemson Consulting. The independent review of the City's processes regarding development levies undertook a comprehensive examination of the City's servicing agreement fee structure, calculation methodologies, and policies and practices, while also assessing any potential opportunities for improvements that may exist. The review concluded that while the general financial mechanics of the City's approach is sound, the system is internally focused and there are significant areas for improvement.

This project will develop a comprehensive approach to address the outcomes of the Review and will involve research, analysis and collaboration with Industry stakeholders to implement and sustain improvements to the City's development levy system. All of this must be developed and operated based on a balanced decision-making approach which considers cost recovery, transparency and competitiveness.

General Comments

The Implementation Plan will be created in order to define and explore a range of issues identified through the Development Levies Review project. In collaboration with the industry stakeholders, the following main themes will be addressed through this project:

- Implementation of a collaboratively developed comprehensive Development Levy Bylaw and associated policies and procedures.
- Explore opportunities for bolstering available information and self-service options for current and potential developers in line with municipal best practices.
- Build a system of development policies, procedures and internal processes that are clear, transparent and consistently applied.
- Review current Industry engagement processes and tools to ensure effective processes are in place for enhanced communications.
- Review, clarify and standardize infill development policies and processes in relation to development levies, in order to support infill development to achieve long term growth objectives.

The planned procurement method for this project is to be accomplished utilizing internal staff due to the required internal expertise and integration with operational needs.

Operating Impacts

Future operating impacts will be identified during the creation of the implementation plan and will be included in future reports and applicable business plan and budget deliberations if required.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Implementation Plan	0	150	0	0	0
Total	0	150	0	0	0
FINANCING DETAILS					
Arterial Road Reserve	0	50	0	0	0
Corporate Capital Reserve	0	25	0	0	0
Gen PPD Services – General	0	25	0	0	0
Parks and Recreation Levy (Multi-District)	0	50	0	0	0
Total	0	150	0	0	0

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.

2021 Revised Budget

The plan for 2021 includes the replacement of an Aerial Ladder Truck. The funding for this truck was previously budgeted in 2020 at an amount not sufficient for the current expected costs. Original Budget funding in 2021 that was previously planned for a pumper truck is being reallocated to the Aerial Ladder Truck, with the purchase of this pumper truck now planned for 2022.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Fire Engine Replacement	865	0	865	670	0
Aerial Ladder Truck Replacement	0	1,900	0	0	0
Total	865	1,900	865	670	0
FINANCING DETAILS					
Fire Apparatus	865	1,900	865	670	0
Total	865	1,900	865	670	0

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 4 marked units, in conjunction with FTE increase requests and vehicle upgrades for School Resource Unit.

Operating Impact

Anticipated operating impacts are \$72,900 in 2021 and \$115,900 in 2022.

2021 Revised Budget

An additional \$271.0 has been added in 2021 related to additional vehicles being required within the SPS fleet.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Fleet Additions	199	470	386	170	170
Total	199	470	386	170	170
FINANCING DETAILS					
Police Capital Reserve	199	470	386	170	170
Total	199	470	386	170	170
Incremental Operating Impacts ('000s)	Budget	Budget	Plan	Plan	Plan
	2021	2022	2023	2024	2025
Net Dollar Impacts	72.9	115.9	-	-	-

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 2021 is to fund the replacement of aging carbine rifles as well as EDU, TSU, K-9 and PSU equipment. The plan also includes the replacement of speed detection equipment, roadside screening devices, aging pistols, expired body armour, large items equipment, investigation equipment and installing equipment into new fleet replacement units.

Operating Impact

No anticipated operating impact for this capital projects.

2021 Revised Budget

An additional \$5.0 has been added in 2021 relating to the finalization of an existing capital project.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	451	456	725	421	574
Total	451	456	725	421	574
FINANCING DETAILS					
Police Oper Equip & Tech Res	451	456	725	421	574
Total	451	456	725	421	574

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 2021 budget calls for funding to support the purchase of TSU night vision and hard body armour equipment.

Operating Impact

No anticipated operating impact for this capital projects.

2021 Revised Budget

An additional \$78.0 has been added in 2021 relating to additional equipment required for Special Teams.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	77	155	0	0	0
Total	77	155	0	0	0
FINANCING DETAILS					
Police Oper Equip & Tech Res	77	155	0	0	0
Total	77	155	0	0	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 2021 budget includes funding to support several multi-year projects that will replace/upgrade network infrastructure, audio/video, desktop computers, virtual desktops, system security, Tech Crime software, and provide Project Administrators.

The future plan also includes replacement of desktop computers, in-car cameras, e-ticketing system, laptop, network infrastructure with various police operations software.

Operating Impact

No anticipated operating impact for this capital project.

2021 Revised Budget

Budget revised for a decrease of \$488.0, a result of deferring projects to help account for revised capital spending priorities in 2021.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
Equipment Purchase	491	455	567	884	867
Virtual Desktop Replacement	138	138	0	0	0
In Car Camera Replacement	452	0	452	453	0
Network Upgrades	80	80	0	21	233
Total	1,161	673	1,019	1,358	1,100
FINANCING DETAILS					
Police Oper Equip & Tech Res	1,161	673	1,019	1,358	1,100
Total	1,161	673	1,019	1,358	1,100

2592	WW-N40 FORCEMAIN		
Project Status:	Open	Year Identified:	2019
Project Type:	Wastewater Utility	Manager:	Pam Hamoline
Asset Type:		Est End Date:	

Project Description

The project involves construction of a second forcemain from the WWTP to the remote sludge handling facility at the North 40 (N40) treatment site. The current forcemain is being maintained and upgraded on an as needed basis, and currently has the capacity to convey flow to the N40. Capital planning, flow projections, and the upcoming expansion of additional wastewater customers will require twinning of the current system to meet the flow demands while adding minimal redundancy to the system.

General Comments

The current forcemain requires maintenance but can be difficult to take offline. The forcemain is a single point of failure in the process and has ruptured in the past resulting in spill response and lost operational time. Struvite buildup in the forcemain also requires maintenance to ensure the pipe is not fully blocked by buildup of this material inside the pipe. This project is intended to address these concerns.

Operating Impact

The operation of the new forcemain will not require additional full-time staff. At the time of design, hydraulic conditions will be reviewed to ensure pumping efficiency is maximized and life cycle costing, including maintenance requirements, identify the appropriate operating approach.

Special Note

This project is subject to a Public Notice Hearing for borrowing.

2021 Revised Budget

The budget for this project has been moved from 2025 into 2021-2024 in order for the project completion to meet the timing requirements of the Investing in Canada Infrastructure Program. 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.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
WWTP-N40 FORCEMAIN	0	4,120	8,154	10,927	11,255
Total	0	4,120	8,154	10,927	11,255
FINANCING DETAILS					
BORROWING	0	3,708	7,339	9,834	10,129
OPERATING BUDGET DOWNPAYMENT	0	412	815	1,093	1,126
Total	0	4,120	8,154	10,927	11,255

2600	NEW INDOOR RECREATION FACILITIES		
Project Status:	Open	Year Identified:	2014
Project Type:	Growth And Capital Expansion	Manager:	Lynne Lacroix
Asset Type:		Est End Date:	

Project Description

With continued growth in Saskatoon, it is anticipated that new and/or upgraded indoor recreation facilities will be required within the next ten years. This project will undertake the design and construction of new and/or upgraded indoor recreation facilities. The new and/or upgraded indoor recreation facilities may include a leisure pool, walking track, fitness areas, gymnasiums, arts and culture spaces, and multi-use spaces.

General Comments

The City of Saskatoon Strategic Plan (2013-2023) has a strategic goal of Quality of Life, which states that our neighbourhoods are complete communities, offering 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.

The design, location and timing of new recreation facilities will be determined using the tools and prioritization criteria outlined in the Recreation and Parks Facilities Game Plan. The Game Plan provides an overall framework for guiding the prioritization of recreation and parks facilities and amenities. Partnership opportunities will be explored for the new facilities, and if a partnership is formed a confirmation of commitments will be formalized through a memorandum of agreement.

This portion of the project is proposed to be funded from the Parks & Recreation Levy. This amount is held as a contingency in the Parks & Recreation Levy and is a reallocation of funds previously identified for integrated facility planning. This amount can be allocated to this project with no increase to the Parks & Recreation Levy Rate.

The Administration also continues discussions with the Saskatoon Public School Division and the Greater Saskatoon Catholic School Division on an integrated Leisure Facility with the two new high schools being planned for the Holmwood Suburban Centre. Administration is also exploring partnership opportunities with the Saskatoon YMCA for the construction and operations of the new Leisure Facility.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to the required internal expertise and integration with operational needs.

Operating Impacts

2025: \$980,000 – New White Buffalo Youth Lodge recreation facility

Contribution to CBMC Reserve \$235,000

Facility Maintenance \$490,000

Utilities \$255,000

Staffing, other operating costs and revenues to be determined

2028: \$1,910,000 – new Leisure Centre – Holmwood Suburban Centre

Contribution to CBMC Reserve \$460,000

Facility Maintenance \$950,000

Utilities \$500,000

Staffing, other operating costs and revenues to be determined

Prior Budget Approval

\$50,000 Business Plan Development for the City Centre Area Facility

2021 Revised Budget

In 2021, \$165,000 is required for a Project Manager Position and costs associated with public engagement. The Project Manager will identify the Leisure Facility needs within the next ten years, undertake community engagement, and proceed with functional design planning and formalization of estimated project cost to be reported to City Council for consideration, including the future funding plan and partnership options.

Project Detail	Original	Revised	Plan	Plan	Plan
Expenditure / Funding ('000s)	2021	2021	2022	2023	2024
GROSS COST DETAILS					
City Centre Leisure Facility	0	0	2,000	19,800	0
Project Management	0	165	0	0	0
Total	0	165	2,000	19,800	0
FINANCING DETAILS					
Unfunded Major Projects	0	0	2,000	19,800	0
Parks and Recreation Levy	0	165	0	0	0
Total	0	165	2,000	19,800	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 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 2022 and \$3,000 in 2023.

2021 Revised Budget

An additional \$250.0 has been added in 2021 to accelerate the pilot for Body Worn Cameras.

Project Detail	Original 2021	Revised 2021	Plan 2022	Plan 2023	Plan 2024
Expenditure / Funding ('000s)					
GROSS COST DETAILS					
Equipment Purchase	12	12	21	0	0
Server Expansion	0	0	32	0	32
Body Worn Camera System	241	491	354	405	160
Storage Area Network	88	88	63	63	63
Total	341	591	470	468	255
FINANCING DETAILS					
Police Oper Equip & Tech Res	341	591	470	468	255
Total	341	591	470	468	255

	Budget 2021	Budget 2022	Plan 2023	Plan 2024	Plan 2025
Incremental Operating Impacts ('000s)					
Net Dollar Impacts	-	1.0	3.0	-	-

2021 Police Capital Budget Adjustments**“PUBLIC AGENDA”**

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2020 September 08

SUBJECT: 2021 Preliminary Police Capital Budget Estimates

FILE #: 2,017

ISSUE:

Attached are the 2021 preliminary capital budget estimates for the Saskatoon Police Service.

RECOMMENDATION:

That the Board reviews and approves the preliminary 2021 capital budget estimates and forwards to Saskatoon City Council for consideration and approval.

STRATEGIC THEMES:

Partnerships – this report provides the Board an opportunity to contribute to the plan for budgeted funds and broadly how those funds provide a safe and secure environment and promote a culture of community safety within Saskatoon.

Innovation – this report provides the Board an opportunity to contribute to the plan for the best use of financial resources consumed by the SPS and to support a budget that will ensure sustainability by developing leading practices and maintaining an innovative Police Service.

BACKGROUND:

The preliminary capital budget has been prepared based on a 5-year plan – 2021 – 2025.

DISCUSSION:

The 2021 capital budget plan is fully funded. An increase in funding from the operating budget of \$204,000 was proposed in the 2021 budget plan last year and was approved.

2021 Capital Budget - Expenditure Type				
Capital Replacement				
Radio	4.7%	\$	134,000	
Equipment	15.7%		451,000	
Technology	35.3%		1,013,000	
Facilities	1.7%		50,000	
	57.4%	\$	1,648,000	\$ 1,648,000
Capital Expansion				
Radio	0.0%	\$	-	
Equipment	5.6%		160,000	
Technology	20.6%		591,000	
Facilities	0.0%		-	
General	16.4%		470,000	
	42.6%	\$	1,221,000	\$ 1,221,000
	100%			\$ 2,869,000

The Preliminary 2021 Capital Budget Plan was approved along with the 2020 Capital Budget as part of the two year budget process. This budget as presented differs from the 2021 Plan approved last year with some rearranging of timing of projects and the addition of funds to the Body Worn Camera Project.

The total 2021 Capital Budget Plan approved in 2020 was \$2,693,000. This suggests the difference between the two budgets is \$176,000. \$250,000 was added to the Body Worn Camera project, indicating there was a net reduction in other projects.

Non-SPS Funded Proposed Capital Projects

There are no proposed non-SPS funded projects for 2021. Please remember these would be projects which are not intended to be financed by SPS reserves. The difference between the SPS funded capital projects and these project would be, if funding were not secured from a third party, the project would fall off and would not be completed or items proposed in future years may change.

PUBLIC AGENDA

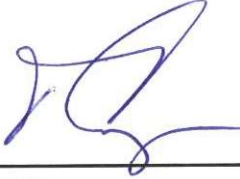
CONCLUSION:

The proposed capital budget is fully funded as proposed.

Written by: Earl Warwick
Director of Finance and Asset Management

Reviewed by: Clae Hack
Executive Director, Corporate and Strategic Performance

Mitch Yuzdepski
Deputy Chief, Support Services

Approved by: 

Troy Cooper
Chief of Police

Dated: September 8, 2020

Attachment: Capital Budget Narrative

Saskatoon Police Service



2021 CAPITAL BUDGET

2022 – 2025 CAPITAL PLAN

JULY 2020



Saskatoon Police Service
2021 Capital Budget 2022 – 2025 Capital Plan

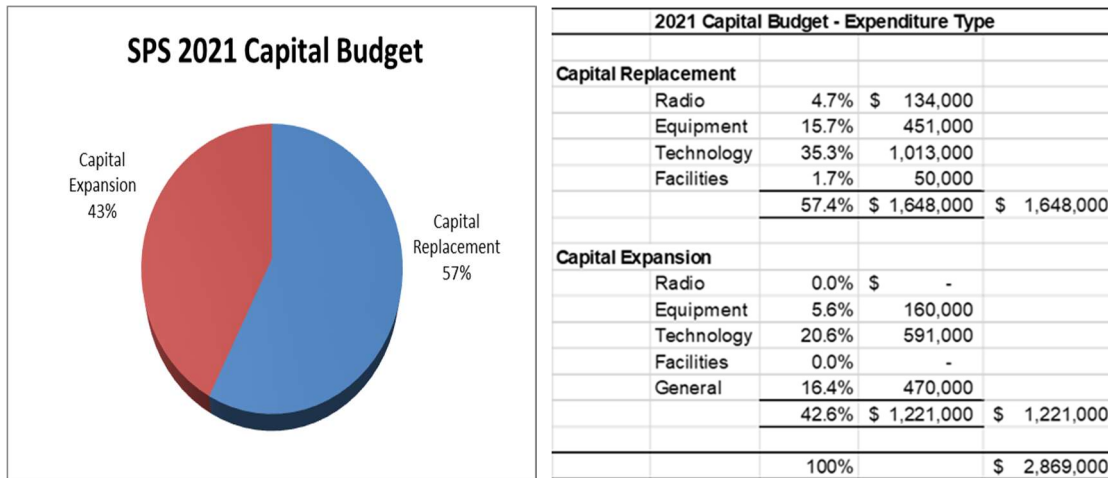
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EXECUTIVE SUMMARY

2021 Total SPS Funded Capital Budget – 7 Projects \$2,869,000



2021 Saskatoon Police Service (SPS) Capital Investments include seven projects totaling \$2,869,000 of which \$1,648,000 is targeted to address a number of asset replacement projects including \$1,013,000 related to technology replacement and \$451,000 for equipment replacement.

Planned capital expansion projects for 2021 total \$1,221,000 including \$591,000 for technology expansion, and \$470,000 for general equipment expansion. The reader may note this is a higher proportion of capital expansion than SPS usually experiences. That would be a keen observation. The largest part of the \$591,000 in technology expansion is to fund a pilot related to body worn cameras.

All projects noted above are to be funded from Police Capital Reserves.



Funding Sources

All 2021 capital projects noted above are proposed to be funded from SPS Capital Reserves. The proposed total annual provision from the Operating Budget into capital reserves is \$2,666,800.

The forecasted balance in capital reserves at the end of 2021 is as follows:

FORECASTED CLOSING BALANCE:		
Equip. & Technology		-404,664
Radio		-27,848
General Capital		299,590
Renovations		-138,417
Total Closing Balance \$		(271,339)

Negative sign shows funds remaining in the reserve, red shows reserve as overspent

The General Capital Reserve will be in a negative balance, as approved by the Board and Council in 2017 related to the purchase of the SPS aircraft. The General Capital Reserve will return to a positive balance in 2022 as promised.

Operating Budget Impact

Listed capital projects will increase the 2021 Operating Budget by \$72,900. The operating impacts relate to the addition of vehicles to the fleet.

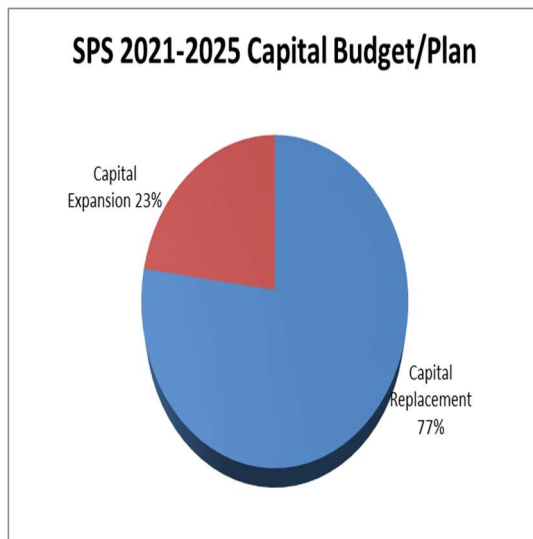
Non-SPS Funded Proposed Capital Projects

There are no non-SPS funded projects this year.



5 YEAR CAPITAL PLAN

1. Project Overview



2021 - 2025 Capital Budget/Plan - Expenditure Type				
Capital Replacement				
Radio	10.9%	\$	1,614,000	
Equipment	24.3%		3,598,000	
Technology	38.5%		5,698,000	
Facilities	3.4%		499,000	
	77.0%	\$	11,409,000	\$ 11,409,000
Capital Expansion				
Radio	0.0%	\$	-	
Equipment	1.1%	\$	170,000	
Technology	12.6%		1,863,000	
Facilities	0.0%		-	
General	9.2%		1,366,000	
	23.0%	\$	3,399,000	\$ 3,399,000
	100%			\$ 14,808,000

The most prominent trend for future capital spending relates to asset replacement. Radio, equipment, technology and facility replacement over the five year planning period of 2021 to 2025 is projected to cost \$11.4 million (77.0%) of total capital spending.

The largest category is technology replacement. Projects consist of in-car camera replacement, desktop computer replacement and Storage Area Network replacements, to name the larger projects.

Future capital expansion projects total \$3.4 million (23.0%) of total capital spending. Proposed key projects include the \$1,863,000 in technology expansion, and \$1,366,000 related to vehicle and specialty equipment expansion.

The largest expense in technology expansion relates to a body worn camera pilot and anticipated adoption of the technology.

2. **Capital Funding**

All projects in the five year capital plan are proposed to be funded from existing SPS capital reserves.



3. Sufficiency of Reserves

Overview

The ability to adequately fund Police capital reserves is for the most part a function of comprehensive planning that forecasts future needs and the ability to match these needs with a corresponding appropriate annual provision from the Operating Budget. Over the years the SPS with the support of the Board and City Council has taken a number of steps to improve both the planning efforts and reserve funding levels highlighted within the comments that follow.

Reserve Status

In 2021, the total annual provision to the Capital Reserves will increase \$204,000. The increased funding meets Board approved policy that calls for the annual provision for capital reserves to equal the ten year average project cash flow requirement.

Total Transfer to Reserves

The planned transfers from the operating budget to the capital reserves are as follows:

TRANSFERS TO RESERVES:		
	Equip. & Technology	-2,190,500
	Radio	0
	General Capital	-382,500
	Renovations	-93,800
	Total Annual Provision	-2,666,800

The status of each reserve is summarized below. A table forecasting the sufficiency of reserves is provided later in this report on Page 9.

Equipment & Technology Reserve

The Equipment & Technology Reserve annual Operating Budget provisions are as proposed above. Projects requiring funding from this reserve have increased significantly over the past number of budget cycles largely due to improved efforts to identify asset replacement needs and the desire to take advantage of new technology. A number of steps have been taken in the recent past to ensure that this is properly funded

In 2021, an increase in the capital contributions from the operating budget is planned at \$144,000.

The balance in the reserve at the end of 2021 is projected to be \$404,600, which is an improvement over the forecast at this time last year. Deficits are projected for 2022 through 2025; however, commitment to future projects is still under review. Efforts will continue to prioritize capital projects and reallocate funding between capital categories. In the future, funding of capital reserves may take up a larger portion of the Operating Budget.

Radio Reserve

The Radio Reserve, which is used to finance projects related to portable and in-car radios and equipment, is currently funded as indicated above. This is a rebalancing to help fund capital reserves based on determined priorities and anticipated timing of requirements. The balance in the reserve at the end of 2021 is projected to be \$27,848. Future projects to the end of the five year planning period of 2024 are adequately funded based on current project estimates.

General Capital Reserve

In 2010 Council approved City Administration's proposal for the establishment of new Corporate-wide departmental capital reserves. This new initiative included a partial transfer of funds from the Reserve for Capital Project (RCE) to City departments. The purpose of the new reserve was to provide annual funding to departments for projects that would typically end up on a long list of discretionary RCE projects. The Police Service allocation was set at \$100,000 and has been used to fund vehicle fleet additions. The current funding level for this account is \$382,500 annually, which is an increase of \$60,000 compared to 2020.

The balance in the Police General Capital Reserve at the end of 2021 is projected to be a deficit of \$299,600. The deficit was approved by the Board and Council related to the purchase of the SPS aircraft. The deficit is projected to return to a positive balance in the 2022 financial year, consistent with the commitment made to the Board and Council.

Facilities Renovations

The Facilities Renovations Reserve is a source of funding primarily for renovations to existing facilities. The net funding for this reserve has been rebalanced, consistent with the description for other reserves as identified above.

The balance in the Facilities Renovations category the end of 2021 is projected to be \$138,417.



4. Capital Loans

The Police Service does not have any outstanding capital loans.

CAPITAL SUMMARY TABLE

2021 CAPITAL BUDGET / 2022 - 2025 CAPITAL PLAN

Draft	Yr1	Yr2	Yr3	Yr4	Yr5	
POLICE CAPITAL RESERVE PROJECTS	2021 BUDGET	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2021-2025 Total
EQUIPMENT & TECHNOLOGY						
P1389 POLICE NOTEBOOK REPLACEMENT	340,000	-	-	-	-	340,000
P2487 DICTATION SYSTEM REPLACEMENT	-	-	252,000	-	-	252,000
P2497 EQUIPMENT REPLACEMENT	456,000	715,000	421,000	574,000	546,000	2,712,000
P2498 EQUIPMENT EXPANSION	155,000	-	-	-	-	155,000
P2499 TECHNOLOGY REPLACEMENT	673,000	1,019,000	1,358,000	1,100,000	956,000	5,106,000
P2610 TECHNOLOGY EXPANSION	591,000	470,000	468,000	255,000	79,000	1,863,000
P2619 AIRCRAFT EQUIPMENT REPLACEMENT	-	110,000	-	781,000	-	891,000
Total Equipment & Technology	2,215,000	2,324,000	2,499,000	2,710,000	1,581,000	11,329,000
RADIO						
P2119 RADIO REPLACEMENT	134,000	-	106,000	-	1,374,000	1,614,000
Total Radio Replacement	134,000	-	106,000	-	1,374,000	1,614,000
GENERAL CAPITAL						
P2389 FLEET ADDITIONS	470,000	386,000	170,000	170,000	170,000	1,366,000
Total General Capital	470,000	386,000	170,000	170,000	170,000	1,366,000
FACILITY RENOVATIONS						
P2489 FURNITURE REPLACEMENT	50,000	50,000	50,000	50,000	50,000	250,000
P2618 FACILITY RENOVATION	-	181,000	-	68,000	-	249,000
Total Facility Renovations	50,000	231,000	50,000	118,000	50,000	499,000
CAPITAL PROJECTS Not Funded by Reserves						
N/A	-	-	-	-	-	-
Total Police Projects - Not funded by Reserves	-	-	-	-	-	-
Total Police Reserve Projects	2,869,000	2,941,000	2,825,000	2,998,000	3,175,000	14,808,000

Please note Equipment and Technology projects are summarized by broad category for reporting purposes on the prior pages. Also, this page has been revised to provide detail breakdown of capital budget by project.

**SPS - 2021 CAPITAL RESERVE SUFFICIENCY FORECAST TABLE**

Funding or room in reserves is represented as a credit, shown as negative numbers
Positive numbers equal an expenditure or deficit in funding

Draft		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		2021	2022	2023	2024	2025
OPENING BALANCE:						
	Equip. & Technology	(429,164)	(404,664)	39,236	213,436	579,036
	Radio	-161,848	-27,848	-27,848	-48	-78,248
	General Capital	212,090	299,590	-8,410	-8,410	-8,410
	Renovations	-94,617	-138,417	-117	-43,917	-117
	Total Opening Balance	-473,539	-271,339	2,861	161,061	492,261
ADD ANNUAL PROVISION:						
	Equip. & Technology	-2,190,500	-1,880,100	-2,324,800	-2,344,400	-1,149,700
	Radio	0	0	-78,200	-78,200	-1,295,800
	General Capital	-382,500	-694,000	-170,000	-170,000	-170,000
	Renovations	-93,800	-92,700	-93,800	-74,200	-51,300
	Total Annual Provision	-2,666,800	-2,666,800	-2,666,800	-2,666,800	-2,666,800
FUNDING AVAILABLE:						
	Equip. & Technology	-2,619,664	-2,284,764	-2,285,564	-2,130,964	-570,664
	Radio	-161,848	-27,848	-106,048	-78,248	-1,374,048
	General Capital	-170,410	-394,410	-178,410	-178,410	-178,410
	Renovations	-188,417	-231,117	-93,917	-118,117	-51,417
	Total Funding Available	-3,140,339	-2,938,139	-2,663,939	-2,505,739	-2,174,539
LESS EXPENDITURES:						
	Equip. & Technology	2,215,000	2,324,000	2,499,000	2,710,000	1,581,000
	Radio	134,000	-	106,000	-	1,374,000
	General Capital	470,000	386,000	170,000	170,000	170,000
	Renovations	50,000	231,000	50,000	118,000	50,000
	Total Expenditures	2,869,000	2,941,000	2,825,000	2,998,000	3,175,000
PROJECT CLOSURES / BUDGET ADJUSTMENTS:						
	Equip. & Technology	-	-	-	-	-
	Radio					
	General Capital					
	Renovations	-	-	-	-	-
	Total Adjustments	-	-	-	-	-
FORECASTED CLOSING BALANCE:						
	Equip. & Technology	-404,664	39,236	213,436	579,036	1,010,336
	Radio	-27,848	-27,848	-48	-78,248	-48
	General Capital	299,590	-8,410	-8,410	-8,410	-8,410
	Renovations	-138,417	-117	-43,917	-117	-1,417
	Total Closing Balance	\$ (271,339)	\$ 2,861	\$ 161,061	\$ 492,261	\$ 1,000,461

2021 TCU Place Budget

SASKATOON'S
ARTS & CONVENTION
CENTRE

November 6, 2020

Budget Committee
Office of the City Clerk
City Hall
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

Re: 2021 Operating & Capital Budgets – TCU Place (Centennial Auditorium & Convention Centre Corporation)

Enclosed please find TCU Place's 2020 Operating and Capital Budgets. These were approved by the TCU Place Board of Directors during its regular business meeting on October 29, 2020.

Recommendations are that the Budget Committee refer to City Council that:

1. The 2021 Operating Budget and Operating Grant be approved;
2. The 2021 Capital Budget be approved.

Please feel free to contact me if there are any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Knihnitski", with a stylized flourish at the end.

Chris Knihnitski
Director of Finance
TCU Place



TCU Place

Statement of Operations

Budget 2021

	2021 Budget
REVENUE	
Theatre event sales	675,676
Convention centre event sales	2,337,270
Box office charges	231,363
Sponsorship	260,700
Interest income	227,623
Other operating revenue	791,700
City of Saskatoon funding	500,000
Total revenue	5,024,331
EXPENDITURES	
Theatre direct event costs	425,676
Convention centre direct event costs	1,472,480
Other direct	811,359
Facility	1,950,209
Selling, general, & administration	1,304,903
Amortization	491,252
City of Saskatoon loan payment	725,270
Total expenditures	7,181,149
Excess of revenues over expenditures before transfers	(2,156,819)
TRANSFERS TO (FROM) RESERVES	
Capital expansion reserve	-
Equipment replacement reserve	460,648
Stabilization reserve	(2,285,350)
Interest on reserves	159,136
Amortization of tangible capital assets	(491,252)
Total transfers to reserves	(2,156,819)
Net budget	\$ -



TCU Place

Statement of Operations - Schedule 1

Budget 2021

	2021 Budget
OTHER OPERATING REVENUE	
Food & beverage service charges	\$ 207,550
ATM commissions	6,600
Corporate box revenue	58,000
Digital signage commission	20,400
Catering commission	-
Tim Horton's commission	-
Overhead revenue	499,150
Total other operating revenue	\$ 791,700
OTHER DIRECT EXPENDITURES	
Salaries & benefits	\$ 614,202
Ticketing system	36,570
Supplies	20,216
Bad debt expense	3,000
Credit card charges	2,500
Advertising & promotion	71,679
Telephone	22,068
Inventory shrinkage (recovery)	-
Equipment maintenance	9,020
Miscellaneous	32,104
Total other direct expenditures	\$ 811,359
FACILITY EXPENDITURES	
Salaries and benefits	\$ 734,507
Utilities	738,677
Maintenance	299,187
Insurance	110,954
Service contracts	66,885
Total facility expenditures	\$ 1,950,209



TCU Place

Statement of Operations - Schedule 1

Budget 2021

	2021 Budget
SELLING, GENERAL, & ADMINISTRATION	
Salaries & benefits	\$ 1,099,819
Travel expense	12,150
Training and staff morale	43,695
Office supplies and equipment	30,200
IT consultant and support	36,470
Printing & postage	6,260
Professional fees	26,500
Memberships, subscriptions & licences	12,148
Board of Directors	2,780
Strategic Initiatives	16,500
Bank charges and interest expense	18,380
Total selling, general, & administration	\$ 1,304,903



TCU Place

Statement of Operations - Schedule 1

Budget 2020

	2021 Budget
Segmented Contribution Figures	
Event Contribution	
Theatre Revenue	675,676
Theatre Expense	425,676
Theatre Contribution	250,000
Budgeted margin	37.00%
Convention Revenue	2,337,270
Convention Expense	1,472,480
Convention Contribution	864,790
Budgeted margin	37.00%



TCU Place Capital Projects Budget 2021

Project	2021
ERR	
Carry-forward:	
Portable bars	60,000
Automatic parking lot gate	25,000
Dinnerware & Flatware	40,000
(17) Electronic signage, computers, monitors	21,546
Subtotal	146,546
New:	
Event planning software	141,750
(57) Yamaha DM2000 Sound Console - Salon Control (2006)	350,000
Front fill speakers	81,400
Regal Digital Signage - Projection Mapping, Menu screens, Sponsor screens	50,000
(76) Portable and permanent drapery and table linens, inventory (2006)	76,041
(82) Interior Signage (2006-2008)	15,000
Lobby and box office refurbishment	25,000
Subtotal	739,191
CER	
Subtotal	0
Total capital	885,737

2021 SaskTel Centre Budget

November 6, 2020

Budget Committee
Office of the City Clerk
City Hall
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

Re: 2021 Revised Operating & Capital Budgets – SaskTel Centre (Saskatchewan Place Association Inc.)

Enclosed please find SaskTel Centre's 2021 Revised Operating and Capital Budgets. These were approved by the SaskTel Centre Board of Directors on November 4, 2020.

Recommendations are that the Budget Committee refer to City Council that:

1. The 2021 Revised Operating Budget be approved;
2. The 2021 Revised Capital Budget be approved.

Please contact me if there are any questions or comments.

Sincerely,

A handwritten signature in black ink, appearing to read "T. James", with a stylized flourish at the end.

Trevor James, CPA, CA
Director of Finance & Ticketing
SaskTel Centre
tjames@sasktelcentre.com
(306) 975-3176

cc: Kari Smith, Director of Finance, City of Saskatoon

SaskTel Centre 2021 Revised Operating Budget

	2020 Budget	2021 Budget	Revised 2021 Budget
Operating Revenues			
Sales			
Event Sales/Admissions	3,550,546	3,621,557	1,921,202
Private Functions/Rentals/Non Theatre Sales	46,590	47,521	113,194
Box Office Revenue	5,357,969	5,465,128	3,185,682
Ticket Service Charge Revenue	2,198,431	2,242,400	1,188,329
Gift Shop Sales (if applicable)	-	-	-
Alcohol Sales	2,749,727	2,804,722	1,579,991
Other Sales Revenue	1,135,840	1,158,557	1,043,366
Total Sales	15,039,103	15,339,886	9,031,764
Other Income			
Sponsorship	1,205,000	1,229,100	513,634
Corporate Suite Rentals	2,222,352	2,266,799	842,642
Development/Fundraising Revenue	-	-	-
Interest Income	491,156	500,979	216,367
City of Saskatoon - Funding	-	-	-
Total Other Income	3,918,508	3,996,878	1,572,643
Total Operating Revenues	18,957,611	19,336,764	10,604,407
Expenditures			
Direct Expenses/Cost of Goods Sold	9,856,262	10,053,388	6,004,697
Plant Maintenance	352,722	359,777	230,100
Administration Expenses/Overhead	6,104,061	6,226,142	4,383,128
Box Office Expenses	515,895	526,213	254,281
Amortization Expense	1,044,307	1,065,193	1,049,300
Transfer to Reserve/Fund	-	-	-
Reimbursement to City of Saskatoon	339,218	346,003	300,000
Total Expenditures	18,212,465	18,576,715	12,221,507
Net Budget	745,146	760,049	(1,617,100)

SaskTel Centre
2021 Revised Operating Budget

Account	Budget 2020	Budget 2021	Revised Budget 2021
Revenue			
4000 Facility Rent	839,689	856,483	332,276
4100 Co promoted Event Revenues	4,310,972	4,397,191	2,404,026
4200 Self promoted Event Revenues	1,046,997	1,067,937	781,656
4250 Event Sponsorship	49,450	50,439	72,367
4260 Event Electrical	12,461	12,710	5,884
4270 Event Booth Rentals	51	52	11,324
4310 Corporate Suite Ticket Revenues	646,724	659,658	328,335
4320 Parking/Shuttle Revenues	66,631	67,963	32,247
4325 Event Ride Revenues	5,552	5,663	3,499
4400 Ticket Service Charge Revenue	2,198,431	2,242,400	1,188,329
4500 Concession	632,013	644,653	307,003
4520 Concession Revenue Offsite	-	-	80,849
4550 Catering Commission	59,295	60,481	30,413
4560 Corporate Suite Concession Sales	27,953	28,512	15,124
4600 Alcohol Sales	2,487,347	2,537,094	1,369,995
4620 Corporate Suite Alcohol Sales	261,514	266,745	132,383
4630 Alcohol Sales Offsite	867	884	77,613
4850 Ancillary Charges	71,639	73,072	16,181
4990 Recovery	846,081	863,003	535,044
5030 Lottery Income	49,714	50,708	31,292
5110 Merchandise Commission	243,293	248,159	119,363
	13,856,674	14,133,807	7,875,203
Cost of Sales			
6000 Print Advertising	18,578	18,949	10,737
6010 Advertising	110,986	113,206	68,981
6020 Television Advertising	45,761	46,677	23,244
6030 Other Advertising	27,392	27,940	20,030
6100 Artist Costs (Suites to Rush)	4,543,611	4,634,483	2,912,420
6180 Credit Cards	303,557	309,628	151,163
6190 Box Office Charge & TM Fees	297,153	303,096	147,343
6270 Event Production Costs	1,035,246	1,055,951	653,300
6400 Parking Attendants	180,586	184,197	96,571
6410 Ticket Takers	67,000	68,340	31,159
6420 Ushers	134,259	136,944	67,270
6425 Guest Services	12,898	13,156	6,222
6430 Security Services	295,839	301,756	166,891
6440 Pass Gate Attendant	49,312	50,298	20,969
6460 Merchandisers	69,982	71,382	38,284
6470 Suite Attendant	65,205	66,509	30,930
6475 Command Center	10,020	10,220	4,647
6480 Scorekeeper/Referee	62,000	63,240	25,959
6490 Medical	38,469	39,239	19,723
6600 Sponsor Ticket Cost	133,693	136,367	58,190
6610 Event Cleaning Costs	316,940	323,279	152,899
6630 Shuttle Service	31,463	32,093	15,044
6640 Merchandise COGS	-	-	5,932
6650 Food & Beverage Per Cap Rebate	254,032	259,113	188,599
6700 Alcohol Product Costs	755,352	770,459	459,822
6710 Alcohol Labour Costs	229,733	234,328	131,031
6730 Alcohol Management Costs	175,628	179,140	96,588
6750 Cost of Goods Corp. Suites	86,397	88,125	46,403
6770 Corp. Suite Management Fee	19,690	20,084	10,048
8380 Marketing Levy	485,479	495,189	344,299
	9,856,262	10,053,388	6,004,697
Gross Profit Events	4,000,411	4,080,420	1,870,506

SaskTel Centre
2021 Revised Operating Budget

Account	Budget 2020	Budget 2021	Revised Budget 2021
Other Income			
8000 Sponsorship Title & Sign	1,205,000	1,229,100	513,634
8090 Corporate Suite Rentals	2,222,352	2,266,799	842,642
8200 Ticket Distribution Fees (Options)	358,161	365,324	249,978
8210 Offsite Ticket Service Fees	12,436	12,685	5,792
8250 Gold Card Revenue	7,826	7,982	1,175
8260 Service Charge revenue - Other Venue	71,887	73,325	27,755
8400 Hourly Ice Rental	13,978	14,258	80,583
8410 Rental other eg Parking Lot	32,612	33,264	32,612
8420 ATM Revenue	119,256	121,641	20,324
8430 Interest Income	491,156	500,979	216,367
8440 Facility Fee	460,274	469,480	432,142
8450 Marketing Levy - W.C.	6,000	6,120	6,000
8960 Gain Loss on Disposal	-	-	-
8970 Canadian Digital Revenues	36,000	36,720	13,650
8980 Sundry Income	64,000	65,280	286,550
	<u>5,100,938</u>	<u>5,202,957</u>	<u>2,729,203</u>
Other Expenses			
8300 Box Office Staff Costs	421,689	430,123	216,285
8310 Remote Service Charge Expense	1,500	1,530	-
8320 Box Office Shortages Overages	-	-	-
8330 Box Office Communication Costs	44,000	44,880	22,000
8340 Credit Card - Other Venue	16,174	16,497	5,308
8350 TM Costs - Other Venue	28,532	29,103	10,688
8360 Box Office Charge & TM Fees Event non specific	4,000	4,080	-
	<u>515,895</u>	<u>526,213</u>	<u>254,281</u>

SaskTel Centre
2021 Revised Operating Budget

Account	Budget 2020	Budget 2021	Revised Budget 2021
Overhead Expenses			
9000 Advertising	68,880	70,258	21,700
9010 Staff and Board Functions	32,400	33,048	2,000
9020 Business Dev - Sponsor Signage	42,200	43,044	15,000
9021 Business Dev - Printing	10,081	10,282	3,000
9022 Business Dev - Media Campaign/Ad Agency	61,000	62,220	30,000
9023 Business Dev - Sponsor Fulfillment, VIP, Gifts	80,200	81,804	29,700
9024 Business Dev - Promotional Items	8,400	8,568	3,000
9025 Business Dev - Community Support	32,800	33,456	-
9100 Benefits	478,013	487,573	374,310
9110 Parking/Traffic/Lot Lease	153,200	156,264	129,000
9120 Partime Set Up\Take Down Event Attendants	344,109	350,991	127,743
9130 Staff Training & Uniforms	114,375	116,663	16,000
9140 Wages - Overhead	1,685,713	1,719,427	1,644,031
9150 Wages - Operations	715,144	729,447	526,915
9200 Bank charges	56,799	57,935	22,002
9210 Communications	135,610	138,322	54,374
9215 Foreign Exchange Gain/Loss	-	-	-
9220 Courier/Delivery	18,000	18,360	6,825
9230 Insurance	121,488	123,918	130,794
9250 Memberships \Licenses	53,967	55,046	54,911
9260 Non-Event Specific Supplies	10,000	10,200	3,792
9270 Office Expenses	43,000	43,860	26,782
9280 Professional Fees	280,483	286,093	52,817
9290 Travel	108,100	110,262	25,000
9350 Building Maintenance: Suite Related	45,000	45,900	5,000
9351 Building Maintenance: Hockey Related	11,484	11,714	5,000
9352 Building Maintenance: HVAC	60,000	61,200	20,000
9353 Building Maintenance: Plumbing	20,000	20,400	20,000
9354 Building Maintenance: House Elec & Lighting	120,001	122,401	120,000
9355 Building Maintenance: Ice Plant Maint	30,000	30,600	13,000
9356 Building Maintenance: Various	66,237	67,562	47,100
9360 Cleaning Supplies	40,000	40,800	15,000
9370 Computer Services	190,748	194,563	208,069
9380 Equipment Maint: Various Equip	24,959	25,458	10,000
9381 Equipment Maint: Video/Sound Equip	31,600	32,232	15,000
9382 Equipment Maint: Radio Repair and Small Item	10,000	10,200	3,000
9383 Equipment Maint: Fuel	14,400	14,688	7,000
9384 Equipment Maint: Forklift, Zamboni, Bobcat, Scrubber	28,245	28,810	20,000
9385 Equipment Maint: Concession/Bar Equip	35,221	35,925	10,000
9390 Equipment Purchases: Computer/Office	16,600	16,932	6,000
9391 Equipment Purchases: Concession/Bar/suites	28,600	29,172	8,000
9392 Equipment Purchases: Event Equipment	14,000	14,280	3,000
9393 Equipment Purchases: Operations Equipment	20,000	20,400	8,000
9430 Garbage Collection/Recycling	50,100	51,102	12,500
9440 Grounds Maintenance	29,800	30,396	17,050
9460 Ice Making Supplies	12,000	12,240	4,500
9480 In House Cleaning	86,259	87,984	46,367
9510 Signage - Non-event/Wayfinding	22,000	22,440	17,500
9520 Snow Removal	86,000	87,720	25,000
9530 Washroom Supplies	30,923	31,541	10,000
9600 Utilities Electrical	450,078	459,080	400,000
9610 Utilities Gas	68,874	70,251	87,447
9630 Utilities Water	159,692	162,886	130,000
9650 Depreciation Expense C.O.S. Thresholds	606,650	618,782	612,676
9655 Depreciation Expense CUC Thresholds	437,657	446,410	436,624
9660 CBCM Reserves Allocation	339,218	346,003	300,000
9690 Extraordinary Expense	-	-	20,000
	7,840,308	7,997,114	5,962,528
Net earnings (loss)	745,146	760,049	- 1,617,100

SaskTel Centre 2021 Revised Capital Budget

	Originally Approved	Revised	Potential Additions
2021 Capital Enhancement Budget			
Event Equipment	150,000	-	200,000
Computer & Communications Systems	150,000	-	-
Audio/Visual Enhancements	150,000	-	180,000
Building & Parking Lot Improvements	-	-	40,000
Security Equipment	50,000	-	-
Electrical Equipment	50,000	-	-
Lighting Equipment	50,000	-	-
Concession Enhancements	50,000	-	-
	650,000	-	420,000
2021 Capital Equipment Budget			
Vehicles	100,000	48,000	-
Audio/Visual Equipment	100,000	-	65,000
Operations Equipment	50,000	-	-
Computers & Computer Equipment	50,000	66,000	-
Communications Equipment	25,000	-	-
Cleaning Equipment	25,000	-	10,000
	350,000	114,000	75,000
Total	1,000,000	114,000	495,000

Please note the first column represents capital additions/projects that were approved by our Board of Directors and City Council last year as part of the 2020 & 2021 Budget Cycle. Due to the circumstances surrounding the pandemic, to be prudent we have revised our 2021 capital budget and significantly reduced planned expenditures which is represented in the second column. The third column represents capital projects we will only proceed with once we return to an acceptable level of business activity and only with approval from our Board of Directors.

rRemai mModern

Ph +1 306 975-7610
remaimodern.org

P.O. Box 569 Saskatoon SK
S7K 3L6 Canada

Date: November 18, 2019

Budget Committee
Office of the City Clerk
City Hall
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

Re: 2021 Operating & Capital Budgets – Rемаi Modern (Art Gallery of Saskatchewan)

Enclosed please find Rемаi Modern's 2021 Operating and Capital Budgets. These were approved by the Rемаi Modern Board of Directors during it regular business meeting on November 17, 2019.

Recommendations are that the Budget Committee refer to City Council that:

1. The 2021 Operating Budget and Operating Grant be approved; and
2. The 2021 Capital Budget be approved.

Please feel free to contact me if there are any questions or comments.

Sincerely,



Nasha Spence, CPA, CMA
Director of Finance and Operations
Remai Modern

Cc: Kari Smith, Director of Finance, City of Saskatoon

rRemai mModern

Remai Modern Operating Budget 2020/ 2021

	2020 Approved Budget in 2019	2020 Adjusted Budget Post- Covid	2021 Budget Presented in 2019	2021 Approved Budget - AGS
REVENUE				
Admissions	355,000	105,000	355,000	214,000
Memberships	345,000	95,000	345,000	275,000
Fundraising	1,470,000	605,500	1,470,000	1,013,000
Grants & Restricted Funds	1,877,250	1,322,750	1,901,000	1,900,500
Programs	149,100	11,000	133,800	93,800
Special Events	285,000	237,000	285,000	285,000
Art & Design Store	400,000	207,000	400,000	300,000
O&B	250,000	40,000	265,000	213,500
City of Saskatoon Operating Subsidy	4,200,000	4,200,000	4,300,000	4,300,000
City of Saskatoon Building Support Grant	1,955,100	1,955,100	2,079,700	2,079,700
TOTAL REVENUE	11,286,450	8,778,350	11,534,500	10,674,500
EXPENSE				
Salary & Payroll	4,819,352	3,806,626	4,992,326	4,485,500
Exhibitions	1,312,000	808,650	1,015,500	1,015,500
Programs	502,500	269,450	432,500	432,500
Fundraising	182,275	317,600	182,275	106,575
Marketing & Guest Experience	550,000	233,000	550,000	496,000
Art & Design Store	281,500	126,500	293,500	293,500
Building & Asset Management	2,839,258	2,611,758	2,990,050	3,041,350
Administration	703,000	391,950	573,000	568,700
Boards/ Committees	95,100	231,300	95,100	76,100
TOTAL EXPENSE	11,284,985	8,796,834	11,124,251	10,515,725
Net Budget	1,465	(18,484)	410,249	158,775

rRemai mModern

	2020 Approved Budget in 2019	2020 Adjusted Budget Post- Covid	2021 Budget Presented in 2019	2021 Approved Budget - AGS
Cost of Capital				
Capital Investment	\$ -	\$ -	\$ 50,000	\$ -
CBCM Reserve Contribution	509,000	509,000	609,000	609,000
Small Equipment	50,000	77,000	50,000	170,000
Furniture & Fixtures	90,000	45,000	60,000	40,000
Repairs & Maintenance	58,500	14,000	58,500	59,800
Total Cost of Capital	<u>\$ 707,500</u>	<u>\$ 645,000</u>	<u>\$ 827,500</u>	<u>\$ 878,800</u>

ART COLLECTION SUMMARY

Books	\$ 8,920
Drawings	785,507
Mixed Media, Textiles & Installations	2,012,606
Multimedia, Audio & Video	1,024,874
Painting	17,327,434
Photography	3,407,297
Prints	22,720,867
Sculptures	4,410,340
	<u>\$ 51,697,845</u>