

THE ROADS AHEAD



2014 Approved Operating and Capital Budget

Approved by City Council December 4, 2013

City of Saskatoon

2014 APPROVED CORPORATE BUSINESS PLAN

AND OPERATING AND CAPITAL BUDGETS

Approved by City Council,
DECEMBER 4, 2013

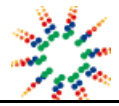
This document contains the details for the 2014 Approved Corporate Business Plan and Operating and Capital Budgets.

This document is accompanied by the following companion documents:

- Executive Summary of the 2014 Business Plan and Budget
- 2014 Approved Capital Projects Details

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DETAILED BUDGET DOCUMENT

This is the second of three budget documents.

The first is the 2014 Business Plan and Budget Document.

The second document (which is this one) includes the detailed plans and budgets of the Business and Service Lines.

The third document is the details for each Capital Project.



The 2014 Business and Budget Planning Process

The 2014 Corporate Business Plan and Budget is aligned to the City's 2013-2023 Strategic Plan, and forms the path the City of Saskatoon will take over the next year to focus on the major issues and challenges facing the City, while continuing to provide the services and programs citizens want.

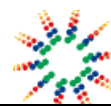
The business plan outlines the achievements, key challenges, and major initiatives planned within its business lines which include the following:

- Community Support
- Corporate Asset Management
- Corporate Governance and Finance
- Fire and Protective Services
- Land Development
- Policing
- Recreation and Culture
- Taxation and General Revenues
- Transportation
- Urban Planning and Development
- Utilities

**Does not include Saskatoon Public Library*

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

The business planning and budgeting process is transparent, and provides City Council and citizens with more information about where City funds are used. It allows for accountability in delivering services to citizens in effective and efficient ways, while maintaining a focus on long-term sustainability. It also provides for regular, ongoing and thorough examinations of City services to ensure they are relevant to our citizens' needs and priorities.



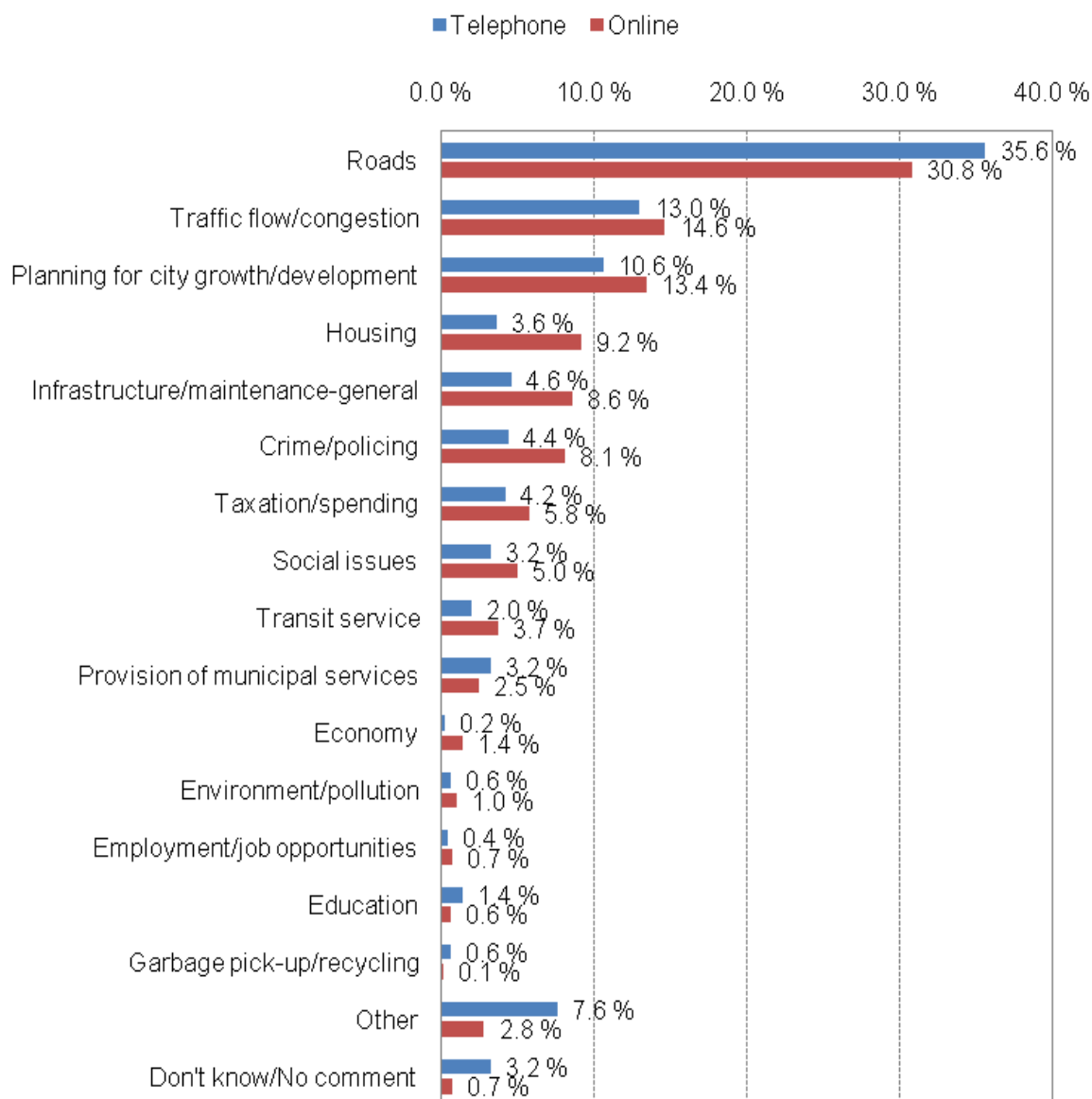
THE 2014 CAPITAL AND OPERATING BUDGETS SUMMARY

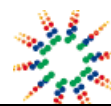
The City of Saskatoon's 2014 Budget includes a combined capital and operating investment of approximately \$793.0 million (2013 \$812.3 million), comprised of \$381.1 million for capital projects, and \$411.9 million going toward paying for the City of Saskatoon's operations. To help pay for its operating investments, the 2014 Budget includes a 3.14% municipal property tax increase to cover civic operations while additional dedicated property taxes of 4.29% for enhancements to road maintenance.

Listening To Citizens

Most Important Issues Facing Saskatoon

2013 Civic Services Survey





The results of the 2013 Civic Services Survey indicated that roads and traffic congestion were the top two issues facing residents as shown in the chart above. These concerns are not new and the City took steps starting with the 2013 budget to address these by adding a dedicated tax of 1.25% for paved road maintenance. As part of the City's Strategic Goal on Asset and Financial Sustainability, an Asset Management Plan continues to be developed using defined service levels to set targets and corresponding funding plans to achieve these targets.

City Council has set a Service Level "B" for roadway condition which identified a need to fund the gap that exists between the current and targeted service level. Service Level "B" means "Getting Better" – sufficient expenditures to increase asset condition / value and decrease backlog slowly over time. Once the backlog is eliminated the funding is sufficient to maintain the condition without a backlog.

The continued plan to fund this gap is included in the 2014 budget with a 2.92% dedicated property tax for roadway asset funding. This is comprised of \$2.83 million for the Neighbourhood Network Renewal Plan; \$1.55 million for the Primary Network Renewal Plan and another \$0.22 million for back lanes and boundary roads. The Neighbourhood Network Renewal plan is intended to cover streets and local roads and sidewalks in neighbourhoods while the Primary Network Renewal plan covers arterial roads and sidewalks.

Another 1.37% dedicated property tax for service level increases for pothole repairs, snow removal and street sweeping is also included. This includes \$0.605 million for an enhanced street sweeping program; \$0.55 million for a spring pothole blitz; \$0.5 million for a supplemented summer pothole patching program and \$0.5 million for a second city-wide snow clearing program. An additional city-wide snow clearing has already been included in the base budget for 2014.

Breakdown for Dedicated Property Tax Increase

Roadway Asset Funding Gap

Neighbourhood Network Renewal Program	\$2,830,000	
Primary Network Renewal Program	\$1,550,000	
Back Lanes and Boundary Roads	\$220,000	
	\$4,600,000	2.92%

Service Level Increases

Enhanced Street Sweeping Program	\$605,000	
Spring Pothole Blitz	\$550,000	
Supplemented Summer Pothole Patching	\$500,000	
Additional funds for City Wide Snow Clearing	\$500,000	
	\$2,155,000	1.37%

Dedicated Property Tax For Road Maintenance	\$6,755,000	4.29%
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The total of the dedicated taxes is 4.29%. Combined with the 3.14% municipal operating property tax increase, the total for the 2014 budget is 7.43%.

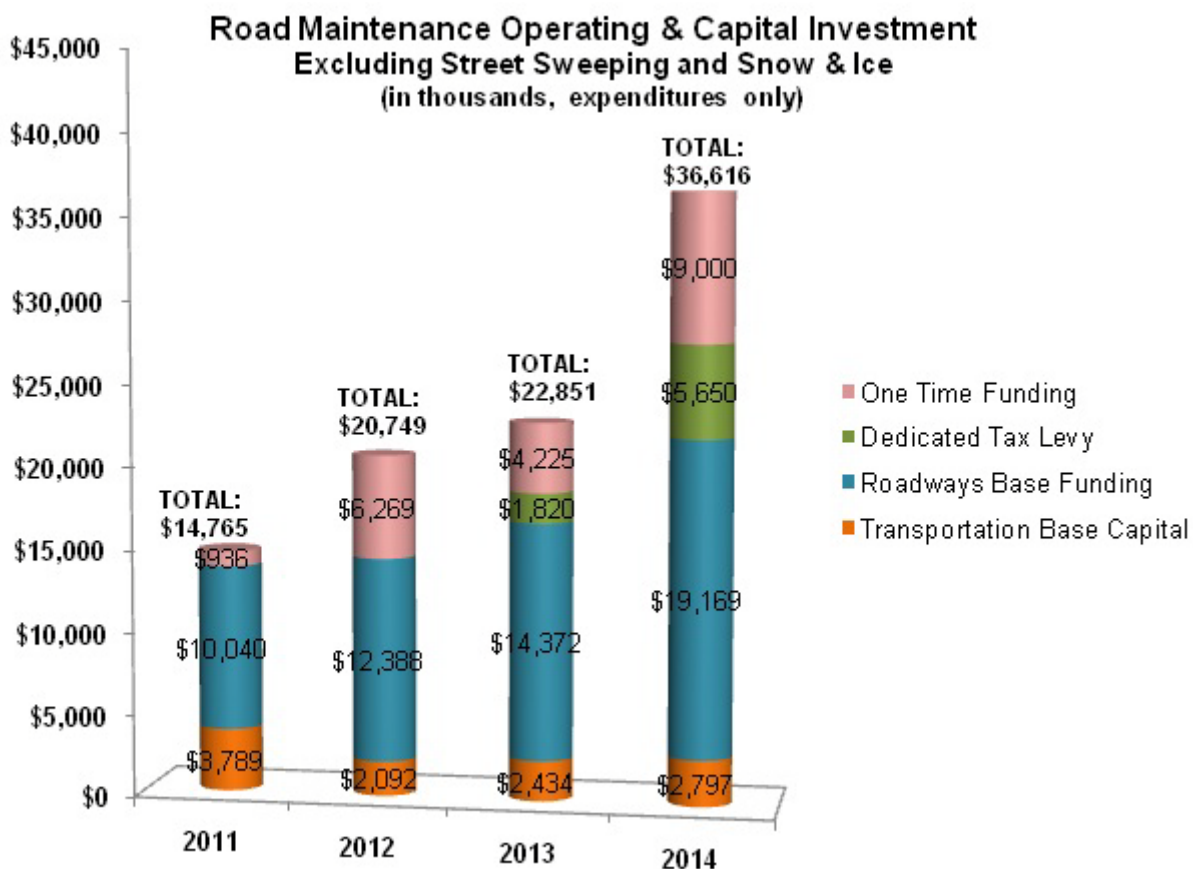
While there is sensitivity regarding increased taxes for tax payers, the Civic Services Survey indicated that 60% of the respondents supported the notion of paying an additional \$15 per month (\$180 per year) for accelerated repairs to roads. The survey also indicated support for additional snow removal. 60% indicated



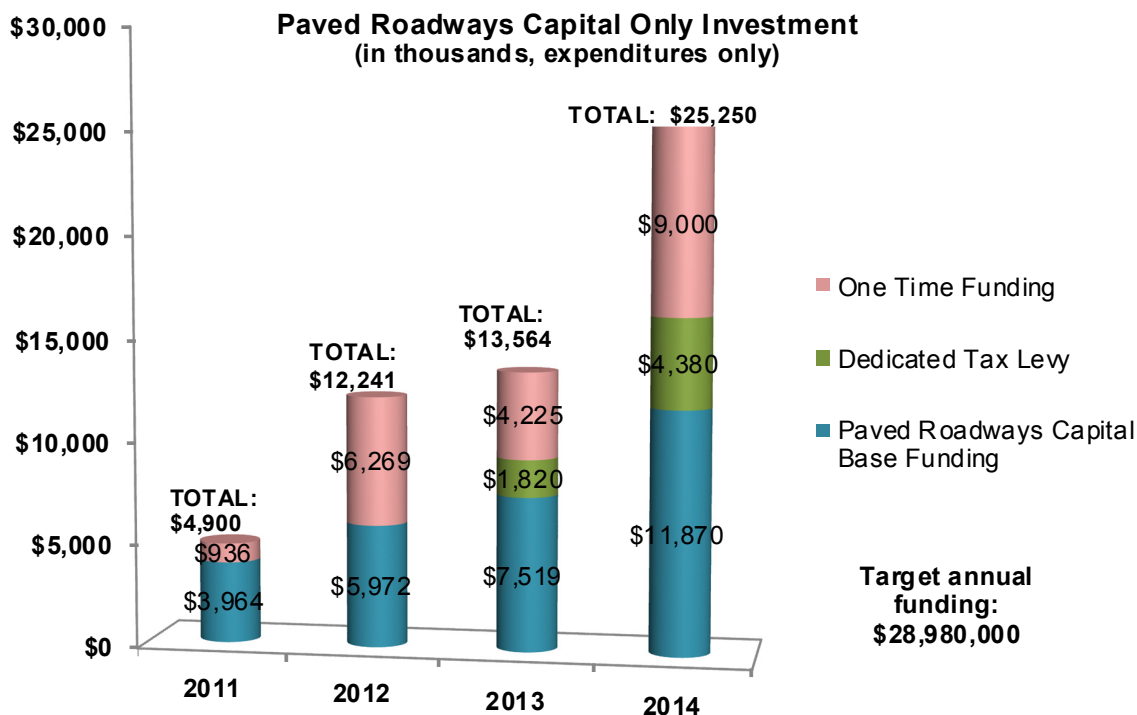
that they would be willing to pay \$7.50 per month or one additional snow removal and \$15 per month for two additional snow clearings.

Investment in the city's core infrastructure is a high priority for the 2014 budget. Addressing the condition of the roadway networks in the city through increases in planned funding to meet the expected service level targets can be seen in the following graph. Over the past four years base and total funding for Neighbourhood and Primary Network Renewal programs for the roadway assets has been steadily increasing as shown in the graph below. In 2014 \$36.6 million in total operating and capital investments will be dedicated to the maintenance of roads and sidewalks which is a \$13.7 million increase over 2013. (This does not include expenditures for street sweeping or snow removal.)

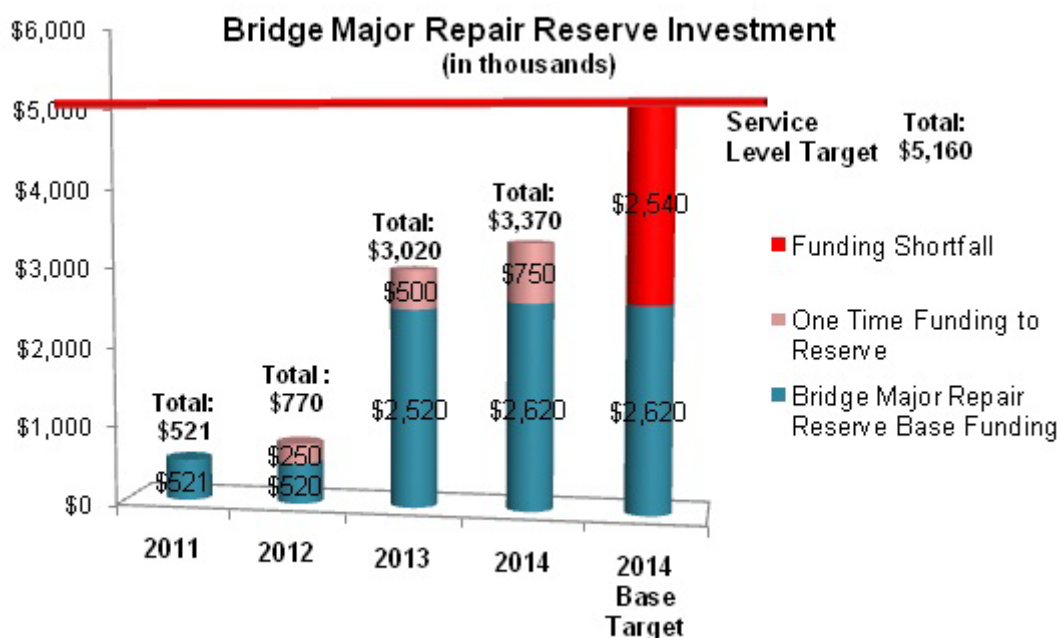
Details on property tax increases per average household can be found in the Property Tax section of this introduction.



The capital component of this investment (as shown in the following graph) is \$25.2 million in 2014, almost double of that in 2013. While a significant portion of this funding is considered one time funding (\$9 million) the total is closing the gap on the identified annual requirement of \$29 million to meet the desired service levels for road maintenance.

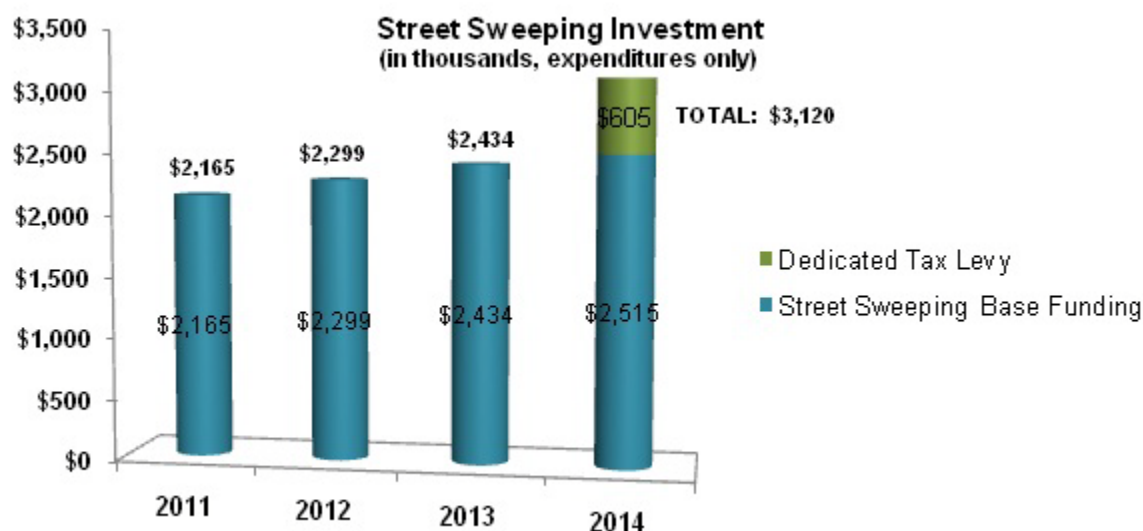
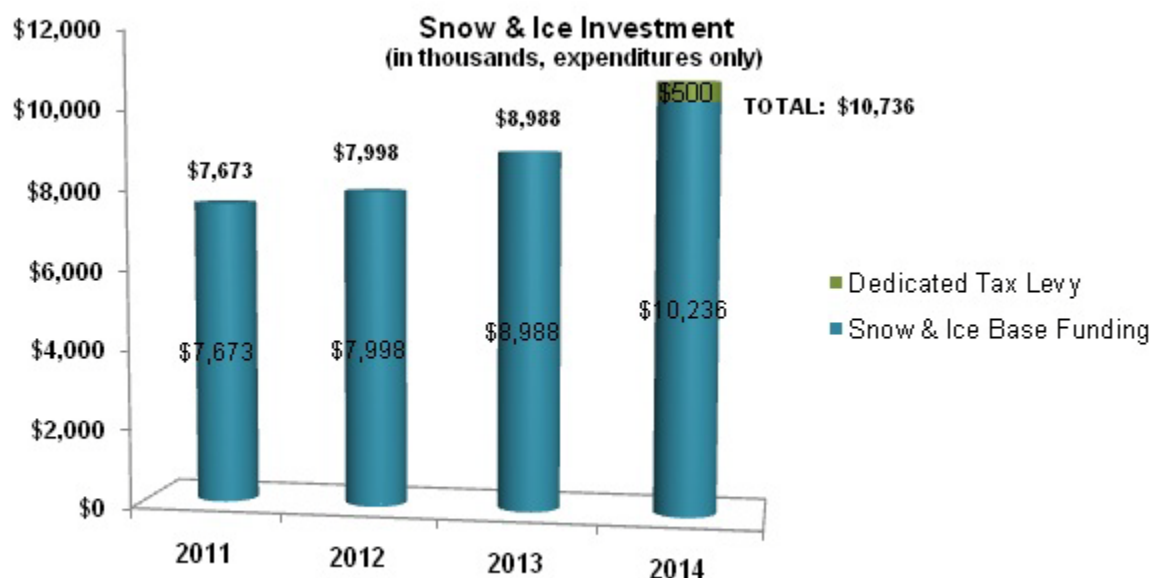


The investment in the Major Bridge Repair Reserve has increased to a total of \$3.370 million of which \$2.6 million is base funding and the remainder is one-time contributions to the reserve. However in terms of the base contribution it is only about half of the required level of \$5.16 million per year to maintain the City's bridges. Continued efforts will be made to close this gap.

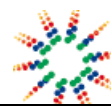




Other significant investments included in the 2014 budget are for snow removal and street sweeping. Included for Snow and Ice Management are two additional city-wide snow clearings, one of which is included in the base budget while the other is part of the additional dedicated tax for service level enhancements. This brings the total investment in snow clearing to \$10.7 million.



Additional funds have been added to the street sweeping program. \$0.6 million of this increase comes as part of the dedicated property tax for service level enhancements with a small increase in the base budget. This service level increase will provide a spring sweeping blitz program, a compressed residential sweeping program and an additional summer sweeping program.



Property Tax

While the City of Saskatoon tries to minimize property tax increases, the reality is that it derives its revenues from very few sources. As shown in the chart below, approximately 43% of the City of Saskatoon's 2014 operating revenues come from property taxation.

To help pay for the City's operations, the 2014 Operating Budget includes a municipal property tax increase of 3.14%. This increase will generate an additional \$4.9 million for the City of Saskatoon. (This excludes the dedicated taxes for roads, snow and ice management and street sweeping).

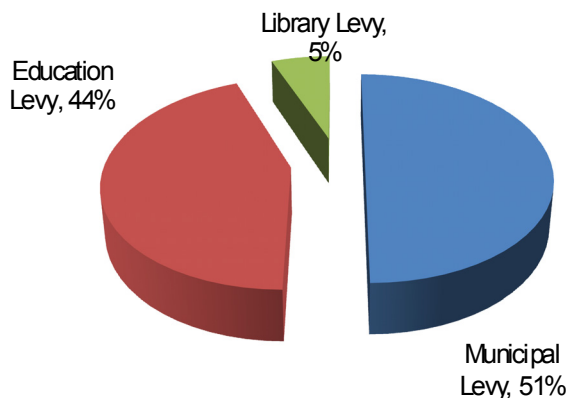
The dedicated road tax of 2.92% or \$4.6 million and the dedicated property taxes for service level enhancements for Snow and Ice Management as well as Street Sweeping is another 1.37% or \$2.155 million.

The property tax increase means that a homeowner who owns a single-family detached home with an average market value assessment of \$325,000 will see their municipal property taxes increase by the approximate amounts categorized in the following table.

Municipal Tax Increase Per Average Household \$325,000 FMV	Municipal Operating Taxes 2.97%	Dedicated Road Tax 2.92%	Dedicated Service Enhancement 1.37%	Total 7.26%
Estimated Total Increase	\$43	\$42	\$20	\$105
Approximate \$ Per Month	\$4	\$3	\$2	\$9

The following chart below shows how your property tax dollars were distributed in 2014. The chart reveals that about half of all property taxes collected go to the City of Saskatoon for the delivery of key services like municipal policing, fire protection, and public transit.

The Distribution of Your Property Tax Dollars (2014)



*



In Saskatoon, property taxes are determined by applying the following formula to each taxable property in the city:

$$\frac{\text{Taxable assessment}}{\$1000} \times \text{Mill Rate} \times \text{Mill Rate Factor} = \text{City of Saskatoon Tax}$$

The taxable assessment for an individual property is determined in accordance with provincial legislation. In Saskatchewan, property assessments are updated every four years. Saskatoon's last property reassessment was completed in 2013 which is based on a property's market value as of January 1, 2011. The next revaluation is expected to take place in 2017. The City of Saskatoon continues to lobby the Provincial government to reduce this cycle.

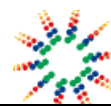
The City uses mass appraisal valuation approaches when conducting residential assessments. With this approach, property values are a reflection of their market value, the most probable sale price of a property, on a given date. Statistical models (mathematical formulas created through an analysis of sales and property characteristics) are the most economical way to determine property values. Differences in values are based on property characteristics. Using these models ensures equity as similar properties will have a similar assessment value. For residential assessments, some of the factors used to determine value include the location (neighbourhood) of the property, traffic patterns around the property, views, and the property structure. Adjustments are made for factors including size, age, style, garage, etc. Factors that do not directly influence an assessment include the plumbing details, whether or not the property has a deck, landscaping, a back lane, or if the property is affected by broad based influences such as aircraft noise.

Non-residential assessments are calculated by using any of the three currently accepted approaches to value in conjunction with mass-appraisal processes. The most commonly used approach in the City of Saskatoon is the property income (rental) approach.

The other variables in the formula *Taxable Assessment x Mill Rate x Mill Rate Factor* are Mill Rate and Mill Rate Factors.

A uniform mill rate is set after the budget has been approved to allocate the property tax levy to each taxing authority by dividing the tax required by the total taxable assessment in Saskatoon, per \$1000 of taxable assessment.

Mill rate factors are used to determine the proportion of tax revenue that each property class will pay. There are three main property classes: residential/condominium, multi-residential, and commercial/industrial.



MILL RATES

Uniform Mill Rate

The Municipal and Library taxing authorities have established their uniform mill rates to reflect the requirement to finance operations while the two School Boards have their mill rates set by the Province as announced in the Provincial Budget.

The 2014 Uniform Mill rates, identified in the following table, reflect all of these requirements by taxing authority over the past five years:

Uniform Mill Rate					
Taxing Authority	2010	2011	2012	2013	2014
				(note 1)	
Municipal	11.09	11.57	12.05	6.7894	7.2566
Library	1.25	1.30	1.30	0.7248	0.7353
Total	12.34	12.87	13.38	7.5142	7.9919

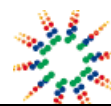
Note 1: 2009 and 2013 were reassessment years for all properties in Saskatchewan. In 2009 all property values were updated to reflect fair market values as at June 30, 2006 while in 2013 property values were updated to reflect fair market values as at June 30, 2010. Due to this update in property values, the tax levy is not comparable to previous years' levies.

The Provincial Government set province-wide mill rates by class for education. The 2014 education mill rates are as follows:

2014 Education Mill Rates	
Residential, Condominium, Multi-residential	5.03
Agricultural	2.67
Commercial	8.28

Mill Rate Factors

Mill Rate Factors serve to redistribute uniform mill rate revenues between property classes. As such, the establishment of mill rate factors on an annual basis is not dependent upon establishing the uniform mill rate (which raises revenue for each taxing authority), but is based on various tax policies set by City Council. Two items impact the 2014 factors. First, City Council approved a 10-year tax shift in 2001. At the end of 10 years, Council determined that it wanted all three residential property classes to have the same effective tax rate, and that commercial and industrial properties be taxed at 1.75 times the residential rate. This 10 year shift was complete in 2010. The 2014 Mill Rate Factors reflect the maintenance of this shift of the municipal portion of the taxes. The Provincial Government announced during its 2009 Budget the establishment of prescribed mill rates for school boards across the province. This restricted the City's ability to shift the



School Boards' share of taxes to meet the City's tax policy. As a result, the municipal and library taxes were shifted in accordance with the policy while the school board taxes were levied as prescribed without the ability to shift that portion of the tax bill.

Secondly, the 2014 tax roll experienced growth, but not evenly through the property classes. The Mill Rate Factors have been adjusted to ensure that uniform mill rate revenue distribution remains neutral.

Mill Rate Factors

Property Class	2010	2011	2012	2013	2014
Residential	0.9456	0.9421	0.9411	0.9411	0.9448
Condominiums	0.9456	0.9421	0.9411	0.9411	0.9448
Multi-unit Residential	0.9623	0.9578	0.9411	0.9411	0.9448
Commercial	1.1612	1.1730	1.1811	1.1765	1.1684
Privately-owned light aircraft	0.6619	0.6595	0.6586	0.6588	0.6613

Hangar

Effective Tax Rates

Effective Tax Rates are a way of expressing taxes as a percentage of the fair value of property. The 2014 uniform mill rate and mill rate factors result in the following effective tax rates.

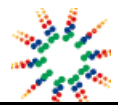
Effective Tax Rates

Property Class	2010	2011	2012	2013*	2014	2014 Taxes per \$325,000 of Fair Value Assessment
Residential	1.52	1.515	1.547	0.847	0.881	\$2,862
Condominiums	1.52	1.515	1.547	0.847	0.881	\$2,862
Multi-Unit Residential	1.53	1.528	1.547	0.847	0.881	\$2,862
Commercial	2.66	2.740	2.810	1.712	1.583	\$5,726

**Note: 2009 and 2013 were reassessment years for all properties in Saskatchewan. All property values were updated in 2009 to reflect fair market values as at June 30, 2006 and in 2013 to reflect fair market values as at June 30, 2010. Due to this update in property values, the tax levy is not comparable to previous years' levies in those years.*

Until 2013, commercial rate applies to all commercial/industrial property with fair values up to and including \$499,999 that are to be taxed completely using the first tier Commercial education mill rate.

In preparing the 2014 Corporate Business Plan and Budget, many inputs were considered by the Administration when allocating the resources to specific program, services and projects. Major trends and issues were examined to form the framework of the Plan and Budget, resulting in a greater focus on meeting the outcomes identified in the business plan and operating budgets. These trends and issues are identified in a subsequent section of this document.

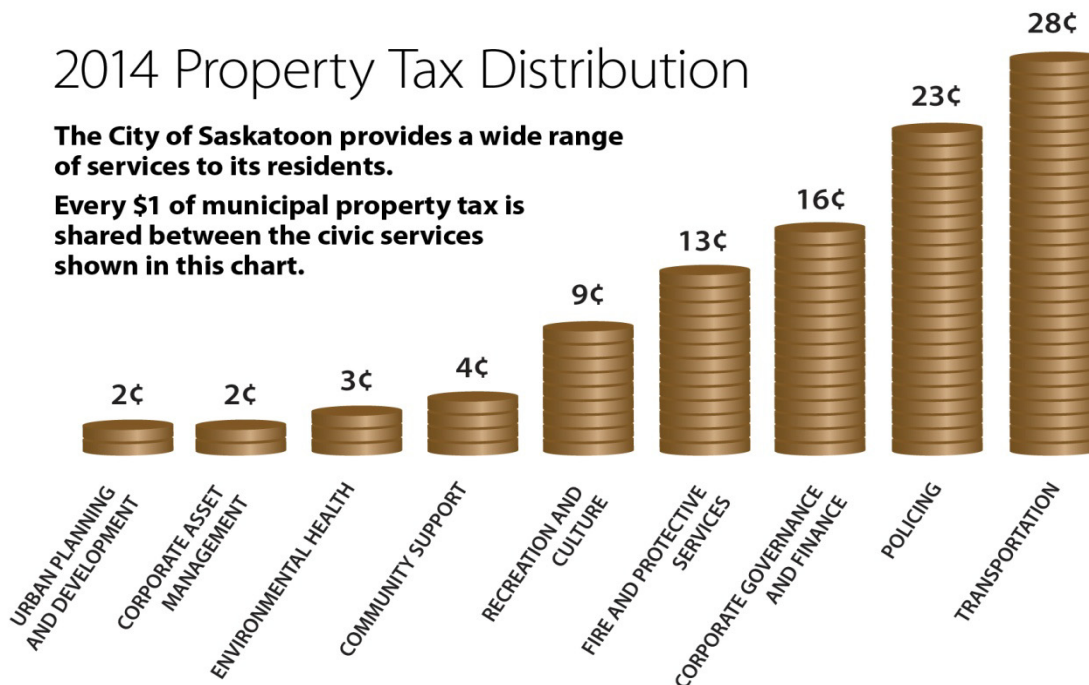


The following graphs shows how every \$1 of municipal property tax collected by the City of Saskatoon is shared between the various services the City provides through our Business Lines.

2014 Property Tax Distribution

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

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





THE 2014 OPERATING BUDGET

The City of Saskatoon's 2014 Operating Budget has total expenditures of approximately \$411.9 million. As required by provincial legislation, the City of Saskatoon must balance its operating revenues with its operating expenditures. Consequently, the City is prohibited from approving a budgetary deficit or surplus in any given year. Although a surplus or a deficit may arise at year-end, the operating budget must be balanced.

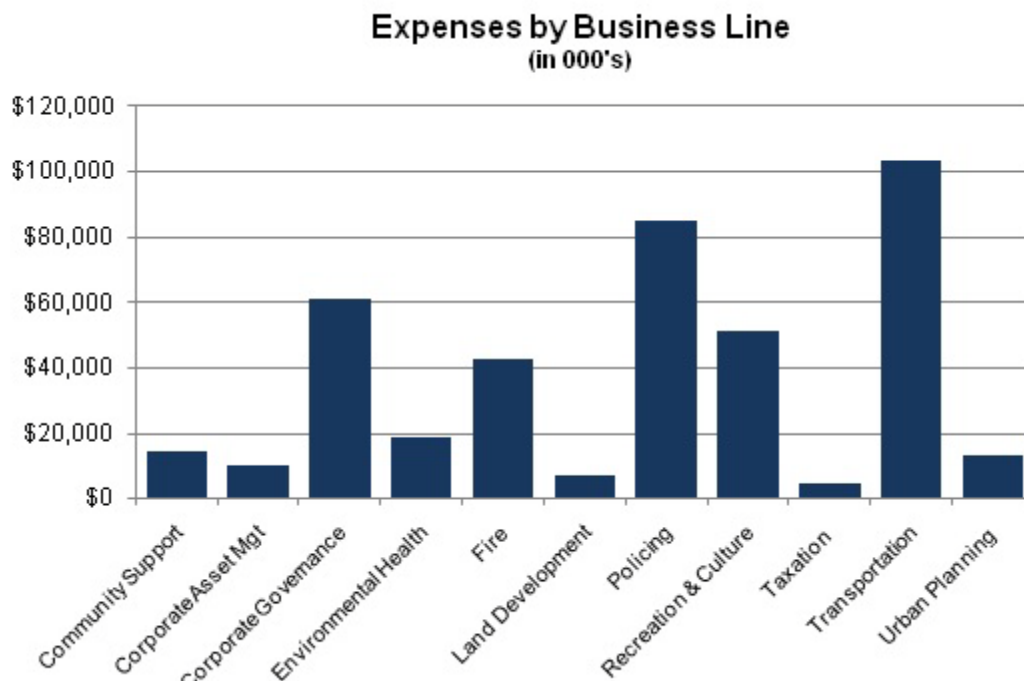
The City has developed a Municipal Price Index (MPI) using the City's "basket of goods" such as fuel, asphalt, electricity, facility/equipment repairs and maintenance costs. The MPI is a better estimate for the City instead of the Consumer Price Index (CPI) because the CPI is a measure of inflation for average households and measures items such as rent, food, household expenses and education. Other cities in Canada have also begun calculating this MPI to help understand the rising cost of municipal purchases and also to assist in the forecast of future expenditures.

In the preparation of the 2014 Operating Budget, expenditure and mill rate limits were set to guide departments. These limits were set in response to the Chamber of Commerce and the Canadian Federation of Independent Business (CFIB) encouraging municipal governments to keep expenditures in check with inflation. As noted in a letter tabled by the CFIB with Saskatoon City Council during the 2012 budget review, it urged the City of Saskatoon to "limit year-over-year spending growth to a maximum of inflation plus population growth".

For the past two years, the City of Saskatoon has taken this request seriously. The 2014 budget was prepared with a mill rate target at an equivalent of the MPI, which was calculated at 3.15% while expenditures were targeted at 5.20% (MPI 3.15% plus growth of 2.05%). The 2014 mill rate target of 3.15% or less was achieved with a property tax increase of 3.14%.

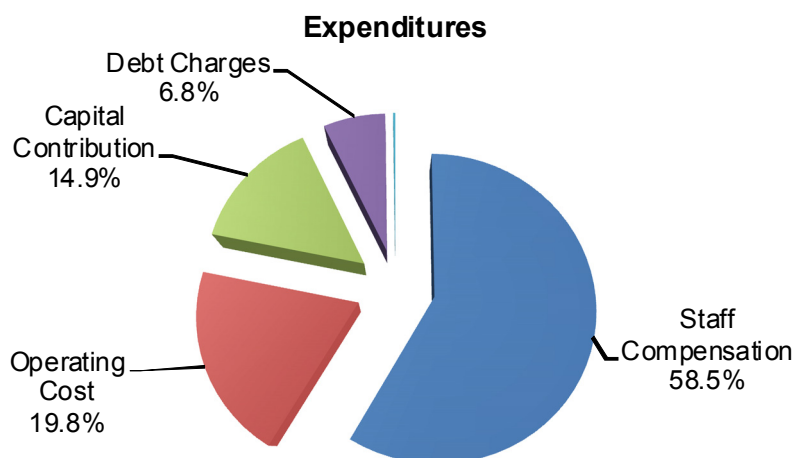
The expenditure target of MPI (3.15%) plus growth (2.05%) of 5.20% was also met and in fact the expenditure increase over 2013 included in this budget is 4.7%, which is well below the target.

The following graph shows the distribution of expenditures by Business Line. The largest portion is the Transportation Business Line with 25% of the total budget being allocated while Policing is next at 21%.

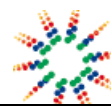


The pie chart below shows the major expense categories within the 2014 Operating Budget. These figures do not include the additional dedicated property taxes for road maintenance and other service level adjustments. These special taxes are being considered by City Council to address citizen concerns.

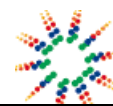
The majority of expenditures or 58.5% are for staff salaries and payroll costs while other operating expenditures are 19.8% of the total budget. \$60.7 million or 14.9% of the total operating budget is allocated to capital reserves to fund the capital program. Debt servicing costs (principal and interest) are \$28 million or 6.8% of the budget.



The following table illustrates the details of the drivers behind the 2014 property tax for police, fire and the remaining civic services.



Civic Services				
	Expenditures	Revenues	Mill Rate Increase	Percent Increase
Civic Operations:				
Cost of services + Growth + Service Level Adj	9,126,800	(11,489,900)	(2,363,100)	-1.50%
Capital Contributions				
General Capital Levies	292,200	89,600	381,800	
Bridge Reserve (one time & incremental funding)	850,000		850,000	
Road Maintenance Reserve	450,000		450,000	
Allocation for Sidewalks	80,000		80,000	
Civic Radio Replacement Reserve	60,000		60,000	
Infrastructure Surface Reserve - Back Lanes	300,000	(300,000)	0	
Civic Facilities Financing Plan	350,000		350,000	
Traffic Noise Attenuation	471,000		471,000	
Total Capital Contributions	2,853,200	(210,400)	2,642,800	1.68%
Civic Mill Rate (excluding Fire & Protective Services)	11,980,000	(11,700,300)	279,700	0.18%
Fire & Protective Services				
Cost of services + Growth + Service Level Adj	828,100	(404,600)	423,500	
Total Fire Operating	828,100	(404,600)	423,500	0.26%
Fire Capital Contributions				
Policy-driven reserve contributions	58,300		58,300	
Total Fire Capital Contributions	58,300	0	58,300	0.04%
Total Fire Mill Rate Increase	886,400	(404,600)	481,800	0.30%
Total Civic Services mill rate increase	12,866,400	(12,104,900)	761,500	0.48%
Saskatoon Police Service				
	Expenditures	Revenues	Mill Rate Increase	Percent Increase
Same Services:				
Cost of services + Growth + Service Level Adj	4,444,200	(1,291,800)	3,152,400	
Total Police Operating	4,444,200	(1,291,800)	3,152,400	2.00%
Police Capital Contributions:				
Policy-driven reserve contributions			0	
Police Headquarters funding plan & other capital	1,028,200		1,028,200	
Total Police Capital Contributions	1,028,200	0	1,028,200	0.65%
Total Police Mill Rate Increase	5,472,400	(1,291,800)	4,180,600	2.66%
Total Municipal Tax Increases	18,338,800	(13,396,700)	4,942,100	3.14%
Dedicated Property Tax Increases	6,755,000	0	6,755,000	4.29%
Grand Total	25,093,800	(13,396,700)	11,697,100	7.43%



A number of key items were included in the 2014 operating budget, many of which are strategic phase-ins related to financing plans for future requirements. Also some immediate adjustments to service levels related to sidewalk repairs and snow removal have been incorporated.

Included in the budget are the following items totaling over \$3.2 million:

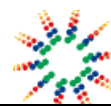
- \$350,000 – Incremental Phase-in for Civic Facilities Funding Plan
- \$850,000 – Increment Phase-in for Police HQ Capital Financing Plan
- \$ 80,000 – Additional allocation for Sidewalks
- \$635,800 – Additional city-wide snow clearing
- \$100,000 – Incremental increase to the Bridge Reserve
- \$750,000 - 1st of 4 year phase-in for North Parkway Bridge
(applied as temporary funding for the Bridge Reserve)
- \$300,000 – Incremental Assessment growth dedicated to Back Lanes
- \$157,700 – a 0.1% of Mill rate allocated to Active Transportation Reserve
- \$471,000 - a phase in for debt repayment for Traffic Noise Attenuation walls

Also included are operating impacts from new capital for 2014. These total \$121,500 and are listed in detail in the Capital Budget section.

A new schedule “Summary of Operating Budget Changes” is included in the Schedules section at the back of this document. This schedule outlines the changes to the 2013 base budget and builds the new 2014 operating budget. This schedule lists the programs in order of importance to citizens based on the Citizens Survey and the changes to the program’s budget. This schedule lists all major items including those related to growth and service level enhancements. This schedule is a comprehensive summary of the 2014 operating budget in one table.

The following is an example of this schedule using Road Maintenance as the first program identified. The 2013 base budget of \$19.351 million is then affected by the following items:

- a revenue decrease of \$41,600. Reasons can be found in the Service Line description in the budget document. For this case it was a drop in Urban Highway Connector funding from the Province of Saskatchewan;
- Inflation of \$136,500 (various items with significant items list in the Service Line budget);
- A drop of \$1 million in expenses out of this program as a transfer of funds that were phased in to build a base for the incremental operating costs for the new Police Headquarters but used temporarily as one-time funding for roads;
- Growth of \$1.156 million due to increases to capital reserves and funding for the new roads from the Circle Drive South project;
- and a \$5.695 million increase to the budget to address the Roadway Financial Management strategy.
- These items added to the 2013 base sets a new 2014 budget base of \$25.382 million.



Schedule X
Summary of Operating Budget Changes

		Revenue	Expenditure				
	2013 Base		Inflation	Transfers	Growth	Service Level Changes	2014 Net Budget
Service Line Order based on Civic Survey Results							
Road Maintenance	19,351,900	(41,600) Revenue decrease	136,500 Expenditure increase	(1,000,000) Expenditure decrease representing a transfer to mitigate incremental operating costs of new Police Headquarters	1,156,100 Expenditure increase due to capital contributions plus addition of Circle Drive South	5,696,500 Expenditure increase due to Roadway Financial Management Strategy to increase annual road preservation work	25,382,600

Staffing

In total 70.1 new full-time equivalents (FTE's) are included in the 2014 budget of which 54 are to address growth and another 4.2 required as result of new capital assets. Almost 10 new positions are required for new service level changes. In total 13.8 of the total positions are funded by utilities or non-mill rate programs.

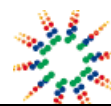
Fifty-six of these new positions are front line operational positions while six positions are supervisory or managerial in nature. The remaining eight positions are for Police.

The following summarizes the change in budgeted staffing for 2014 by Business Line:

Summary of Staff Years (Full-Time Equivalents)

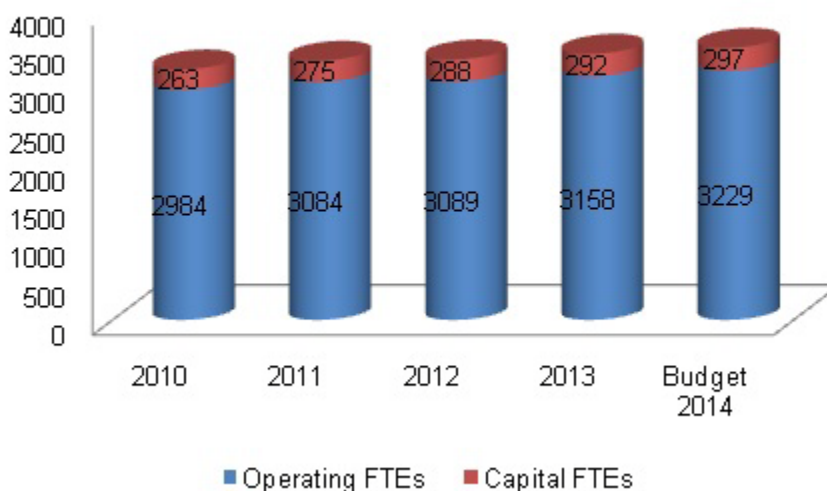
	2013 Budget	2014 Budget	Variance
Business Lines:			
Community Support	30.61	30.61	0.00
Corporate Asset Management	206.15	222.55	16.40
Corporate Governance & Finance	383.85	390.35	6.50
Environmental Health	103.66	106.86	3.20
Fire	334.17	334.17	0.00
Land Development	16.50	18.50	2.00
Police	625.61	633.61	8.00
Recreation & Cultural Services	457.57	462.85	5.28
Transportation	571.79	592.66	20.87
Urban Planning & Development	99.85	102.85	3.00
Utilities	328.64	333.52	4.88
Subtotal	3,158.40	3,228.53	70.13

	2014 Staffing - Incremental FTEs					
	Business Lines		Boards		Utilities	Total
	Mill Rate	Funded	Mill Rate	Funded	Funded	
Capital Impacts	4.20	0.00	0.00	0.00	0.00	4.20
Base Adjustments	0.00	0.00	0.00	2.00	0.00	2.00
Transfers	0.21	0.00	0.00	0.00	0.29	0.50
Growth	36.95	6.00	7.00	0.00	3.59	53.54
Service Level Changes	7.89	0.00	0.00	1.00	1.00	9.89
Total	49.25	6.00	7.00	3.00	4.88	70.13



A guideline for FTE increases has been set for the past two years at growth, less 1%. For 2014 with a 2.05% growth rate the targeted FTE rate increase would be 1.05%. The 70.13 new positions in 2014 means a 2.2% increase which is over the target. Pressures on service delivery have been greater due to the fact actual population growth has been higher than the budgeted growth. In fact, the population increase estimate at June 30, 2013 over the previous year was at 4.1%.

Staffing Levels 2010-2014



New Growth Positions:

Many of these are related to additional staff required to operate a larger city. These include new transit operators, labourers for road maintenance, snow removal, parks maintenance, civic facilities and waste handling. For these areas about 24 FTE's have been added. Funded positions are for areas including building permits, bylaw inspection, planning, and land development. In total 14 positions are required to operate and maintain the new Police Headquarters.

Seven additional growth positions are included in the Police Budget and will add \$531,800 in staff compensation and operating costs. These include five new Patrol Constables at a cost of \$395,700 that are required to keep up with population growth and maintaining the police to population ratio close to the 10 year average. Also included is one Missing Person Investigation Constable at a cost of \$79,300 and one Human Resources/Finance Clerk at a cost of \$56,800.

New Service Level Positions:

These positions are all related to the increased service levels recommended for street sweeping, snow removal and road maintenance.

New Capital Budget Positions:

5.25 new FTE's that are being charged against the capital budget are all related to the Transportation Business Line. These are an engineering technician, project manager and customer service position.

Detailed staffing changes are highlighted in each Service Line within the detailed document.



Revenues

A more formalized revenue review process has been implemented that includes a scheduled review of revenues. Included as a part of this process are the documentation and review of all revenue streams for the City that identifies the basis, calculation, method and comparison to other jurisdictions of the revenue. This process will be on-going and forms part of the financial practice of the City.

For the 2014 Operating Budget, general revenues make up approximately 19% of City of Saskatoon operating revenues. For the purposes of this document, general revenues include the following items:

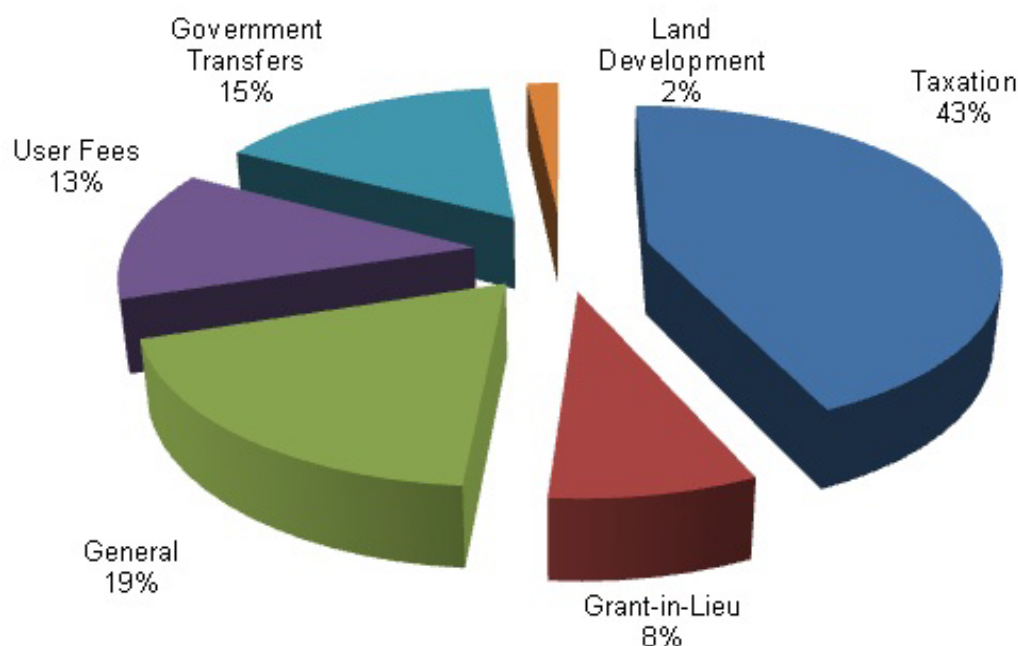
- investment income
- franchise fees
- land sales
- fines and penalties
- licenses and permits

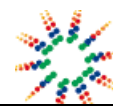
The City of Saskatoon has established five utility funds – Water, Wastewater, Storm Water, Light & Power, and Waste Services.

General Revenues

General revenues from these utilities include a return on the City's investment in the Light & Power utility, and an administrative cross-charge to cover the costs of providing certain corporate support services (e.g. legal, payroll, purchasing, accounts payable, etc.). Franchise fees are also received from SaskPower (10% surcharge and 5% of electricity sales) and SaskEnergy/TransGas (5% of the cost of supply and delivery).

**Distribution of the City of Saskatoon's
2014 Operating Revenue Sources**





User Fees

User fees and Land Development revenues comprise 13% of the 2014 Operating Revenue Budget. Various services provided by the City of Saskatoon are funded in whole or in part through fees paid directly by the user. Some services are expected to be self-sufficient, while others are only expected to recover a portion of their total costs from users. In other words, for those services that directly benefit a particular user, then, in most cases, user fees are charged. However, for those services that have social or community benefits, and where the cost to the user would be prohibitive, then the City will subsidize a portion of the cost of the service. A good example would be public transit.

Some of the major user fees collected by the City of Saskatoon include:

- public and/or specialized transit fares and charters
- leisure facility admissions, registration, and rental fees
- traffic violations
- Landfill tipping and recycling program fees
- cemetery grave, interment, and monument sales
- zoning, sub-development, and discretionary use fees
- golf course green fees and cart rentals
- Zoo admissions

Government Transfers

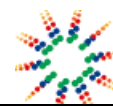
In order to provide necessary and essential public services and programs to its residents, the City of Saskatoon receives funding from other orders of government. For 2014, 15% of the City's projected operating revenues come from other governments, particularly the Government of Saskatchewan.

The most significant transfer is from the Government of Saskatchewan which is the Municipal Revenue Sharing grant. The objective of this grant program is to provide long-term predictable funding to municipalities to help them address the operational challenges they face as a result of growing populations and increased demands for services.

The program grant is tied to the Provincial Sales Tax (PST) that grows with the economy. The PST is predictable, sustainable, and reflective of economic growth. The grant represents the equivalent of one point of the PST revenue pool. Cities receive approximately 48% of the total revenue sharing pool.

For 2014, the Government of Saskatchewan will be providing the City of Saskatoon with \$46.25 million in revenue sharing funding. This is a decrease over the 2013 budget by \$1 million. However due to a recalculation of the grant part-way through 2013, an additional \$309,600 was allocated to the City of Saskatoon making the net decrease of \$690,400.

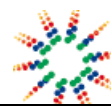
As indicated in the Budget Assumption Risks section of the document the City of Saskatoon was expecting an increase of \$2.6 million based on the strength of the economy and a corresponding rise in PST revenues. However, the decrease of a net \$690,400 means the City had the challenge of offsetting nearly \$3 million in revenue shortfalls to balance the 2014 budget.



Grants-in-Lieu of Taxes

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

In the City of Saskatoon, a grant-in-lieu is also paid by the Land Branch and the City's utilities. This revenue source comprises about 8% of the City of Saskatoon's projected operating revenues for 2014.



THE 2014 CAPITAL BUDGET

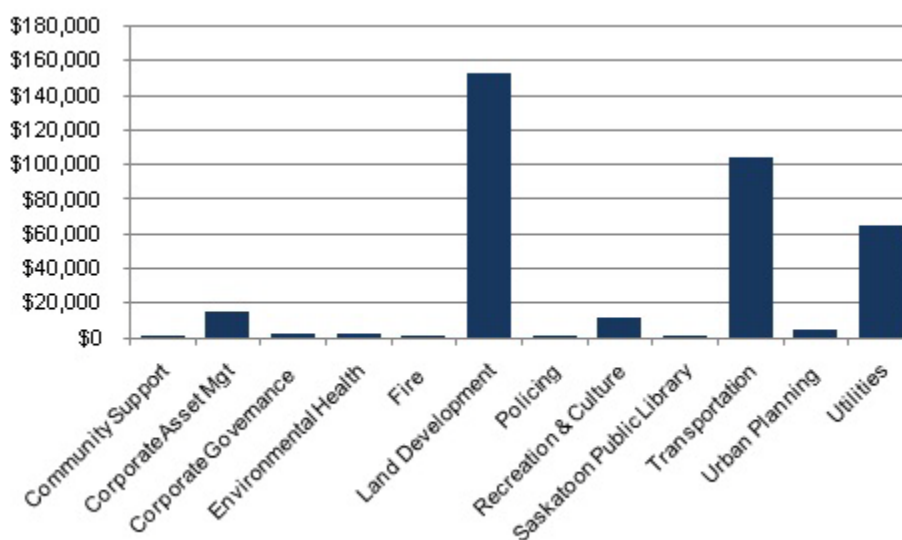
The City of Saskatoon's Capital Budget directs funding for the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines. The 2014 Capital Budget not only addresses the city's growth, but also its basic infrastructure needs with continued emphasis on roads and bridges.

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

The City of Saskatoon's 2014 Capital Budget provides a total capital investment of \$381.1 million. Together, the various projects that make up this total investment aim to meet the objectives of the strategic plan and specifically:

- prepare us for growth
- improve our mobility
- enhance the safety of our public
- increase our quality of life
- protect our environment

Capital Investment by Business Line
(in 000's)



Land development continues to play a major role in the capital program for the City of Saskatoon with those projects totaling \$172.3 million and make up 45.2% of the capital budget. Significant investment is being made to accelerate infrastructure extensions into new developments in the Holmwood, University Heights, Blairmore and Marquis Industrial Sectors. These new growth areas and various infill developments will play a vital role in providing the serviced land that will accommodate new housing and commercial investment in our City over the next five to ten years.



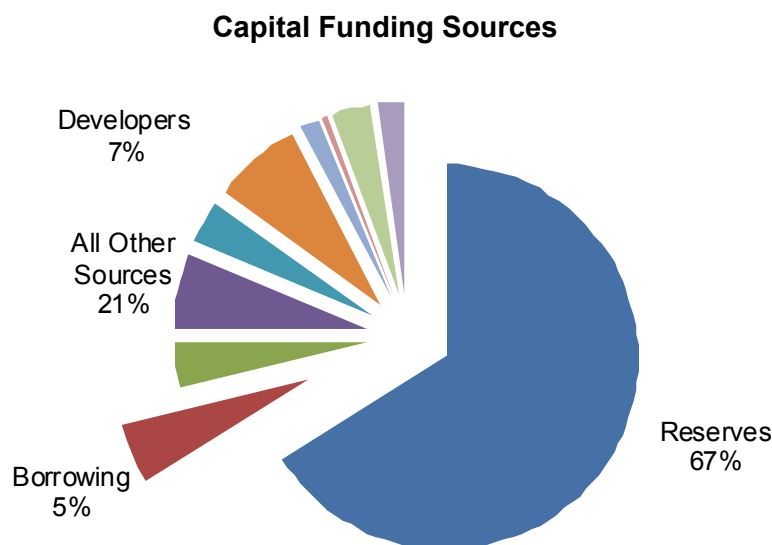
Transportation is the next largest component of the capital plan with 27.5% of the budgeted expenditures. One of the largest projects in the 2014 Capital Budget is the first large component of the North Parkway Commuter Bridge. \$50 million of the \$187 million project budget is planned for 2014 with the remainder in the plan for 2015.

Other projects of significance include a diamond interchange from Stonebridge at Highway 11 budgeted at \$15.8 million; the Wastewater Odour Abatement System at \$9.3 million and first phase of the Gordon Howe Bowl Upgrades budgeted at \$4.4 million of which the City portion of this funding is \$1 million.

Another \$65.3 million are for the City's utilities which is 17.1% of the total capital budget.

PAYING FOR THE 2014 CAPITAL BUDGET

As illustrated in the pie chart below the largest source of funding for the 2014 Capital budget is reserves. 61% of the entire capital budget is funded through reserves that the City has set aside for capital replacement, enhancement and new capital work. Contributions from Developers make up 15% of the funding source while Borrowing comprises 5%. The remaining 19% of the funding comes from all other sources including government programs, external sources, and operating contributions.





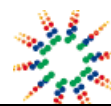
The following table summarizes the funding of the 2014 capital budget.

GENERAL CAPITAL: (in 000's)	2014 Budget
Reserves	\$74,028
Government of Canada	22,600
Province of Saskatchewan	12,915
Private, External Funding	21,500
Neighbourhood Land Development Fund	2,100
Land Sales / Operating Contributions	2,237
Other	7,980
Saskatoon Public Library Reserve	100
Total General Capital	\$143,460
UTILITY CAPITAL:	
Reserves	\$41,203
Borrowing	17,685
Private and External Contributions	3,146
Operating Contributions	3,141
Other	150
Total Utility Capital	\$ 65,325
Total General & Utility Capital	\$ 208,785
LAND DEVELOPMENT:	
Reserves / Developers	172,273
Total Land Development	\$172,273
Total Sources of Funding	\$381,058

Borrowing

The 2014 Capital Budget contains borrowing of \$17.7 million for a number of utility projects for which the debt payments would be funded through utility revenues (rates). While borrowing is budgeted for projects as a source of funding, the actual borrowing is based on cash flow requirements. The total outstanding debt as of December 31, 2012 was \$197.1 million. The City borrowed \$45 million for the new Police Headquarters in mid 2013 and another \$15 million in late 2013 for utility projects. With these borrowings and the planned debt repayments, the expected outstanding debt balance at December 31, 2013 will be about \$234 million.

The forecasted borrowing for the next five years is to increase to a peak near \$305 million in 2015 and then start declining. This forecast is well within the City's approved debt limit of \$414 million. However, with projects that are being funded through Public, Private, Partnerships (P3), a portion of the annual payments may have to be considered a form of debt and added to the City's debt balances. If and when this occurs, changes to the current debt limits may be required. At that point, after a resolution of City Council, an application will be made to the Saskatchewan Municipal Board for the necessary adjustment.



Borrowing related to the utility projects will be repaid through utility rates. The repayment of the debt related to the other projects is funded through the general operating budget and through the overall borrowing strategy, using gas tax revenues from the federal government.

Reserves

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

The balances in the City's capital and stabilization reserves heading into 2014 remain healthy with a total balance of about \$133 million.

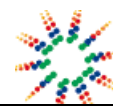
ESTIMATED RESERVE BALANCES, January 1, 2014		millions
<u>Capital Reserves</u>		
General		\$9
Prepaid Services		\$35
Property Realized		\$40
Boards/Commissions (including Saskatoon Public Library)		\$23
	Capital Reserves Total	\$107
<u>Stabilization Reserves</u>		
Fiscal Stabilization		\$7.2
Land Operations Stabilization		\$6.9
Fuel Stabilization		\$1.0
Utilities Stabilization		\$3.5
Other		\$7.3
	Reserves Total	\$25.9
	Total Reserves Balance	\$132.9

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. In total, nearly \$4.3 million was made available to fund the discretionary capital projects. These are listed in the RCE Schedule. The RCE is mostly funded by an annual mill rate contribution

RESERVE FOR CAPITAL EXPENDITURES (RCE) FORECAST	2014
Projected January 1 Opening Balance	3,066,200
Contribution from Operating Budget	3,678,400
Temporary Reduction to Operating Contribution*	(625,000)
Contribution over the Cap on Property Realized Reserve	0
Saskatchewan Infrastructure Growth Initiative Interest	17,300
Less River Landing Operating Funding	(1,085,900)
Minimum Balance Retained	(750,000)
Allocated to RCE Capital Projects	\$4,301,000

* 2013 Budget Commitment on P2320 - Transit Dart System Improvement/ITS, temporarily reducing RCE operating contribution in 2014 and 2015 to transfer funding to cover debt payments on the capital project.

While the City's reserves are in good financial condition, there are four reserves that will be in deficit positions at the end of 2014. City Council has authorized these deficits as an exception from the normal requirement to remain in a zero or positive balance.



The Transportation Infrastructure Expansion Reserve is in a deficit situation as a result of the 25th Street Extension Project as authorized by City Council in 2010. It is expected this reserve will be in a deficit position until 2015.

The Infrastructure Reserve for Water and Wastewater has been in a deficit position for the past number of years based on the advancement of flood control projects to alleviate further flooding. The plan to replenish the reserve is through a flood control levy of \$4.50 per water meter placed on utility bills. This reserve is expected to be in a positive position by 2018.

Another reserve that has Council's approval to remain in a deficit balance until 2016 is the Parks Infrastructure Replacement Reserve to cover the higher construction costs of the WJL Harvey Park Redevelopment. The Parks Reserve will be replenished through annual contributions. The only plan to address the long-term under-funding of the Parks Infrastructure Reserve is to defer projects. There is no plan to impact the mill rate with any increases to fund the reserve deficit.

The Regional Waste Management Facility capital project to upgrade and expand the landfill has a \$6 million withdrawal from the Landfill Replacement Reserve placing the reserve in a deficit position until 2016. The plan is to replenish the reserve over time through revenues. City Council has approved this strategy in principle.

External Funding Sources

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

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

The City also receives funding from the Province under the Urban Highway Connector Program to help maintain provincial connector roads.

Planned funding for the North Parkway Commuter Bridge and Traffic Bridge Replacement are partially from private partnerships.

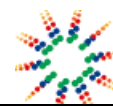


Operating Budget Impact of Capital Investments

Capital projects within this budget will impact future City operating programs. The additional operating costs for the 2014 projects for the years 2014-2016 are summarized as follows:

Mill Rate Operating Impact (in 000's)	2014	2015	2016
Corporate Governance & Finance	\$ 24	\$ 49	\$ 35
Land Development	0	701	184
Policing	40	0	0
Recreation and Cultural Services	0	289	115
Transportation	58	63	5
Urban Planning & Development	0	36	0
Total	\$ 122	\$ 1,138	\$ 339

NOTE: Specific operating impacts are disclosed at the project level throughout the Capital Budget and summarized in the Schedule Section at the back of this document.



BUSINESS LINES

The City of Saskatoon's budget and business planning process follows a framework to allow the City to be more adaptive and responsive to the changing dynamics in our city, our province, and our country. The City of Saskatoon's 2014 Corporate Business Plan and Budget is organized by business lines that brings together similar services which are identified as Service Lines (programs within the major Business Lines)

The Business lines are briefly described below:

Community Support - Provides supports and community investments to help build capacity in sport, recreation, culture, heritage, and social organizations, and enhances neighbourhood-based associations and organizations.

Corporate Asset Management - Provides building operation and maintenance services for the City's buildings and structures, and manages its fleet of vehicles and equipment.

Corporate Governance and Finance – Provides administrative, human resources, information technology, and finance supports for all other business lines. The City's vehicle and equipment fleet, and building operations and maintenance services, provide support to the other business lines.

Environmental Health - Preserves and protects the long-term health of our urban environment.

Fire and Protective Services - Provides fire prevention, public fire and life safety education, emergency response, and the direction and coordination of the City's emergency planning and preparedness.

Land Development - Operates on a level playing field with the private sector, and ensures adequate levels of serviced inventory for both residential and industrial land are maintained to meet demand.

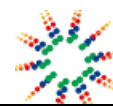
Policing - The Saskatoon Police Service works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Police Service, in partnership with City Council and the community, continue enforcement with proactive prevention, education, and early intervention strategies.

Recreation and Culture - Provides opportunities for citizens to participate in, and enjoy, the benefits of sport, recreation, culture, and park activities.

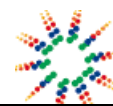
Taxation and General Revenues - The property levy is the amount required from property taxes to balance the operating budget. This levy includes growth in the assessment roll over the previous year plus the requirements to fund the current year's budget. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy. Other corporate revenues including the Municipal Operating Grant that are applied to the general fund are included in this business line.

Transportation - Efficiently moves people, services, and goods while minimizing environmental impact and promoting sustainability.

Urban Planning and Development - A proactive approach to addressing future opportunities and pressures on our community that accommodates growth and change (e.g. population, diversity of public services and amenities, broader scope of education, research, business), while balancing long term economic, environmental, and social needs, and achieving the desired quality of life expressed by our citizens.



Utilities - Provides cost-effective and high-quality electricity (Saskatoon Light & Power), quality drinking water, treatment of waste water, and storm water management (Water & Sewer).



DEFINITIONS / EXPLANATIONS

Within the 2014 Operating and Capital Budget document there are some key terms, titles and references that are referred to that are defined below for the reader's reference.

Base Adjustment: This is the budgetary change to the 2013 budget that would include all inflationary changes, transfers, and other adjustments to deliver the same service levels as in the previous year. (Excludes Growth and Service Level Adjustments)

Black Line: In the review of capital projects funded through the Reserve For Capital Expenditures (see definition below) a limited amount of funding is available to allocate to the list of proposed projects. At the point the available funding is totally allocated to the prioritized projects a line is drawn to distinguish this point. Projects above the line are considered funded and available for approval while those that fall below this line are unfunded and are not approved.

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

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

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

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

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

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

Staff Compensation: Within the Service Line budgets contained in this document expenditure categories are presented. Staff compensation includes items such as salaries, payroll costs, car allowance, uniform allowance and other direct employee costs.

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



Operating Budget
\$12.5 million

Capital Budget
\$0.2 million



STRATEGIC GOAL:



Quality of Life

Overview

Saskatoon consistently ranks among the top cities in North America for quality of life. The City of Saskatoon defines quality of life as the sense of well-being achieved when people are physically and emotionally healthy, economically secure, safe, have adequate shelter, a sense of belonging, and share cultural and social connections.

Achieving quality of life for residents of Saskatoon requires the combined commitment of individuals, families, community organizations, service providers and City of Saskatoon staff. The Community Support business line provides both human and financial supports for community groups, as well as a broad range of City-led initiatives. These initiatives are aimed at building capacity in sport, recreation, culture, heritage, and social organizations and enhancing neighbourhood-based associations. The Community Support business line also provides subsidized or no cost programs where cost is a barrier for families or individuals. In addition, within this business line are services respecting dignity and addressing cost as a barrier in the services provided by Cemeteries and the Animal Control program. Further, economic development, tourism and protection of our river valley are supported through contributions to the Saskatoon Regional Economic Development Authority (SREDA), Tourism Saskatoon and the Meewasin Valley Authority (MVA).

Community supports often take the form of investments in community-based organizations. This approach ensures a balance between municipal leadership and community involvement in the development and revitalization of facilities, programs, and services, and the protection of Saskatoon's heritage buildings and structures. Partnerships and community collaboration continue to be keys to the success of this service delivery approach. Further, the human and financial leveraging facilitated through this approach is exponential.

At A Glance

- Provides supports and community investments to approximately 65 social agencies; 50 sports organizations; 49 community outdoor rinks; 46 community associations; 16 arts, culture, and heritage organizations; and 13 community gardens.
- Provides \$5.3 million in community support grants.
- Community Support grants leverage both human and financial resources in the community-based organizations in excess of \$48.0 million in self generated revenue; \$600.0 in grants to the City; approximately 600,000 visits to cultural facilities; approximately 110,000 Community Association volunteer hours; 60,000 sport, culture and recreation program hours; and 161,300 program participants.
- Supports the stewardship of the natural and heritage resources along the river edges through our connection and supports to MVA, \$717.0.



- Supports expanding our economy through tourism by providing grants to Saskatoon Tourism, \$432.8.
- Supports economic development to ensure Saskatoon is a place to live, work, invest and prosper through our supports to SREDA, \$594.6.
- Coordinates programs designed to enhance the engagement of Aboriginal people, address racism and discrimination and enhance racial harmony.
- Facilitates Community Engagement process.
- Maintains Woodlawn Cemetery and Nutana Pioneer Cemetery.
- Subsidizes 175 spay or neuter surgeries a year.
- Subsidizes 93,300 Leisure Access visits to leisure facilities a year.

Key Challenges

- Balancing municipal leadership, private sector involvement and community involvement in addressing the needs of the community.
- Ensuring our programs, services and various infrastructures (facilities, roads, sidewalks, etc) are barrier free for citizens of all abilities and accessible (geographically and financially) for the broadest segment of the community.
- Collaborative delivery of services depends on partners/arms-length service delivery agents fulfilling commitments.
- Building cultural and social cohesion among the increasingly diverse population.
- Volunteer burnout and lack of volunteer pool for community-based organizations.
- Being able to meet the growing community needs for animal services in light of an increasing pet population, a city that is growing geographically and demographically, and an increase in citizen complaints and needs regarding animal related issues.
- An aging population and an expanding diversity of cultures presents some challenges for Woodlawn Cemetery in providing the internment services for different religious burial traditions and customs; along with the need to plan for future cemetery expansion.

Major Initiatives 2014-2016

Implement the Following 4-Year Priorities:

- Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program. These programs will assist in enhancing employment and training opportunities.
- Collaborate with the Saskatoon Council on Aging, on the Age Friendly Saskatoon Initiative, to develop a seniors' policy framework and action plan aimed at enhancing and establishing Saskatoon as an "age-friendly" city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.
- Implement the Immigration Action Plan, first by ensuring the City's programs and services are responsive to and reflective of the citizens we serve including the new diverse community and through continued community intersectoral collaboration on various immigration initiatives.

Implement the Following Long-Term Strategies (10-Year):

- Implement the Corporate Accessibility Action Plan, a collaborative, long-range, ongoing effort to address accessibility of civic facilities, programs, services and infrastructure. The plan includes the installation of audible pedestrian signals and curb ramps, barrier free facility assessments, establishing an Accessibility webpage, and formalizing the Universal Design Standards for the City.
- Promote existing cultural education and awareness programs and establish new ones aimed at reducing racial prejudice and promoting inter-cultural competencies.
- In partnership with United Way, Aboriginal Organizations and various agencies, will complete an environmental scan of Aboriginal programs and services and develop a community plan to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services based on identified gaps.



- Enhance activities for the Youth Action Network to increase positive race relations among our young adult community.
- Implementation of the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation and Culture Business Line.
- Through the Saskatoon Collaborative Funders Partnership conduct an analysis of the current practices of the funders in the partnership. The analysis will help funders understand priorities and actions, identify areas where they can strategically coordinate efforts; and better communicate with community-based organizations about expectations, alignment with shared outcomes and measurement of outcomes.
- Support community building through community development expertise and develop a cost effective plan for the ongoing delivery of neighbourhood based programs as the city continues to grow.
- Implement a GPS mapping system to track locations of memorialized trees and plaques, and link grave locations to the GPS mapping system.
- Develop and implement a comprehensive animal services program plan is highlighted within the Recreation & Culture business line and includes the following: providing reasonable access to off leash areas within all quadrants of the City, reviewing licensing fees, ensuring the SPCA and SACA are consulted regarding plans for addressing the growing demand for animal services as the city continues to grow.

Budget Implications

- The major budget implications for the Community Support Business Line are a direct reflection of a growing city, the changing needs and preferences of residents and the increasingly diverse population in Saskatoon. These changes have resulted in increased demands for addressing cost as a barrier (\$148.4), ensuring programs services and facilities are accessible (geographically, physically, financially) to the broadest segment of our community (\$12.6), providing programs and services for family pets (\$42.9), enhanced community grants (\$72.4) and increased economic incentives for housing, business and tourism (\$190.1).
- There is also the impact of incorporating programs and services within our operations that for the past 7 and 10 years respectively have been funded through grants (\$66.9).



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Control	461.4	430.3	475.3	(698.2)	1,212.0	513.8	38.5	8.1%
Community Development	2,674.8	2,768.4	2,879.7	(100.1)	3,168.0	3,067.9	188.2	6.5%
Community Investments & Supports	8,228.7	7,931.6	8,440.2	0.0	8,775.6	8,775.6	335.4	4.0%
Cemeteries	55.7	164.6	244.0	(1,334.3)	1,458.3	124.0	(120.0)	-49.2%
Total	11,420.6	11,294.9	12,039.2	(2,132.6)	14,613.9	12,481.3	442.1	3.7%

Staff Complement	2013	2014	Difference
Full Time Equivalents	30.61	30.61	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014	2013 Base	Base Adj	Growth	Service	2014	2014
			Budget				Level	Budget	
Animal Control	(698.2)	0.0	(698.2)	1,173.5	38.5	0.0	0.0	1,212.0	513.8
Community Development	(167.3)	67.2	(100.1)	3,047.0	121.0	0.0	0.0	3,168.0	3,067.9
Community Investments & Supports	0.0	0.0	0.0	8,440.2	335.4	0.0	0.0	8,775.6	8,775.6
Cemeteries	(1,175.5)	(158.8)	(1,334.3)	1,419.5	38.8	0.0	0.0	1,458.3	124.0
Total	(2,041.0)	(91.6)	(2,132.6)	14,080.2	533.7	0.0	0.0	14,613.9	12,481.3

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Animal Control	0.0	0.0	0.0	0.0	0.0
Community Development	220.0	70.0	70.0	70.0	70.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	0.0	0.0	0.0	0.0	0.0
Total	220.0	70.0	70.0	70.0	70.0

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
CIVIC BLDGS COMPR MTNCE	50.0	50.0	50.0	50.0	50.0
RESERVE FOR CAPITAL EXPENDITURES	150.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	20.0	20.0	20.0	20.0	20.0
Total	220.0	70.0	70.0	70.0	70.0
Unfunded	0.0	775.0	3,000.0	8,328.0	2,879.0



Animal Control

Overview

The Animal Control Program is responsible for: collection of pet license revenue; bylaw enforcement through the management of the SPCA and SACA contracts; program development including the subsidized spay/neuter program, programs to encourage the purchase of licenses and educating the public on animal control bylaws; and, development and maintenance of off-leash recreational areas.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(611.5)	(698.2)	(698.2)	(698.2)	0.0	0.0%
Staff Compensation	72.1	84.3	79.1	79.4	0.3	0.4%
Operating Cost	974.4	1,022.8	1,073.0	1,111.2	38.2	3.6%
Cost Recovery	(4.0)	(8.6)	(8.6)	(8.6)	0.0	0.0%
Capital Contribution	0.3	30.0	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	30.0	0.0	30.0	30.0	0.0	0.0%
Total	461.3	430.3	475.3	513.8	38.5	8.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Animal Control	(698.2)	0.0	(698.2)	1,173.5	38.5	0.0	0.0	1,212.0	513.8

There are no significant changes in Animal Control.

Summary of Capital Investments

Capital investments relating to the development of off-leash recreational areas is outlined in Recreation & Culture - Community Partnerships.



Community Development

Overview

Achieving quality of life for residents of Saskatoon requires the commitment and energy of individuals, families, and communities in addition to the supports from various service providers including the City of Saskatoon. The commitment must focus on information sharing, and collaboration that strengthens groups, builds social cohesion and promotes inclusion.

The City's role in community development is to ensure a safe, secure environment for people to live in, and to facilitate and/or encourage access to a broad scope of programs and services which contribute to a quality lifestyle for the purpose of healthier individuals and stronger communities. Included in this, the City provides coordination of programs designed to enhance racial harmony and improve intercultural collaborations. We also provide supports to the Aboriginal community with respect to sport, culture and recreation initiatives through leadership development, grant funding and program delivery. These community development supports help enable residents to meet their basic needs and support rich social interactions and inclusion of all residents in community life.

The supports from the City of Saskatoon are provided through financial and human resources, including staff that work directly with the community based organizations to facilitate their growth and development and to create a network of volunteers capable of addressing issues that affect the quality of life in their community. The City facilitates residents' active participation in the community through our Community Engagement process.

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(92.9)	(80.6)	(80.9)	(65.0)	15.9	-19.7%
Province of Saskatchewan	(125.5)	(95.6)	(86.4)	(35.1)	51.3	-59.4%
Staff Compensation	1,642.3	1,603.4	1,746.6	1,783.9	37.3	2.1%
Operating Cost	1,242.3	1,304.5	1,343.7	1,347.4	3.7	0.3%
Capital Contribution	0.0	36.7	0.0	0.0	0.0	0.0%
Transfer to/from Other Operating	(25.0)	0.0	(80.0)	0.0	80.0	-100.0%
Transfer to/from Reserves	36.7	0.0	36.7	36.7	0.0	0.0%
Total	2,677.9	2,768.4	2,879.7	3,067.9	188.2	6.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	20.35	20.35	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Community Development	(167.3)	67.2	(100.1)	3,047.0	121.0	0.0	0.0	3,168.0
								3,067.9



Significant Changes:

- The Immigration Coordinator position and immigration initiatives had been fully funded through Provincial and Federal Immigration Grants since 2008. 2013 was the first year of a three-year phase-out of this funding. In 2014 the funding will be reduced by \$31.9. Consequently, the Immigration Coordinator position is being phased into the mill rate over three years, with an additional \$26.5 (.35 of an FTE) funded through the mill rate in 2014. This is the second of a three year phase-out of grant funding for the staff position, leaving .35 FTE to be moved to the mill rate in 2015.
- The provincial Community Initiatives Fund Grant, which the City has been receiving annually since 2004, has been reduced by \$35.0, resulting in a reduction of program expenses of \$17.2.
- An \$80.0 transfer from the Cultural Participation Grants account to temporarily fund the Cultural Consultant position has been reversed as this position is now permanent; there is an offsetting reduction in expenditures in Community Investments & Supports. The FTE for this position was added in 2013.

Funded Capital Projects		2014	2015	2016	2017	2018
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	220.0	70.0	70.0	70.0	70.0
Total		220.0	70.0	70.0	70.0	70.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	0.0	250.0	250.0	3,250.0	300.0
Total		0.0	250.0	250.0	3,250.0	300.0

Summary of Capital Investments

The Accessibility Action Plan identified short and long term goals for improving accessibility to City of Saskatoon services, programs, facilities and infrastructure. This capital project is the on-going and systematic implementation of those recommendations identified within the action plan. The project includes \$150.0 for curb ramp installations; \$50.0 for barrier free facility assessments, repairs and modifications; and \$20.0 for audible pedestrian signals. The unfunded portion of this project of \$100.0 represents additional curb ramp installations, assessments/repair and audible pedestrian signals.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Community Investments & Supports

Overview

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

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

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Operating Cost	7,871.4	7,814.0	8,122.0	8,342.4	220.4	2.7%
Capital Contribution	214.7	117.6	0.0	0.0	0.0	0.0%
Transfer to/from Other Operating	25.0	0.0	80.0	0.0	(80.0)	-100.0%
Transfer to/from Reserves	117.6	0.0	238.2	433.2	195.0	81.9%
Total	8,228.7	7,931.6	8,440.2	8,775.6	335.4	4.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Community Investments & Supports	0.0	0.0	0.0	8,440.2	335.4	0.0	0.0	8,775.6	8,775.6

Significant Changes:

- Beginning in 2005, there were a number of properties receiving tax abatements that were deemed to no longer be eligible for tax abatement. The properties that were receiving tax abatements are being phased-out over ten years. 2014 is the tenth year of the ten year phase-out. The phased-out amounts are transferred to the abatements available for community groups that meet the criteria under the City's existing cash grant programs.
- Access to Leisure Facilities provided to low income individuals and families through the Leisure Access Program increased by \$17.6 along with an increase of \$42.7 for rates; these increases are offset by admission and registration revenues in the Leisure Facilities.
- Youth Sport Subsidy program has an increase of \$48.1 due to increased participation levels and rental rates.



- Cultural Grant increase of \$25.0 is required to achieve a funding level approaching \$2 per capita. This is offset by the reversal of an \$80.0 transfer from the Cultural Participation Grants account that was in place to temporarily fund the Cultural Consultant position that now permanent; there is an offsetting increase in expenditures in Community Development.
- Provision of Civic Services increase of \$5.0 is required to meet the demand for in-kind Civic Services in supporting community events.
- Social Grant increase of \$8.9 maintains the \$2.00 per capita funding formula and is based on a 2% population growth.
- Saskatoon Tourism grant increase of \$13.0 is based on changes in commercial assessment from year to year.
- Economic Incentives have increased by \$113.2 primarily due to tax incentives resulting from the increased participation in the mortgage flexibilities support program.
- Increase in grant to SREDA of \$53.9 based on a change in the funding formula. It will provide base funding to \$702.6, phased-in over a four year period beginning in 2013.
- The funding to Meewasin Valley Authority has been increased by \$27.5 to ensure current levels of service are maintained.

Capital Contributions:

- Culture Grant Capital Reserve increase of \$20.0 is required to fund the capital grant program for cultural flagship facilities represents the fifth year of a five year phase-in.

Summary of Capital Investments

There are no capital investments for Community Investments & Supports.



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

	2012 Budget	2013 Budget	2014 Budget	Changes
Cultural and Heritage				
Tax Abatements	44.0	45.7	61.6	15.9
Provision of Civic Services	60.0	70.0	75.0	5.0
Site Services - Shakespeare on the Sask.	3.5	3.5	2.0	(1.5)
Wanuskewin Heritage Park	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	57.6	57.6	57.6	0.0
Cultural Participation Grants	436.0	461.0	406.0	(55.0)
Cultural Grant Capital Reserve	60.0	80.0	100.0	20.0
	845.1	901.8	886.2	(15.6)
Social				
Tax Abatements	294.0	305.7	302.3	(3.4)
Leisure Centre Accessibility Subsidy Program	364.5	607.0	667.3	60.3
Downtown Youth Centre	120.0	120.0	120.0	0.0
Saskatoon Crisis Intervention Service	125.2	125.2	125.2	0.0
Green Gardening Fund	5.0	5.0	5.0	0.0
Cash Grants	463.8	473.2	482.1	8.9
Restorative Action Program	75.0	75.0	75.0	0.0
Kinsmen Telemiracle	-	5.0	2.5	(2.5)
White Buffalo Youth Lodge	133.1	138.9	151.5	12.6
Collaborative funders				
Detoxification Centre	100.0	100.0	100.0	0.0
	1,680.6	1,955.0	2,030.9	75.9
Sport				
Youth Sport Subsidies	1,457.5	1,520.8	1,568.9	48.1
Sport Participation Grants	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	0.0
	1,531.8	1,595.1	1,643.2	48.1
Economic Development				
Economic Incentives	1,577.4	1,577.4	1,690.6	113.2
SREDA	486.8	540.7	594.6	53.9
	2,064.2	2,118.1	2,285.2	167.1
Tourism				
Saskatoon Tourism	406.7	414.8	427.8	13.0
Saskatoon Sport Tourism	5.0	5.0	5.0	0.0
	411.7	419.8	432.8	13.0
General				
Community Initiative - Contingency	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	500.0	550.0	550.0	0.0
Meewasin Valley Authority	689.5	689.5	717.0	27.5
Saskatoon Prairieland Park	61.0	61.0	71.0	10.0
Cash Grants- Environmental	5.0	5.0	10.0	5.0
SPCA- Cruelty Investigations	137.9	140.1	144.5	4.4
	1,398.2	1,450.4	1,497.3	46.9
	7,931.6	8,440.2	8,775.6	335.4



Cemeteries

Overview

To sell and maintain graves, provide interment services, install monument foundations and provide other related functions at the Woodlawn Cemetery; and to maintain the Nutana (Pioneer) Cemetery. The purpose is also to provide interment rights free of charge for an unclaimed body or for a deceased person with limited financial means.

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

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(1,362.0)	(1,153.0)	(1,175.5)	(1,334.3)	(158.8)	13.5%
Staff Compensation	590.0	579.6	592.5	611.3	18.8	3.2%
Operating Cost	563.2	562.2	613.2	633.2	20.0	3.3%
Debt Charges	7.8	7.8	7.8	7.8	0.0	0.0%
Capital Contribution	0.0	168.0	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	256.7	0.0	206.0	206.0	0.0	0.0%
Total	55.7	164.6	244.0	124.0	(120.0)	-49.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	9.26	9.26	0.00

Summary of Operating Changes

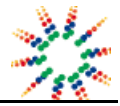
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Cemeteries	(1,175.5)	(158.8)	(1,334.3)	1,419.5	38.8	0.0	0.0	1,458.3
								124.0

Significant Changes:

- Anticipated revenue increases of \$158.8 from sales, monuments, internments and interest income. A portion of this revenue increase is used to cover the cost increases including contractual salary increments and payroll costs, material and supplies, utilities, parks equipment charges, V & E charges, cash management fees and cost of security patrols on weekends. The remainder of this revenue \$120.0 is used to cover increased transfers approved in prior years to both the Perpetual Care Fund and the Cemetery Assurance Fund, previously covered by the mill rate.

Unfunded Capital Projects	2014	2015	2016	2017	2018
P1640 CY-WOODLAWN CEMETERY FUTURE USE PLAN	0.0	125.0	0.0	0.0	0.0
P1650 CY-NEW MUNICIPAL CEMETERIES	0.0	150.0	2,500.0	5,078.0	2,579.0
P1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	0.0	250.0	250.0	0.0	0.0
Total	0.0	525.0	2,750.0	5,078.0	2,579.0



Summary of Capital Investments

In 2015 a project to upgrade the Woodlawn Cemetery roadways has been identified for \$250.0. As well, a project to establish new municipal cemeteries and a Woodlawn Cemetery Future Use initiative, have also been identified in 2015, all of which are currently unfunded.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Operating Budget
\$7.8 million

Capital Budget
\$14.7 million



STRATEGIC GOAL:



Asset & Financial Sustainability

Overview

The Corporate Asset Management business line provides building operations and maintenance services for the Corporation's buildings and structures including leisure facilities, fire halls, transit buildings, civic offices, libraries and Mendel Art Gallery, Police Headquarters, and other associated services for TCU Place and Credit Union Centre. The City employs a comprehensive maintenance program for preservation of its facilities infrastructure. This program combines preventive maintenance with cyclical infrastructure renewal to ensure facility assets are optimized for longevity.

The Vehicle and Equipment Services program provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, rentals, maintenance, repair and training.

At A Glance

- Number of employees: 212.05 full time equivalents (FTE).
- Building value: \$1.15 billion; Contents value: \$247.2 million.
- Total building areas: 3.87 million square feet.
- Total number of play structures maintained: 128.
- Total number of parks: 232.
- Total number of paddling pools: 32; Spray pools: 16.
- Approximately 8,000 assets maintained via the Comprehensive Maintenance Program.
- There are 1200 vehicles and equipment in the City's fleet.
- Total fleet book value: \$80.0 million.
- Total diesel and gasoline pumped each year: 3.6 million litres.
- Total number of radios on the system: 1,403.
- Total value of radio system infrastructure: \$5.3 million.
- Total value of radios: \$9.5 million.

Key Challenges

- A primary concern for the corporation is maintaining the aging infrastructure of its assets and managing renewal backlog – buildings and structures and the fleet of vehicles and equipment.



- Building capacity for site capital renewal and addressing deferred maintenance of our site infrastructure.
- Hiring, developing and retaining employees in a competitive labour market.

Major Initiatives 2014-2016

Implement the Following 4-Year Priorities:

- Continue radio system enhancements to meet civic demand and provincial emergency communication networks.
- Construction of a permanent snow storage facility as a part of the new Civic Operations Centre.
- Construction of a new Transit facility in 2015/2016 as a part of the new Civic Operations Centre.
- Continue work on civic accommodation in City Hall to further examine the immediate and long term space requirements and opportunities within newly acquired office spaces.
- Develop alternate maintenance and operations service delivery models for maximizing resources.
- Establish mutually derived service level agreements with our customers to reflect their requirements and documenting expectations for service levels.
- In partnership with Environmental Services, develop Energy Management programs and strategies for effective management of water, electrical and natural gas consumption within civic facilities.

Implement the Following Long-Term Strategies (10-Year):

- Develop a Facility Site Infrastructure Reserve to address the replacement of assets in the areas directly adjacent to civic facilities.

Budget Implications

- The Corporate Asset Management business line, in consideration of its Strategic Goal of “Asset and Financial Sustainability”, has incorporated budget changes to ensure the long-term preservation of its facilities infrastructure.
- The capital investments identified in this program are largely geared towards the maintenance and replacement of existing assets. As well, an investment of \$2,537.0 has been identified to address civic accommodation.
- 2014 is the third of a six year phase in \$60.0 to the Radio Replacement and Expansion Reserve to address a shortfall in funding required for radio replacements.
- An addition of 1.0 FTE Mechanic position for Vehicles and Equipment Services is required due to the increase of vehicles and equipment required due to city growth.
- An increase of \$134.2 to accommodate city growth is required for the maintenance of appurtenances in new and upgraded parks, such as the amphitheater in Evergreen Square and the spray park and other amenities in Alexander MacGillivray Young Park.
- In addition to increases for growth and inflation shown in this business line, additional costs associated with the transition from the old to the new Police Headquarters consist of \$2,272.7 for utilities, operating costs and increased contributions to the Civic Buildings Comprehensive Maintenance Reserve, including the addition of 14.5 FTEs. These costs are recovered from Police Services.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget			Dollar Change	% Change
				000's		Net		
				Revenue	Exp/Rec			
Civic Facilities	6,687.7	7,691.5	8,037.5	(135.6)	7,644.7	7,509.1	(528.4)	-6.6%
Vehicle & Equipment Services	(316.4)	(37.0)	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	(1,392.1)	(981.0)	(1,168.1)	(2,256.5)	2,517.8	261.3	1,429.4	122.4%
Total	4,979.2	6,673.5	6,869.4	(2,392.1)	10,162.5	7,770.4	901.0	13.1

Staff Complement	2013	2014	Difference
Full Time Equivalents	206.15	222.55	16.40

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Civic Facilities	(135.6)	0.0	(135.6)	8,173.1	(1,835.8)	1,307.4	0.0	7,644.7	7,509.1
Vehicle & Equipment Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City-Owned Property - Land	(1,305.0)	(951.5)	(2,256.5)	136.9	1,748.1	632.8	0.0	2,517.8	261.3
Total	(1,440.6)	(951.5)	(2,392.1)	8,310.0	(87.7)	1,940.2	0.0	10,162.5	7,770.4

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Civic Facilities	9,115.0	8,058.0	8,457.0	17,071.0	27,196.0
Vehicle & Equipment Services	5,580.0	5,125.0	5,125.0	5,125.0	5,125.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
Total	14,695.0	13,183.0	13,582.0	22,196.0	32,321.0

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
BORROWING	0.0	0.0	0.0	0.0	20,000.0
CIVIC BLDGS COMPR MTNCE	6,124.0	7,330.0	7,776.0	6,336.0	6,507.0
CIVIC RADIO REPL & EXPN RESERVE	180.0	300.0	300.0	300.0	300.0
CONTRIBUTION FROM OPERATING BUDGET	0.0	0.0	0.0	10,000.0	0.0
CORPORATE CAPITAL RESERVE	200.0	0.0	0.0	0.0	0.0
IS - CAPITAL RESERVE	0.0	50.0	0.0	50.0	0.0
LAND SALES	2,237.0	0.0	0.0	0.0	0.0
PARKS GROUNDS MTCE EQUIP ACQ RES	200.0	125.0	125.0	125.0	125.0
SNOW & ICE MGT EQUIP ACQUISITION	380.0	0.0	0.0	0.0	0.0
TRUNKED RADIO SYS INFRAS REPL RES	374.0	378.0	381.0	385.0	389.0
VEHICLE EQUIPMENT REPLACE RESERVE	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0
Total	14,695.0	13,183.0	13,582.0	22,196.0	32,321.0
Unfunded	0.0	2,995.0	2,835.0	2,810.0	2,850.0



Civic Facilities

Overview

To provide building operations and maintenance services for the Corporation's buildings and structures such as the leisure facilities, fire halls, transit buildings, and civic office buildings. The Energy Management program provides comprehensive management of the utility cost in those facilities which are being operated by, or have an operating agreement with, the Facilities Branch of Infrastructure Services Department.

To administer, operate, and maintain the City's trunked radio communication systems.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(135.1)	(123.8)	(135.6)	(135.6)	0.0	0.0%
Staff Compensation	10,452.7	10,411.0	10,803.6	11,876.1	1,072.5	9.9%
Operating Cost	17,781.7	15,788.4	18,149.4	19,873.1	1,723.7	9.5%
Debt Charges	5.0	5.1	0.0	0.0	0.0	0.0%
Cost Recovery	(26,643.0)	(23,591.0)	(26,936.9)	(30,909.2)	(3,972.3)	14.7%
Capital Contribution	5,226.3	5,201.8	6,157.0	6,804.7	647.7	10.5%
Total	6,687.6	7,691.5	8,037.5	7,509.1	(528.4)	-6.6%

Staff Complement	2013	2014	Difference
Full Time Equivalents	157.95	172.45	14.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Civic Facilities	(135.6)	0.0	(135.6)	8,173.1	(1,835.8)	1,307.4	0.0	7,644.7
								7,509.1

Growth:

- Costs associated with the transition from the old to the new Police Headquarters consist of increases for natural gas \$269.7, electricity \$812.0 and water utility expenses \$118.8 for a total of \$1,200.5 which is recovered from Police Services.
- In addition to the \$1,200.5 for utilities recovered from Police Services, there will be an additional \$910.4 in operating costs and an increase in contributions of \$158.8 to the Civic Building Comprehensive Maintenance Reserve also recovered from Police Services.
- An increase of 4.0 FTEs represents the addition of a Building Operator, Plumber, Electrician and Carpenter, as well as 10.5 FTEs Custodial staff for the new Police Headquarters. This is required due to the building being approximately four times the size of the old Police Station.
- An additional \$134.2 reflects the operating impact of capital construction which is not recovered from clients. These include appurtenances in new and upgraded parks, including the amphitheatre in Evergreen Square. Also included is the annual maintenance required at the White Buffalo Youth Lodge.
- An additional 0.5 FTE representing a Key Clerk position to assist with the Capital Asset Inventory Program, as well as the keying/access to civic buildings due to an increased corporate portfolio. This position is offset with a redeployment of 0.5 FTE to a Secretary position in the Corporate Support service line, providing administrative support for both Human Resources and Occupational Health and Safety.



Capital Contributions:

- Increase relates to a Radio Replacement and Expansion Reserve contribution of \$60.0 which is the third of a six-year phase in. This initiative was included in the Radio Infrastructure Upgrade Report which was approved by Council in March 2011. An increase of \$50.0 has also been made to the Trunked Radio Infrastructure Reserve.

Other Significant Changes:

- A projected 2.0% increase in natural gas of \$7.3, 5.0% increase in electricity of \$49.8 and a 9.5% increase in water utility expenses of \$81.6 resulting in an increase in cross charges to clients of \$138.7 in the Energy Management program.
- Lease costs in the amount of \$1,140.9 have been transferred to the City-Owned Property – Land service line.

Not included:

- Additional 3.0 FTEs building custodians for \$157.1 required for the operations of Civic owned properties. Current levels of staffing are stretched to capacity so not having these additional staff will affect the service level of operations and maintenance at civic owned facilities.

Funded Capital Projects	2014	2015	2016	2017	2018
P0877 AF-CITY-WIDE RADIO TRUNKING SYST	374.0	378.0	381.0	385.0	389.0
P1135 AF-CIVIC BLDGS COMP MAINT PROGRM	6,024.0	7,330.0	7,776.0	6,336.0	6,507.0
P1523 AF-RADIO TRUNKING SYSTEM EXPANSION	180.0	300.0	300.0	300.0	300.0
P1557 TU-OFFICE MOD'NS/FURNITURE REPL/ UPGRADES	0.0	50.0	0.0	50.0	0.0
P1584 CIVIC OPERATIONS CENTRE	0.0	0.0	0.0	10,000.0	20,000.0
P1949 C MGR-CIVIC ACCOMMODATION	2,537.0	0.0	0.0	0.0	0.0
Total	9,115.0	8,058.0	8,457.0	17,071.0	27,196.0

Unfunded Capital Projects	2014	2015	2016	2017	2018
P1941 AF-CIVIC FACILITIES ROOF FALL PROTECTION	0.0	150.0	150.0	150.0	150.0
P1949 C MGR-CIVIC ACCOMMODATION	0.0	2,500.0	2,500.0	2,500.0	2,500.0
P2180 AF-CIVIC FACILITY SITE MAINTENANCE	0.0	345.0	185.0	160.0	200.0
Total	0.0	2,995.0	2,835.0	2,810.0	2,850.0

Summary of Capital Investments

The 2014 Civic Facilities Capital Investments include four funded projects totaling \$9.1 million.

Two of these projects totaling \$6.4 million are geared towards maintaining existing corporate assets. The remainder of this investment expands the existing radio trunking system and addresses civic accommodation.

Projects identified with no source of funding in this service line include maintenance required at civic facility sites as well as the installation of roof fall protection.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Vehicle & Equipment Services

Overview

To provide equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, rentals, maintenance, repair and training.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	4,147.9	3,873.6	4,052.8	4,192.4	139.6	3.4%
Operating Cost	11,053.0	10,288.5	10,375.1	10,631.5	256.4	2.5%
Cost Recovery	(19,962.0)	(18,674.1)	(19,417.9)	(19,991.3)	(573.4)	3.0%
Capital Contribution	4,444.7	4,475.0	4,990.0	5,167.4	177.4	3.6%
Total	(316.4)	(37.0)	0.0	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	48.20	49.20	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Vehicle & Equipment Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Growth:

- An increase of 1.00 FTE represents the addition of a Mechanic (Journeyman) to assist with maintenance of the additional vehicles and equipment to the City's fleet. Additional vehicles and equipment are required due to the growth of the City.

Capital Contributions:

- Increase in contribution to the Civic Vehicles and Equipment Replacement Reserve of \$177.4 consistent with inflation.

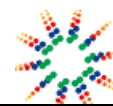
Other Significant Changes:

- Increase in rental rate by 3.15% totaling \$396.0 which is fully cost recovered from user departments.

Not Included:

- Deficiency in the Civic Vehicles & Equipment Replacement Reserve in the amount of \$2.9 million in order to fully replace all necessary units. Not keeping up with the replacement schedule results in retaining equipment that has been fully depreciated which results in increased operating and maintenance costs as well as equipment failures during peak operating seasons. This also forces alternative fleet solutions that do not result in contributions to the Vehicles and Equipment Replacement Reserve, leasing agreements.

Funded Capital Projects	2014	2015	2016	2017	2018
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	580.0	125.0	125.0	125.0	125.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0
Total	5,580.0	5,125.0	5,125.0	5,125.0	5,125.0



Summary of Capital Investments

The 2014 Vehicle and Equipment Capital Investments involve the purchase of additional and replacement fleet vehicles and equipment totaling \$5.6 million.

\$5.0 million is required to replace units that are experiencing unacceptable maintenance and repair costs, excessive downtime, and/or a loss in productivity, and have reached or passed their scheduled life spans.

Funded from the Snow and Ice Equipment Acquisition Reserve is \$380.0 to purchase a Tandem Plough Truck and a Sidewalk Plough.

Funded from the Parks Ground Maintenance Equipment Acquisition Reserve is \$200.0 to purchase a tractor and a combo plane.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



City-Owned Property - Land

Overview

This service line involves the effective management of city-owned land that is held for future land development or fully serviced industrial city-owned land leased to businesses on a long term basis under the City's Business Development Incentives. The lease rates established are based on market value and may be of duration of less than one year (short term leases), three to five years for farm leases, or up to fifteen years for serviced industrial land. The revenues received are offset by costs attributable to property inspections and maintenance including clean up and weed/grass cutting as well as property taxes for lands outside of city limits.

The service line also manages the leasing of accommodation space required by various civic departments from external sources. The lease expense was previously accounted for under the Civic Facilities service line (Corporate Asset Management business line).

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(1,529.7)	(1,106.9)	(1,305.0)	(2,256.5)	(951.5)	72.9%
Staff Compensation	0.0	0.0	0.0	54.0	54.0	100.0%
Operating Cost	137.6	125.9	136.9	2,463.8	2,326.9	1699.7%
Total	(1,392.1)	(981.0)	(1,168.1)	261.3	1429.4	122.4%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.90	0.90

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
City-Owned Property - Land	(1,305.0)	(951.5)	(2,256.5)	136.9	1,748.1	632.8	0.0	2,517.8
								261.3

Growth:

- Staffing has been increased by 0.9 FTE (\$52.6) and training has been increased by \$1.0 for a clerical position required to help administer the various leases.
- The Land Administration fee has increased by \$18.8 based on an increase in revenues.
- The purchase of the building located at 202 4th Avenue North results in additional facilities costs of \$890.4 which are partially offset by lease revenues of \$458.8 and external lease savings of \$330.0.

Other Significant Changes:

- Revenue has increased by \$492.7 due to additional land leases, primarily in the Marquis Industrial area.
- Civic lease costs increased by \$1.33 million; \$1.14 million is a transfer from the Civic Facilities service line and \$189.6 increase in lease rates.

Summary of Capital Investments

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



Operating Budget
\$51.7 million

Capital Budget
\$2.8 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Culture of Continuous Improvement

Overview

The Corporate Governance and Finance business line provides essential administrative, human resource, information technology, and finance supports for all other corporate business lines. The expertise provided by City staff in these key areas help ensure the smooth, seamless provision and delivery of services to residents, businesses, organizations, and stakeholders.

The City Manager is the Chief Administrative Officer for the City of Saskatoon and is responsible for planning, directing, supervising, coordinating and controlling all municipal operations as approved by City Council. Strategic and business planning, intergovernmental affairs, corporate communications and community engagement are coordinated through this office.

The City Clerk's Office administers the City's legislative processes. This includes preparing and distributing agendas and minutes, and disseminating decisions of meetings of City Council and its committees; ensuring that the business of City Council and its committees are conducted in accordance with the applicable statutes; and maintaining corporate records, including bylaws, agreements, contracts, and archival records. The City Clerk's Office also conducts municipal elections and administers the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act*.

The City Solicitor's Office provides legal services to the municipal corporation and related bodies. It also administers the corporate risk management program. This includes the handling of claims from citizens who believe that they have suffered damages which were caused by the City.

There is a wide range of employee and organizational services including: workplace safety, health and wellness, employee benefits, recruitment, corporate accounting and information technology also included in this business line.

At A Glance

- There are 11 elected officials consisting of one Mayor and 10 Ward Councillors.
- There are 12 unions and associations within the City's organizational structure.
- Total 2013 budgeted revenues corporately of \$386.0 million.
- The 2013 assessed value of all property in Saskatoon is \$38.1 billion (taxable \$30.8 billion).



- There are 18 Joint Occupational Health and Safety Committees representing employees from every department in the City's organizational structure.
- There are 3,217 full time equivalent (FTE) positions budgeted for 2014. Currently there are 3,966 permanent employees (includes full time, part time and job share employees)

Key Challenges

- Aging infrastructure and ability to finance the maintenance and replacement of our existing infrastructure.
- Developing the appropriate taxation or user fee models for service delivery funding.
- Increased citizen expectations of civic services.
- Increased demand for environmental responsibility.
- Aging workforce and a competitive job market creates challenges in recruitment, retention, and knowledge transfer.
- A diverse workforce (age, cultural backgrounds, etc.) where employees have different needs and expectations.
- Recruitment and retention of a knowledgeable and skilled labour force.
- Continue pro-active succession planning for key positions and ensure potential and new managers are trained and developed to undertake leadership roles within the organization
- Rapid, ongoing changes in technology.
- The need to maintain and improve record keeping related to health and safety for individual employees, sections, branches and departments
- Increased growth has placed pressures and demands on various areas of the City including assessment staff resulting from increased building construction and the taxi industry as it tries to meet the increased customer demands.

Major Initiatives 2014-2016

Implement the Following 4-Year Priorities:

- Develop an Employee Rewards and Recognition Program
- Develop a formalized corporate fund-raising strategy and/or a philanthropic policy
- Implement a Succession Planning Process that will include a smooth transition of knowledge and skills to successors.
- Explore alternate sources of revenues to pay for ongoing operations.
- Begin the process of implementing Service Saskatoon – a coordinated approach to responding to citizen calls and inquiries on programs and services. Identify a point of contact for each department to assist citizens with complex inquiries where multiple departments may be involved so the public can have their questions answered and register their concerns. This one point of contact will eliminate the need for the public to try to find the right number, or multiple numbers, to call within City Hall
- Introduce electronic agenda management system which will streamline process, increase staff efficiencies and result in photocopy savings
- Develop a new website for the City that is more customer and citizen friendly

Implement the Following Long-Term Strategies (10-Year):

- Create and encourage a workplace culture of continuous improvement that encourages innovation and forward thinking. Identify targeted opportunities to implement specific continuous improvement tools within departments.

Other Initiatives

- Pursue implementation of video streaming for standing committee meetings.
- Develop a long term financial plan which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.



- Develop an information report on the analysis and assessment of the cost of growth

Budget Implications

- The City website project is in the second phase of development with the awarding of the RFP expected in late 2013 which will allow for project work on the website design in early 2014. The second allocation of funds from the Reserve for Capital Expenditures (RCE) of \$471.0 is included in Capital Project 2510.
- Capital Project 2535 – “Efficiencies Through Continuous Improvement” will focus on reducing costs and increasing productivity. Funding of \$150.0 from RCE is allocated to the project for resources to manage the program which includes training, facilitation and support to civic departments. An expected savings of \$1.37 million is included in the 2014 operating budget as a result.
- A \$13.8 increase to the operating budget of the City Clerk’s Office is to fund increased support costs for the Electronic Records Management System as part of the initiative to modernize civic government. Capital Project 1883 for \$175.0 to upgrade the electronic records management software.
- A new Interactive Voice Response system (IVR) is budgeted in the Revenue Branch for \$300.0, while a Customer Inquiry Tracking system is also budgeted for \$200.0 to help enhance customer service initiatives.
- The continued phase-in of funds for financing civic facilities construction including an incremental \$850.0 for debt payment related to the Police Headquarters and \$350.0 for future civic facilities including fire halls.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,119.5	1,230.6	1,446.6	0.0	1,506.6	1,506.6	60.0	4.1%
City Manager's Office	1,403.6	1,444.6	1,523.3	0.0	1,739.0	1,739.0	215.7	14.2%
City Clerk's Office	1,981.4	2,082.5	2,168.9	50.0	2,201.0	2,251.0	82.1	3.8%
City Solicitor's Office	1,814.7	1,797.8	1,840.2	(222.3)	2,115.4	1,893.1	52.9	2.9%
Corporate Support	13,627.6	14,788.9	16,036.0	(51.0)	16,603.6	16,552.6	516.6	3.2%
General Services	17,522.5	16,820.0	19,813.1	(9,255.1)	28,856.4	19,601.3	(211.8)	-1.1%
Assessment & Taxation	2,949.3	3,138.0	3,475.6	(4.5)	3,551.2	3,546.7	71.1	2.0%
Revenue Services	1,984.9	2,017.5	1,887.1	(73.8)	2,003.4	1,929.6	42.5	2.3%
Financial Services	3,291.6	3,310.7	2,557.5	0.0	2,665.8	2,665.8	108.3	4.2%
Total	45,695.1	46,630.6	50,748.3	(9,556.7)	61,242.4	51,685.7	937.4	1.8%

Staff Complement	2013	2014	Difference
Full Time Equivalents	383.85	390.35	6.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Legislative	0.0	0.0	0.0	1,446.6	60.0	0.0	0.0	1,506.6	1,506.6
City Manager's Office	0.0	0.0	0.0	1,523.3	192.1	23.6	0.0	1,739.0	1,739.0
City Clerk's Office	(20.0)	70.0	50.0	2,188.9	(1.7)	13.8	0.0	2,201.0	2,251.0
City Solicitor's Office	(222.3)	0.0	(222.3)	2,062.5	5.1	47.8	0.0	2,115.4	1,893.1
Corporate Support	(51.0)	0.0	(51.0)	16,087.0	138.9	377.7	0.0	16,603.6	16,552.6
General Services	(9,372.8)	117.7	(9,255.1)	29,185.9	(1,529.5)	1,200.0	0.0	28,856.4	19,601.3
Assessment & Taxation	(4.5)	0.0	(4.5)	3,480.1	71.1	0.0	0.0	3,551.2	3,546.7
Revenue Services	(70.4)	(3.4)	(73.8)	1,957.5	(3.8)	49.7	0.0	2,003.4	1,929.6
Financial Services	0.0	0.0	0.0	2,557.5	108.3	0.0	0.0	2,665.8	2,665.8
Total	(9,741.0)	184.3	(9,556.7)	60,489.3	(959.5)	1,712.6	0.0	61,242.4	51,685.7

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Legislative	0.0	0.0	0.0	0.0	0.0
City Manager's Office	621.0	0.0	0.0	0.0	0.0
City Clerk's Office	175.0	80.0	75.0	90.0	85.0
City Solicitor's Office	0.0	0.0	0.0	0.0	0.0
Corporate Support	1,180.0	696.0	600.0	850.0	875.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	250.0	100.0	250.0	100.0	0.0
Revenue Services	560.0	100.0	300.0	0.0	0.0
Financial Services	0.0	0.0	0.0	0.0	0.0
Total	2,786.0	976.0	1,225.0	1,040.0	960.0

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
C.I.S. DEVELOPMENT RESERVE	50.0	0.0	0.0	0.0	0.0
CK - CAPITAL RESERVE	175.0	80.0	75.0	90.0	85.0



Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
COMPUTER EQUIPMENT REPL RES	800.0	560.0	500.0	750.0	775.0
CORPORATE CAPITAL RESERVE	200.0	100.0	100.0	100.0	100.0
CS - CAPITAL RESERVE	250.0	100.0	550.0	100.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	147.0	0.0	0.0	0.0	0.0
INFRA RES - STORM WATER	6.0	0.0	0.0	0.0	0.0
PHOTOCOPY MACHINES REPL RES	330.0	136.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	621.0	0.0	0.0	0.0	0.0
SEWAGE COLL & TRTMNT REPL RES	82.0	0.0	0.0	0.0	0.0
WATER SUPPLY REPL RES	125.0	0.0	0.0	0.0	0.0
Total	2,786.0	976.0	1,225.0	1,040.0	960.0
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2014 Capital Projects

Service Line	2014	2015	2016	2017	2018
P1883 CK-ELECTRONIC RECORDS MANAGEMENT	23.8	28.8	35.0	41.0	27.0
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	20.0	0.0	30.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	0.0	0.0	20.0	0.0
Total	23.8	48.8	35.0	91.0	27.0



Legislative

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	969.5	995.9	1,011.9	1,040.3	28.4	2.8%
Operating Cost	150.1	234.7	434.7	453.3	18.6	4.3%
Transfer to/from Reserves	0.0	0.0	0.0	13.0	13.0	0.0%
Total	1,119.6	1,230.6	1,446.6	1,506.6	60.0	4.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Legislative	0.0	0.0	0.0	1,446.6	60.0	0.0	0.0	1,506.6	1,506.6

Significant Changes:

- There is an increase of \$13.0 for legal opinions on issues such as conflict of interest, which can arise for Councillors from their duties as members of council.
- An increase of \$28.4 represents staffing increments, contractual and payroll cost increases for 2014. Additionally there is an increase in operating costs of \$18.6 related to inflationary costs.

Summary of Capital Investments

There are no capital investments in Legislative.



City Manager's Office

Overview

This service line provides direction and leadership to civic departments, policy advice to City Council and its Committees, directs the Corporate Communications, and acts as liaison between the Administration, City Council, other levels of government, and the public.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	1,161.2	1,199.6	1,224.1	1,402.9	178.8	14.6%
Operating Cost	262.1	264.6	321.4	362.4	41.0	12.8%
Cost Recovery	(49.6)	(49.6)	(52.2)	(56.3)	(4.1)	7.9%
Capital Contribution	30.0	30.0	30.0	30.0	0.0	0.0%
Total	1,403.7	1,444.6	1,523.3	1,739.0	215.7	14.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	10.00	11.00	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
City Manager's Office	0.0	0.0	0.0	1,523.3	192.1	23.6	0.0	1,739.0	1,739.0

Growth:

- There is an increase in operating costs of \$23.6 for social media and online communication tools. Social media is an ever growing market with increased demand and increased citizen expectations around transparency, responsiveness, dialogue and decision making. This will enable gathering of information posted online as a form of input and comment on programs and services; sending out information and answering questions online on a regular, timely and consistent basis. It will also allow monitoring social media sites beyond the City accounts to identify dialogues and sentiment in the community around our programs and services.

Significant Changes:

- In 2014, staffing consists of an increase in contractual and payroll costs of \$55.6. There is also a transfer of 1.0 FTE for \$123.2 from the Human Resources service line (Corporate Governance and Finance business line) to lead, develop and support initiatives related to organizational performance and culture transformation that are led by the City Manager's Office.

Funded Capital Projects	2014	2015	2016	2017	2018
P2510 CP-CITY WEBSITE REDESIGN	471.0	0.0	0.0	0.0	0.0
P2535 CP-EFFICIENCIES THROUGH CONTINUOUS IMPROVEMENT	150.0	0.0	0.0	0.0	0.0
Total	621.0	0.0	0.0	0.0	0.0



Summary of Capital Investments

In 2011, work began on reviewing the functionality of the City Website Project 2510. The redesign and renovation of the City website began in 2013 and will continue in 2014 using funding from the Reserve for Capital Expenditures of \$471.0. The major redesign and renovation portion of the website will make it function better for all users including the public, staff and City Council.

Capital Project 2535 – Efficiencies Through Continuous Improvement will focus on improving service, reducing costs and reducing waste to support our Strategic Goal of A Culture of Continuous Improvement.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects



City Clerk's Office

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(4.6)	(34.0)	(20.0)	50.0	70.0	-350.0%
Staff Compensation	1,561.5	1,588.7	1,647.9	1,666.4	18.5	1.1%
Operating Cost	795.9	889.7	445.3	427.9	(17.4)	-3.9%
Cost Recovery	(375.7)	(366.2)	(39.3)	(38.3)	1.0	-2.5%
Capital Contribution	155.0	4.3	65.0	75.0	10.0	15.4%
Transfer to/from Reserves	(150.7)	0.0	70.0	70.0	0.0	0.0%
Total	1,981.4	2,082.5	2,168.9	2,251.0	82.1	3.8%

Staff Complement	2013	2014	Difference
Full Time Equivalents	20.24	20.24	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
City Clerk's Office	(20.0)	70.0	50.0	2,188.9	(1.7)	13.8	0.0	2,201.0	2,251.0

Growth:

- There is an increase in operating costs of \$13.8 related to the Electronic Records and Information Management System maintenance for additional licenses.

Capital contributions

- \$10.0 contribution to reserve for Documentum Software upgrades.

Significant Changes:

- Staffing increments, contractual and payroll cost increases total \$18.5 for 2014, offset by a \$20.2 decrease in operating costs.
- A decline of \$70.0 in the Board of Revision revenue is expected based on the reassessment cycle and fee refunds for successful appeals at the local and provincial appeal board levels.

Not included:

- 1.0 FTE for an Access and Privacy Assistant in the amount of \$77.4. This position is required to support the work of the City Clerk's Office in administering the requirements of *The Local Authority Freedom of Information and Protection of Privacy Act*. The position would assist the City Clerk and Access and Privacy Coordinator in developing a more comprehensive Privacy Program, including the development of privacy policies, an education and training program and delivery model, and to streamline the process to conduct privacy impact assessments on new and revised projects and initiatives. The position would also assist in research and processing of Access Requests, as well as privacy enquiries.



Funded Capital Projects	2014	2015	2016	2017	2018
P1883 CK-ELECTRONIC RECORDS MANAGEMENT	175.0	80.0	75.0	90.0	85.0
Total	175.0	80.0	75.0	90.0	85.0

Summary of Capital Investments

Operating improvements are expected with the continued implementation of Electronic Records and Information Management system in all civic departments. An upgrade to the software will be required in 2014, along with additional software licenses.

Future Operating Impact of Current Year's Capital Projects

Maintenance Fees for the Electronic Records and Information Management System of \$13.8 starting in 2014. An additional \$10.0 will be transferred to City Clerk's Capital Reserve for the Documentum Software upgrades.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P1883 CK-ELECTRONIC RECORDS MANAGEMENT	23.8	28.8	35.0	41.0	27.0
Total	23.8	28.8	35.0	41.0	27.0



City Solicitor's Office

Overview

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

The City Solicitor's Office represents the City of Saskatoon, its controlled corporations and the Saskatoon Public Library Board at all levels of court and before various tribunals, provides all legislative drafting for the City and conducts bylaw prosecutions and appeals. Also, the City Solicitor's Office carries out a wide variety of legal services such as land transactions, contracts, loans and debentures, expropriations and tax enforcement, and attends to the City's risk management function by arranging for insurance for the City, and by dealing with all claims made against the City.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(230.9)	(200.2)	(222.3)	(222.3)	0.0	0.0%
Staff Compensation	2,292.1	2,272.1	2,342.7	2,398.3	55.6	2.4%
Operating Cost	1,570.5	1,503.6	1,567.2	1,592.6	25.4	1.6%
Cost Recovery	(2,767.0)	(2,727.7)	(2,797.4)	(2,825.5)	(28.1)	1.0%
Capital Contribution	0.0	950.0	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	950.0	0.0	950.0	950.0	0.0	0.0%
Total	1,814.7	1,797.8	1,840.2	1,893.1	52.9	2.9%

Staff Complement	2013	2014	Difference
Full Time Equivalents	21.00	22.00	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
City Solicitor's Office	(222.3)	0.0	(222.3)	2,062.5	5.1	47.8	0.0	2,115.4
								1,893.1

Growth:

- Expenditures for Legal Services have increased by \$47.8 for the addition of 1.0 FTE for a Legal Secretary to support increasing inquiries for legal services within the City of Saskatoon.

Summary of Capital Investments

There are no capital investments in the City Solicitor's Office.



Corporate Support

Overview

Corporate Support includes Human Resources, Corporate Information Services (CIS), Materials Management and the Administrative Branches from departments including Infrastructure Services and Community Services.

The Human Resources Department consults and provides a wide range of employee and organizational services including: workplace safety, health and wellness, employee benefits, employee developments, human resources planning, labour relations, organization development, recruitment, employment equity, total compensation and training. These services encourage and support employees to reach their full potential to achieve corporate goals and objectives in addition to ensuring provision of a qualified, competent, stable and productive workforce for the organization.

The Corporate Information Services (CIS) Branch provides support and assistance for corporate and departmental information technology needs; central computing services; and to provide for the control and acquisition of all telephone equipment and related services.

The Materials Management Branch is responsible for providing procurement & inventory management, asset disposal, mail and printing services to the Corporation.

The Administrative Branch of the Infrastructure Services Department provides general management, administrative, personnel and system support services for the Infrastructure Services Department and to administer its departmental accounts receivable/payable and payroll benefits.

The Administrative Branch of the Community Services Department provides management and support services, including budgeting, accounting and control, payroll, personnel, clerical and systems development for the Community Services Department.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(74.4)	(41.0)	(51.0)	(51.0)	0.0	0.0%
Staff Compensation	15,120.9	15,461.5	16,852.5	17,704.9	852.4	5.1%
Operating Cost	5,082.6	5,785.2	6,427.8	6,733.8	306.0	4.8%
Cost Recovery	(7,821.0)	(7,743.5)	(8,653.1)	(9,271.4)	(618.3)	7.1%
Capital Contribution	1,314.3	1,326.6	1,454.2	1,430.6	(23.6)	-1.6%
Transfer to/from Reserves	5.3	0.0	5.6	5.7	0.1	1.8%
Total	13,627.7	14,788.9	16,036.0	16,552.6	516.6	3.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	191.81	196.31	4.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Corporate Support	(51.0)	0.0	(51.0)	16,087.0	138.9	377.7	0.0	16,603.6
								16,552.6

Growth:

- There is 1.00 FTE increase due to the growth of the Corporation resulting in an additional \$74.4 for a Programmer Analyst within Corporate Information Services (CIS).



- CIS has necessary increases resulting from previous capital projects totaling \$30.0, as well as additional consulting services of \$97.3. These expenses are partially off-set by an increase in cost recoveries of \$118.5.
- Human Resources have an increase of 2.0 FTEs for the addition of a Health & Safety Superintendent, and a HR Consultant, totaling \$176.0. Due to the growth of the Corporation, the HR Consultant will assist the employment section with all aspects of the employment process in addition provide support to update and maintain job descriptions and conduct research to support HR in developing and implementing policies, process and procedures.

Other Significant Changes:

- In 2014, the CIS staffing consists of an increase in contractual and payroll costs of \$211.6. These costs are partially offset with a transfer of \$29.0 from the Corporate Information Services Development Reserve back to the Corporate Services Capital Reserve after funding capital projects in 2013.
- The Infrastructure Services Administration Branch staffing component consists of a transfer from capital of 0.50 FTE for a Communications Consultant, which is cost recovered to capital programs, as well as a base transfer of 2.00 FTE from various Public Works, Parks and Facilities programs which have been redeployed to two secretary positions providing administrative support for both Human Resources and Occupational Health and Safety.
- Human Resources have an increase in contractual and payroll costs, resulting in a \$170.5 increase, offset by a decrease of \$123.0 for the transfer of 1.00 FTE to the City Manager's service line to lead, develop, and support initiatives related to organizational performance and culture transformation.

Not included:

- Licensing fees of \$30.0 are required for the Applicant Tracking System (ATS). The ATS requires an additional commitment due to an annual software licensing fee. The licensing fee is required in 2014 and without funding this requirement it will mean that Human Resources will need to find these budget dollars from another area resulting in other HR programs being underfunded over the long term until annual licensing fees are added to the operating budget.
- The Rewards and Recognition program requires resources of \$100.0 such as development of processes and procedures, in addition to the actual rewards model that is used for purchasing rewards for employees. The lack of this funding will mean a slower process in accomplishing the strategic priority of *"Building a workplace culture that offers opportunities for...employee recognition"*
- The Key Skills for Management program requires additional resources of \$10.0 for the instructional development and design of an important education program for all managers/supervisors. The lack of this funding will limit the delivery of this program in a timely fashion with quality content. The lack of this program was identified as a number one risk for HR in the Risk Assessment Report completed by the City Solicitor's Office.

Funded Capital Projects		2014	2015	2016	2017	2018
P1083	CP-CORPORATE NETWORK EQUIPMENT REPL	475.0	275.0	375.0	525.0	575.0
P1780	CP-CORP NETWORK INFRASTRUCTURE	375.0	125.0	125.0	125.0	125.0
P1801	CP-SECOND DATA CENTRE	0.0	60.0	0.0	0.0	0.0
P1977	CP-LOCAL AREA NETWORK & DATA SECURITY	0.0	100.0	0.0	100.0	75.0
P1989	CP-e-SERVICE ENHANCEMENT	0.0	0.0	100.0	100.0	100.0
P2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	330.0	136.0	0.0	0.0	0.0
Total		1,180.0	696.0	600.0	850.0	875.0



Summary of Capital Investments

2014 Capital Investments include three asset replacement projects totaling \$1,180.0 to keep the network equipment and printing services current.

Future Operating Impacts of Current Year's Capital Projects

Future operating capital impacts include CIS storage management licensing costs of \$20.0 in 2015, server hardware maintenance of \$30.0 in 2017 and switch maintenance of \$20.0 in 2017.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	20.0	0.0	30.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	0.0	0.0	20.0	0.0
Total	0.0	20.0	0.0	50.0	0.0



General Services

Overview

To provide for various provisions for revenues and expenditures that relate to the operation of the municipality but do not relate to specific programs. Examples of the revenues and expenditures include debt payments, transfers to general reserves, administrative recoveries and gas tax revenue related to debt payments.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue - Gas Tax	(6,977.9)	(7,245.1)	(7,174.2)	(7,181.0)	(6.8)	0.1%
Staff Compensation	38,250.7	39,678.9	39,862.4	43,658.8	3,796.4	9.5%
Operating Cost	2,202.4	997.5	1,403.3	(588.7)	(1,992.0)	-142.0%
Debt Charges	21,205.6	21,151.7	23,412.4	26,292.9	2,880.5	12.3%
Cost Recovery	(41,207.0)	(42,200.7)	(42,335.1)	(45,934.1)	(3,599.0)	8.5%
Capital Contribution	4,048.7	4,437.7	4,644.3	3,353.4	(1,290.9)	-27.8%
Total	17,522.5	16,820.0	19,813.1	19,601.3	(211.8)	-1.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
General Services	(9,372.8)	117.7	(9,255.1)	29,185.9	(1,529.5)	1,200.0	0.0	28,856.4	19,601.3

Growth:

- Debt Charges have been increased to continue building a funding base for future debt payments. These include \$850.0 for the Police Headquarters project approved in 2011 within Saskatoon Police Service and \$350.0 for the Civic Facilities Funding Plan.

Capital Contributions:

- The decrease of \$1,290.9 in transfer to Reserve for Capital Expenditures (RCE) is comprised of eliminating the one-time transfer of \$665.9 to RCE in the 2013 Budget and a temporary reduction in RCE of \$625.0 to be allocated to internal loan debt repayments for 2014 and 2015 on Capital Project 2320 Transit Dart System Improvements/ITS that was committed to in the 2013 Budget.

Other Significant Changes:

- Debt Charges have been allocated a base transfer of \$1.35 million from the Police Services due to a reduction in lease and offsite parking payments required with the new Police Headquarters opening which is in turn being utilized to pay for debt charges on the borrowing for the new facility.
- Based on a HR review of the approximate staff turnover rate, a calculation for the unplanned vacancy in the 2014 year will result in savings of \$1.3 million.
- Consistent with the Corporation's strategic goal of Continuous Improvement, a position has been seconded under Capital Project 2535 Efficiencies through Continuous Improvement to work with various departments to aid in review of their processes to find efficiencies and cost savings. This is estimated to provide savings of \$1.37 million.



- The general provision of \$250.0 related to VoIP global savings held within General Services has been removed since the initiative has been rolled out and dispersed as departmental savings throughout the Corporation.
- The net decrease of \$124.5 in administrative recoveries from the Utilities and Public Library has resulted from a \$234.0 reduction from the Transit Operations as it is no longer considered a utility program. This is partially offset by a MPI increase of 3.15% on remaining areas in the amount of \$60.3 and the addition of a charge to the Storm Water Utility of \$49.2.
- Working capital interest on utilities has declined by \$106.7 in 2014, which is offset by an increase from the Land Bank of \$353.5 attributed to an increase in the fund balance.

Summary of Capital Investments

There are no capital investments for General Services.



Assessment & Taxation

Overview

To provide property assessment and taxation through compliance with applicable provincial legislation.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(4.7)	(3.0)	(4.5)	(4.5)	0.0	0.0%
Staff Compensation	2,573.6	2,714.8	2,930.7	2,997.3	66.6	2.3%
Operating Cost	374.6	420.4	558.7	565.2	6.5	1.2%
Cost Recovery	0.0	0.0	(15.0)	(17.0)	(2.0)	13.3%
Capital Contribution	0.3	5.8	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	5.5	0.0	5.7	5.7	0.0	0.0%
Total	2,949.3	3,138.0	3,475.6	3,546.7	71.1	2.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	38.00	38.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Assessment & Taxation	(4.5)	0.0	(4.5)	3,480.1	71.1	0.0	0.0	3,551.2	3,546.7

Significant Changes:

- The largest impact to the Assessment & Taxation service line is the staffing component consisting of an increase in contractual and payroll costs of \$66.6.
- Additionally, there is a reduction in car allowance in the amount of \$13.8, which is partially offset by costs related to additional assessment due to the revaluation year.

Not included:

- Website maintenance expenses for the Assessment tool in the amount of \$20.0. The online Assessment Tool located on the Civic website is presently upgraded and updated on an annual basis by means of an outside vendor. This allows for expedient changes and upgrades as required. In the absence of funding, additional internal resources would be required to complete the same tasks.

Funded Capital Projects	2014	2015	2016	2017	2018
P2079 AF-PROPERTY REASSESSMENT	0.0	100.0	250.0	100.0	0.0
P2530 AF-PROPERTY TAX SYSTEM REPLACEMENT	250.0	0.0	0.0	0.0	0.0
Total	250.0	100.0	250.0	100.0	0.0

Summary of Capital Investments

The 2014 Capital Investment is required in order to update the current taxation system due to changes in legislation as well as business process. The current system has become labour intensive in processing.



Revenue Services

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(76.1)	(73.0)	(70.4)	(73.8)	(3.4)	4.8%
Staff Compensation	4,592.4	4,778.6	4,958.9	5,126.7	167.8	3.4%
Operating Cost	2,639.8	2,960.5	2,866.2	3,011.5	145.3	5.1%
Cost Recovery	(5,173.4)	(5,649.0)	(5,867.6)	(6,134.8)	(267.2)	4.6%
Capital Contribution	2.3	0.3	0.0	0.0	0.0	0.0%
Total	1,985.0	2,017.5	1,887.1	1,929.6	42.5	2.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	73.70	73.70	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Revenue Services	(70.4)	(3.4)	(73.8)	1,957.5	(3.8)	49.7	0.0	2,003.4	1,929.6

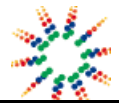
Growth:

- In 2014 the Revenue Services Line has added additional support for the recycling service in the amount of \$49.7.

Significant Changes:

- Corporate Information Services expenses for Revenue Services have increased by \$84.4 due to inflationary increases.
- Increase in contractual salary and payroll costs of \$167.8 including salary contingency.
- All of these expenses are partially off-set with increased cost recoveries of \$267.2 to the Utility programs.

Funded Capital Projects	2014	2015	2016	2017	2018
P2085 AF-REVENUE - REMITTANCE PROCESSOR REPLACEMENT	60.0	0.0	0.0	0.0	0.0
P2414 AF-CUSTOMER e-SERVICE INQUIRY TRACKING SYSTEM	200.0	100.0	0.0	0.0	0.0
P2526 AF-IVR SYSTEM REPLACEMENT	300.0	0.0	0.0	0.0	0.0
P2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	0.0	0.0	300.0	0.0	0.0
Total	560.0	100.0	300.0	0.0	0.0



Summary of Capital Investments

2014 Revenue Services Capital Investment includes replacement of the Interactive Voice Response (IVR) System, the Cashier and Remittance Processing systems, as well as the e-service inquiry tracking system.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Financial Services

Overview

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

This area includes the general management, leadership and control for the Corporate Services department's operations, including policy development, inquiries from the public, and Council relations.

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	2,686.9	2,694.0	2,110.7	2,168.6	57.9	2.7%
Operating Cost	508.8	470.8	288.0	310.7	22.7	7.9%
Cost Recovery	(181.0)	(131.0)	(37.2)	(38.5)	(1.3)	3.5%
Capital Contribution	276.9	276.9	196.0	225.0	29.0	14.8%
Total	3,291.6	3,310.7	2,557.5	2,665.8	108.3	4.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	25.10	25.10	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Financial Services	0.0	0.0	0.0	2,557.5	108.3	0.0	0.0	2,665.8	2,665.8

Capital Contributions:

- A transfer of \$29.0 from the Corporate Information Services Development Reserve back to the Corporate Services Capital Reserve after funding capital projects in 2013.

Other Significant Changes:

- In 2014, staffing consists of an increase in contractual and payroll costs of \$57.9.
- A transfer of \$20.0 to assist with the annual development of the Municipal Operational Benchmark report originally funded within General Services.

Summary of Capital Investments

There are no capital investments for Financial Services.



Operating Budget

\$11.2 million

Capital Budget

\$1.8 million



STRATEGIC GOAL:



Environmental Leadership

Overview

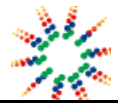
A healthy environment is essential to a healthy population, now and in the future. The City of Saskatoon demonstrates Environmental Leadership through a number of programs, services, and activities under the Environmental Health business line. These initiatives enable the City to grow in harmony with nature and effectively preserve and protect the long-term health of the environment in which Saskatoon is built.

Saskatoon's environmental program forms the core of this business line. Air, water, and land protection is the focus of the services provided under this business line. Guided by plans such as the Energy and Greenhouse Gas Management Plan, the Saskatoon Waste and Recycling Plan, the South Saskatchewan River Source Water Protection Plan, and Permits to operate for environmental facilities, the impact of our activities is reduced for the benefit of citizens today and tomorrow. Examples include: collection and management of solid waste; implementation of environmental programs and projects related to energy efficiency; waste reduction and recycling program development; stewardship of hazardous waste; responsible management or remediation of contaminated City-owned sites; water quality assurance; and environmental policy development. Management of Saskatoon's urban forest, which numbers in excess of 95,000 trees; supporting public health by reducing the population of mosquitoes that vector West Nile virus; and managing invasive insect and plant species that have a negative impact on parks and naturalized areas, are also critical elements of this business line.

The City is expected to be a leader in environmental stewardship. The Environmental Services Branch supports and facilitates the implementation of environmentally friendly and sustainable practices for improved environmental performance both by the corporation and the community at large.

At A Glance

- Parks Branch maintains over 105,000 trees on boulevards and in parks.
- Landfill receives approximately 130,000 tonnes of garbage annually; 45% is residential garbage.
- Compost depots receive approximately 20,000 tonnes of leaves, grass, and branches annually.
- Approximately 9,000 tonnes of recyclable materials are collected curbside and another 3000 tonnes of paper and cardboard are collected from existing recycling depots.



- Pest Management monitors and treats 950 km² of land in and around Saskatoon for mosquito larvae, monitors approximately 33,000 American Elm for Dutch Elm disease, manages nuisance wildlife and administers the provincial Noxious Weed Act through Inspection Services.

Key Challenges

- Greenhouse gas emissions continue to rise and legislation mandating emissions reduction is anticipated. The City will need to make deeper cuts in emissions from civic operations and promote reductions across the community.
- Landfill life will be shortened if waste reduction does not occur.
- The health of the urban forest is threatened by pests, disease, and weather patterns.
- The quality and quantity of water available in the South Saskatchewan River threatens the City's ability to provide cost-effective drinking water to citizens and the local economy.
- Federal/Provincial regulations are changing around air quality and a variety of emissions and releases into the environment.
- Success under the Integrated Growth Plan for Saskatoon relies on the ability to develop cost effective and safe procedures for reusing vacant or underutilized contaminated sites.
- Climate variability, extreme weather events, flooding and drought conditions affect a number of civic services and assets.
- Vector and nuisance mosquito populations can become an issue in very wet seasons.

Major Initiatives 2014-2016

Implement the following 4-Year Priorities:

- Consider mitigation strategies for the impact of severe weather events on the City's infrastructure
 - Report on resiliency to climate change impacts
- Continue to implement the Energy and Greenhouse Gas Reduction Plan
 - Update the greenhouse gas emissions inventory
 - Develop an Energy and Greenhouse Gas Reduction Business Plan that identifies key initiatives to achieve emissions reductions targets by 2020
 - Establish an Environmental Sustainability Reserve to fund initiatives that reduce greenhouse gas emissions, save costs, and reduce impacts on the environment
 - Sign a Performance Agreement with the Province of Saskatchewan based on the Energy and Greenhouse Gas Reduction Business Plan to meet emissions targets established under new legislation
- Implement energy-efficient practices in City buildings, transportation and operations
 - Implement energy-efficient practices in City buildings including installing efficient motors and optimizing the operations of equipment through measurement and verification.
 - Implement energy-efficient practices within the City fleet of vehicles and equipment including the development of a Green Fleet Strategy, bio-fuels and compressed natural gas (CNG) pilot projects, and route optimization using GPS.
 - Implement energy-efficient practices at the Water and Wastewater Treatment Plants.
 - Deliver energy-efficiency education programs for operators and occupants to achieve utility savings.
 - Develop a Sustainable Procurement Strategy to maximize the economic, social, and environmental benefits of City purchasing practices.



- Identify opportunities to replace conventional energy sources with green energy technologies and find alternate ways of generating capacity to support operations
 - Develop a Clean Energy Master Plan that identifies options to generate power within Saskatoon that benefits the environment and diversifies civic revenues.
 - Replace conventional energy sources with clean energy technologies at City facilities and within park irrigation systems.
 - Complete clean energy projects currently underway including the Turboexpander and Landfill Gas projects at the Green Energy Park at the Landfill Facility and Cogeneration project at the Wastewater Treatment Plant.
 - Implement a small-scale biomass gasification and power generation project using elm wood destined for disposal at the Landfill.
 - Complete a feasibility assessment of a Solar City concept. Solar City would involve future incentives to encourage residents and businesses to install renewable energy systems or undertake energy efficiency retrofits.
- Promote and facilitate city-wide composting and recycling to reduce the rate and volume of waste sent to the Landfill
 - Launch a recycling program for multi-unit dwellings.
 - Implement a comprehensive City of Saskatoon (corporate) recycling program for all civic operations.
 - Implement the Landfill Optimization Strategy to extend the life of the Landfill indefinitely.
 - Report on options for an organics processing facility and program.

Eliminate the need for a new landfill by eliminating waste and/or diverting waste for re-use in other projects.

- Complete Recovery Park, a facility adjacent to the Landfill including a 'Take-It or Leave-It' household item reuse centre, recycling depot, and processing areas for soil, stone, bricks, concrete, asphalt, wood, metal, drywall, and glass.
- Communicate the financial benefit of environmental initiatives.

Implement the following Long-Term Strategies (10-Years):

- Improve the quality and quantity of storm water run-off that is going into the river.
 - Participate in the South Saskatchewan River Watershed Stewards as a leader in watershed protection and improvement, including studies of water quality.
 - Define the City of Saskatoon role in integrated watershed management through planning.
- Address soil-quality issues on City-owned properties.
 - Implement soil protection and remediation policies and procedures to make way for infill development opportunities under the Integrated Growth Plan for Saskatoon.

Other Ongoing Major Initiatives:

- Develop a formal storm response policy to address tree related issues as a result of major wind storms.
- Develop an emergency response plan for pest management should an invasive species threaten the urban forest.
- Participate in the newly-established West Yellowhead Air Management Zone to guide air protection efforts within the region.
- Improve the customer experience at the Saskatoon Regional Waste Management Centre (Landfill) while



appropriately managing safety and environmental risk.

- Implement the Garbage Service Verification to improve service and achieve cost savings through efficiencies.

Budget Implications

- Within the Environmental Program the focus is to improve sustainability outcomes by seeking efficiencies that eliminate waste or reduce the potential for harm to human health and the environment, within changing regulatory requirements and resident expectations. Creative and responsible approaches to contaminated soil handling have achieved significant savings in time, transportation and handling costs. Partnerships are key to achieving success. Investments made by the City are leveraged multiple times in the community and region.
- The Parks Branch will continue to provide Leadership in the maintenance and protection of the urban forest. As the City grows, so too does the cost of maintaining Saskatoon's green canopy of trees. New parks will add to the growing forest of trees already requiring care in existing parks and on City boulevards.
- Recycling and related programs are expanding quickly in Saskatoon and the benefits to the lifespan of the Landfill Facility are tremendous. Considerable planning effort has provided residents with new programs that are cost-effective and efficient. Curbside Recycling is expected to add eight years to the life of the Landfill, saving \$93.6 million and 73,000 tonnes of greenhouse gasses. Energy efficiency initiatives are expanding across the corporation to achieve utility savings. To date, 100,100 tonnes of greenhouse gas emissions have been eliminated, the equivalent of removing 19,625 cars from our roadways each year.
- Garbage collection services are provided to 66,000 single-family homes by a fleet of eighteen garbage trucks. Operational efficiencies have allowed the City to have five fewer operators and five fewer trucks than the industry average, saving \$890.0 each year. Additional savings and improved customer service will result from computerization of the service in 2014. Landfill fees have risen over the last four years but remain below the national average. The Facility strives to recover costs from user fees but is affected by the unique circumstances of competition with a private facility in the region. Environmental and safety regulations are changing and operations are adjusting to meet new more stringent requirements.
- Pest management will continue to provide control of mosquitoes which includes those that vector the West Nile virus. Surveys of diseases such as Dutch elm disease and monitoring for the presence of alien invasive species as well as the development of strategies to reduce the impact of these pest species will continue. The program is also responsible for wildlife management and inspection services (i.e. the enforcement of the provincial Weed Control Act and monitoring and management of invasive weeds).



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	706.6	616.3	638.6	0.0	350.9	350.9	(287.7)	-45.1%
Urban Forestry	2,980.7	3,038.3	3,226.9	0.0	3,365.5	3,365.5	138.6	4.3%
Waste Reduction & Resource Recovery	675.9	407.5	541.3	0.0	843.9	843.9	302.6	55.9%
Waste Handling Service	5,937.3	4,948.2	5,197.7	(7,843.7)	13,620.0	5,776.3	578.6	11.1%
Pest Management	744.9	772.1	800.5	(5.0)	825.4	820.4	19.9	2.5%
Total	11,045.4	9,782.4	10,405.0	(7,848.7)	19,005.7	11,157.0	752.0	7.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	103.66	106.86	3.20

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Environmental Program	0.0	0.0	0.0	638.6	(302.7)	0.0	15.0	350.9	350.9
Urban Forestry	0.0	0.0	0.0	3,226.9	73.2	65.4	0.0	3,365.5	3,365.5
Waste Reduction & Resource Recovery	(197.1)	197.1	-0.0	738.4	235.0	58.7	(188.2)	843.9	843.9
Waste Handling Service	(7,318.8)	(524.9)	(7,843.7)	12,516.5	676.1	427.4	0.0	13,620.0	5,776.3
Pest Management	(5.0)	0.0	(5.0)	805.5	9.9	10.0	0.0	825.4	820.4
Total	(7,520.9)	(327.8)	(7,848.7)	17,925.9	691.5	561.5	(173.2)	19,005.7	11,157.0

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Environmental Program	500.0	0.0	0.0	0.0	0.0
Urban Forestry	0.0	0.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	485.0	0.0	350.0	0.0	250.0
Waste Handling Service	850.0	3,732.0	943.6	255.8	1,668.6
Pest Management	0.0	0.0	0.0	0.0	0.0
Total	1,835.0	3,732.0	1,293.6	255.8	1,918.6

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
AUTO GARBAGE CONTAINER REPL RES	0.0	232.0	243.6	255.8	268.6
BORROWING	0.0	2,500.0	0.0	0.0	0.0
LANDFILL REPLACEMENT RESERVE	1,335.0	1,000.0	1,050.0	0.0	1,650.0
RESERVE FOR CAPITAL EXPENDITURES	500.0	0.0	0.0	0.0	0.0
Total	1,835.0	3,732.0	1,293.6	255.8	1,918.6
Unfunded	0.0	450.0	15,000.0	0.0	25,000.0



Environmental Program

Overview

To protect, conserve, and improve the environment for the benefit of the residents of Saskatoon through plans and policies, education and outreach initiatives, and monitoring performance. The commitment supports accountability to regulators and citizens, responsibility for environmental implications, and collaboration with the community to achieve desired outcomes.

This program provides leadership in improving civic environmental outcomes. Environmental policies and programs are developed related to solid waste management, energy efficiency, watershed improvement, and the management of contaminants. Performance toward environmental goals contained in plans such as the Energy and Greenhouse Gas Management Plan is tracked through a corporate environmental management system.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	471.5	409.2	425.7	203.4	(222.3)	-52.2%
Operating Cost	235.1	206.5	212.3	147.5	(64.8)	-30.5%
Capital Contribution	0.0	0.6	0.6	0.0	(0.6)	-100.0%
Total	706.6	616.3	638.6	350.9	(287.7)	-45.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	5.25	2.30	(2.95)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Environmental Program	0.0	0.0	0.0	638.6	(302.7)	0.0	15.0	350.9

Capital Contributions:

- There is no associated capital contribution.
- The capital program seeks funding from the Reserve For Capital Expenditures (RCE)

Other Significant Changes:

- A restructuring of programs and financial cost centres has been done to improve efficiency and management effectiveness and reporting. The net base decrease of \$302.7 includes \$473.2 in transfers to the Waste Reduction and Resource Recovery service line for expenditures related to Hazardous Household Waste collection days and Energy Recovery programs, partially offset by \$163.5 in transfers into the Waste Reduction and Resource Recovery service line for expenditures related to education program components. Service Level Change includes \$15.0 for the Gently Used Items program.
- This restructure included a net transfer of 2.95 FTEs to the Waste Reduction and Resource Recovery Service Line. Staffing compensation decrease of \$222.3 is net of transfers and includes increments, contractual and payroll cost increases of \$15.7.



Funded Capital Projects		2014	2015	2016	2017	2018
P2183	US-GREENHOUSE GAS REDUCTION	500.0	0.0	0.0	0.0	0.0
Total		500.0	0.0	0.0	0.0	0.0
Unfunded Capital Projects		2014	2015	2016	2017	2018
P2183	US-GREENHOUSE GAS REDUCTION	0.0	250.0	0.0	0.0	0.0
P2534	NORTH DOWNTOWN HEATING & CO-GENERATION FAC	0.0	0.0	15,000.0	0.0	25,000.0
P2587	US-SPILL CLEANUP	0.0	200.0	0.0	0.0	0.0
Total		0.0	450.0	15,000.0	0.0	25,000.0

Summary of Capital Investments

2014 Environmental Program capital investments include \$500.0 to implement Energy and Greenhouse Gas Reduction projects.

Future Operating Impacts of Current Year's Capital Projects

There are no future impacts from current year capital projects.



Urban Forestry

Overview

To provide tree maintenance including a pruning cycle of once every seven years, tree planting, disease control and prevention (e.g. Dutch Elm Disease), and nursery production for management of the urban forest on the City's parks, boulevards, buffer strips, medians and other programs.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	0.0	(22.5)	0.0	0.0	0.0	0.0%
Staff Compensation	1,630.4	1,548.8	1,598.6	1,636.6	38.0	2.4%
Operating Cost	1,392.3	1,489.5	1,619.5	1,720.1	100.6	6.2%
Cost Recovery	(67.1)	(2.5)	(17.5)	(17.5)	0.0	0.0%
Capital Contribution	25.0	25.0	26.3	26.3	0.0	0.0%
Total	2,980.6	3,038.3	3,226.9	3,365.5	138.6	4.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	24.34	24.24	(0.10)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Urban Forestry	0.0	0.0	0.0	3,226.9	73.2	65.4	0.0	3,365.5	3,365.5

Significant Changes:

- Operating costs have been increased by \$138.6 to accommodate city growth as well as inflation including an increase of \$63.9 for contracted tree maintenance.

Not Included:

- Parks Superintendent of 0.50 FTE for \$41.4 shared with the Parks Maintenance & Design service line in order to create efficiencies within the operations of the Urban Forestry service line. Not funding this position will result in decreased customer service, due to the lack of resources dedicated to forward planning of efficient and cost effective parks operations.

Summary of Capital Investments

There are no capital investments for Urban Forestry.



Waste Reduction & Resource Recovery

Overview

To provide a focus on reducing, reusing, recycling, and recapturing resources and seeking operational efficiencies. Initiatives under this program include recycling contracts for curbside and multi-unit dwellings, support for recycling depots located across the community, composting of yard waste at two pilot drop-off depots, the residential subscription yard waste collection initiative, studying buildings and operations to implement utility-saving projects, and monitoring energy use and greenhouse gas emissions.

Performance toward waste reduction and resource recovery goals is contained in plans such as the Saskatoon Waste and Recycling Plan and Energy and Greenhouse Gas Management Plan.

Revenues are generated from proceeds from the sale of metals and composted materials, and from the yard waste program. A portion of the proceeds are used to fund waste reduction and resource recovery operating initiatives and capital projects, the balance is transferred to the Waste Minimization Reserve.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(177.3)	(352.1)	(197.1)	0.0	197.1	-100.0%
Staff Compensation	505.7	303.6	329.5	505.7	176.2	53.5%
Operating Cost	338.5	365.9	368.2	350.2	(18.0)	-4.9%
Cost Recovery	0.0	0.0	0.0	(12.0)	(12.0)	0.0%
Capital Contribution	0.0	90.1	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	9.0	0.0	40.7	0.0	(40.7)	-100.0%
Total	675.9	407.5	541.3	843.9	302.6	55.9%

Staff Complement	2013	2014	Difference
Full Time Equivalents	4.42	5.67	1.25

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Waste Reduction & Resource Recovery	(197.1)	197.1	-0.0	738.4	235.0	58.7	(188.2)	843.9	843.9

Service Level Changes:

- The service level reduction of \$188.2 is due to \$163.2 in savings achieved with decreased collections required at recycling depots and \$25.0 for reducing the number of Hazardous Household Waste Collection Days down to 12.

Growth:

- Increased growth and demand at each Household Hazardous Waste Collection Days held at Credit Union Centre throughout the year requires additional resources of \$42.1 to support the budgeted 12 collection days.

Capital Contributions:

- Capital funding is provided from the Landfill Replacement Reserve.



Other Significant Changes:

- A restructuring of programs and financial cost centres has been done to improve efficiency and management effectiveness and reporting. Base increase of \$235.0 includes \$473.2 in transfers from Environmental Program for expenditures related to Hazardous Household Waste collection days and Energy Recovery programs, partially offset by \$163.5 in transfers into the Environmental Program service line for expenditures related to education program components, transfers of \$89.5 to the Waste Services service line for transfers to reserves and for the Leaves and Grass program components, and increases of \$14.8 for staffing and vehicles increases.
- The increase of 1.25 FTEs is a net transfer of 2.95 FTEs from the Environmental Program Service Line, offset by a transfer of 1.0 FTEs to the Waste Handling service line and the Service Level reduction of 0.7 FTEs. Staffing compensation increase of \$176.2 is net of transfers and includes increments, contractual and payroll cost increases.
- Revenue reduction of \$152.1 relates to the transfer of leaves and grass collection revenues into the Waste Services service line.
- Increase of 1.25 FTEs is comprised of 0.2 FTE added for a new Environmental Operations Superintendant, 0.7 FTE savings due to decreased service level required at recycling depots, 2.95 FTE increase for transfers to and from the Environmental Program Service Line and 1.2 FTE decrease for transfers to the Waste Handling Service Line as part of the organizational restructure. Staffing compensation increase of \$197.1 is net of transfers and includes increments, contractual and payroll cost increases of \$6.4.

Not Included:

- This Service Line has a complement of temporary staff to deliver an ambitious program of work. Slow progress on efficiency efforts will delay the achievement of savings and defer opportunities to invest these savings in priority areas; additional FTEs for project delivery and administrative support, \$250.0.
- The cost of each Household Hazardous Waste Collection Day is rising and it is expected the number of collection events will have to be reduced by four (4) to stay within budget. \$25.0 in additional funding would be required to maintain the current level of service. Reduced service could result in alternate dumping locations increasing risk of contamination and clean up costs.

Funded Capital Projects		2014	2015	2016	2017	2018
P1482	US - SW-RECYCLING DEPOTS	0.0	0.0	200.0	0.0	250.0
P2050	US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	300.0	0.0	0.0	0.0	0.0
P2184	US-WASTE CHARACTERIZATION STUDY	75.0	0.0	150.0	0.0	0.0
P2187	US-COMPOSTING DEPOTS	110.0	0.0	0.0	0.0	0.0
Total		485.0	0.0	350.0	0.0	250.0

Summary of Capital Investments

Waste Reduction and Resource Recovery capital investments include \$110.0 targeted for continued operation of the Highway 7 compost depot, \$75.0 for waste studies, and \$300.0 toward Recovery Park, the construction material processing facility.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Waste Handling Service

Overview

To provide efficient, effective, and customer-oriented waste management services.

Waste Handling includes solid waste collections, the management of City-owned garbage carts, and the operation of the Saskatoon Regional Waste Management Facility (Landfill) to ensure solid waste is managed in a safe and environmentally sound manner. The design and operations of the Landfill are optimized to maximize the available space within the facility. The transfer to the Landfill Replacement Reserve includes a base provision of \$410.0, plus an amount from the tipping fee, identified as a rate per tonne in accordance with the Capital Reserves Bylaw.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(5,053.8)	(7,065.0)	(7,318.8)	(7,843.7)	(524.9)	7.2%
Staff Compensation	4,042.5	3,762.6	4,138.0	4,536.8	398.8	9.6%
Operating Cost	4,122.4	4,141.9	4,964.4	5,931.4	967.0	19.5%
Debt Charges	246.7	246.8	540.8	384.5	(156.3)	-28.9%
Cost Recovery	(13.6)	(8.0)	(12.0)	(390.4)	(378.4)	3,153.3%
Capital Contribution	2,592.0	3,869.9	3,012.4	3,249.8	237.4	7.9%
Transfer to/from Reserves	1.0	0.0	1.0	1.2	0.2	20.0%
Transfer to/from Stabilization	0.0	0.0	(128.1)	(93.3)	34.8	-27.2%
Total	5,937.2	4,948.2	5,197.7	5,776.3	578.6	11.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	59.73	64.73	5.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Waste Handling Service	(7,318.8)	(524.9)	(7,843.7)	12,516.5	676.1	427.4	-0.0	13,620.0
								5,776.3

Growth:

- Growth of \$427.4 includes \$208.9 for new FTEs and staffing increases related to city growth, an increase of \$24.5 in contributions to the Garbage Container Replacement Reserve, \$137.7 in debt payments for the new Garbage Verification System, \$30.0 for alternative daily cover at the Landfill, and \$26.3 in other growth related operating expenditures.

Capital contributions:

- An increase in transfers of the Automated Garbage Container Replacement Reserve related to city growth total \$31.0.
- A \$206.8 increase in transfers to the Landfill Replacement Reserve comprised of \$294.0 resulting from reduced debt servicing costs, offset by \$87.6 decrease in provision resulting from an adjustment to capital levy on tipping fees to \$40 per tonne. Expected chargeable tonnes have also been decreased by 5,000 tonnes.

Other Significant Changes:

- Landfill Gas Operations added; expenditures of \$310.4 are cost recovered from revenues generated by Saskatoon Light and Power through the Landfill Gas Energy Generation program.



- FTE increase of 5.0 is comprised of 0.8 FTE added for a new Environmental Operations Superintendent, 1.0 FTE added for new Landfill Gas Collections operation, 2.0 FTEs added for Landfill staff to support operational changes required as a result of Landfill Optimization, and 1.2 FTE re-allocated from Waste Reduction and Resource Recovery Service Line. Staffing compensation increase of \$398.8 is net of transfers and new FTEs and includes increments, contractual and payroll cost increases of \$88.8.
- Base increases of \$676.1 include \$88.8 for staffing (net of cost recoveries for Landfill Gas Operations staffing), \$50.9 for vehicles and fuel, \$212.9 in capital reserve contributions, \$487.2 transferred to Waste Services for compost operations, 11.4 in other expenditures, offset by \$30.0 in metals cost recoveries. Also included is \$148.9 for Heavy Grit Facility operations; this facility has a phased-in cost-recovery based on user fees. Transfers from mill-rate supported stabilization reserves will fund operating deficits until 2016.
- Revenue increase of \$524.9 includes \$123.7 from the Heavy Grit Facility due to phased-in rate increases, and \$451.2 Landfill operations offset by \$50.0 in reduced entry fees for fewer vehicle visits.

Not Included:

- An additional 4.0 FTE and \$300.0 would be required to fully implement operational changes required to meet the objectives of the Landfill Optimization Strategy. Failure to meet these objectives will result in decreased lifespan of the existing landfill and increased future expenditures for development and management of a new landfill location.
- To maintain the garbage collections schedules, \$219.8 for one additional garbage collections operator and truck would be required as a result of growth. The Garbage Service Verification System project will achieve efficiencies that allow operations to continue without these additional costs.
- Additional staff (1.2 FTE) would be required to ensure requests for container deliveries, repairs and replacements were met within one week \$90.0.
- The average age of equipment used for garbage collection is twice that of the industry average; replacement vehicles and other equipment remain unfunded, \$973.0. Significant losses in productivity along with large budget overruns will continue to be experienced in this Service Line.
- A shift to temporary front-street collections for garbage and recycling contributes to the protection of back-lanes and ensures the reliability of service. \$115.0 in additional funding would be required to implement this initiative.
- An Accounting Coordinator position would improve financial controls and information management. An additional 1.0 FTE and \$85.0 would be required for this function.

Funded Capital Projects		2014	2015	2016	2017	2018
P0876	US-REGIONAL WASTE MGNT FACILITY	750.0	3,500.0	0.0	0.0	1,400.0
P1475	US-AUTO'D GARBAGE CONTAINER REPL	0.0	232.0	243.6	255.8	268.6
P2051	US-LANDFILL OPTIMIZATION	100.0	0.0	700.0	0.0	0.0
Total		850.0	3,732.0	943.6	255.8	1,668.6

Summary of Capital Investments

2014 Waste Handling Service capital investments include \$750.0 for the expansion of the Leachate Collection System at the Landfill, and \$100.0 toward site improvements under the Landfill Optimization Strategy.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.



Pest Management

Overview

To provide control of nuisance and vector mosquitoes, surveillance of insects, diseases and invasive species (weed control) that impact the urban forest, including but not limited to Dutch Elm Disease. To provide control of ground squirrels and other nuisance wildlife within the city, as well as consultation services to the public pertaining to urban forest related insects and diseases.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(5.0)	(5.0)	(5.0)	(5.0)	0.0	0.0%
Staff Compensation	563.7	591.4	595.0	600.9	5.9	1.0%
Operating Cost	186.2	185.7	210.5	224.5	14.0	6.7%
Total	744.9	772.1	800.5	820.4	19.9	2.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	9.92	9.92	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Pest Management	(5.0)	0.0	(5.0)	805.5	9.9	10.0	0.0	825.4	820.4

Growth:

- Fixed asset purchases have been increased by \$10.0 to facilitate growth.

Other Significant Changes:

- Operating costs have been increased by \$9.9 to accommodate inflation.

Summary of Capital Investments

There are no capital investments for Pest Management.





Operating Budget

\$42.2 million

Capital Budget

\$0.7 million



STRATEGIC GOAL:



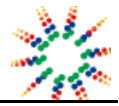
Quality of Life

Overview

Saskatoon Fire & Protective Services (SFPS) provides twenty-four hour emergency response service (Fire, Rescue, Emergency Medical Services, and Hazardous Materials), Fire Prevention, Public Fire and Life Safety Education, and provides the direction and coordination of the City's emergency planning, preparedness, business continuity and recovery (EMO) requirements. Fire and Protective Services, in partnership with City Council and the community, combines enforcement with proactive prevention, education and early intervention strategies. SFPS initiatives align with the City's Strategic Goals of Public Safety and Quality of Life.

At A Glance

- SFPS has 334 full-time employees, nine Fire Stations, one Dispatch Centre, Fire Prevention, Community Relations, Maintenance/Mechanical, Staff Development, Emergency Measures (EMO) and Administration Divisions.
- As of December 31, 2012, the Fire Prevention and Investigation Division and Fire crews conducted 3,700 fire inspections and 20,574 property maintenance inspections.
- The Saskatchewan Rental Housing Supplement Program was introduced in 2005, with a potential to conduct up to 1,040 inspections per annum of single-family rental properties to assist clients of Social Services. In order to qualify for an additional rental income supplement, these properties must be inspected to ensure they meet minimum fire and life safety standards. As of December 31, 2012, this program, in partnership with the Province, has resulted in an additional 5,609 inspections that would not normally have been carried out prior to the inception of the program.
- SFPS provides contract services to the Rural Municipalities/Towns of Corman Park, Vanscoy, Delisle, Dundurn, Blucher, Whitecap Dakota and English River First Nations.
- The Department responds to approximately 2,000 needle concerns a year resulting in an average of 10,000 needles retrieved annually. (In 2012 – 1,228 calls, 7,574 needles.)
- SFPS provides a major support function in the City's Emergency Medical Services system through a long standing, formal Tiered Response Agreement with the Saskatoon Health Region. The agreement formalizes the relationship for emergency medical and rescue responses between SFPS and the Saskatoon Health Region.



Key Challenges

- Expansion of the City's population and physical boundaries requires an increase in resources to meet these demands based on standards.
- Increased property maintenance concerns within the city.
- Expanded operations will require additional resources in all support divisions.
- Succession planning for departmental senior management positions.

Major Initiatives 2014-2016

Implement the following 4-Year Priorities:

- Construction of Fire Station No. 10 in the Northwest sector in 2015/2016.
- Develop a coordinated approach to address derelict residential structures.

Other Ongoing Major Initiatives:

- Required overall upgrade of self-contained breathing apparatus (SCBA) for fire fighters.
- Creation of vacant properties/buildings bylaw.
- Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications and departmental certifications.
- Station headquarters upgrade to accommodate accessibility needs and communications upgrades
- Develop a plan for future upgrades or replacement of the department training mechanical maintenance shop.

Budget Implications

- The increased staff within the EMO Division in 2013 has allowed for increased emergency planning and preparedness within the corporation and community. The enhancement has also provided for the development of emergency planning and improved communications with outside agencies. These partnerships have resulted in a national emergency planning event called Operation Domino being held in Saskatoon.
- The second year of the two-year phase in of the Self-Contained Breather Apparatus (SCBA) continues to be a priority in maintaining the health and safety of Saskatoon firefighters. The request for proposal is currently being written with SCBA to be delivered in 2013/2014



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Fire & Protective Services	39,670.5	39,895.6	41,268.1	(313.8)	42,154.5	41,840.7	572.6	1.4%
Emergency Measures	223.0	222.8	357.5	0.0	362.1	362.1	4.6	1.3%
Total	39,893.5	40,118.4	41,625.6	(313.8)	42,516.6	42,202.8	577.2	1.4%

Staff Complement	2013	2014	Difference
Full Time Equivalents	334.17	334.17	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Fire & Protective Services	(302.3)	(11.5)	(313.8)	41,570.4	564.0	0.0	20.1	42,154.5	41,840.7
Emergency Measures	0.0	0.0	0.0	357.5	4.6	0.0	0.0	362.1	362.1
Total	(302.3)	(11.5)	(313.8)	41,927.9	568.6	0.0	20.1	42,516.6	42,202.8

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Fire & Protective Services	733.4	6,760.4	1,275.7	1,715.9	9,638.9
Emergency Measures	0.0	0.0	0.0	0.0	0.0
Total	733.4	6,760.4	1,275.7	1,715.9	9,638.9

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
FIRE - CAPITAL RESERVE	95.0	420.0	390.0	0.0	0.0
FIRE APPARATUS	108.4	91.4	627.7	614.9	1,507.5
FIRE SMALL EQUIPMENT REPL RESERVE	530.0	164.0	258.0	230.0	372.0
OPERATING FUND CONTRIBUTION	0.0	6,085.0	0.0	871.0	7,759.4
Total	733.4	6,760.4	1,275.7	1,715.9	9,638.9
Unfunded	0.0	0.0	0.0	0.0	8,100.0



Fire & Protective Services

Overview

Based on accepted civic mandates the ability to respond to all emergencies involving fire, pre-hospital emergency medical, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances within predetermined timeframes is essential for the safety of the citizens of Saskatoon.

To provide a community-based, customer-focused service which protects the City's tax base, supports economic development, and provides a safe and comfortable environment for the citizens of Saskatoon through extensive fire prevention and property maintenance inspection programs, education and enforcement.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(274.4)	(201.6)	(206.6)	(218.1)	(11.5)	5.6%
Province of Saskatchewan	(83.2)	(95.7)	(95.7)	(95.7)	0.0	0.0%
Staff Compensation	35,468.6	35,556.5	36,649.1	37,088.1	439.0	1.2%
Operating Cost	3,337.8	3,402.7	3,654.3	3,738.6	84.3	2.3%
Cost Recovery	(21.9)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	1,238.2	1,243.7	1,271.5	1,329.8	58.3	4.6%
Transfer to/from Reserves	5.5	0.0	5.5	8.0	2.5	45.5%
Total	39,670.6	39,895.6	41,268.1	41,840.7	572.6	1.4%

Staff Complement	2013	2014	Difference
Full Time Equivalents	331.17	331.17	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Fire & Protective Services	(302.3)	(11.5)	(313.8)	41,570.4	564.0	0.0	20.1	42,154.5	41,840.7

Service Level Changes:

- \$20.1 increase is comprised of \$25.0 increase to the Fire Capital Reserve to provide for a new rescue truck and dangerous goods trailer and \$1.6 for additional communications for emergency measures. Reduction in courier costs of \$6.5.

Capital Contributions:

- Fire Apparatus Replacement Reserve increase of \$25.3 required to meet normal replacement schedule.
- Small Equipment Replacement Reserve increase of \$8.0 required to meet normal replacement schedule.
- Fire Capital Reserve increase of \$25.0 required to meet demands of capital requirements.

Other Significant Changes:

- Increase of \$7.0 for specialty training programs delivered by the Staff Development Division instructors, including leadership development.
- Increase of \$10.0 for protective clothing requirements (turnout gear and fire fighting boots).

Not included:

- 2.0 FTE positions, one for a Fire Communications Supervisor, \$125.9, to work towards the National Fire Protection Association (NFPA) Standard 1221 of providing one communication supervisor per shift, an



Information Technologist, \$86.5, to maintain the department's information systems directly related to the specific software of the department (i.e. Fire Dispatch Management Records Management System (FDM RMS), as well as a communication computer upgrade of \$30.0 to provide for necessary upgrades to the systems in 2014 and beyond.

Funded Capital Projects	2014	2015	2016	2017	2018
P0582 FR- APPAR-REFURB/REPL/ADD'L	530.0	164.0	258.0	230.0	372.0
P1914 FR - NEW STATION - NORTHWEST SASKATOON	0.0	6,085.0	0.0	0.0	0.0
P2379 FR - APPARATUS REPLACEMENT	108.4	91.4	627.7	614.9	1,507.5
P2380 FR- NEW STATION - EAST SASKATOON	0.0	0.0	0.0	871.0	7,759.4
P2504 FR - NEW EQUIPMENT	95.0	420.0	390.0	0.0	0.0
Total	733.4	6,760.4	1,275.7	1,715.9	9,638.9

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2506 FR- 1 HALL ADDITION / REFURBISHMENT	0.0	0.0	0.0	0.0	8,100.0
Total	0.0	0.0	0.0	0.0	8,100.0

Summary of Capital Investments

All Capital Projects for the replacement of fire apparatus, support vehicles, and equipment that total \$733.4 are funded from existing Reserves.

Construction and staffing of Fire Station No. 10 (North West Saskatoon) is slated for 2015/2016.

Construction and staffing of Fire Station No. 11 (North East Saskatoon) is slated for 2017/2018.

As there are currently no funding sources specifically for Fire Services at either the Provincial or Federal Government levels, funding for the new fire stations above will be a part of the Civic Facilities Funding plan. In 2013, \$400.0 was added as a contribution to the Civic Facilities Funding plan, with an additional \$400.0 planned for 2014. This will begin a phased-in approach to fund the operational costs of the future fire halls and will provide, in the interim, a contribution towards the design/construction of the fire halls.



Emergency Measures

Overview

To provide the coordination of planning and preparedness for major emergencies both for the City of Saskatoon and external resources in the event of a required response to a major emergency that could impact the City and the well being of its citizens. Planning for business interruption and continuity will also be considered in the impact evaluation.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	201.7	174.9	306.8	312.3	5.5	1.8%
Operating Cost	21.3	48.0	50.7	49.8	(0.9)	-1.8%
Total	223.0	222.8	357.5	362.1	4.6	1.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Emergency Measures	0.0	0.0	0.0	357.5	4.6	0.0	0.0	362.1	362.1

Significant Changes:

There are no significant changes in Emergency Measures.

Summary of Capital Investments

There are no capital investments for Emergency Measures.



Operating Budget

\$0.0 million

Capital Budget

\$172.3 million



STRATEGIC GOAL:



Asset & Financial Sustainability



Sustainable Growth

Overview

This section of the budget document includes the City of Saskatoon's 2014 Land Development Operating and Capital Budgets. The document focuses on three business lines, Land Bank Program, Corporate Projects Team, and Land Development Capital Projects program, each devoted to ensuring an adequate supply of new infrastructure is in place to accommodate new development and core civic services. A healthy land development industry plays an important role within an expanding economy. It provides the base upon which immediate and future growth will thrive.

Saskatoon has witnessed considerable economic growth in recent years – growth that would have been constrained if sufficient land had not been available for development. The Land Development business line responds to the needs of a variety of customers in the housing, commercial, institutional and industrial sectors. It invests capital dollars in the provision of municipal infrastructure and creates demand for durable products and employment. This adds value to the economy and encourages job growth, positive net migration and other important multiplier effects. Significant investment is being made to accelerate infrastructure extensions into new developments in the Holmwood, University Heights, Blairmore and Marquis Industrial Sector's. These new growth areas and various infill developments will play a vital role in providing the serviced land that will accommodate new housing and commercial investment in our City over the next five to ten years.

The City of Saskatoon is unique in that it is a land developer. The Land Bank Program operates on a level playing field with the private sector. It is mandated to ensure adequate levels of serviced residential, institutional and industrial lands are available at competitive market values and to provide innovation and leadership in design for new growth. The Land Bank Program is operated on a for-profit basis, with surplus funds allocated for reinvestment in the community.

Another essential element involved in facilitating community development and growth within both a suburban and inner city context is the fulfillment of the City's corporate real estate needs and project initiatives. More specifically, the Corporate Projects team has been established to ensure that its corporate land holdings for both future land development, roadway extensions and other corporate operations, mid and long term office space needs and other



real estate holdings and buildings required for specific projects or initiatives, are all in place, at the right location and on time to meet community growth targets.

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

At A Glance

- Since 2007, City Council has committed over \$105.0 million from the City's Neighbourhood Land Development Fund towards a variety of projects, including the Pleasant Hill Neighbourhood Revitalization, Mayfair pool reconstruction, affordable housing incentives, local area road upgrades, operating budget contributions, and designated future land purchases.
- Development levies collected from pre-paid servicing rates are used to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, and a portion of new roadway interchanges.

Key Challenges

- Providing sufficient supply of serviced land to meet unprecedented demand and absorption levels resulting from Saskatchewan's booming economy.
- Completing neighbourhood concept plans in a timely manner to facilitate servicing of new single family lots to meet record demand levels for new inventory.
- Maintaining sufficient supply of banked raw land to ensure the Land Bank program is viable and continues to deliver steady returns on investments well into the future.
- Rapid growth straining the City's funding capacity for offsite services while increasing pressure on existing infrastructure. Construction of new subdivisions along with infill development puts a strain on our existing infrastructure as trucks and heavy machinery use our roads, back alleys, etc to travel to and access job sites often causing irreparable damage in the process that needs to be repaired.

Major Initiatives 2014-2016

- The initial phases of the Aspen Ridge neighbourhood will be serviced to accommodate new single family dwelling construction. 2014 - 374 lots, 2015 - 411 lots, 2016 - 334 lots.
- In Kensington, 407 single family lots will be serviced in 2014 and 100 lots in 2015.
- Area Concept plans for the next new neighbourhoods in the Blairmore Suburban Development Area and University Heights Suburban Development Area will be prepared and submitted to City Administration for initial review and public consultation.
- A total of 83 acres of multi-family land will be serviced in 2014, with a further 42 acres in 2015, and 72 acres in 2016.
- In the Marquis Industrial Area, 92 acres of land will be serviced in 2014, with a further 105 acres in 2015, and 30 acres in 2016.
- New arterial road construction includes Fedoruk Drive, McOrmond Drive, Claypool Drive, and Neault Road.
- Trunk sewer extensions in the following locations: trunk piping and storm ponds in Aspen Ridge, Elk Point, the Holmwood Sector, Marquis Industrial, and Hampton Industrial Area.
- Primary water mains and fill mains situated in Aspen Ridge, Elk Point, the Holmwood Sector, Marquis, and Hampton Industrial area.
- Completion of North Downtown Development Area Master Plan.
- Development of new parks in Montgomery, Parkridge, Stonebridge, Rosewood, Evergreen, and Kensington estimated at \$17.0 million over three years.



Budget Implications

- Demand for serviced land in all categories remained strong in 2013. Projections for 2014 and beyond indicate continued growth in gross domestic product (GDP), population, and employment that will stimulate demand for serviced land in all categories. To accommodate this anticipated growth and demand, \$172.3 million of capital funding is included for: direct services (\$108.9 million) such as roadway/curb, water and sewer installations within Land Bank development areas for 2571 single family lots and over 439 acres of multi-family, industrial and institutional land; major offsite servicing projects (\$57.8 million) such as trunk sewer, primary water main, and arterial road construction located throughout the city; and suburban park development (\$5.6 million) within new neighbourhoods.
- The Land Development operating and capital business lines have no impact on the mill rate. These business lines are self financed by land sales administration fees (Land Bank Program), industrial and commercial land sales (Corporate Project Team) or monies collected from prepaid servicing levies (Land Development Capital Program). Funding for these projects is allocated primarily from the Prepaid Service Reserves.
- The Reserve Sufficiency Table reflects the prediction of the sufficiency of the prepaid service reserves. With the growth of the Land Development Capital Program there is risk in this prediction based on contractor availability and capacity as well as inclement weather throughout the construction season that may impact the Reserve Sufficiency statement.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Land Bank Program	0.0	0.0	0.0	(6,988.1)	6,988.1	0.0	0.0	0.0%
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Total	0.0	0.0	0.0	(6,988.1)	6,988.1	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	16.50	18.50	2.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Land Bank Program	(6,768.7)	(219.4)	(6,988.1)	6,768.7	32.6	186.8	0.0	6,988.1	0.0
Corporate Projects	0.0	0.0	0.0	0.0	(51.1)	44.3	6.8	-0.0	0.0
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	(6,768.7)	(219.4)	(6,988.1)	6,768.7	(18.5)	231.1	6.8	6,988.1	0.0

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Land Bank Program	0.0	0.0	0.0	0.0	0.0
Corporate Projects	0.0	0.0	0.0	0.0	0.0
Land Development - Capital	172,273.0	146,866.0	103,037.0	95,656.9	97,265.5
Total	172,273.0	146,866.0	103,037.0	95,656.9	97,265.5

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
ARTERIAL ROAD RESERVE	21,944.0	24,378.0	16,501.0	22,314.0	18,885.0
BORROWING	0.0	0.0	0.0	0.0	15,750.0
BUFFER RESERVE	388.0	227.0	715.0	0.0	0.0
DIST PK DEVELOPMENT RES	184.0	1,655.0	0.0	0.0	0.0
FENCING RESERVE	264.0	101.0	297.0	0.0	0.0
GEN PPD SERVICES-GENERAL	150.0	0.0	0.0	0.0	0.0
GENERAL PPD SERV-ELEC-CITY	3,304.0	2,582.0	35.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	86,897.0	67,194.0	61,163.0	60,184.0	60,184.0
GENERAL PREPAID SVCES-ELEC-SPC	3,249.0	2,992.0	0.0	0.0	0.0
INDUSTRIAL PARK DEVELOPMENT RES	50.0	0.0	50.0	0.0	50.0
NEIGHBOURHOOD PARK DEVELOPMENT	5,265.0	3,488.0	6,225.5	4,109.0	1,214.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	0.0	0.0	1,750.0
OTHER	0.0	0.0	276.5	0.0	0.0
PARKS AND REC LEVY CAPITAL	75.0	75.0	75.0	75.0	75.0
PRIMARY WATERMAIN RES	5,197.0	13,948.0	5,720.0	1,350.0	0.0
PRIVATE CONTRIBUTIONS	0.0	3,030.0	0.0	0.0	(3,030.0)
PROPERTY REALIZED RES	2,646.0	3,625.0	200.0	0.0	(2,342.0)
PRR-LAND DEVELOPMENT	12,229.0	2,783.0	0.0	0.0	0.0
TRUNK SEWER RESERVE	30,139.0	18,961.0	11,505.0	3,760.0	3,791.0
WARRANTY RESERVE	292.0	350.0	274.0	0.0	0.0



Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
WASTEWATER LIFT STATION RES	0.0	1,477.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	3,864.9	938.5
Total	172,273.0	146,866.0	103,037.0	95,656.9	97,265.5
Unfunded	0.0	4,140.0	3,515.0	1,540.0	0.0

Future Operating Budget Impacts of 2014 Capital Projects

Service Line	2014	2015	2016	2017	2018
P0607 PARK DEV-STONEBRIDGE NBRHD	0.0	59.5	25.1	0.0	0.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	4.0	0.0	0.0	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	2.5	0.0	0.0	0.0
P1396 LAND DEV'T-WILLOWGROVE SUB	0.0	456.7	0.0	0.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	60.5	36.6	0.0	0.0
P1569 PARK DEV-EVERGREEN	0.0	52.0	86.9	0.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	36.0	35.0	0.0	0.0
P1571 PARK DEV-PARKRIDGE EXTENSION	0.0	30.1	0.0	0.0	0.0
Total	0.0	701.3	183.6	0.0	0.0



Land Bank Program

Overview

The City's Land Bank Program is directed to ensure an adequate supply of serviced residential, institutional and industrial land at competitive market value; provide innovation and leadership in design for new growth; and yield financial returns to the City for re-investment within the community. This program provides funding to the City-Wide Urban Design Program of \$750.0. The administrative costs for this program are funded from an administration fee charged on land sales, with no direct impact on the mill rate.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(9,443.2)	(6,063.1)	(6,768.7)	(6,988.1)	(219.4)	3.2%
Staff Compensation	896.3	923.3	972.4	1,186.0	213.6	22.0%
Operating Cost	494.6	1,101.3	1,158.9	1,251.2	92.3	8.0%
Cost Recovery	(29.9)	0.0	0.0	(622.0)	(622.0)	0.0%
Capital Contribution	6,989.0	3,288.5	3,726.3	4,895.7	1,169.4	31.4%
Transfer to/from Other Operating	750.0	750.0	750.0	750.0	0.0	0.0%
Transfer to/from Reserves	1.1	0.0	1.1	1.2	0.1	9.1%
Transfer to/from Stabilization	342.0	0.0	160.0	(474.0)	(634.0)	-396.3%
Total	(0.1)	(0.0)	0.0	(0.0)	(0.0)	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	11.50	13.50	2.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Land Bank Program	(6,768.7)	(219.4)	(6,988.1)	6,768.7	32.6	186.8	0.0	6,988.1
								0.0

Growth:

- A Land development Project Manager position (1.00 FTE for \$96.6) and a Design Assistant position (1.00 FTE for \$74.3) have moved from a capital project to the operating budget. These positions allow the demands of sustained population growth and housing demand to be met. There is also an increase of \$5.9 in operating costs related to these positions.
- There is an increase in \$10.0 for office renovations.

Capital Contribution:

- The contribution to the Land Operations Reserve increased by \$535.4 for a total contribution of \$4.4M.

Significant Changes:

- Land sales estimates, based on the three year Land Development Program, reflect the administration fee received from increases in institutional and multi-family sales of \$12.6, industrial sales of \$364.9 and commercial sales of \$9.0, reduced by decreases in residential property sales of \$167.1.
- There is an increase in leased office space of \$26.6.
- Reallocation of administration support costs of \$15.3 due to the planned relocation of the Real Estate Section which shared these costs in the past.



- Cost Recovery has increased by \$622.0 to account for the portion of marketing expenditures that are charged to the various neighbourhood land development projects.

Summary of Capital Investments

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



Corporate Projects

Overview

The Corporate Projects Team manages all the land acquisitions associated with the City's Land Bank Program and all other land-based capital projects such as road extensions, transit and other public works facilities. In addition, the corporate projects team leads specific major corporate wide projects such as the new Police Headquarters, the design of the new Remai Art Gallery of Saskatchewan, a Master Plan for Kinsmen Park, the proposed Civic Operations Centre, the development and implementation of major city owned infill developments for the North Downtown Development Area, continued implementation of River Landing Conceptual Plan and a variety of corporate real estate projects. This service line is funded through a transfer from industrial and commercial land sales.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	502.0	488.7	566.6	604.2	37.6	6.6%
Operating Cost	91.3	112.3	106.8	128.9	22.1	20.7%
Cost Recovery	(74.7)	(151.0)	(47.3)	(66.3)	(19.0)	40.2%
Capital Contribution	0.0	(450.0)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	(518.6)	0.0	(626.1)	(666.8)	(40.7)	6.5%
Total	(0.0)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	5.00	5.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Corporate Projects	0.0	0.0	0.0	0.0	(51.1)	44.3	6.8	-0.0
								0.0

Growth:

- Increase in special services of \$61.2 to be allocated to clerical support.
- Additional cost recovery of \$18.8 from administration fees collected on increased lease revenues.

Service Level Changes:

- Licensing and computer costs of \$6.8 increased in order to track City leases.

Significant Changes:

- Decrease in external lease costs of \$49.0 resulting from the vacating of external lease space.
- There is a reduction of administration support costs of \$15.3 due to the planned relocation of the Real Estate Section which shared these costs with the Land Branch in the past.

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2459 C MGR-SOUTH CASWELL HILL REDEVELOPMENT	0.0	245.0	515.0	1,540.0	0.0
Total	0.0	245.0	515.0	1,540.0	0.0

Summary of Capital Investments

There are no capital investments in Corporate Projects.



Land Development - Capital

Overview

These major capital projects involve the design and construction of infrastructure required to facilitate urban residential, institutional, commercial and industrial growth in emerging suburban areas or major redevelopment areas such as the 25th Street and adjacent North Downtown Area. Major arterial roadways, park development, primary water mains and trunk sewers are funded primarily from developer paid off-site levies. Direct services identified by specific areas such as land development in Aspen Ridge, Evergreen and Kensington are funded from pre-paid direct service levies paid primarily by the City's Land Development Fund or Property Realized Reserve and are supportive of the City's Land Bank Program.

No operating budget for this service line.

Funded Capital Projects	2014	2015	2016	2017	2018
P0607 PARK DEV-STONEBRIDGE NBRHD	532.0	727.0	0.0	0.0	0.0
P0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	952.0	2,910.0	1,100.0	3,864.9	18,438.5
P0619 LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	194.0	0.0	0.0	1,756.0	0.0
P0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	2,916.0	1,952.0	0.0	1,605.0	0.0
P0626 LAND DEV'T-SUBDIVIS'N WARRANTY	637.0	550.0	474.0	0.0	0.0
P0627 LAND DEV'T-SUBDIVIS'N FENCING	264.0	101.0	297.0	0.0	0.0
P0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	12,350.0	3,461.0	10,555.0	855.0	0.0
P0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	0.0	0.0	0.0	0.0	50.0
P0639 LAND DEV'T-SUBDIVIS'N BUFFERS	388.0	227.0	715.0	0.0	0.0
P0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	10,670.0	9,298.0	8,946.0	2,115.0	2,647.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	75.0	75.0	75.0	75.0	75.0
P0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	0.0	2,836.0	0.0	0.0	0.0
P0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	35.0	3,135.0	0.0	0.0	0.0
P0748 LAND DEV'T-GEN ADMIN-OLD AREAS	150.0	0.0	0.0	0.0	0.0
P0778 LAND DEV'T-TR SWR-STONEBRIDGE	475.0	0.0	0.0	0.0	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	50.0	0.0	50.0	0.0	50.0
P1363 PARK DEV-MONTGOMERY	0.0	59.0	531.0	0.0	0.0
P1391 LAND DEV'T-PARKRIDGE SUB	3,915.0	0.0	0.0	0.0	0.0
P1396 LAND DEV'T-WILLOWGROVE SUB	450.0	0.0	0.0	0.0	0.0
P1400 LAND DEV'T-HAMPTON VILLAGE SUB	312.0	0.0	0.0	0.0	0.0
P1401 LAND DEV'T-STONEBRIDGE	467.0	90.0	0.0	0.0	0.0
P1402 LAND DEV'T-WILLOWS	0.0	0.0	64.0	0.0	0.0
P1403 LAND DEV'T-ROSEWOOD	860.0	1,111.0	0.0	0.0	0.0
P1404 LAND DEV'T-BLAIRMORE SUBURBAN CTRE	315.0	0.0	0.0	0.0	0.0
P1405 LAND DEV'T-EVERGREEN	9,024.0	2,287.0	0.0	0.0	0.0
P1407 LAND DEV'T-KENSINGTON	27,567.0	4,866.0	0.0	0.0	0.0
P1409 LAND DEV'T-NORTH DOWNTOWN	210.0	0.0	0.0	0.0	0.0
P1410 LAND DEV'T-ELK POINT	7,548.0	14,068.0	0.0	0.0	0.0
P1411 LAND DEV'T- ASPEN RIDGE	42,818.0	27,149.0	0.0	0.0	0.0
P1413 LAND DEV'T- BLAIRMORE #3	200.0	1,130.0	0.0	0.0	0.0



Funded Capital Projects		2014	2015	2016	2017	2018
P1416	LAND DEV'T-TR SWR-HAMPTON VILLAGE	200.0	9,875.0	1,900.0	0.0	0.0
P1417	LAND DEV'T-TR SWR-BLAIRMORE	11,326.0	3,432.0	0.0	1,300.0	1,882.0
P1418	LAND DEV'T-TR SWR - HOLMWOOD	3,408.0	3,911.0	0.0	0.0	1,859.0
P1419	LAND DEV'T - MORNINGSIDE	1,049.0	14,342.0	0.0	0.0	0.0
P1420	LAND DEV'T - INFILL DEVELOPMENTS	225.0	0.0	0.0	0.0	0.0
P1421	LAND DEV'T -UNIVERSITY HEIGHTS 3	300.0	0.0	0.0	0.0	0.0
P1435	LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	1,620.0	1,410.0	2,714.0	1,350.0	0.0
P1436	LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,540.0	1,906.0	1,906.0	0.0	0.0
P1437	LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	50.0	4,587.0	0.0	0.0	0.0
P1458	LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	6,382.0	10,744.0	0.0	4,961.0	4,961.0
P1459	LAND DEV'T-ART RD-22ND ST (LANGEVIN-PERIMETR RD)	590.0	472.0	0.0	0.0	0.0
P1460	LAND DEV'T-ARTL RD-NEALT RDWY (22ND-SEC 2)	0.0	2,764.0	3,629.0	4,278.0	5,905.0
P1463	LAND DEV'T-ARTL RD-MARQUIS DR	125.0	0.0	0.0	0.0	0.0
P1464	LAND DEV'T-ART RD-FEDORUK DRIVE	3,733.0	3,636.0	0.0	3,686.0	0.0
P1466	LAND DEV'T-ART RD - WANUSKEWIN RD	0.0	0.0	0.0	2,591.0	0.0
P1467	LAND DEV'T-ART RD - 33RD ST (HUGHES-DALMENY RD)	250.0	0.0	3,926.0	0.0	0.0
P1468	LAND DEV'T-ART RD - 8th STREET EAST	0.0	0.0	0.0	2,927.0	0.0
P1474	LAND DEV'T -ESTIMATED FUTURE DIRECT SERVICING PROJECTS	0.0	0.0	60,184.0	60,184.0	60,184.0
P1568	PARK DEV-ROSEWOOD	880.0	320.0	1,000.0	3,523.0	1,214.0
P1569	PARK DEV-EVERGREEN	2,646.0	2,140.0	1,481.0	0.0	0.0
P1570	PARK DEV-KENSINGTON	1,316.0	1,224.0	3,490.0	586.0	0.0
P1571	PARK DEV-PARKRIDGE EXTENSION	75.0	673.0	0.0	0.0	0.0
P1769	LAND DEV'T-MARQUIS INDUSTRIAL AREA	12,184.0	9,398.0	0.0	0.0	0.0
Total		172,273.0	146,866.0	103,037.0	95,656.9	97,265.5

Unfunded Capital Projects		2014	2015	2016	2017	2018
P0704	LAND DEV'T-TR SWR-SOUTHEAST SECTOR	0.0	2,970.0	0.0	0.0	0.0
P1409	LAND DEV'T-NORTH DOWNTOWN	0.0	925.0	3,000.0	0.0	0.0
Total		0.0	3,895.0	3,000.0	0.0	0.0

Summary of Capital Investments

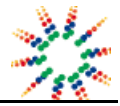
2014 capital investments for Land Development include the following:

- \$108.9 million for direct servicing costs attributable to the City's Land Bank Program;
- \$57.8 million for the construction of arterial roads, primary water mains, and trunk sewers; and lift stations
- \$5.6 million for a variety of parks in Stonebridge, Rosewood, Evergreen and Hampton Village.



Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P0607 PARK DEV-STONEBRIDGE NBRHD	0.0	59.5	25.1	0.0	0.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	4.0	0.0	0.0	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	2.5	0.0	0.0	0.0
P1396 LAND DEV'T-WILLOWGROVE SUB	0.0	456.7	0.0	0.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	60.5	36.6	0.0	0.0
P1569 PARK DEV-EVERGREEN	0.0	52.0	86.9	0.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	36.0	35.0	0.0	0.0
P1571 PARK DEV-PARKRIDGE EXTENSION	0.0	30.1	0.0	0.0	0.0
Total	0.0	701.3	183.6	0.0	0.0



Operating Budget

\$76.0 million

Capital Budget

\$1.5 million



STRATEGIC GOAL:



Quality of Life

Overview

Nine out of ten residents believe Saskatoon provides a good quality of life. Public safety is key to this perception, and is also essential in a healthy, growing community. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Public Safety business line.

The Police Service completed a core service review and decided upon its core responsibilities: Emergency Response, Quality Investigations, Traffic, and Community Involvement. The redeployment in 2007 has positioned the Service in a very operational stance, with almost all sworn members directly dealing with the public.

The Saskatoon Police Service (SPS) works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Police Service, in partnership with City Council and the community, combine enforcement with proactive prevention, education, and early intervention strategies.

At A Glance

- SPS has 435.5 police officers, 58.5 special constables, and 131.61 civilians for a total of 625.61 staff members.
- There were over 270,000 calls to the communication centre, and cars were dispatched to 72,996 calls for service.
- Arrests processed through the detention area – 11,627
- Traffic Offences – 36,461.

Key Challenges

- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.
- Servicing a community with a large marginalized population facing poverty, poor housing, and non-inclusion. These are contributing factors to street and gang activity such as robbery, assault, theft, and vandalism.



- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.
- SPS will require additional growth to meet the demands of an increasing population.
- Current demographics of the SPS result in salary increases attributable to (i) less turnover among senior staff, and (ii) more younger staff who will begin to move up the pay scale.

Major Initiatives 2014-2016

- Completion of the new headquarters for the Saskatoon Police Service.
- Upgrade radio systems for the Saskatoon Police Service and Saskatoon Fire and Protective Services.
- Continue and emphasis to reduce street crime: robberies, thefts, and mischief
- Examine New Generation 911 technology (reporting emergency via text and twitter)
- Continue developing a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training.
- Continue to place specific emphasis on traffic safety through enforcement to reduce traffic collisions.

Budget Implications

- Increase in contractual salary and payroll costs and the impact of a large number of less experienced staff moving up through negotiated pay level increments.
- Increase in costs due to the creation of seven (7) new City funded positions including 5 Patrol Constables, 1 Missing Person Investigation Constable, and 1 Human Resources / Finance Clerk.
- A net total of 8 new positions are incorporated in the budget including the increase of 7 City funded positions in addition to an increase of 1.5 Federal Government secondment positions and the removal of a .5 position seconded to the New Police Headquarters capital project.
- Increase in Operating Costs related to the first full year occupancy of the new Police Headquarters Facility.
- 2014 Saskatoon Police Service Capital Investments include eight projects totaling \$1.5 million of which \$1.26 million is targeted for a number of asset replacement projects including \$625.0 for computer replacements such as computer network storage and desktop computers, \$325.0 related to radio replacements and \$159.0 for operational equipment for the Traffic Section and Emergency Response Team. Facility replacement projects include \$100.0 to conduct studies related to the replacement of the Outdoor Firearms Range and \$50.0 for general furniture replacement.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Police Service	67,372.5	68,527.1	72,031.2	(8,720.4)	84,729.0	76,008.6	3,977.4	5.5%
Total	67,372.5	68,527.1	72,031.2	(8,720.4)	84,729.0	76,008.6	3,977.4	5.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	625.61	633.61	8.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Saskatoon Police Service	(8,075.4)	(645.0)	(8,720.4)	80,106.6	3,341.5	1,079.7	201.2	84,729.0	76,008.6
Total	(8,075.4)	(645.0)	(8,720.4)	80,106.6	3,341.5	1,079.7	201.2	84,729.0	76,008.6

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Saskatoon Police Service	1,500.0	1,775.0	1,023.0	1,490.0	1,388.0
Total	1,500.0	1,775.0	1,023.0	1,490.0	1,388.0

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
POLICE CAPITAL RESERVE	113.0	166.0	166.0	166.0	166.0
POLICE FAC RENOVATION RES	150.0	50.0	50.0	50.0	50.0
POLICE OPER EQUIP & TECH RES	912.0	1,048.0	432.0	924.0	822.0
POLICE RADIO RESERVE	325.0	511.0	375.0	350.0	350.0
Total	1,500.0	1,775.0	1,023.0	1,490.0	1,388.0
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2014 Capital Projects

Service Line	2014	2015	2016	2017	2018
P2389 POLICE - FLEET ADDITIONS	39.7	0.0	0.0	0.0	0.0
Total	39.7	0.0	0.0	0.0	0.0



Saskatoon Police Service

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(2,391.6)	(2,048.1)	(1,976.8)	(2,341.7)	(364.9)	18.5%
Province of Saskatchewan	(5,839.4)	(5,534.6)	(6,098.6)	(6,378.7)	(280.1)	4.6%
Staff Compensation	62,823.1	63,033.8	66,151.0	69,611.4	3,460.4	5.2%
Operating Cost	11,647.3	11,697.8	12,580.9	13,596.6	1,015.7	8.1%
Cost Recovery	(465.9)	(220.9)	(224.5)	(258.8)	(34.3)	15.3%
Capital Contribution	1,593.6	1,599.1	1,593.6	1,771.8	178.2	11.2%
Transfer to/from Reserves	5.5	0.0	5.6	8.0	2.4	42.9%
Total	67,372.6	68,527.1	72,031.2	76,008.6	3,977.4	5.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	625.61	633.61	8.00

Summary of Operating Changes

Summary of Budget Changes

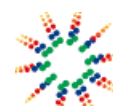
Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Saskatoon Police Service	(8,075.4)	(645.0)	(8,720.4)	80,106.6	3,341.5	1,079.7	201.2	84,729.0	76,008.6

Service Level Changes:

- The net increase of 1.5 Federal Government funded secondment positions will increase staff compensation and operating costs by \$204.7 all of which is offset by a corresponding increase in revenues.

Growth:

- The operating impact for the first full year occupancy of the New Police Headquarters Facility (Project 2132) is estimated to be \$539.7 including Corporate Asset Management cross charges for maintenance, utilities, custodian costs and reserve contributions.
- 7 Additional Growth Positions will add \$531.8 in staff compensation and operating costs.
- 5 Patrol Constables at a cost of \$395.7 (5.0 FTE)
- The addition of 5 Patrol Constable positions are required in order to keep up with the population growth of Saskatoon and surrounding area, and to keep our police to population ratio close to our 10 year average. These positions will maintain our police presence and response times in a growing city and allow for incremental growth of the Police Service. Remaining at our current staffing level while the population of Saskatoon is growing will cause a decrease in our police to population ratio which has historically related to an increase in the reported crime rate. This could result in the need to hire a large number of officers at some point in the future, which creates challenges in terms of the initial training at the Saskatchewan Police College and our own field training program.
- 1 Missing Person Investigation Constable at a cost of \$79.3 (1.0 FTE)



- The addition of a Missing Person Constable will allow for the creation of a Missing Persons Unit. This Unit will provide greater knowledge and investigative expertise in Missing Person investigations, which will, reduce the number of incidents and length of time an individual has been reported missing or on the run, and enhance our ability to maintain our current policy for missing person investigations.
- 1 Human Resources/Finance Clerk 7 at a cost of \$56.8 (1.0 FTE)
- The addition of a Human Resources /Finance Clerk 7 (0.5 FTE in each Division) will address ongoing increases in workload volume and complexity. This position will provide improved attention to a number of Human Resources areas including the processing of training/ travel arrangements and expenditure claims and providing clerical assistance related to the preparation and maintenance of training records and course documentation. This position will also improve staffing resources in Finance related to regular day to day processing of Payroll and Accounts Payable/ Receivable reducing backlogs and improving attention to control policy and procedures. It will also allow for the reassignment of duties from a Clerk 12 to address the demands of Provincial Government Program budgeting, accounting and reporting.

Capital Contributions:

- The total annual provision to capital reserves will increase by \$178.2 and addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.
- The most significant increase will see \$158.2 added to the annual provision to the General Capital Reserve which funds additional vehicles. \$150.0 of this is a reallocation of existing budget funding while \$8.2 is linked to the budget growth package. This reserve is currently in a deficit position and funded at a level that cannot support ongoing fleet addition demands.
- The annual provision to the furniture replacement component of the Facilities Renovations Reserve will increase by \$20.0 again through a reallocation of existing budget funding. This change will improve the management of purchases that are currently split between operating and capital budgets.

Other Significant Changes:

- Revenues will increase \$267.3 due to an increase in Provincial funding for existing positions and programs.
- Contractual salary and payroll costs are budgeted to increase \$2.88 million including salary contingencies for police and civilian personnel and the impact of a large number of less experienced staff moving up through negotiated pay level increments.
- Inflation impacts will increase operating costs by an estimated \$304.9 the majority of which is related to a need to phase in a different patrol car as the production of the Crown Victoria, a long time standard for the SPS, has been discontinued.

Funded Capital Projects	2014	2015	2016	2017	2018
P2119 POLICE-RADIO REPLACEMENT	325.0	511.0	375.0	350.0	350.0
P2389 POLICE - FLEET ADDITIONS	113.0	166.0	166.0	166.0	166.0
P2489 POLICE - FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497 POLICE-EQUIPMENT REPLACEMENT	159.0	63.0	0.0	125.0	0.0
P2498 POLICE-EQUIPMENT EXPANSION	63.0	0.0	0.0	187.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	625.0	860.0	332.0	512.0	582.0
P2610 POLICE-TECHNOLOGY EXPANSION	65.0	125.0	100.0	100.0	240.0
P2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	100.0	0.0	0.0	0.0	0.0
Total	1,500.0	1,775.0	1,023.0	1,490.0	1,388.0



Summary of Capital Investments

2014 Saskatoon Police Service Capital Investments include eight projects totaling \$1.5 million of which \$1.26 million is targeted for a number of asset replacement projects including \$625.0 for computer replacements such as computer network storage and desktop computers, \$325.0 related to radio replacements and \$159.0 for operational equipment for the Traffic Section and Emergency Response Team. Facility replacement projects include \$100.0 to conduct studies related to the replacement of the Outdoor Firearms Range and \$50.0 for general furniture replacement.

Future Operating Impact of Current Year's Capital Projects

2014 proposed projects will have a minor impact on the 2014 Operating Budget.

Project 2389 Additional Vehicles will increase lease and fuel costs by \$39.7.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P2389 POLICE - FLEET ADDITIONS	39.7	0.0	0.0	0.0	0.0
Total	39.7	0.0	0.0	0.0	0.0



Operating Budget

\$30.6 million

Capital Budget

\$11.9 million



STRATEGIC GOAL:



Quality of Life

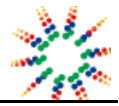
Overview

The Recreation and Culture business line provides a wealth of opportunities for citizens to participate in and enjoy the benefits of sport, recreation, culture, and park activities. Such activities are a core element of Saskatoon's quality of life, and an essential part of individual and community health.

One of the City's over-arching goals is to encourage as many citizens as possible to take advantage of the recreation and cultural activities available. In order to do this, the Recreation and Culture business line operates a number of facilities, provides direct services and programs, and provides support to community-based organizations involved in delivering programs and services. Saskatoon's parks and open spaces provide areas for citizens to play sports, walk or bike along pathways, and play in playgrounds and paddling pools.

At A Glance

- City-operated sport, culture, and recreation facilities attract over 1.5 million visits a year.
- The business line delivers paid admission programs and services, including swimming, skating, fitness, recreation, golfing, the zoo and horticulture displays.
- During 2012 at leisure facilities there were: 15,000 registered program hours; 14,500 people registered in swimming lessons; 127,350 rounds of golf played; 57,800 hours available for drop-in programs; and 35,200 hours rented to community organizations.
- During 2012 there were 256,700 visits to the Forestry Farm Park and Zoo, and 12,100 visitor nights at the Gordon Howe Campground.
- The business line supports community associations in providing 18,900 hours of year-round low cost or no cost neighbourhood-based sport, culture, and recreation programs to 12,000 registrants.
- Approximately 5,200 acres of park/open spaces and 140 kms of park pathways are maintained.
- There are outdoor sportfields for activities such as softball, baseball, soccer, slo-pitch, lacrosse, football, speed skating, rugby, and field hockey.
- The neighbourhood summer playground program included the operation of 30 paddling pools, 14 spray pads, 11 youth centres, 2 travelling program vans, and 2 mobile skateboard animators with visitation reaching 117,000.



- Provides venues for major sport, culture, and entertainment events, including Mendel Art Gallery, River Landing, Credit Union Centre, and TCU Place.
- Supporting 16 major culture organizations which attract approximately 612,000 annual visits.
- Has \$2.0 million in inventory of public art owned and maintained by the City.
- Commissioned an \$180.0 public art installation for the Moose Jaw Trail.
- Supports various community-based boards and agencies which in turn provide programs and services in visual art, performing art, and cultural heritage, including the Marr Residence and Albert Community Centre.
- On average 1,200 trees are planted annually in reforestation projects and new park development.
- River Landing is 14.8 hectares, with almost 300,000 annual users of the riverfront trail. 90% of the public infrastructure is complete and it is the location of many special events and major festivals including WinterShines, the PotashCorp Fireworks Festival, and River Lights.

Key Challenges

- Keeping activities affordable and accessible to all residents.
- Reacting in a timely manner to the changes in sport, culture and recreation program trends, participant needs and preferences, and in response to a shift in demographics (e.g., seniors, newcomers, persons with disabilities).
- Aging infrastructure of recreation facilities such as Forestry Farm Park and Zoo, outdoor pools, paddling pools, and recreation units.
- Addressing excess capacity of activity rental space at indoor Leisure Centres during low usage periods.
- Demand for riverbank parks is growing as the number and size of special events increase annually. Improved special event coordination and oversight is required to ensure residents neighbouring special use parks are able to enjoy Saskatoon river valley during the special event and festival season.
- As the City grows, parks in new neighbourhoods such as Evergreen, Rosewood and Stonebridge, are located far from the centralized maintenance operation, requiring staff to spend increasing amounts of time traveling from the maintenance facility to the various parks. To improve operating efficiencies, a new service delivery model is needed that includes new satellite maintenance buildings and equipment strategically located closer to the new parks. This will reduce travel time to and from the maintenance facilities to the parks, and will result in more efficient use of staff time and resources.
- Designing and building parks that meet the needs of citizens while minimizing ongoing maintenance requirements.

Major Initiatives 2014-2016

Implement the Following 4-Year Priorities:

- Develop a Sport, Culture, Recreation and Parks Master Plan that will identify an overriding vision and framework for supporting these programs.
- Build a city centre facility that has sport, culture and recreation activity spaces that meet the needs of the community identified through a public consultation.
- To improve operating efficiencies of the Parks Maintenance program, a new service delivery model is required that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods. This will reduce travel time to and from existing maintenance facilities to the parks, and will result in more effective use of staff time and resources.
- Develop a process to ensure that the City's major infrastructure projects undergo a cultural assessment in order to identify opportunities to incorporate cultural expression into civic space and places through urban design, public art and/or heritage assessment.



- Continue development of off-leash dog parks on available City-owned land or park space based on the approved program plan. Areas where off leash dog parks are being developed are Caswell Hill neighbourhood, Hyde Park in Rosewood neighbourhood, and Chief Whitecap Park.

Implement the Following Long-Term Strategies (10-Year):

- The final phase of the upgrade to Dundonald Park will take place in 2014 at a budgeted cost of \$1.3 million, bringing the total estimated cost of the project to \$3.0 million.
- Document and compile infrastructure deficiencies with respect to paddling pools and park/recreation buildings, and research potential options for remedy, including solutions from other cities.
- Conduct a review of the Park Development Guideline in relation to new neighbourhood development and existing park upgrades so that the parks continue to meet the needs of citizens while providing ongoing maintenance in a cost effective way.
- Work with the Meewasin Valley Authority to begin detail design for Chief Whitecap Park followed by construction of the north parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, dog waste dispensers).
- Continue cultural research project in partnership with the University of Saskatchewan:
 - Compare Saskatoon's per capita municipal cultural investment to other municipalities.
 - Determine a reasonable target for cultural investment by the City of Saskatoon.
 - Research the scope of Saskatoon's arts, culture and creative economy.

Other Ongoing Major Initiatives:

- Complete detail design of Kinsmen Park Phase 1 and tender project in early 2014 for construction to begin in the spring.
- Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor leisure centres.
- Revise and update the Visual Art Placement Policy as a new Public Art Policy, as per the Saskatoon Culture Plan.
- Design and construct a new Zoo Entrance and Gift Shop Building.
- Complete final phase of construction in River Landing phase 2 (includes accessible walkway from the Spadina Crescent roundabout down to the riverfront).
- Develop a funding strategy to address the need for new satellite parks maintenance buildings to improve operating efficiencies.

Budget Implications

- Kinsmen Park is one of Saskatoon's oldest downtown parks and in 2014 will undergo a major revitalization and upgrade. The capital improvement to Kinsmen Park and Area is possible through partnerships with the business community that can create a lasting legacy for the benefit of the entire city. While the first phase of Kinsmen Park and Area is under construction in 2014, the Kinsmen Park Rides have been decommissioned and the rides will not be operating in 2014.
- Gordon Howe Bowl is at the end of its useful life and the field is being replaced. Installation of an artificial turf field will provide a safe and reliable playing surface for multiple user groups. To reduce the gap in funding that is required to rehabilitate this community asset, the Friends of the Bowl Foundation was established to raise funds for capital upgrades to the Bowl and Gordon Howe Park. Construction will be carried out in two phases. Phase 1, with planned construction in 2014, will include a new artificial turf football field, lights, score clock, and sound system. Phase 2 will be designed in 2014 with construction in 2015, and will include a multi-purpose building with change rooms, concessions, meeting space and storage. The estimated capital budget for Phase 1 is \$4.4 million. Capital funding for Phase 1 will come from private donations estimated at \$3.4 million and \$1.0 million from the City's Reserve for Capital Expenditures (\$600.0 for design in 2013, \$400.0 for demolition and underground utilities in 2014). The Phase 2 design budgeted at \$600.0 is also funded by the City.



- The Parks Branch is responsible for developing, preserving and enhancing the City of Saskatoon's investment of its park system and civic open spaces. As the City grows and new neighbourhoods are developed, there is an increase in park and open space infrastructure that must be maintained. In 2013, 2,025 hectares (5,000 acres) of park and open space will be maintained. In 2014, maintenance will be required on an additional 75 hectares (185 acres) of park space in the Evergreen, Rosewood and Stonebridge neighbourhoods. The 2014 operating budget reflects an increase of 2.68 FTE seasonal labourers to maintain the parks and open spaces to the approved standard.
- Ground maintenance equipment used to maintain park space is at the end of its life-cycle and in need of replacement. A fleet of aging equipment is more costly to maintain and operating old equipment can be a safety concern for workers. The replacement reserve is not sufficient to keep pace with the funding required to replace this equipment. The 2014 operating budget has provisions for an increase in the transfer to the equipment replacement reserve of \$23.7 to ensure safe modern equipment is used to maintain park space.
- In 2013, an initiative was undertaken to identify opportunities to reduce reliance on green fees by diversifying the sources of revenues needed to support golf course operations and capital improvements. Power carts, pull carts and driving range operations, which were provided through an external contract at the Holiday Park and Wildwood Golf Courses are now be part of the Golf Course operation and will generate additional net revenues of \$312.8. This new revenue supports the \$200.1 increase in the transfer to the Golf Course Capital reserve.
- In 2014, golf courses are proposing a three-year green fee rate increase. The proposed green fee rates do not change the relative price position of the municipal golf courses in the current market place and will meet the objective of the City's municipal golf courses 100 percent cost recovery goal. To attract junior golfers, Silverwood Golf Course will introduce a reduced junior golfer green fee.
- Although demand for registered programs is growing, there is a decrease in demand for general admissions. 'General Admissions' include access to public swims, lane swims, drop-in fitness classes (both wet and dry), weight and fitness rooms, and walking/jogging tracks, at six indoor leisure facilities. In 2014 admission revenues are budgeted to increase by \$292.8 due to rate increases; this is partially offset by a decrease in admission volumes of \$133.5 at the indoor leisure centres. In late 2013, consumer market research will be undertaken to gain an understanding of why we are experiencing a decline in admissions and identify potential market opportunities and segments whose needs are not being met. In 2014, program staff will implement new strategies and programs to increase admission volumes while keeping activities affordable. This is consistent with the mandate to identify needs of citizens and provide services and programs that are responsive and adaptive to changing needs and demands, with the goal of improving the quality of life.
- 2014 marks the 50th Anniversary of the Mendel Art Gallery. As we celebrate this historic event, we look forward to the Gallery's future at its new home "The Remai Art Gallery of Saskatchewan". The construction of the New Remai Art Gallery began in 2013 and is expected to be completed in 2015 for a grand opening in 2016. The budget includes funding for the transition toward the new gallery in 2014 which will include developing and implementing a branding strategy as well as updating the Business Plan that was developed in 2011.
- A Recreation Master Plan will provide a framework for guiding the development, delivery and continuous improvement of sport, culture, recreation and park programs, services and facilities. Recreation is a cornerstone not only to healthy individuals but also vibrant and complete communities that contributes to the quality of life, social progress, well-being, and economic development of the community. The Recreation Master Plan will:
 - Articulate the City's vision, mandate, role and responsibilities related to sport, culture, recreation and parks with a growing and increasingly diverse population.
 - Define how recreation programs, services & facilities are provided either through partnerships, the community, private business or by the City.
 - Identify the infrastructure required to provide sport, culture, recreation and parks services and amenities by assessing recreation needs and preferences, and in doing this also identify program/facility deficits for defined areas of the City.
 - Provide direction for making choices with respect to how to invest limited public resources in a manner that maximizes the impact on the community for every dollar invested.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	146.6	131.2	131.5	0.0	136.4	136.4	4.9	3.7%
Marketing Services	547.5	573.8	586.6	0.0	601.8	601.8	15.2	2.6%
Community Partnerships	223.3	226.9	246.4	0.0	249.6	249.6	3.2	1.3%
Forestry Farm Park & Zoo	1,507.0	1,619.9	1,589.0	(769.2)	2,352.2	1,583.0	(6.0)	-0.4%
Golf Courses	0.0	0.0	0.0	(3,780.0)	3,780.0	0.0	0.0	0.0%
Gordon Howe Campsite	0.0	0.0	0.0	(552.6)	552.6	0.0	0.0	0.0%
Indoor Rinks	98.3	201.5	216.1	(2,028.3)	2,314.0	285.7	69.6	32.2%
Kinsmen Park Rides	68.6	41.2	40.6	0.0	40.6	40.6	0.0	0.0%
Outdoor Pools	624.6	676.3	716.2	(419.3)	1,151.3	732.0	15.8	2.2%
Outdoor Sports Fields	359.4	329.5	326.3	(538.0)	863.1	325.1	(1.2)	-0.4%
Parks Maintenance & Design	10,951.6	10,979.7	11,712.0	(145.4)	12,479.2	12,333.8	621.8	5.3%
Playground & Recreation Areas	782.6	767.3	818.8	0.0	858.6	858.6	39.8	4.9%
Program Research & Design	183.3	192.5	206.2	0.0	203.9	203.9	(2.3)	-1.1%
Rec-Competitive Facilities - Program	3,112.9	3,288.6	3,215.4	(6,401.6)	9,868.7	3,467.1	251.7	7.8%
Rec-Competitive Facilities - Rentals	4,005.6	4,105.3	4,151.2	(5,747.3)	9,784.6	4,037.3	(113.9)	-2.7%
Targeted Programming	490.1	555.5	571.8	(10.4)	588.6	578.2	6.4	1.1%
Albert Community Centre	66.1	113.2	118.1	(113.3)	238.7	125.4	7.3	6.2%
Credit Union Centre	397.5	397.5	459.0	0.0	498.6	498.6	39.6	8.6%
Marr Residence	21.2	19.6	20.4	(0.5)	21.3	20.8	0.4	2.0%
Mendel Art Gallery	2,507.0	2,507.0	2,776.8	0.0	3,069.5	3,069.5	292.7	10.5%
TCU Place	1,455.2	1,455.2	1,482.0	0.0	1,490.4	1,490.4	8.4	0.6%
River Landing	0.0	0.0	0.0	(335.0)	335.0	0.0	0.0	0.0%
Total	27,548.4	28,181.6	29,384.4	(20,840.9)	51,478.7	30,637.8	1,253.4	4.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	457.57	462.85	5.28

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Spectator Ballfields	0.0	0.0	0.0	131.5	4.9	0.0	0.0	136.4	136.4
Marketing Services	0.0	0.0	0.0	586.6	15.2	0.0	0.0	601.8	601.8
Community Partnerships	0.0	0.0	0.0	246.4	3.2	0.0	0.0	249.6	249.6
Forestry Farm Park & Zoo	(721.6)	(47.6)	(769.2)	2,310.6	41.6	0.0	0.0	2,352.2	1,583.0
Golf Courses	(3,148.8)	(631.2)	(3,780.0)	3,148.8	275.6	0.0	355.6	3,780.0	0.0
Gordon Howe Campsite	(531.2)	(21.4)	(552.6)	531.2	21.4	0.0	0.0	552.6	0.0
Indoor Rinks	(2,038.8)	10.5	(2,028.3)	2,254.9	59.1	0.0	0.0	2,314.0	285.7
Kinsmen Park Rides	0.0	0.0	0.0	40.6	0.0	0.0	0.0	40.6	40.6
Outdoor Pools	(385.6)	(33.7)	(419.3)	1,101.8	49.5	0.0	0.0	1,151.3	732.0
Outdoor Sports Fields	(508.8)	(29.2)	(538.0)	835.1	28.0	0.0	0.0	863.1	325.1
Parks Maintenance & Design	(160.5)	15.1	(145.4)	11,872.5	160.8	445.9	0.0	12,479.2	12,333.8
Playground & Recreation Areas	0.0	0.0	0.0	818.8	39.8	0.0	0.0	858.6	858.6
Program Research & Design	0.0	0.0	0.0	206.2	(2.3)	0.0	0.0	203.9	203.9
Rec-Competitive Facilities - Program	(6,176.6)	(225.0)	(6,401.6)	9,392.0	476.7	0.0	0.0	9,868.7	3,467.1
Rec-Competitive Facilities - Rentals	(5,441.0)	(306.3)	(5,747.3)	9,592.2	192.4	0.0	0.0	9,784.6	4,037.3



Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Targeted Programming	(10.4)	0.0	(10.4)	582.2	6.4	0.0	0.0	588.6	578.2
Albert Community Centre	(113.3)	0.0	(113.3)	231.4	7.3	0.0	0.0	238.7	125.4
Credit Union Centre	0.0	0.0	0.0	459.0	39.6	0.0	0.0	498.6	498.6
Marr Residence	(0.5)	0.0	(0.5)	20.9	0.4	0.0	0.0	21.3	20.8
Mendel Art Gallery	0.0	0.0	0.0	2,776.8	142.7	150.0	0.0	3,069.5	3,069.5
TCU Place	0.0	0.0	0.0	1,482.0	8.4	0.0	0.0	1,490.4	1,490.4
River Landing	(312.2)	(22.8)	(335.0)	312.2	22.8	0.0	0.0	335.0	0.0
Total	(19,549.3)	(1,291.6)	(20,840.9)	48,933.7	1,593.5	595.9	355.6	51,478.7	30,637.8

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Spectator Ballfields	0.0	0.0	0.0	0.0	0.0
Marketing Services	0.0	0.0	0.0	0.0	0.0
Community Partnerships	360.0	0.0	0.0	0.0	0.0
Forestry Farm Park & Zoo	3,500.0	350.0	150.0	120.0	110.0
Golf Courses	160.0	160.0	160.0	160.0	555.0
Gordon Howe Campsite	0.0	0.0	0.0	0.0	0.0
Indoor Rinks	0.0	0.0	0.0	0.0	0.0
Kinsmen Park Rides	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	0.0	0.0
Outdoor Sports Fields	4,750.0	4,250.0	0.0	460.0	245.0
Parks Maintenance & Design	1,646.4	480.0	265.5	410.5	339.5
Playground & Recreation Areas	0.0	0.0	50.0	0.0	0.0
Program Research & Design	200.0	0.0	0.0	0.0	0.0
Rec-Competitive Facilities - Program	0.0	0.0	0.0	0.0	0.0
Rec-Competitive Facilities - Rentals	240.0	115.0	115.0	115.0	115.0
Targeted Programming	0.0	0.0	0.0	0.0	0.0
Albert Community Centre	20.0	20.0	20.0	30.0	20.0
Credit Union Centre	245.0	110.0	255.0	205.0	1,038.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
Mendel Art Gallery	0.0	0.0	0.0	0.0	0.0
TCU Place	815.0	760.0	406.0	335.0	406.0
River Landing	0.0	0.0	0.0	0.0	0.0
Total	11,936.4	6,245.0	1,421.5	1,835.5	2,828.5

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
ALBERT MAJOR REPAIR RES	20.0	20.0	20.0	30.0	20.0
CIVIC BLDGS COMPR MTNCE	0.0	30.0	0.0	30.0	0.0
CREDIT UNION CENTRE EQUIPMENT REPL	245.0	110.0	255.0	205.0	1,038.0
CY CAPITAL RESERVE	125.0	0.0	0.0	0.0	0.0
FORESTRY FARM PARK DEVELOPMENT RES	0.0	50.0	0.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	50.0	300.0	150.0	120.0	110.0
GOLF COURSE CAPITAL RESERVE	160.0	160.0	160.0	160.0	555.0
GROUNDS MAINTENANCE EQUIPMENT RES	296.4	400.0	215.5	330.5	289.5
INFRASTRUCTURE RESERVE - PARKS	1,300.0	0.0	0.0	0.0	0.0
LEISURE SERVICES EQUIPMENT REPL RES	115.0	115.0	115.0	115.0	115.0
PARK ENHANCE RES	370.0	270.0	45.0	480.0	265.0



Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
PARKS AND REC LEVY CAPITAL	200.0	0.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	6,880.0	4,030.0	55.0	30.0	30.0
RESERVE FOR CAPITAL EXPENDITURES	1,360.0	0.0	0.0	0.0	0.0
TCU PLACE CAPITAL EXPANSION RESERVE	400.0	350.0	0.0	0.0	0.0
TCU PLACE EQUIPMENT RESERVE	250.0	205.0	241.0	200.0	271.0
TCU PLACE KITCHEN EQUIPMENT REPL RES	55.0	75.0	45.0	45.0	45.0
TCU PLACE THEATRE RESTORATION RES	110.0	130.0	120.0	90.0	90.0
Total	11,936.4	6,245.0	1,421.5	1,835.5	2,828.5
Unfunded	0.0	15,366.0	17,947.0	19,307.0	5,309.0

Future Operating Budget Impacts of 2014 Capital Projects

Service Line	2014	2015	2016	2017	2018
P1627 CY-CITY ENTRANCES LANDSCAPING	0.0	0.0	0.0	0.0	0.0
P1648 CY-PARK IRRIGATION UPGRADES	0.0	0.0	0.0	0.0	0.0
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	125.5	75.7	0.0	0.0
P2102 CY-SPORTFIELD DEVELOPMNT & IMPROVEMENTS	0.0	9.6	9.6	0.0	0.0
P2349 CY-GORDON HOWE BOWL UPGRADES	0.0	110.0	0.0	200.0	0.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	0.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK - MASTER PLAN	0.0	0.0	0.0	0.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	0.0	7.3	0.0	0.0
P2528 CY-OFF-LEASH RECREATION AREAS DEVELOPMENT	0.0	10.0	0.0	0.0	0.0
Total	0.0	255.1	92.6	200.0	0.0



Spectator Ballfields

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Operating Cost	146.6	131.2	131.5	136.4	4.9	3.7%
Total	146.6	131.2	131.5	136.4	4.9	3.7%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Spectator Ballfields	0.0	0.0	0.0	131.5	4.9	0.0	0.0	136.4	136.4

There are no significant operating changes in Spectator Ballfields.

Summary of Capital Investments

There are no capital investments in Spectator Ballfields.



Marketing Services

Overview

Success of any City of Saskatoon program or service is dependent on public awareness. To achieve this, the Marketing Section provides expertise, support services and research on the strategic marketing of programs/services and communicating information to the public, for the Community Services Department. The Community Services Department includes the following branches: Leisure Services, Land, Planning & Development, Building Standards and Community Development.

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	371.6	385.0	391.3	404.9	13.6	3.5%
Operating Cost	270.3	259.6	269.0	271.2	2.2	0.8%
Cost Recovery	(94.5)	(70.8)	(73.7)	(74.3)	(0.6)	0.8%
Total	547.4	573.8	586.6	601.8	15.2	2.6%

Staff Complement	2013	2014	Difference
Full Time Equivalents	5.17	5.17	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Marketing Services	0.0	0.0	0.0	586.6	15.2	0.0	0.0	601.8	601.8

There are no significant operating changes in Marketing Services.

Summary of Capital Investments

There are no capital investments in Marketing Services.



Community Partnerships

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	177.0	177.2	196.3	199.2	2.9	1.5%
Operating Cost	33.5	37.0	37.4	37.7	0.3	0.8%
Capital Contribution	0.0	12.7	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	12.7	0.0	12.7	12.7	0.0	0.0%
Total	223.2	226.9	246.4	249.6	3.2	1.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	2.30	2.30	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Community Partnerships	0.0	0.0	0.0	246.4	3.2	0.0	0.0	249.6
								249.6

There are no significant operating changes in Community Partnerships.

Funded Capital Projects	2014	2015	2016	2017	2018
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	250.0	0.0	0.0	0.0	0.0
P2528 CY-OFF-LEASH RECREATION AREAS DEVELOPMENT	110.0	0.0	0.0	0.0	0.0
Total	360.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2114 CY-VICTORIA PARK PROGRAM UPGRADE	0.0	325.0	270.0	370.0	0.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	40.0	80.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK - MASTER PLAN	0.0	340.0	450.0	430.0	85.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	466.0	2,470.0	0.0	0.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	55.0	105.0	920.0	1,030.0
P2528 CY-OFF-LEASH RECREATION AREAS DEVELOPMENT	0.0	110.0	110.0	0.0	0.0
Total	0.0	1,336.0	3,485.0	1,720.0	1,115.0



Summary of Capital Investments

The Kinsmen Park and Area Master Plan set up a process to rejuvenate the site, intended to create a vibrant activity area that will be memorable and enjoyable for all ages. The Master Plan integrates activities on both sides of Spadina Crescent, including Kinsmen Park, the existing Mendel Art Gallery building and grounds, and the Shakespeare on the Saskatchewan site. The 2014 budget provides for the development of the play area site, improvements to the Mendel Site parking lot, and upgrades to Kinsmen Avenue. The 2015 plan is the development of the festival site.

The popularity of off-leash recreational areas (OLRA) is growing with increasing demands for this recreational activity. A review of existing OLRAs has been completed to ensure base program standards are being achieved and the location of future sites will be evaluated for suitability and subject to public consultation.

Unfunded Capital Projects:

The Victoria Park Program Plan was adopted by City Council in June 2004 and is planned to be an extension of the River Landing Phase 2 development, connecting Victoria Park to the River Landing. The proposed development of a pathway system that will give pedestrians access along Spadina Crescent and improve connectivity to existing site amenities is unfunded.

The current boat launch adjacent to Kiwanis Memorial Park was set up in 2004 as a temporary location. The Meewasin Valley Authority is completing an investigation of possible locations and reviewing potential land-use conflicts prior to recommending a permanent boat launch site location. The construction phase of the new permanent boat launch is unfunded.

In 2010, City Council approved a Master Plan for Chief Whitecap Park, providing the administration with direction on the future design and use of the Park. The construction of the north parking lot, installation of parking lot fencing and signage, and installation of site amenities such as garbage cans, benches and dog waste dispensers are unfunded.

The Cosmopolitan Couples Club has identified Pierre Radisson District Park as a suitable location for a Children's Safety Village. This proposed park program amenity provides a catalyst in the development of the Hudson Bay Area Park system, in particular Pierre Radisson District Park. The project request for public consultation and park program review along with survey and site analysis for Pierre Radisson Park are unfunded.

Future Operating Impact of Current Year's Capital Projects

The operating impact for the Kinsmen Park and Area Master Plan will be \$7.3 for comprehensive maintenance and replacement reserve contribution for the parking lot the year following construction.

The operating impact will be \$10.0 in annual maintenance for each off leash park constructed.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	0.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK - MASTER PLAN	0.0	0.0	0.0	0.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	0.0	7.3	0.0	0.0
P2528 CY-OFF-LEASH RECREATION AREAS DEVELOPMENT	0.0	10.0	0.0	0.0	0.0
Total	0.0	10.0	7.3	0.0	0.0



Forestry Farm Park & Zoo

Overview

The Forestry Farm Park & Zoo educates residents and tourists on the importance of sustaining animal and plant species native to Saskatchewan, through the delivery of a variety of zoological, horticultural and conservational heritage programs. To increase awareness, the Forestry Farm Park and Zoo provides a natural environment for people to learn about and appreciate nature and the variety of native mammals, birds, and tree species. This facility provides a setting for recreation activities such as picnics, fishing, walking and creative play.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(799.3)	(683.8)	(721.6)	(769.2)	(47.6)	6.6%
Staff Compensation	1,055.4	1,042.9	1,060.4	1,087.6	27.2	2.6%
Operating Cost	1,013.7	1,039.9	1,066.0	1,077.2	11.2	1.1%
Debt Charges	38.5	38.5	0.0	0.0	0.0	0.0%
Capital Contribution	150.0	182.4	150.0	150.0	0.0	0.0%
Transfer to/from Reserves	48.8	0.0	34.2	37.4	3.2	9.4%
Total	1,507.1	1,619.9	1,589.0	1,583.0	(6.0)	-0.4%

Staff Complement	2013	2014	Difference
Full Time Equivalents	15.39	15.39	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Forestry Farm Park & Zoo	(721.6)	(47.6)	(769.2)	2,310.6	41.6	0.0	0.0	2,352.2	1,583.0

Significant Changes:

- Revenue increases of \$27.7 are due to higher admission rates, \$18.8 for an increase in the number of admissions, and \$2.3 for an increase in rentals, offset by a reduction in external leases of \$1.2.

Capital Contributions:

- There is an increased contribution to the Forestry Farm Development Reserve of \$3.2 which is based on 60% of the front gate revenues.

Funded Capital Projects	2014	2015	2016	2017	2018
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	3,500.0	350.0	150.0	120.0	110.0
Total	3,500.0	350.0	150.0	120.0	110.0

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0



Summary of Capital Investments

Planned for 2014 is the design phase of the park entrance road rebuild project.

The 2014 plan also includes \$3.45 million for the design and construction of the Carnivore Trail. This project is funded by the Saskatoon Zoo Foundation and will proceed as funds are available.

Future Operating Impacts of Current Year's Capital Projects

The operating impact for the road rebuild will be \$10.8 for the annual contribution to the maintenance and replacement reserve.

The operating impact for the full Carnivore Trail is \$190.4, including one additional zookeeper along with related operating costs.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	125.5	75.7	0.0	0.0
Total	0.0	125.5	75.7	0.0	0.0



Golf Courses

Overview

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

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(2,886.0)	(3,037.7)	(3,148.8)	(3,780.0)	(631.2)	20.0%
Staff Compensation	1,351.9	1,519.0	1,526.3	1,611.4	85.1	5.6%
Operating Cost	1,186.9	1,266.7	1,290.2	1,690.1	399.9	31.0%
Debt Charges	52.0	52.0	52.0	5.5	(46.5)	-89.4%
Capital Contribution	295.2	200.0	280.4	473.0	192.6	68.7%
Transfer to/from Stabilization	0.0	0.0	(0.1)	0.0	0.1	-100.0%
Total	0.0	0.0	(0.0)	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	25.30	25.30	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Golf Courses	(3,148.8)	(631.2)	(3,780.0)	3,148.8	275.6	0.0	355.6	3,780.0

Service Level Change:

- The Holiday Park Golf Course operation will include power/pull cart rentals and operation of the driving range, services previously provided through an external contract. As a result of this change, revenues are increased by \$467.0 partially offset by related operating expenditures of \$215.5.
- The Wildwood Golf Course operation will include the power/pull cart rentals and the sale of merchandise in the pro-shop, services previously provided through an external contract. As a result of this change, revenues are increased by \$201.4 partially offset by related operating expenditures of \$140.1.

Other Significant Changes:

- Increases in green fee revenues of \$87.2 and lounge revenue of \$29.5 are due to rate increases and are offset by decreases in volumes for green fees of \$124.7, lounge revenues of \$25.7, and trackage and other revenues of \$3.5.
- Debt repayment reduction of \$46.5 is attributable to the maturity of the loan required to fund the Wildwood Golf Course Irrigation system.

Capital Contributions:

- The contribution to the Golf Course Capital Reserve has increased by \$200.1, bringing the total contribution to \$366.0.



- The contribution to the HPGC Redevelopment Reserve has decreased by \$7.5 due to a decrease in the budgeted number of rounds played.

Funded Capital Projects		2014	2015	2016	2017	2018
P2101	CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	160.0	160.0	160.0	160.0	555.0
Total		160.0	160.0	160.0	160.0	555.0

Summary of Capital Investments

\$160.0 is required for the planned replacement of major golf course equipment and is funded from the Golf Course Capital Reserve. This allows the civic golf courses to be maintained at the standard of play expected by our patrons.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.



Gordon Howe Campsite

Overview

Saskatoon attracts many visitors looking for a motor-home, camp-trailer and tenting experience in an urban setting. The Gordon Howe Campsite provides sites with electrical services, basic tenting sites, and support services such as barbecue, laundry and shower facilities, picnic tables and a confectionary. This very popular campsite is located near shopping, golf courses, an outdoor swimming pool and parks.

The Gordon Howe Campsite is operated on a user-pay basis, meaning the operation has no impact on the mill rate.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(526.8)	(531.5)	(531.2)	(552.6)	(21.4)	4.0%
Staff Compensation	127.1	123.3	134.6	143.1	8.5	6.3%
Operating Cost	207.4	221.4	228.7	233.3	4.6	2.0%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Capital Contribution	0.0	88.6	0.0	0.0	0.0	0.0%
Transfer to/from Stabilization	94.0	0.0	69.7	78.0	8.3	11.9%
Total	(0.1)	0.0	(0.0)	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	2.20	2.25	0.05

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Gordon Howe Campsite	(531.2)	(21.4)	(552.6)	531.2	21.4	0.0	0.0	552.6
								0.0

Capital Contributions:

- The contribution to the Campsite Reserve has increased by \$8.3, bringing the total contribution to \$78.0.

Other Significant Changes:

- Increase in campsite rental revenue of \$28.4 is due to an increase in rates, offset by a \$7.0 decrease in volumes.

Summary of Capital Investments

There are no capital investments in Gordon Howe Campsite.



Indoor Rinks

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(1,962.1)	(1,958.5)	(2,038.8)	(2,028.3)	10.5	-0.5%
Staff Compensation	888.4	884.8	910.5	965.3	54.8	6.0%
Operating Cost	1,135.4	1,238.6	1,307.8	1,312.1	4.3	0.3%
Capital Contribution	36.6	36.6	36.6	36.6	0.0	0.0%
Total	98.3	201.5	216.1	285.7	69.6	32.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	14.25	14.40	0.15

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Indoor Rinks	(2,038.8)	10.5	(2,028.3)	2,254.9	59.1	0.0	0.0	2,314.0	285.7

Significant Changes:

- Hourly rental revenue has decreased by \$37.0 as a rate increase budgeted to be effective October 1, 2013 was not required to meet the cost recovery objective; this decrease is partially offset by an increase in volumes of \$18.5.
- Public skating admission rate increase of \$5.0 is partially offset by a volume decrease of \$1.2.
- Board advertising revenue has increased by \$3.8.
- The volume of gas has been reduced by \$24.1, electrical by \$14.1 and water by \$1.5 to reflect actual usage; these savings are the result of energy efficiency improvements at the rinks. These are partially offset by rate increases of \$8.0 for gas, \$15.8 for electrical and \$5.7 for water.

Summary of Capital Investments

There are no capital investments in Indoor Rinks.



Kinsmen Park Rides

Overview

The Kinsmen Park and Area Master Plan will guide the rejuvenation of Kinsmen Park to create a vibrant activity area enjoyable for all ages and abilities year-round, while continuing to support local communities and the growing downtown population. Implementation of the first phase of the Master Plan has begun with sponsorship from PotashCorp and Canpotex.

Located in Kinsmen Park, the Kinsmen Park Rides have reached their life expectancy and have been decommissioned. A refurbished carousel will be incorporated in the new design along with new options including a new train. This phase is expected to be available to the public in 2015. The rides will not operate in 2013 and 2014 during the construction phase.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(106.8)	(156.3)	0.0	0.0	0.0	0.0%
Staff Compensation	113.2	122.1	0.0	0.0	0.0	0.0%
Operating Cost	32.7	45.9	11.1	11.1	0.0	0.0%
Debt Charges	29.5	29.5	29.5	29.5	0.0	0.0%
Total	68.6	41.2	40.6	40.6	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	1.74	1.74	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Kinsmen Park Rides	0.0	0.0	0.0	40.6	0.0	0.0	0.0	40.6

Significant Changes:

Temporary Service Level Decrease – Kinsmen Park Rides:

- Kinsmen Park Rides will not be operating in 2014, the second year of a planned closure, while construction of the first phase of the Kinsmen Park and Area Master Plan is taking place.

Summary of Capital Investments

There are no new capital investments in Kinsmen Park Rides.



Outdoor Pools

Overview

The City operates four outdoor pools, providing an opportunity for children and their families to find relief from the summer heat, have fun, play, and learn how to swim in a safe outdoor setting. George Ward, Lathey, Mayfair and Riversdale Outdoor Pools are located in central neighbourhood suburban areas.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(362.0)	(368.7)	(385.6)	(419.3)	(33.7)	8.7%
Staff Compensation	383.6	406.8	426.0	448.2	22.2	5.2%
Operating Cost	609.5	638.2	675.8	703.1	27.3	4.0%
Total	631.1	676.3	716.2	732.0	15.8	2.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	7.75	7.80	0.05

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Outdoor Pools	(385.6)	(33.7)	(419.3)	1,101.8	49.5	0.0	0.0	1,151.3	732.0

Significant Changes:

- Revenue increase of \$14.3 is due to an increase in rates and \$19.4 is due to an increase in volumes.
- Increase of \$18.8 relates to an increase in contribution to the comprehensive building and maintenance reserve for Mayfair Pool.

Summary of Capital Investments

There are no capital investments in Outdoor Pools.



Outdoor Sports Fields

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(353.2)	(405.5)	(508.8)	(538.0)	(29.2)	5.7%
Staff Compensation	150.9	163.7	166.0	161.4	(4.6)	-2.8%
Operating Cost	446.4	456.1	553.9	586.5	32.6	5.9%
Capital Contribution	115.2	115.2	115.2	115.2	0.0	0.0%
Total	359.3	329.5	326.3	325.1	(1.2)	-0.4%

Staff Complement	2013	2014	Difference
Full Time Equivalents	2.70	2.55	(0.15)

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Outdoor Sports Fields	(508.8)	(29.2)	(538.0)	835.1	28.0	0.0	0.0	863.1	325.1

Significant Changes:

- Increase in sportfield rental revenue rates of \$28.7 and rental volumes of \$0.5.
- Increase in parks sportfield maintenance service costs of \$29.5 to reflect the current level of service for sportfields for which a fee is charged.

Funded Capital Projects		2014	2015	2016	2017	2018
P2102	CY-SPORTFIELD DEVELOPMNT & IMPROVEMENTS	350.0	250.0	0.0	460.0	245.0
P2349	CY-GORDON HOWE BOWL UPGRADES	4,400.0	4,000.0	0.0	0.0	0.0
Total		4,750.0	4,250.0	0.0	460.0	245.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P2102	CY-SPORTFIELD DEVELOPMNT & IMPROVEMENTS	0.0	245.0	0.0	0.0	0.0
P2349	CY-GORDON HOWE BOWL UPGRADES	0.0	1,000.0	0.0	0.0	0.0
Total		0.0	1,245.0	0.0	0.0	0.0



Summary of Capital Investments

City staff works closely with sportfield user groups to develop a short and long-term plan to maintain and redevelop minor and adult sportfields. In 2014, \$350.0 is required to construct one multi-purpose field in Kate Waygood District Park.

The Gordon Howe Bowl Upgrades project will address current and future programming needs. The construction is proposed to be implemented in two phases. The first phase planned for 2014 includes the artificial turf field, score clock and sound system, and outdoor field lighting. The second phase, planned for 2015, includes a standalone service building including change rooms, public washrooms and concession. The proposed City contribution of \$1.0 million per phase is for planning and design, underground utilities, and the demolition of the existing building and field, so that the funds raised by the Friends of the Bowl Foundation go directly to improvements at Gordon Howe Bowl.

Unfunded Capital Project:

The relocation of the existing parking lot to a new location within Edward McCourt Park is unfunded.

Future Operating Impacts of Current Year's Capital Projects

Future operating impact of \$9.6 in 2015 includes basic level maintenance for a sportfield in Kate Waygood District Park. Future operating costs for the Gordon Howe Bowl upgrades include \$110.0 in 2015 for reserve contribution and \$200.0 in 2017 for incremental operating costs and reserve contribution.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P2102 CY-SPORTFIELD DEVELOPMNT & IMPROVEMENTS	0.0	9.6	9.6	0.0	0.0
P2349 CY-GORDON HOWE BOWL UPGRADES	0.0	110.0	0.0	200.0	0.0
Total	0.0	119.6	9.6	200.0	0.0



Parks Maintenance & Design

Overview

To provide irrigation and horticultural and turf maintenance of landscaped areas in parks, sportsfields, and public open spaces including boulevards, medians, rights-of-way and street beautification projects. In addition this program includes park pathway snow removal and the grooming of cross country ski trails.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(9.6)	(23.6)	(23.6)	(23.6)	0.0	0.0%
Province of Saskatchewan	(154.4)	(90.0)	(136.9)	(121.8)	15.1	-11.0%
Staff Compensation	6,930.4	6,580.1	6,953.9	7,270.6	316.7	4.6%
Operating Cost	4,931.9	5,081.0	5,627.3	6,041.2	413.9	7.4%
Debt Charges	181.0	180.9	180.9	180.9	0.0	0.0%
Cost Recovery	(2,287.5)	(2,108.6)	(2,220.5)	(2,368.1)	(147.6)	6.6%
Capital Contribution	1,368.0	1,359.8	1,339.1	1,362.8	23.7	1.8%
Transfer to/from Reserves	(8.2)	0.0	(8.2)	(8.2)	0.0	0.0%
Total	10,951.6	10,979.7	11,712.0	12,333.8	621.8	5.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	120.21	123.49	3.28

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Parks Maintenance & Design	(160.5)	15.1	(145.4)	11,872.5	160.8	445.9	0.0	12,479.2	12,333.8

Growth:

- Operating costs, including 2.68 FTE labourer positions, have been increased by \$250.2 to accommodate the impact of capital projects previously approved. Additional green space to be taken over by the Parks Branch in 2014 is located in the Stonebridge, Willowgrove, Evergreen, Rosewood, Confederation, Riversdale, City Park and Nutana neighbourhoods.
- An increase of \$145.9 required for the impact of new capital construction (Circle Drive South). This increase has been applied to turf maintenance contract services to provide ditch mowing.
- An increase of 1.00 FTE labourer position, which is partially offset with a 0.40 FTE transfer to Corporate Support service line in order to provide for a Secretary position providing administrative support for both Human Resources and Occupational Health and Safety.

Capital Contributions:

- An increase of \$10.4 to the Grounds Maintenance Equipment Replacement Reserve consistent with the Capital Reserve Bylaw, and an increase of \$13.3 to the Parks Infrastructure Reserve.

Other Significant Changes:

- A decrease in revenue of \$15.1 from the Urban Highway Connector Program reflecting a decrease in actual costs to the city of roadway ditch mowing within the agreement; this revenue has been offset by a decrease in operating costs.



- An increase of \$181.4 for inflation, which includes a \$26.9 increase in V&E rental rates and fuel costs, plus \$74.2 increase in water utility costs.
- Increase in cost recovery of \$147.6 reflecting adjustments required to Parks Custom Work and Parks Equipment Maintenance, which are full cost recovered programs.

Not Included:

- Parks Superintendent of 0.50 FTE plus operating costs for a total of \$82.8 shared with the Urban Forestry service line in order to create efficiencies within the operations of the Parks Maintenance & Design service line. Not funding this position will result in decreased customer service, due to the lack of resources dedicated to forward planning of efficient and cost effective parks operations.
- Additionally, 1.00 FTE for an Irrigation Technician in the amount of \$60.9, plus 0.54 FTE labourer position for \$20.5, to maintain the current compliment of existing parks. The Irrigation Technician is required in order to gain 100% efficiency with the central irrigation system; this in turn would result in cost savings due to decreased water usage. This position would also help to realize efficiencies by executing their role in reviewing new park construction plans to ensure irrigation components are planned and built properly. There is also an increased demand for this position's services as there is an increase in the number of special events requiring irrigation line locates. The additional labourer position is required to keep up with the growth of irrigated hectares in the city – not having this position could result in a shorter watering season caused by having to winterize the irrigation system earlier. This in turn could affect the sustainability of the plant material in drought periods.
- Irrigation costs of \$73.3 for the increase of Water & Sewer Utility rates over the allocated mandate amount. This shortfall could result in a shorter watering season in order to stay within budget and could also affect the sustainability of the plant material in drought periods.

Funded Capital Projects	2014	2015	2016	2017	2018
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	296.4	400.0	215.5	330.5	289.5
P0901 CY-PARK UPGRADING-NEIGHBORHOOD	1,300.0	0.0	0.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	50.0	50.0	50.0	50.0	50.0
P1876 AF-TENNIS COURT-ACRYLIC SURFACE	0.0	30.0	0.0	30.0	0.0
Total	1,646.4	480.0	265.5	410.5	339.5

Unfunded Capital Projects	2014	2015	2016	2017	2018
P0819 AF-TENNIS COURTS RESURFACE	0.0	100.0	100.0	0.0	100.0
P1599 CY-RIVERBANK PARKS IRRIGATION	0.0	231.0	0.0	0.0	0.0
P1613 CY-DIEFENBAKER PARK ROAD	0.0	250.0	0.0	0.0	0.0
P1627 CY-CITY ENTRANCES LANDSCAPING	0.0	600.0	350.0	350.0	350.0
P1641 CY-NATURAL PARK AREA STRATEGIC MGMT PLAN	0.0	125.0	0.0	0.0	0.0
P1647 CY-PARK UPGRDS -MULTI DISTRICT, DISTRICT	0.0	3,735.0	3,450.0	6,228.0	3,019.0
P1648 CY-PARK IRRIGATION UPGRADES	0.0	1,079.0	472.0	269.0	0.0
P1653 CY-PARK DRAINAGE	0.0	100.0	50.0	100.0	50.0
P1656 CY-PARKS MVA CONSTRUCT & MAINTENANCE	0.0	65.0	65.0	65.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	800.0	0.0	0.0	0.0
P1935 AF-SPRAY PAD REPAIRS AND UPGRADES	0.0	450.0	0.0	0.0	0.0
P1938 AF-PLAYSTRUCTURE UPGRDE AND REPL	0.0	800.0	675.0	675.0	675.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	0.0	800.0	0.0	800.0	0.0
P1940 AF-GREENHOUSE REPLACEMENT	0.0	1,500.0	0.0	0.0	0.0
Total	0.0	10,635.0	5,162.0	8,487.0	4,194.0



Summary of Capital Investments

2014 Parks Maintenance and Design Capital Investments include three funded projects totaling \$1.6 million which involve the maintenance and replacement of existing assets.

Neighbourhood Park Upgrading continues with the construction of Dundonald Park in 2014.

The Neighbourhood Parks Enhancements project is funded through Community Association contributions and the Park Enhancement Reserve. Projects brought forward by the Community Associations are adjudicated through an approved process.

The replacement of Parks Equipment is funded from the Grounds Maintenance Equipment Replacement Reserve.

In the Parks Maintenance and Design Service Line there is an unfunded component of \$10.4 million which has been deferred to future years. Of this amount \$8.7 million is the shortfall of funding required for the rehabilitation or replacement of existing assets, \$600.0 for city entrance landscaping, \$250.0 to upgrade Diefenbaker Park Road and \$800.0 has been identified for a Parks Maintenance Satellite Building.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P1627 CY-CITY ENTRANCES LANDSCAPING	0.0	0.0	0.0	0.0	0.0
P1648 CY-PARK IRRIGATION UPGRADES	0.0	0.0	0.0	0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0



Playground & Recreation Areas

Overview

Playgrounds & recreation areas provide outdoor summer recreation programs for children and youth on a neighbourhood and district level, including playground programs, paddling pool program and outdoor water features.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	715.2	696.5	747.4	786.6	39.2	5.2%
Operating Cost	67.4	70.8	71.4	72.0	0.6	0.8%
Total	782.6	767.3	818.8	858.6	39.8	4.9%

Staff Complement	2013	2014	Difference
Full Time Equivalents	17.49	17.49	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Playground & Recreation Areas	0.0	0.0	0.0	818.8	39.8	0.0	0.0	858.6	858.6

There are no significant operating changes in Playground & Recreation Areas.

Funded Capital Projects	2014	2015	2016	2017	2018
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	0.0	50.0	0.0	0.0
Total	0.0	0.0	50.0	0.0	0.0

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	0.0	400.0	0.0	0.0
Total	0.0	0.0	400.0	0.0	0.0

Summary of Capital Investments

P2354 Accessible Playgrounds involves the design and construction of a destination-type accessible and inclusive playground (similar to the playground in WW Ashley Park), where children with sensory, physical and developmental disabilities can play together with typically able children. The playground planned for 2016 will be constructed in Ashworth Holmes Neighbourhood Park.



Program Research & Design

Overview

Program research involves gathering information which is used to make decisions on the design and delivery of programming that will meet the needs of our customers. This is accomplished by conducting city-wide needs assessment surveys to identify future program needs and trends, gather information on specific issues to address and assess the effectiveness of sport, culture and recreation programming in achieving the intended outcomes. Regular customer satisfaction surveys are conducted and analyzed, with the goal of improving the quality of programs and services being delivered and designing new programs.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	138.9	138.9	142.6	140.1	(2.5)	-1.8%
Operating Cost	44.4	53.6	63.6	63.8	0.2	0.3%
Total	183.3	192.5	206.2	203.9	(2.3)	-1.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	2.00	2.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Program Research & Design	0.0	0.0	0.0	206.2	(2.3)	0.0	0.0	203.9

There are no significant operating changes in Program Research & Design.

Funded Capital Projects	2014	2015	2016	2017	2018
P2478 CY-LEISURE RECREATION MASTER PLAN	200.0	0.0	0.0	0.0	0.0
Total	200.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2600 CY- CITY CENTRE AREA INDOOR LEISURE FACILITY	0.0	2,000.0	8,900.0	9,100.0	0.0
Total	0.0	2,000.0	8,900.0	9,100.0	0.0

Summary of Capital Investments

P2478 involves the development of a Leisure Recreation Master Plan for Saskatoon that identifies the long term vision, with the outcome of sustaining a healthy and vibrant community. The Master Plan will provide a framework and strategy that will help identify and address City and community priorities for future sport, culture and recreation needs. This project is unfunded.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.



Rec-Competitive Facilities - Program

Overview

The City operates indoor leisure centres that offer a variety of program opportunities in recreation, aquatics (swim lessons, public swims), fitness and wellness (e.g. weight training, walking/jogging, yoga), and life skills (e.g. cooking & photography classes) for Saskatoon residents. These programs and services provide an opportunity for participants to learn and practice skills, meet new friends, become safer around water, be more active and physically fit, and enjoy a healthy life-style. The Leisure Services Branch delivers city-wide programs and services based on the changing needs and demands of our citizens, where participants pay admission and/or program fees to recover a portion of the costs.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(5,887.8)	(5,461.7)	(6,176.6)	(6,401.6)	(225.0)	3.6%
Staff Compensation	4,565.1	4,310.5	4,561.4	4,785.7	224.3	4.9%
Operating Cost	4,446.5	4,431.5	4,822.3	5,074.7	252.4	5.2%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
Total	3,132.1	3,288.6	3,215.4	3,467.1	251.7	7.8%

Staff Complement	2013	2014	Difference
Full Time Equivalents	76.83	76.83	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Rec-Competitive Facilities - Program	(6,176.6)	(225.0)	(6,401.6)	9,392.0	476.7	0.0	0.0	9,868.7	3,467.1

Significant Changes:

- Increases in admission revenue rates of \$292.8 and program registration rates of \$35.8.
- Decrease in admission volumes of \$133.5 and an increase in program registration volumes of \$29.9.
- Increase in internal rental costs of \$157.4 for rate increases and \$28.7 for volume increases.
- Increase in contract instructors of \$56.2 needed to lead registered and drop-in classes.

Summary of Capital Investments

There are no capital investments for Recreation and Competitive Facilities - Program Delivery.



Rec-Competitive Facilities - Rentals

Overview

The operation of indoor leisure centres supports the delivery of recreation, sport, and wellness programs delivered by Leisure Services, community organizations and private business. Indoor leisure centre and competitive facilities provide safe, well-maintained, attractive and accessible spaces for the delivery of competitive sport programs, public fitness and aquatic exercise classes, leased space for wellness businesses and sport groups, and to host community events. The Cosmo, Lakewood, Lawson and Shaw Civic Centres, Harry Bailey Aquatic Centre, Saskatoon Field House, and Fitness Circuit and Terry Fox Track (in Sask Tel Sports Centre), are located in the six suburban areas. Rental rates are charged to recover a portion of the operating costs and are based on fair market value.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(5,080.3)	(5,049.0)	(5,441.0)	(5,747.3)	(306.3)	5.6%
Staff Compensation	1,249.8	1,200.7	1,241.6	1,271.2	29.6	2.4%
Operating Cost	7,752.4	7,873.4	8,272.8	8,439.1	166.3	2.0%
Debt Charges	39.2	35.1	27.0	26.4	(0.6)	-2.2%
Cost Recovery	(160.3)	(159.8)	(163.4)	(166.3)	(2.9)	1.8%
Capital Contribution	204.9	204.9	214.2	214.2	0.0	0.0%
Total	4,005.7	4,105.3	4,151.2	4,037.3	(113.9)	-2.7%

Staff Complement	2013	2014	Difference
Full Time Equivalents	17.90	17.80	(0.10)

Summary of Operating Changes

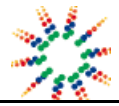
Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Rec-Competitive Facilities - Rentals	(5,441.0)	(306.3)	(5,747.3)	9,592.2	192.4	0.0	0.0	9,784.6	4,037.3

Significant Changes:

- Increase in internal rental revenue rate of \$162.1 and internal rental volumes of \$27.9.
- Increase in hourly and agreement rental rates of \$58.6 and volumes of \$59.2.
- Decreases in concession leases of \$8.6, partially offset by an increase in locker revenue of \$7.1.
- Increase in preventative maintenance and custodial service charges of \$9.7.
- Increases to utility rates of \$139.7 offset by a decrease in usage of \$82.9 based on actuals. The volume reductions are primarily attributable to energy efficiency improvements at the Saskatoon Field House (\$35.3) and Lawson Civic Centre (\$8.4) and a reduction in the amount of water required at the Shaw Centre and Lawson Civic Centre (\$39.3).
- Increase in maintenance of fitness equipment at Shaw Civic Centre of \$10.0.

Funded Capital Projects	2014	2015	2016	2017	2018
P0706 CY-LEIS SERV-FACILITY EQUIP REPL	115.0	115.0	115.0	115.0	115.0
P2472 CY-LEISURE CENTRE FAC CONTROL GATES	125.0	0.0	0.0	0.0	0.0
Total	240.0	115.0	115.0	115.0	115.0



Summary of Capital Investments

Leisure Centres require specialized program and fitness equipment to be replaced on a planned basis once the equipment reaches the end of its useful life. The type of equipment being replaced under Capital Project 706 is fitness equipment (e.g. treadmills, elliptical climbers), sound systems and score clocks.

Installation of leisure centre facility control gates at the main point of entry to program areas and installation of swipe access panels at the various activity spaces will improve the safety, security and controls relating to access to our leisure centres.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.



Targeted Programming

Overview

Targeted programming assists the Community Associations in the delivery of sport, culture and recreation programs at the neighbourhood level.

This program partners with community groups in the delivery of children and youth programs, district youth centres and to provide aboriginal programs and/or create an awareness of the aboriginal culture through sport, culture and recreation activities.

This program also provides a skateboard program.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(17.5)	(10.3)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	334.2	360.1	373.0	381.2	8.2	2.2%
Operating Cost	173.4	205.7	209.2	207.4	(1.8)	-0.9%
Total	490.1	555.5	571.8	578.2	6.4	1.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	6.77	6.77	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Targeted Programming	(10.4)	0.0	(10.4)	582.2	6.4	0.0	0.0	588.6	578.2

There are no significant changes in Targeted Programming.

Summary of Capital Investments

There are no capital investments for Targeted Programming.



Albert Community Centre

Overview

To provide for a community centre that is available for meetings, classes, displays, socials, fund raising events, etc., as well as a meeting place for interaction with City-wide organizations.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(156.6)	(111.6)	(113.3)	(113.3)	0.0	0.0%
Operating Cost	183.7	203.1	209.7	217.0	7.3	3.5%
Capital Contribution	38.9	21.7	21.7	21.7	0.0	0.0%
Total	66.0	113.2	118.1	125.4	7.3	6.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Albert Community Centre	(113.3)	0.0	(113.3)	231.4	7.3	0.0	0.0	238.7	125.4

There are no significant operating changes in the Albert Community Centre program.

Funded Capital Projects	2014	2015	2016	2017	2018
P0677 AF-ALBERT COMM CENTER RENOS	20.0	20.0	20.0	30.0	20.0
Total	20.0	20.0	20.0	30.0	20.0

Summary of Capital Investments

This project involves identifying and completing the necessary major repair or replacement expenditures in Albert Community Centre as required by the facility's comprehensive maintenance program. Work identified in 2014 totals \$20.0.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Credit Union Centre

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Operating Cost	647.5	647.5	709.0	748.6	39.6	5.6%
Cost Recovery	(250.0)	(250.0)	(250.0)	(250.0)	0.0	0.0%
Total	397.5	397.5	459.0	498.6	39.6	8.6%

Staff Complement	2013	2014	Difference
Full Time Equivalents	46.77	48.77	2.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Credit Union Centre	0.0	0.0	0.0	459.0	39.6	0.0	0.0	498.6	498.6

The City's contribution to the Credit Union Centre (CUC) operation is for the Civic Comprehensive Maintenance Reserve which is \$748.6 for 2014. CUC contributes \$250.0 of this contribution based on an agreement between the City and CUC which is capped at this amount. All other operating expenditures are covered by CUC's own internal revenues.

Significant Changes:

- Comprehensive Maintenance Reserve Contribution increase of \$39.6.
- All other operating expenditures are covered by CUC's own internal revenues, including the addition of 2.00 FTE's for operations.

Funded Capital Projects	2014	2015	2016	2017	2018
P1812 CREDIT UNION CENTRE-EQUIPMENT PURCHASES	245.0	110.0	255.0	205.0	1,038.0
Total	245.0	110.0	255.0	205.0	1,038.0

Summary of Capital Investments

The equipment replacement purchases project at Credit Union Centre is in accordance with the Credit Union Centre Reserve Fund Policy.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Marr Residence

Overview

To operate a community centre to provide continued historic displays, programs and small workshops supporting Saskatoon's heritage.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	21.2	20.1	20.9	21.3	0.4	1.9%
Total	21.2	19.6	20.4	20.8	0.4	2.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2014 Budget	Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level		
Marr Residence	(0.5)	0.0	(0.5)	20.9	0.4	0.0	0.0	21.3	20.8

There are no significant operating changes in the Marr Residence program.

Summary of Capital Investments

There are no capital investments for the Marr Residence.



Mendel Art Gallery

Overview

To operate and maintain a public museum for the collection, exhibition, preservation, and interpretation of works of art, and the development of public understanding and appreciation of art.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Operating Cost	2,507.0	2,507.0	2,776.8	3,069.5	292.7	10.5%
Total	2,507.0	2,507.0	2,776.8	3,069.5	292.7	10.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	26.75	26.75	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Mendel Art Gallery	0.0	0.0	0.0	2,776.8	142.7	150.0	0.0	3,069.5	3,069.5

The Mendel Art Gallery subsidy includes a contribution to the Civic Comprehensive Maintenance Reserve. The remaining subsidy includes funding to cover salaries and other major operating expenditures.

Growth:

- Phase-in transitional costs for the new Remai Modern Art Gallery of Saskatchewan of \$150.0.

Other Significant Changes:

- Operating costs increase of \$108.5 to cover operating expenses which include salary and payroll costs and increment increases.
- Facilities maintenance and energy management increases totaling \$15.2.
- Comprehensive Maintenance Reserve Contribution increase of \$19.0.

Summary of Capital Investments

While the Mendel Art Gallery does not have capital submissions included within the corporate budgeting system, there is a \$40.3 contribution in 2014, increasing to \$60.0 contribution beginning in 2015 that the Mendel Art Gallery contributes into their own Capital Equipment Replacement Reserve. The Mendel Art Gallery does have a draw of \$458.0 over the next five years from this reserve to cover any capital equipment replacements necessary.

The Remai Modern Art Gallery of Saskatchewan capital project was approved in previous years' capital budgets. Construction is expected to be completed in 2015 with the grand opening in June 2016.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



TCU Place

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Operating Cost	1,274.5	1,274.5	1,301.6	1,310.0	8.4	0.6%
Debt Charges	180.7	180.7	180.4	180.4	0.0	0.0%
Total	1,455.2	1,455.2	1,482.0	1,490.4	8.4	0.6%

Staff Complement	2013	2014	Difference
Full Time Equivalents	65.55	65.55	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
TCU Place	0.0	0.0	0.0	1,482.0	8.4	0.0	0.0	1,490.4	1,490.4

TCU Place receives a \$500.0 grant from the City of Saskatoon to operate as well as covering the Civic Comprehensive Maintenance Reserve contribution which is \$810.0 for 2014. The debt payment covered by the general fund is the City's contribution to the TCU expansion project and will expire in 2022 (15 year debt).

Significant Changes:

- Comprehensive Maintenance Reserve Contribution increase of \$8.4.

Funded Capital Projects	2014	2015	2016	2017	2018
P0740 TCU PLACE-EQUIPMENT REPAIR/ REPLACEMENTS	250.0	205.0	241.0	200.0	271.0
P1820 TCU PLACE - THEATRE RESTORATION	110.0	130.0	120.0	90.0	90.0
P1822 TCU PLACE- CAPITAL EXPANSION	400.0	350.0	0.0	0.0	0.0
P1823 TCU PLACE- KITCHEN EQUIPMENT REPLACEMENT	55.0	75.0	45.0	45.0	45.0
Total	815.0	760.0	406.0	335.0	406.0

Summary of Capital Investments

2014 TCU Place Capital Investments are for projects involving the maintenance and replacement of existing assets in the replacement and restoration reserves, and are in accordance with the TCU Place Reserve Policies.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.



River Landing

Overview

To manage and operate River Landing and its facilities, amenities and programs for the benefit of the citizens of the City of Saskatoon and visitors to the City of Saskatoon. This program reflects all costs associated with the management and operation of River Landing. These services are paid for by the revenue generated within the boundary of River Landing and includes incremental property tax, parking, and leases.

Significant revenue will not begin to flow for another four to five years, pending development of the properties identified for private development (i.e. Parcel YY, and Phase II parcels). The Budget Committee (April 14, 2010) resolved that River Landing Operating Program continue to be balanced through a transfer from the Reserve for Capital Expenditure (RCE) and that the total transfers from RCE to the operating program be accumulated with the expectation that RCE will be repaid from future surpluses in the program.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(296.0)	(218.6)	(142.8)	(143.1)	(0.3)	0.2%
Property Levy	(88.2)	(71.5)	(169.4)	(191.9)	(22.5)	13.3%
Staff Compensation	29.7	30.0	62.4	62.4	0.0	0.0%
Operating Cost	1,049.2	1,281.2	1,313.4	1,314.4	1.0	0.1%
Capital Contribution	0.0	(1,021.1)	40.0	40.0	0.0	0.0%
Transfer to/from Reserves	(676.8)	0.0	(1,103.6)	(1,081.8)	21.8	-2.0%
Total	17.9	(0.0)	0.0	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.50	0.50	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
River Landing	(312.2)	(22.8)	(335.0)	312.2	22.8	0.0	0.0	335.0

Significant Changes:

- The River Centre, which opened in 2013, will provide additional Property Tax Revenue over 2013 in the amount of \$16.7. Parcel A, was sold in 2013 and is expected to provide Property Tax Revenue in the amount of \$5.8.

Summary of Capital Investments

There are no new capital investments for River Landing.



Operating Budget

\$(316.6) million

Capital Budget

\$0.0 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Economic Diversity & Prosperity

Overview

The property levy is the amount required from property taxes to balance the operating budget. This levy includes growth in the assessment roll over the previous year plus the requirements to fund the current year's budget. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy.

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. These are equivalent to the property taxes calculated on these properties and application is made to the governments to pay this amount. In addition, the most significant portion of grants-in-lieu of taxation comes from civic utilities such as Saskatoon Light & Power, water, wastewater and storm water. Civic utilities are treated like utility corporations that would pay taxes for using property, both above and below the surface, to conduct its business.

Included in the levy are amounts related to recently annexed properties. The annexation cost is amortized over the agreed upon number of years used to calculate the annexation provision to the RM of Corman Park and is expensed as Tax Loss Compensation.

Also included in this Business Line are General Revenues that are not dedicated for any particular purpose other than to fund general administration and the provision of any and all programs and services.

At A Glance

Preliminary Assessment Roll for 2013:

Total Assessment for Saskatoon	\$ 38,122,543,700
Total Number of Properties	84,592
Total Taxable Residential Condos	17,558
Total Taxable Residential (less than 4 units)	60,221



Taxable assessment

Total Taxable Assessment	\$30,448,361,645	
Taxable portion	\$ 23,311,061,870	76.6% of total
Exempt portion	\$ 7,137,229,775	23.4% of total

Key Challenges

- Inability of the property tax to fund a growing city.

Major Initiatives 2014-2016

Implement the following Long-Term Strategy (Ten-Year):

- Investigate revenue sources to help alleviate pressure on the property tax levy.

Budget Implications

- The Property tax increase is \$4.942 million or 3.14% which is under to the Municipal Price Index (MPI) for 2013.
- An increase to the dedicated road tax of \$4.6 million or 2.92% as well as a dedicated tax for increased service levels for snow removal, street sweeping and sidewalks of \$2.155 million or 1.37 % have been incorporated in this budget.
- Assessment growth is estimated at \$5.0 million while supplementary tax revenue is estimated to be an additional \$1.6 million over 2013. These adjustments are linked to the increased building activity in the city over the past few years which continue to favourably impact the assessment base.
- The Municipal Revenue Sharing Grant has been reduced by \$690.4. The Province announced that the City of Saskatoon's share for 2014 will be reduced by \$1.0 million. A favourable adjustment of \$309.6 is being made due to the recalculation of the City's share due to census figures released in late 2012.
- This business line was realigned in 2014 with the transfer of all general revenues from the Corporate Governance and Finance business line. The revenues contained within this business line are therefore, the general funds that are for the general operation of the municipality.
- Grants in Lieu of Taxes from civic utilities and the Land Bank have increased by \$1.3 million over 2013. As well, other levies, fines and penalties and general revenues will contribute an additional net amount of \$1.0 million.

Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget
Approved 2014

Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Property Levy	(148,817.6)	(146,643.6)	(159,455.6)	(177,833.7)	81.2	(177,752.5)	(18,296.9)	11.5%
Grants in Lieu of Taxes	(29,105.2)	(29,865.1)	(31,345.4)	(32,836.5)	0.0	(32,836.5)	(1,491.1)	4.8%
Municipal Revenue Sharing Grant	(42,136.7)	(41,497.2)	(46,940.4)	(46,250.0)	0.0	(46,250.0)	690.4	-1.5%
General Revenue	(50,315.9)	(51,827.3)	(51,651.4)	(52,010.1)	25.3	(51,984.8)	(333.4)	0.6%
Fines and Penalties	(7,208.5)	(5,223.0)	(7,062.5)	(10,515.5)	3,300.9	(7,214.6)	(152.1)	2.1%
Other Levies	(607.2)	(507.3)	(323.1)	(1,604.0)	1,034.8	(569.2)	(246.1)	76.2%
Total	(278,191.1)	(275,563.5)	(296,778.4)	(321,049.8)	4,442.2	(316,607.6)	(19,829.2)	6.7%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Property Levy	(159,536.6)	(18,297.1)	(177,833.7)	81.0	0.2	0.0	0.0	81.2	(177,752.5)
Grants in Lieu of Taxes	(31,345.4)	(1,491.1)	(32,836.5)	0.0	0.0	0.0	0.0	0.0	(32,836.5)
Municipal Revenue Sharing Grant	(46,940.4)	690.4	(46,250.0)	0.0	0.0	0.0	0.0	0.0	(46,250.0)
General Revenue	(51,952.4)	(57.7)	(52,010.1)	301.1	(275.8)	0.0	0.0	25.3	(51,984.8)
Fines and Penalties	(9,920.3)	(595.2)	(10,515.5)	2,857.8	443.1	0.0	0.0	3,300.9	(7,214.6)
Other Levies	(1,314.9)	(289.1)	(1,604.0)	991.8	43.0	0.0	0.0	1,034.8	(569.2)
Total	(301,010.0)	(20,039.8)	(321,049.8)	4,231.7	210.5	0.0	0.0	4,442.2	(316,607.6)

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Property Levy	0.0	0.0	0.0	0.0	0.0
Grants in Lieu of Taxes	0.0	0.0	0.0	0.0	0.0
Municipal Revenue Sharing Grant	0.0	0.0	0.0	0.0	0.0
General Revenue	0.0	0.0	0.0	0.0	0.0
Fines and Penalties	0.0	0.0	0.0	0.0	0.0
Other Levies	0.0	0.0	0.0	0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0



Property Levy

Overview

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

The expenditures shown are related to Tax Loss Compensation related to annexation of properties into the city limits. The compensation is paid to the RM of Corman Park over the same term as the number of years included in the calculation of the initial payout to the RM at the time annexation took effect. This amount was based on the tax loss impact to the RM resulting from the annexation.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Property Levy	(146,124.3)	(145,583.3)	(157,386.6)	(174,083.7)	(16,697.1)	10.6%
Supplementary Prop Levy	(2,888.1)	(1,259.1)	(2,150.0)	(3,750.0)	(1,600.0)	74.4%
Operating Cost	194.8	198.8	81.0	81.2	0.2	0.2%
Total	(148,817.6)	(146,643.6)	(159,455.6)	(177,752.5)	(18,296.9)	11.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Property Levy	(159,536.6)	(18,297.1)	(177,833.7)	81.0	0.2	0.0	0.0	81.2
								(177,752.5)

Revenue Growth:

- Increased building activity and assessments are expected to increase supplementary taxation by \$1.6 million that is billed for properties that come into the Assessment base part way through the year that are not included in the property levy.
- Assessment growth of \$5.0 million is estimated for 2014.

Property Tax Increase:

- A property tax increase of \$4.942 million is required to balance the budget or 3.14% property tax increase over 2013.

Dedicated Road Tax:

- A dedicated road levy of \$4.6 million has been added (2.92%) as well as a dedicated tax for snow removal, potholes and street sweeping of \$2.155 million (1.37%).

Summary of Capital Investments

There are no capital investments in Property Levy.



Grants in Lieu of Taxes

Overview

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. In most part these are equivalent to the property taxes calculated on these properties and application is made to the governments to pay this amount.

In addition, the most significant portion of grants-in-lieu of taxation comes from civic utilities such as Saskatoon Light & Power, water, wastewater and storm water. Civic utilities are treated like utility corporations that would pay taxes for using property, both above and below the surface, to conduct its business.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(4,051.4)	(3,855.5)	(4,300.0)	(4,450.0)	(150.0)	3.5%
Grant-in-Lieu Taxes Civic Utilities/Land	(25,053.8)	(26,009.6)	(27,045.4)	(28,386.5)	(1,341.1)	5.0%
Total	(29,105.2)	(29,865.1)	(31,345.4)	(32,836.5)	(1,491.1)	4.8%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Grants in Lieu of Taxes	(31,345.4)	(1,491.1)	(32,836.5)	0.0	0.0	0.0	0.0	0.0	(32,836.5)

Significant Revenue Changes:

- Federal/Provincial Grant-in-Lieu of taxation is \$150.0 greater than 2013 due to increased assessments.
- Civic utilities grant-in-lieu of taxation is based on revenues and are higher than the 2013 budget as follows:

	2013	2014	Difference
Transit	(205,000)	0	205,000
Water	(4,301,100)	(4,504,700)	(203,600)
Saskatoon Light & Power	(19,276,800)	(20,273,700)	(996,900)
Wastewater	(3,104,600)	(3,370,800)	(266,200)
Civic Utilities Total	(26,887,500)	(28,149,200)	(1,261,700)

- Water and Wastewater increase is due to an increase in rates for 2014 of 9.5%, partially offset by a decreased budgeted usage and increased contributions to capital reserves. Saskatoon Light & Power increase results from a 5.5% rate increase.
- As of the 2013 budget, Transit is no longer considered a utility and as a result has been removed from the Civic utilities grant-in-lieu of taxation calculation.
- The Land Bank grant-in-lieu of taxation has increased by \$79.4 due to higher land inventory in new areas of the City.



Summary of Capital Investments

There are no capital investments in Grant-in-Lieu of Taxes.



Municipal Revenue Sharing Grant

Overview

To provide for provision for Municipal Revenue Sharing Grant revenues that relate to the operation of the municipality but do not relate to specific programs.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(42,136.7)	(41,497.2)	(46,940.4)	(46,250.0)	690.4	-1.5%
Total	(42,136.7)	(41,497.2)	(46,940.4)	(46,250.0)	690.4	-1.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Municipal Revenue Sharing Grant	(46,940.4)	690.4	(46,250.0)	0.0	0.0	0.0	0.0	0.0	(46,250.0)

Significant Revenue Changes:

- The Municipal Revenue Sharing Grant from the Province of Saskatchewan has been estimated for 2014 at \$46.3 million which is a \$1.0 million decrease from the 2013 budget based on a reduction in Provincial sales tax revenue to the Province of Saskatchewan. This is partially offset by an adjustment for prior year actuals of \$309.6.

Summary of Capital Investments

There are no capital investments for Municipal Revenue Sharing Grant.



General Revenue

Overview

To provide for various provisions for revenues that relates to the operation of the municipality but do not relate to specific programs.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(489.5)	(373.3)	(445.0)	(486.5)	(41.5)	9.3%
Return on Investment - SL&P	(22,666.3)	(23,760.4)	(23,760.4)	(23,409.7)	350.7	-1.4%
Return on Investment - Land Bank	(500.0)	(500.0)	(250.0)	0.0	250.0	-100.0%
Prov Utility Franchise Fees- SKPwr/Energy	(17,662.6)	(17,610.0)	(17,940.1)	(18,820.0)	(879.9)	4.9%
Prov Utility Franchise Fees - TransGas	(91.7)	(162.9)	(142.9)	(142.9)	0.0	0.0%
Interest Earnings	(9,365.1)	(9,421.7)	(9,414.1)	(9,151.0)	263.1	-2.8%
Transfer to/from Reserves	459.3	0.0	301.1	25.3	(275.8)	-91.6%
Total	(50,315.9)	(51,828.3)	(51,651.4)	(51,984.8)	(333.4)	0.6%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
General Revenue	(51,952.4)	(57.7)	(52,010.1)	301.1	(275.8)	0.0	0.0	25.3	(51,984.8)

Significant Changes:

- The final year to phase out of \$250.0 per year from the Neighbourhood Land Development Fund dividend is included in the Return on Investment-Land Bank.
- An anticipated increase in Provincial Utility Franchise Fees is attributed to an expected increase in the SaskPower Franchise Fees of \$780.0 based on infill growth, increased demand and rate increase; in addition an increase of \$100.0 from SaskEnergy resulting from a rate increase. TransGas is expected to hold constant in 2014.
- Revenues have increased as a result of business licenses increasing by \$23.5 based on prior year actual results.
- Interest earnings are anticipated to be decreased by \$273.1 due to lower reinvestment rates on bonds which is partially offset by the higher cash balances held in the bank. The transfer to the interest stabilization reserve is calculated to be reduced by \$275.8 as a result of the decrease in interest earnings ensuring a nominal effect to the mill rate from overall interest earnings.

Summary of Capital Investments

There are no capital investments for General Revenues.



Fines and Penalties

Overview

Fines and penalties resulting from violations of Federal, and Provincial traffic laws as well as many City bylaws are distributed to the City for those fines collected for infractions within the city of Saskatoon. These are strategic deterrents to curtail and eliminate violations that are aimed at the protection of citizens and visitors to the City.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(5,079.2)	(3,700.0)	(4,327.0)	(4,558.0)	(231.0)	5.3%
Parking Bylaw Violations	(3,702.5)	(2,600.0)	(4,000.0)	(1,727.4)	0.0	0.0%
Other Bylaw Violations	(218.1)	(212.0)	(238.0)	(4,000.0)	7.9	-3.3%
Operating Cost	2,574.0	2,067.5	2,281.0	(230.1)	319.9	14.5%
Capital Contribution	533.3	576.8	576.8	2,600.9	123.2	21.4%
Traffic Automated Enforcement	(1,316.0)	(1,355.3)	(1,355.3)	700.0	(372.1)	27.5
Total	(7,208.5)	(5,223.0)	(7,062.5)	(7,214.6)	(152.1)	2.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Fines and Penalties	(9,920.3)	(595.2)	(10,515.5)	2,857.8	443.1	0.0	0.0	3,300.9	(7,214.6)

Significant Changes:

- The Saskatoon Police Service has increased attention to traffic safety, which will result in additional Traffic Violations of \$231.0. Additional fees of \$71.0 associated with the increased violations result in a net increase of \$160.0.

Summary of Capital Investments

There are no capital investments for Fine and Penalties.



Other Levies

Overview

Other levies include Trailer Occupancy Fees, Municipal Service Agreements with First Nation Reserves within city limits, Amusement Tax, Revenue from Property Tax Penalties and Commissions. Also included are amounts transferred to the Clarence Ave and Circle Drive overpass capital project for incremental municipal property taxes levied on commercial properties in the “big box” site as part of the funding plan for this project. An amount is also transferred to the River Landing program for property taxes levied in the River Landing area as part of the on-going funding arrangement for the program.

Amusement tax is only levied to the Prairieland Exhibition which is returned in the form of a grant for capital improvements to the Exhibition.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(1,596.1)	(1,314.9)	(1,314.9)	(1,604.0)	(289.1)	22.0%
Operating Cost	0.0	2.9	2.9	6.5	3.6	124.1%
Capital Contribution	900.7	723.1	900.7	836.4	(64.3)	-7.1%
Transfer to/from Other Operating	88.2	81.6	88.2	191.9	103.7	117.6%
Total	(607.2)	(507.3)	(323.1)	(569.2)	(246.1)	76.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Other Levies	(1,314.9)	(289.1)	(1,604.0)	991.8	43.0	0.0	0.0	1,034.8	(569.2)

Significant Changes:

- Decrease of \$64.3 in the capital transfer to the Clarence Ave and Circle Drive overpass project for incremental taxes. This should be near the maximum of the incremental municipal taxes collected for the commercial site.
- Increase of \$245.0 in property tax penalties based on prior year actual results.

Summary of Capital Investments

There are no capital investments in Other Levies however \$836.4 of commercial municipal property taxes collected on the big box site south of Circle Drive near Clarence Ave is transferred as partial funding for the overpass built at that intersection.



Operating Budget
\$79.4 million

Capital Budget
\$104.9 million



STRATEGIC GOAL:



Moving Around

Overview

Saskatoon is growing in geographic size as well as population. As the city grows, the challenges involved in safely and efficiently moving people, services, and goods around it become increasingly complex. The Transportation business line brings together a wide range of City services and programs, each of which plays an important role in meeting the transportation needs of the city.

Transportation involves planning, design, building, maintenance, operation, and regulation of the City's expanding transportation systems. This includes facilities for all modes of travel – pedestrian, bicycle, vehicle, and public transit. Saskatoon Transit provides fixed route service on designated bus routes as well as service for people with mobility issues. Discounted passes are offered to citizens with low income to assist with their transportation needs.

Transportation also involves traffic signal operation, parking control and enforcement, street lighting, seasonal lighting, sidewalk and back lane maintenance, sound attenuation, street sweeping, and snow and ice management. In addition, it provides services for maintenance and rehabilitation (preservation) of all roadway assets including roads, bridges and overpasses, sidewalks, back lanes, and pathways.

Finally, Transportation is about planning for the future. With some projections calling for Saskatoon's population to surpass the 400,000 mark by mid-century, a main focus of the Transportation business line is to explore innovative ways to efficiently move people, services, and goods, while minimizing environmental impact and promoting sustainability.

At A Glance

- Bridges and structures:
 - seven river crossings;
 - 47 interchanges and overpasses; and,
 - 21 pedestrian overpasses and tunnels; and,
- 3,782 lane km of paved roadways; 200 lane km of gravel roadways; 1,476 km of sidewalks; 456 km of back lanes.



- Public transit fleet is comprised of 50 conventional, 91 low-floor, nine articulating, eight low-floor diesel/electric hybrid, six mid-sized low-floor and 26 Access Transit buses, for a total of 190 buses (156 buses have bicycle racks).
- Transit operates 365 days a year, and has a passenger load of approximately 12.7 million rides per year (formula based), or 9.5 million rides per year (electronic measurement).
- 20 bus routes operate on 276 km of streets.
- Total number of parking meters: 2,400.
- Total number of traffic signals: 257.
- Total number of traffic count stations: 570.
- Total annual vehicle kilometres travelled in Saskatoon: 1.5 billion.
- Number of work requests issued from Public Works Dispatch:
 - 9,918 – Water and Sewer;
 - 8,113 – Roadways; and,
 - 747 - Support Services.
- Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, census metropolitan areas as provided by Statistics Canada, National Household Survey, 2011:
 - Walking – 5.1%;
 - Bicycle – 2.0%;
 - Public Transit - 4.4%; and,
 - Car, Truck or Van (Driver and Passenger) 86.5%.
- Total number of street lights: 28,422.
- Total number of Christmas decorations on street lights: 387.

Key Challenges

- As Saskatoon continues to grow, managing increasing traffic volumes with existing infrastructure is challenging. The construction of major transportation infrastructure such as bridges, overpasses and corridor improvements are currently delayed until well after they are required, creating more pressure on existing streets and bridges.
- Insufficient funding to preserve existing infrastructure while maintaining current pace of growth.
- Changing the behavior and public perception that all modes of traffic are equal and efficient choices.
- Maintaining the pace of growth and development while developing new policies under the Growth Plan within the Growing Forward! Shaping Saskatoon project.
- Recruiting and retaining skilled trades people and professionals in a competitive economic environment.

Major Initiatives 2014-2016

Implement the Following 4-Year Priorities:

- Implement a new Neighbourhood Traffic Management Process.
- Develop a vision and strategic plan for active transportation.
- Build the North Commuter Parkway project and Traffic Bridge.
- Establish a long-term transit plan with a vision of rapid transit corridors for Saskatoon to guide investment, transportation and urban planning decision-making.



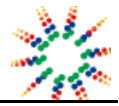
- Implementation of software/Intelligent Transportation System upgrades to improve transit customer experience.
- Continue to support the Province on the Perimeter Highway project.
- Explore options to improve the overall accessibility throughout the City including curb, sidewalk and facility accessibility, as well as Access Transit Services.
- Implement the Following Long-Term Strategies (10-Year):
- Implement the 10 year transportation network priorities.
 - Secure funding to meet approved service levels to promote repair and maintenance of our roads, lanes, sidewalks and bridges.
 - Increase transit ridership by changing attitudes around public transit and provide service that is safe, convenient, reliable and affordable.

Other Ongoing Major Initiatives:

- Replacement of parking meter infrastructure, which may include the reintroduction of the City Card and pay by phone payment for parking.

Budget Implications

- The Transportation business line, in consideration of its Strategic Goal of “Moving Around”, has incorporated budget changes related to capital expansion and rehabilitation, addressing the infrastructure deficit, growth and inflation as well as service level adjustments that promote the repair and maintenance of roads, streets, sidewalks and bridges.
- An Active Transportation Reserve of \$157.7 has been initiated in response to a need for dedicated funding for active transportation initiatives.
- An increase of \$471.0 to the Traffic Noise Attenuation Reserve to phase in debt repayment for retrofit sound attenuation borrowing beginning in 2016.
- An increase of \$663.1 to the Transportation Infrastructure Reserve also addresses the asset funding gap on back lanes and boundary roads.
- An increase of \$7.3 million to the Roadways Infrastructure Reserve has been made in response to the infrastructure deficit recognized in the Road Maintenance Service Line. In addition, a one-time funding allocation in the amount of \$7.5 million from the Neighbourhood Land Development Fund dividends also contributes to the 2014 investment in roadways.
- Temporary funding in the amount of \$750.0 has been allocated to the Bridge Major Repair Reserve to begin building the base operations budget required for the North Commuter Bridge with an additional \$750.0 to be allocated in 2015 and 2016. This temporary funding is being provided for major rehabilitation projects including the rehabilitation of the University Bridge. The 2013 contribution to the Bridge Major Repair Reserve included \$500.0 of temporary funding for the purpose of building an operational funding base for the Police and Art Gallery buildings. This has been eliminated, as operational funding is now required for the new Police Headquarters.
- A large part of the capital program identified in this business line is aimed at the capital rehabilitation or replacement of existing assets. Transit Operations and Access Transit have identified \$3.16 million to refurbish and replace buses, auxiliary equipment and bus shelters. The Transportation Services, Road Maintenance and Bridges, Subways and Overpasses Service Lines have identified 26 projects for \$30.1 million all geared towards the capital rehabilitation and replacement of existing assets including roadways, lanes, boundary roads, bridges and overpasses.
- Projects have also been identified in the Transportation Business Line that will result in improvements to all modes of travel including pedestrian, bicycle, vehicle and public transit. Transit ridership initiatives continue with the completion of the Intelligent Transportation System (ITS) technology to deliver real time information using GPS on city buses and real time information available through cellular/SMS alerts, smart phone and website applications. Transportation Services continues to work on a Growth Plan to ensure a coordinated approach in planning for the future growth of the city. Snow and Ice Management includes a provision to



start the development of a possible snow management facility in the southeast, pending land acquisition and zoning approval. Parking Services has identified the need for a License Plate Recognition System.

- To expand the existing infrastructure, 2014 will see the design and start of construction of the Stonebridge Diamond Interchange at Highway 11. The procurement and detailed design of the North Commuter Parkway are planned to be completed in 2014 with construction commencing in 2015, subject to federal and provincial funding. The expansion of Airport Drive, currently under negotiation with the Saskatoon Airport Authority, will also be initiated. A provision has also been made to continue the expansion of bicycle facilities.
- Service level changes to the operations of this business line have also been identified, including the finalization of the ITS project for Transit operations. Within the Roadways Maintenance Service Line provisions have been made for a "Spring Pothole Blitz" program \$550.0 to patch all travelled lanes in the City's roadway network over a 2 to 3-week period. As well, pothole crews are being increased from four to eight including a weekend crew to supplement the existing summer pothole patching program at a cost of \$500.0 and 3.78 FTE. Snow and Ice Management has allocated an additional \$500.0 and 2.81 FTE to improve the level of snow clearing after a major snow event as well as \$635.8 and 1.0 FTE to provide for potentially two complete city wide snow clearings done with both snow area contractors and city forces. In order to compress the residential sweeping program and provide additional summer sweeping and equipment to the program an additional \$605.0 has been allocated to the Street Cleaning and Sweeping Service Line.
- In addition to the expenditure increases for growth and inflation shown in this business line, an additional allocation has been made for the impact of new capital construction (Circle Drive South) in the amount of \$520.6 including 4.2 FTE labourer positions.
- The Transportation Business Line shows a decrease in revenue of \$192.4 from the Urban Highway Connector Program reflecting a decrease in actual cost to the city of maintaining roadways within the agreement; this revenue has been offset by a decrease in operating costs.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	20,746.5	20,746.5	22,070.4	(15,571.1)	38,540.4	22,969.3	898.9	4.1%
Access Transit	3,107.7	2,958.8	3,158.2	(1,130.4)	4,479.2	3,348.8	190.6	6.0%
Transportation Services	6,023.9	6,189.9	6,242.9	(101.4)	7,211.6	7,110.2	867.3	13.9%
Road Maintenance	14,086.2	14,799.1	19,351.9	(232.6)	25,615.2	25,382.6	6,030.7	31.2%
Snow & Ice Management	9,224.9	7,612.5	8,402.6	(462.4)	10,735.6	10,273.2	1,870.6	22.3%
Street Cleaning & Sweeping	2,556.1	2,299.2	2,433.9	0.0	3,119.5	3,119.5	685.6	28.2%
Bridges, Subways, Overpasses	1,332.3	1,446.0	3,717.1	0.0	4,162.8	4,162.8	445.7	12.0%
Street Lighting	5,464.5	5,468.7	5,756.8	(25.7)	5,649.5	5,623.8	(133.0)	-2.3%
Parking	(3,563.2)	(3,332.4)	(3,201.9)	(5,603.3)	2,224.7	(3,378.6)	(176.7)	5.5%
Impound Lot	(13.5)	(22.0)	(22.8)	(802.3)	802.3	0.0	22.8	-100.0%
Engineering	591.4	715.9	725.4	0.0	741.0	741.0	15.6	2.2%
Total	59,556.8	58,882.2	68,634.5	(23,929.2)	103,281.8	79,352.6	10,718.1	15.6%

Staff Complement	2013	2014	Difference
Full Time Equivalents	571.79	592.66	20.87

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Transit Operations	(14,939.7)	(631.4)	(15,571.1)	37,010.1	923.3	569.7	37.3	38,540.4	22,969.3
Access Transit	(1,122.9)	(7.5)	(1,130.4)	4,281.1	140.6	57.5	0.0	4,479.2	3,348.8
Transportation Services	(129.1)	27.7	(101.4)	6,372.0	78.2	132.7	628.7	7,211.6	7,110.2
Road Maintenance	(274.2)	41.6	(232.6)	19,626.1	(863.5)	1,156.1	5,696.5	25,615.2	25,382.6
Snow & Ice Management	(585.5)	123.1	(462.4)	8,988.1	107.8	503.9	1,135.8	10,735.6	10,273.2
Street Cleaning & Sweeping	0.0	0.0	0.0	2,433.9	43.9	36.7	605.0	3,119.5	3,119.5
Bridges, Subways, Overpasses	0.0	0.0	0.0	3,717.1	(382.6)	78.3	750.0	4,162.8	4,162.8
Street Lighting	(30.4)	4.7	(25.7)	5,787.2	(137.7)	0.0	0.0	5,649.5	5,623.8
Parking	(5,339.6)	(263.7)	(5,603.3)	2,137.7	50.4	26.6	10.0	2,224.7	(3,378.6)
Impound Lot	(820.0)	17.7	(802.3)	797.2	5.1	0.0	0.0	802.3	0.0
Engineering	0.0	0.0	0.0	725.4	15.6	0.0	0.0	741.0	741.0
Total	(23,241.4)	(687.8)	(23,929.2)	91,875.9	(18.9)	2,561.5	8,863.3	103,281.8	79,352.6

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Transit Operations	2,780.0	3,975.0	4,050.0	3,100.0	2,350.0
Access Transit	380.0	440.0	440.0	550.0	330.0
Transportation Services	5,895.0	2,505.0	17,905.0	2,130.0	2,230.0
Road Maintenance	27,926.0	25,235.0	32,030.0	32,040.0	32,210.0
Snow & Ice Management	250.0	0.0	0.0	0.0	0.0
Street Cleaning & Sweeping	0.0	0.0	0.0	0.0	0.0
Bridges, Subways, Overpasses	67,578.0	205,936.0	250.0	6,970.0	4,386.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	50.0	110.0	0.0	110.0	0.0
Impound Lot	0.0	0.0	0.0	0.0	0.0
Engineering	0.0	100.0	0.0	50.0	0.0
Total	104,859.0	238,301.0	54,675.0	44,950.0	41,506.0



Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
ACCESS TRANSIT CAPITAL RESERVE	380.0	440.0	440.0	550.0	330.0
ACTIVE TRANSPORTATION RESERVE	150.0	0.0	50.0	0.0	50.0
BORROWING	0.0	0.0	13,909.5	0.0	0.0
BRIDGE MAJOR REPAIR RESERVE	913.0	4,527.0	200.0	5,895.0	2,511.0
EXTERNAL FINANCING/ALTERNATIVE PROCUREMENT	19,651.0	48,874.0	0.0	0.0	0.0
FEDERAL GOVERNMENT	12,750.0	37,850.0	0.0	0.0	0.0
FEDERAL TRANSIT FUNDING PROGRAM	500.0	0.0	0.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	16.0	0.0	16.0	0.0	16.0
INFRA RES-TRANSPORTATION	3,070.0	3,212.0	3,820.0	3,735.0	3,735.0
INFRA RES-WTR & SAN SWR	34.0	0.0	34.0	0.0	34.0
INTERCHANGE LEVY	7,900.0	12,492.0	0.0	1,000.0	1,800.0
IS - CAPITAL RESERVE	300.0	250.0	100.0	100.0	50.0
NEIGHBOURHOOD LAND DEVELOPMENT FUND	2,100.0	5,318.0	0.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	1,545.5	0.0	0.0
OTHER	17,500.0	5,007.0	50.0	50.0	0.0
PARKING RESERVE	50.0	110.0	0.0	110.0	0.0
PRIVATE CONTRIBUTIONS	1,120.0	0.0	0.0	0.0	0.0
PROPERTY REALIZED RES	2,000.0	0.0	0.0	0.0	0.0
PROVINCE OF SASKATCHEWAN	5,899.0	55,351.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	1,460.0	0.0	0.0	0.0	0.0
ROADWAYS INFRASTRUCTURE RESERVE	25,211.0	22,590.0	28,980.0	28,980.0	29,150.0
SASK HIGHWAYS AND TRANSPORTATION	0.0	22,500.0	0.0	0.0	0.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	550.0	423.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	535.0	505.0	505.0	605.0	605.0
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	450.0	450.0	0.0	0.0
TRANSIT CAPITAL PROJECTS RESERVE	895.0	1,325.0	1,350.0	800.0	550.0
TRANSIT VEHICLE REPLACEMENT RESERVE	1,385.0	1,900.0	1,950.0	2,000.0	1,800.0
TRANSP INFRAS EXPANSION	75.0	910.0	975.0	825.0	875.0
URBAN HIGHWAY CONNECTOR PROG-PROV	415.0	13,967.0	0.0	0.0	0.0
US - CAPITAL RESERVE	0.0	300.0	300.0	300.0	0.0
Total	104,859.0	238,301.0	54,675.0	44,950.0	41,506.0
Unfunded	0.0	52,067.0	19,895.0	14,742.0	74,914.0

Future Operating Budget Impacts of 2014 Capital Projects

Service Line	2014	2015	2016	2017	2018
P2037 TU-SNOW MANAGEMENT FACILITIES	58.0	58.0	0.0	0.0	0.0
P2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	0.0	0.0	0.0	0.0	0.0
Total	58.0	58.0	0.0	0.0	0.0



Transit Operations

Overview

Saskatoon Transit provides a basic high quality of service for all citizens focusing on the commuter needs of your community. Saskatoon Transit is also working towards building its service through innovative technologies and incentive programs to attract people away from the automobile and start growing its ridership to reduce automobile use and greenhouse gas emissions.

Transit services includes both a fixed route component that operates 20 bus routes along approximately 276 km of streets and a special needs service (Access Transit), which is a door to door service for citizens who cannot use the fixed route service with safety and dignity. Saskatoon Transit has a fleet size of 190 buses including 50 conventional buses, 114 low-floor buses (which include 9 articulating buses, 8 hybrids and 6 twenty-one passenger buses) and 26 Access Transit buses.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(34,156.0)	(34,050.0)	(14,046.3)	(14,638.5)	(592.2)	4.2%
Province of Saskatchewan	(800.5)	(872.8)	(893.4)	(932.6)	(39.2)	4.4%
Staff Compensation	23,229.9	23,183.2	24,448.4	25,750.6	1,302.2	5.3%
Operating Cost	30,267.9	30,371.3	10,168.1	10,244.1	76.0	0.7%
Debt Charges	160.4	160.5	152.1	778.1	626.0	411.6%
Cost Recovery	(549.1)	(229.7)	(357.1)	(363.9)	(6.8)	1.9%
Capital Contribution	2,174.2	2,184.0	2,597.5	2,130.3	(467.2)	-18.0%
Transfer to/from Reserves	1.1	0.0	1.1	1.2	0.1	9.1%
Total	20,327.9	20,746.5	22,070.4	22,969.3	898.9	4.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	345.35	350.35	5.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Transit Operations	(14,939.7)	(631.4)	(15,571.1)	37,010.1	923.3	569.7	37.3	38,540.4	22,969.3

Service Level Changes:

- Service level change of \$37.3 includes \$17.3 for an additional relief supervisor and an additional \$20.0 in fuel costs for Extras, Specials, and other additional routing.

Growth:

- Expenditure growth includes fuel and oil cost increases of \$83.4 due to an increasing population and ridership base, additional replacement operators to offset absences in the FTE pool for \$127.0, \$182.6 for 3.0 FTEs (2 mechanics, 1 new utility) required due to workload increases related to an aging fleet, and incremental cost increases associated with a growing population and ridership base for \$176.7.

Other Significant Changes:

- Revenue increases of \$631.4 reflects a 2014 fare increase (\$407.8), growth in ridership (\$349.4), expansion of UPass programs (\$28.9) and an increase in the discounted bus program in collaboration with the Province (\$15.3). Partially offsetting this increase is a decrease in revenues of \$170.0 primarily related to reduced charter bookings.



- Base increases of \$923.3 include \$41.1 for fuel and oil due to an increase in prices, \$127.5 for license and insurance costs, \$49.0 for external rental for offsite storage and \$99.2 for 2.0 new FTEs to the operator pool to increase coverage and operational efficiency. In addition, in 2014 the Intelligent Transportation System (ITS) will be implemented for the delivery of real-time information (cellular/SMS alerts, smart phone and website applications such as "live transit" and both audio and visual bus stop announcements). Increase of \$625.0 in debt charges relates to debt repayment for ITS project internal borrowing.

Not included:

- Additional new buses to increase fleet size and improve age of fleet, thereby reducing maintenance costs, \$900.0. The purchase of good, used buses has been utilized for Transit's current replacement and fleet expansion needs but this strategy will only serve to defer major maintenance costs and fleet replacement. A long-term solution which includes the purchase of new buses will require additional funding commitments.
- \$130.5 for inhouse staff to work on ITS and Trapeze upgrade. Internal resources required to implement and complete these projects will be fully dedicated. This will increase the total cost of the capital project. Not funding these costs will risk the on-time completion of ITS and may result in operating overages.
- Auxiliary Equipment \$50.0. Not including this funding will further delay the installation of security cameras across the entire Transit fleet as well as signs for digital destination display on recently refurbished vehicles.
- Communication / marketing to increase ridership growth \$40.0. With new initiatives such as ITS and realtime mapping unfolding within 2014, keeping our ridership base and the City as a whole informed will be necessary. Not including these costs could result in lower than expected ridership increases which in turn may jeopardize Transit's ability to meet growth targets.
- Engine replacement \$125.0 and bus refurbishments \$250.0. In order to keep up with the demands of a growing city and ridership base while staying within funding constraints, Transit has relied on good, used bus purchases. Strong funding is still required so that these purchases can be brought into working order and appropriately maintained in order to mitigate the potential of service disturbances.

Funded Capital Projects		2014	2015	2016	2017	2018
P0583	TR-REPLACE/REFURB BUSES	1,885.0	2,200.0	2,250.0	2,300.0	1,800.0
P0584	TR-ADDITIONAL BUSES	0.0	900.0	900.0	0.0	0.0
P0671	TR-AUXILIARY VEH/EQUIP	50.0	150.0	150.0	150.0	150.0
P1192	TR- FUEL SYSTEM IMPROVEMENTS	130.0	0.0	0.0	0.0	0.0
P1194	TR- ENGINE OVERHAUL	225.0	350.0	350.0	350.0	350.0
P2317	TR-SHELTERS/BENCHES	200.0	200.0	200.0	200.0	50.0
P2320	TR-DART SYSTEM IMPROVEMENT/ITS	50.0	0.0	0.0	0.0	0.0
P2323	TR-RIDERSHIP GROWTH INITIATIVES	240.0	175.0	200.0	100.0	0.0
Total		2,780.0	3,975.0	4,050.0	3,100.0	2,350.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P2541	TR-RAPID TRANSIT CORRIDOR DEVELOPMENT	0.0	0.0	6,000.0	0.0	0.0
Total		0.0	0.0	6,000.0	0.0	0.0

Summary of Capital Investments

Transit Operations Capital Investments in 2014 will include \$1.9 million for refurbishment and replacement of buses. Transit will increase its spending on ridership initiatives by \$140.0 in 2014 for a total of \$240.0. Auxiliary equipment replacement and bus shelter installations/replacements will be \$50.0 and \$200.0 respectively. Required due to an aging fleet, engine rebuilds are \$225.0. Transit will continue with implementing Intelligent Transportation System (ITS) technologies to deliver real-time information using GPS on buses and to assist frontline staff in the performance of their duties; an additional \$50.0 has been allocated to this project.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Access Transit

Overview

Access Transit provides public transit service to our community of citizens with special needs. This service is provided as an accessible door to door service for persons with special needs who cannot use our fixed route service with safety and dignity.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(227.8)	(218.8)	(237.8)	(245.3)	(7.5)	3.2%
Province of Saskatchewan	(939.2)	(885.1)	(885.1)	(885.1)	0.0	0.0%
Staff Compensation	3,112.4	2,906.0	2,953.1	3,092.5	139.4	4.7%
Operating Cost	881.5	876.3	1,035.3	1,094.0	58.7	5.7%
Debt Charges	47.8	47.4	47.4	47.4	0.0	0.0%
Capital Contribution	233.0	233.0	245.3	245.3	0.0	0.0%
Total	3,107.7	2,958.8	3,158.2	3,348.8	190.6	6.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	47.90	48.40	0.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Access Transit	(1,122.9)	(7.5)	(1,130.4)	4,281.1	140.6	57.5	0.0	4,479.2	3,348.8

Growth:

- Growth of \$57.5 includes a 0.5 FTE increase for a driver trainer position for \$24.2, equipment maintenance increases of \$25.9 for maintenance costs due to an aging fleet, and an additional \$7.4 for increased snow removal and computer licensing costs.

Other Significant Changes:

- Fare increases for 2014 will result in additional revenue of \$7.5.
- Inflation increases of \$140.6 are comprised of an increase of \$20.5 in equipment maintenance expense not directly related to growth, office and staffing increases of \$140.4, license and insurance cost increase of \$26.8 due to SGI surcharge increases, staffing and other office expenses partially offset by fuel expense decreases of \$47.1 realized from efficiencies in routing and scheduling.

Capital Contributions:

- In 2014 there is no increase in capital contributions due to funding shortfalls and increasing maintenance and operational cost.

Not included:

- Additional buses and operators to meet increasing demand, \$370.0. Access Transit currently runs at maximum capacity and due to insufficient funding is unable to purchase additional buses and hire additional operators to increase client base and service level. Denial rates have increased yearly and additional buses and operators are required to sufficiently handle current demand levels.
- 1.0 FTE, \$57.0 for a service writer/store person for the Body Shop at Access Transit. An aging fleet of buses has increased the demands on service personnel. A service writer/store person would help to increase the



total hours available in which service personnel can maintain the fleet which in turn would reduce instances in which service interruptions occur.

Funded Capital Projects		2014	2015	2016	2017	2018
P2095	ACCESS TRANSIT- BUS REPLACEMENTS	330.0	330.0	330.0	330.0	330.0
P2100	ACCESS TRANSIT - ADDITIONAL BUSES	0.0	110.0	110.0	220.0	0.0
P2327	ACCESS TRANSIT- ENGINE OVERHAUL	50.0	0.0	0.0	0.0	0.0
Total		380.0	440.0	440.0	550.0	330.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P2095	ACCESS TRANSIT- BUS REPLACEMENTS	0.0	0.0	110.0	0.0	0.0
P2100	ACCESS TRANSIT - ADDITIONAL BUSES	0.0	0.0	0.0	0.0	220.0
Total		0.0	0.0	110.0	0.0	220.0

Summary of Capital Investments

2014 Access Transit Capital Investments allow for the purchase of three replacement buses and two engine replacements required to extend the useful bus life.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Transportation Services

Overview

To monitor the existing traffic system, identify deficiencies, determine and implement corrective action on an ongoing basis. The traffic system includes facilities for vehicles, pedestrians, cyclists, trucks, parking, loading and unloading of persons and goods. This program also includes planning for the future expansion of the system to accommodate the mobility needs of a growing population, the control of the use of roadway right-of-way which includes detours, road closures for public and private construction and co-ordination of services for special events. Bylaws, or sections of bylaws, involving the use of roadway right-of-way are administered and enforced under this program.

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

To provide for the manufacture, installation and maintenance of traffic and street name signs, the marking of street lines, crosswalks and parking stalls, the erection and maintenance of detours and the installation, removal and maintenance of the river booms.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(14.6)	(19.0)	(19.9)	(19.9)	0.0	0.0%
Province of Saskatchewan	(118.5)	(71.8)	(109.2)	(81.5)	27.7	-25.4%
Staff Compensation	3,056.7	2,900.9	3,090.5	3,298.7	208.2	6.7%
Operating Cost	2,701.9	2,685.0	2,947.5	3,203.1	255.6	8.7%
Debt Charges	201.4	201.4	0.0	0.0	0.0	0.0%
Cost Recovery	(2,230.4)	(1,933.9)	(2,201.0)	(2,490.6)	(289.6)	13.2%
Capital Contribution	2,427.3	2,427.3	2,535.0	3,200.4	665.4	26.2%
Total	6,023.8	6,189.9	6,242.9	7,110.2	867.3	13.9%

Staff Complement	2013	2014	Difference
Full Time Equivalents	41.01	41.81	0.80

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Transportation Services	(129.1)	27.7	(101.4)	6,372.0	78.2	132.7	628.7	7,211.6	7,110.2

Growth:

- An increase of \$73.9 required for the impact of new capital construction (Circle Drive South). This increase includes an additional 0.8 FTE labourer positions.
- An increase of \$128.0 related to city growth and inflation.

Capital Contributions:

- Increase of \$27.8 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.
- Increase of \$8.9 to the Traffic Sound Noise Attenuation Reserve consistent with the Capital Reserve Bylaw.
- A service level adjustment of \$157.7 to initiate the Active Transportation Reserve representing 0.1% of a mill.



- A service level adjustment of \$471.0 to the Traffic Noise Attenuation Reserve representing 0.3% of a mill to phase in debt repayment for retrofit sound attenuation borrowing.

Other Significant Changes:

- A decrease in revenue of \$27.7 from the Urban Highway Connector Program reflecting a decrease in actual costs to the city of maintaining roadways within the agreement; this revenue has been offset by a decrease in operating costs.

Not Included:

- Addition of 1.0 FTE for a traffic signal technician \$79.6 to assist with maintaining the existing traffic system. The resources in this program have not kept up to the expansion of the traffic signal inventory. Preventative maintenance will be deferred if this position is not funded.
- Increased cost of electricity for traffic signals due to growth \$20.0. This is an operating impact of capital expansion and land development. If not funded, these costs could be incurred as an over expenditure.

Funded Capital Projects		2014	2015	2016	2017	2018
P0631	TU-TRAFFIC SAFETY IMPROVEMENTS	90.0	60.0	75.0	100.0	100.0
P1036	TU-TRAFFIC CONTROL UPGRADES	0.0	280.0	200.0	200.0	200.0
P1041	TU-BENCHMARK REHABILITATION	50.0	0.0	50.0	0.0	50.0
P1137	TU-BICYCLE FACILITIES	375.0	75.0	75.0	75.0	75.0
P1505	TU-TRAFFIC SIGNAL UPGRADE-INFRA	300.0	400.0	400.0	400.0	400.0
P1506	TU-TRAFFIC SIGNING REPLACE-INFRA	425.0	317.0	370.0	275.0	275.0
P1512	TU-NEIGHBORHOOD TRAFFIC MGMT	290.0	200.0	200.0	200.0	200.0
P1522	TU-TRAFFIC SOUND ATTENUATION	550.0	423.0	15,455.0	0.0	0.0
P1556	TU-SYSTEM UPGRADES/REPLACEMENTS	0.0	0.0	50.0	0.0	50.0
P2004	TU-ROADWAY DESIGN STANDARDS	0.0	0.0	50.0	50.0	0.0
P2011	TU-TRANSPORTATION MODEL IMPLEMENTATION	0.0	100.0	100.0	0.0	0.0
P2233	TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	0.0	155.0	200.0	200.0	150.0
P2234	TU-WALKWAY MANAGEMENT	50.0	0.0	0.0	0.0	0.0
P2235	TU-MAJOR RDWY/INTERSECTION IMPROVEMENTS	50.0	0.0	50.0	50.0	0.0
P2241	TU-TRUCK ENFORCEMENT/EDUCATION	0.0	50.0	50.0	50.0	50.0
P2421	TU-MINOR INTERSECTION IMPROVEMENTS	0.0	0.0	0.0	100.0	100.0
P2428	TU-FUNCTIONAL PLANNING STUDIES	0.0	100.0	200.0	200.0	100.0
P2435	TU-AIRPORT DRIVE ARTERIAL EXPANSION	2,720.0	0.0	0.0	0.0	0.0
P2436	TU-CORRIDOR PLANNING STUDIES	0.0	100.0	100.0	100.0	100.0
P2446	TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	80.0	80.0	80.0	80.0	80.0
P2447	TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	0.0	0.0	0.0	200.0
P2547	CY-GROWING FORWARD! SHAPING SASKATOON	700.0	0.0	0.0	0.0	0.0
P2548	TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	0.0	100.0	100.0	50.0	50.0
P2549	TU-STOP / YIELD INFILL PROGRAM	65.0	65.0	50.0	0.0	0.0
P2550	TU-SAFTY PATHWAY	50.0	0.0	50.0	0.0	50.0
P2551	TU-ACTIVE TRANSPORTATION PLAN	100.0	0.0	0.0	0.0	0.0
Total		5,895.0	2,505.0	17,905.0	2,130.0	2,230.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P0631	TU-TRAFFIC SAFETY IMPROVEMENTS	0.0	100.0	85.0	60.0	60.0



Unfunded Capital Projects	2014	2015	2016	2017	2018
P0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD	0.0	350.0	350.0	350.0	350.0
P1036 TU-TRAFFIC CONTROL UPGRADES	0.0	0.0	80.0	100.0	0.0
P1137 TU-BICYCLE FACILITIES	0.0	475.0	475.0	475.0	475.0
P1512 TU-NEIGHBORHOOD TRAFFIC MGMT	0.0	0.0	0.0	0.0	80.0
P2010 TU-TRAFFIC DEMAND MGMT STRATEGY	0.0	130.0	0.0	0.0	0.0
P2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	0.0	300.0	100.0	0.0	0.0
P2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	0.0	75.0	30.0	30.0	80.0
P2234 TU-WALKWAY MANAGEMENT	0.0	60.0	60.0	60.0	60.0
P2235 TU-MAJOR RDWY/INTERSECTION IMPROVEMENTS	0.0	920.0	260.0	250.0	3,000.0
P2241 TU-TRUCK ENFORCEMENT/EDUCATION	0.0	80.0	215.0	85.0	85.0
P2421 TU-MINOR INTERSECTION IMPROVEMENTS	0.0	200.0	200.0	125.0	125.0
P2422 TU-COLLEGE & CENTRAL GEOMETRIC MODIFICATN	0.0	0.0	0.0	500.0	0.0
P2424 TU-COUNTING STATION INSTALL	0.0	170.0	0.0	0.0	0.0
P2425 TU-UNDERGROUND ENCROACHMENTS	0.0	100.0	100.0	0.0	0.0
P2428 TU-FUNCTIONAL PLANNING STUDIES	0.0	200.0	100.0	100.0	200.0
P2436 TU-CORRIDOR PLANNING STUDIES	0.0	200.0	200.0	0.0	0.0
P2437 TU-11TH STREET REALIGNMENT	0.0	300.0	0.0	0.0	0.0
P2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	0.0	500.0	0.0	0.0	0.0
P2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	1,500.0	0.0	0.0	2,800.0
P2448 TU-ADVANCED TRAVELER INFORMATION SYS	0.0	100.0	0.0	0.0	0.0
P2544 TU-45TH STREET IMPROVEMENTS	0.0	1,900.0	0.0	0.0	0.0
P2545 TU-PRESTON AVE UPRGRADES	0.0	300.0	200.0	300.0	130.0
P2547 CY-GROWING FORWARD! SHAPING SASKATOON	0.0	576.0	200.0	200.0	200.0
P2549 TU-STOP / YIELD INFILL PROGRAM	0.0	0.0	80.0	0.0	65.0
P2550 TU-SAFETY PATHWAY	0.0	400.0	0.0	400.0	0.0
P2552 TU-TRANSPORTATION SCHOOL SAFETY PROGRAM	0.0	50.0	50.0	50.0	0.0
Total	0.0	8,986.0	2,785.0	3,085.0	7,710.0

Summary of Capital Investments

2014 Transportation Services Capital Investments include 15 funded projects totaling \$5.9 million.

11 of these projects totaling \$2.0 million involve the capital rehabilitation or replacement of existing assets.

Also put forward in this service line is \$290.0 to fund the review of Neighbourhood Traffic complaints and \$100.0 for the development of an Active Transportation Plan.

There are three projects totaling \$3.9 million representing Transportation projects required for the growth or future expansion of the city. These projects include Growing Forward! Shaping Saskatoon, a provision for bicycle facilities and the initiation of the expansion of Airport Drive arterial road (currently under negotiation with the Saskatoon Airport Authority).

In 2014, 21 of these projects are either not funded or not fully funded in this budget as current funding levels are not adequate to address the requirements in these programs. These have been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.



Road Maintenance

Overview

To provide the maintenance of all earth and gravelled streets, roads and lanes.

To provide for the routine inspection, repair and maintenance of paved streets and lanes.

To provide for the inspection, maintenance and repair of all sidewalks and guardrails.

To support Public Works Branch by providing public enquiry and dispatch services, the stores operation located at City Yards, the wash bay operation, the carpenter shop and the maintenance of the City Yard's facilities and buildings.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(0.3)	(0.4)	(0.4)	(0.4)	0.0	0.0%
Province of Saskatchewan	(308.9)	(180.0)	(273.8)	(232.2)	41.6	-15.2%
Staff Compensation	3,176.1	3,613.1	3,848.1	4,251.9	403.8	10.5%
Operating Cost	3,328.0	3,259.5	3,461.6	4,561.6	1,100.0	31.8%
Cost Recovery	(672.5)	(456.9)	(456.9)	(464.7)	(7.8)	1.7%
Capital Contribution	8,563.8	8,563.8	12,773.3	17,266.4	4,493.1	35.2%
Total	14,086.2	14,799.1	19,351.9	25,382.6	6,030.7	31.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	51.99	56.74	4.75

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Road Maintenance	(274.2)	41.6	(232.6)	19,626.1	(863.5)	1,156.1	5,696.5	25,615.2	25,382.6

Service Level Changes:

- A "Spring Pothole Blitz" program in the amount of \$550.0 has been identified that will fully patch all travelled lanes in the City's freeway, collector and arterial roads over a 2 to 3-week period and will overlay areas of large defects.
- A \$500.0 annual increase in operating funding, including an increase of 3.78 FTE labourer positions, to supplement the existing summer pothole patching program. This will increase the pothole crews from four to eight crews including a weekend crew. This enhancement was funded through capital for two years.

Growth:

- An increase of \$46.5 required for the impact of new capital construction (Circle Drive South). This increase includes an additional 0.3 FTE labourer positions.
- An increase of \$431.3 related to city growth and inflation. This increase allows for an additional 0.92 FTE representing inspector and labourer positions; this is offset by a redeployment of 0.25 FTE labourer positions to a secretary position providing administrative support for both Human Resources and Occupational Health and Safety.



Capital Contributions:

- The Roadway Financial Management Strategy introduced in August 2013 attempts to address the asset funding gap through a dedicated tax increase and is referred to as the Roadway Levy in the following comments.
- An increased provision of \$663.1 to the Transportation Infrastructure Reserve consisting of a supplement of \$300.0 dedicated to back lanes, an additional \$143.1 to acknowledge inflationary cost increases and increased demand on the reserve and a recommended \$220.0 Roadway Levy to address the asset funding gap on back lanes and boundary roads.
- An increase of \$4.8 million to the Roadways Infrastructure Reserve consisting of \$450.0 to acknowledge inflationary cost increases and increased demand on the reserve as well as a recommended \$4.4 million Roadway Levy to address the asset funding gap on roadway assets.
- In 2014, temporary funding in the amount of \$1.0 million for the Roadways Program has been redistributed as per the Civic Facilities Funding Plan in order to build the base funding for the New Police Headquarters.
- In addition, a one-time funding transfer to the Roadways Infrastructure Reserve is recommended in the amount of \$1.5 million from the Property Realized Reserve as a result of operations in 2012. As well, the first phase in of an annual contribution of \$6.0 million from the Water/Waste Water Utility in the amount of \$2.0 million has been recognized in 2014. A one-time funding allocation in the amount of \$7.5 million from the Neighbourhood Land Development Fund dividends is also included in the 2014 investment. This total increase of \$14.8 million in funding is in response to the infrastructure deficit recognized in this service line.

Other Significant Changes:

- A decrease in revenue of \$41.6 from the Urban Highway Connector Program reflecting a decrease in actual costs to the city of maintaining roadways within the agreement; this revenue decrease has been offset by a decrease in operating costs.

Not Included:

- Various operating expense increases required for Public Works operations; \$7.8 for new phone system and training (to improve tracking, response time and customer service), \$26.5 for six additional blades for rural roads (contract maintenance for higher used rural roads to ensure a safe driving surface) and \$100.0 to assist with clean-up of illegally dumped rubble (not funding this activity could result in an over expenditure).

Funded Capital Projects		2014	2015	2016	2017	2018
P0832	CY-CENTER MEDIAN REHABILITATION	0.0	0.0	150.0	150.0	150.0
P0835	TU-COLLECTOR ROAD PRESERVATION	3,623.0	3,948.0	4,700.0	4,700.0	4,700.0
P0836	TU-ARTERIAL ROAD PRESERVATION	8,129.0	5,124.0	6,100.0	6,100.0	6,100.0
P0837	TU-LANE REHAB & DRAINAGE IMPROV	1,830.0	1,760.0	1,760.0	1,760.0	1,760.0
P0959	TU-UPGRADE BOUNDARY ROADS	140.0	280.0	535.0	535.0	535.0
P1507	TU-GUARDRAILS	60.0	60.0	60.0	70.0	70.0
P1513	TU-PAVEMENT MARKING PROGRAM-INFRA	210.0	220.0	245.0	245.0	245.0
P1531	TU-LOCAL ROADS PRESERVATION	5,787.0	8,370.0	11,700.0	11,700.0	11,700.0
P1532	TU-SIDEWALK PRESERVATION	1,810.0	2,040.0	2,780.0	2,780.0	2,780.0
P1890	TU-EXPRESSWAY ROAD PRESERVATION	5,862.0	3,108.0	3,700.0	3,700.0	3,870.0
P2043	TU-CURB REPLACEMENT/REHABILITATION	175.0	175.0	300.0	300.0	300.0
P2260	TU-OPERATIONAL MGMT/COMMUN'S DESIGN & ANALYSIS	150.0	150.0	0.0	0.0	0.0
P2269	TU-ACCOMMODATION CONSTRUCTION	150.0	0.0	0.0	0.0	0.0
Total		27,926.0	25,235.0	32,030.0	32,040.0	32,210.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P0832	CY-CENTER MEDIAN REHABILITATION	0.0	500.0	350.0	350.0	350.0
P0835	TU-COLLECTOR ROAD PRESERVATION	0.0	752.0	0.0	0.0	0.0



Unfunded Capital Projects	2014	2015	2016	2017	2018
P0836 TU-ARTERIAL ROAD PRESERVATION	0.0	976.0	0.0	0.0	0.0
P1507 TU-GUARDRAILS	0.0	50.0	60.0	50.0	55.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	0.0	60.0	128.0	110.0	0.0
P1531 TU-LOCAL ROADS PRESERVATION	0.0	3,330.0	0.0	0.0	0.0
P1532 TU-SIDEWALK PRESERVATION	0.0	740.0	0.0	0.0	0.0
P1638 TU-BACK LANE TREE TRIMMING	0.0	50.0	50.0	50.0	50.0
P1890 TU-EXPRESSWAY ROAD PRESERVATION	0.0	592.0	0.0	0.0	0.0
P1892 TU-ACCESS SECURITY-CITY YARDS	0.0	70.0	0.0	0.0	0.0
P2043 TU-CURB REPLACEMENT/REHABILITATION	0.0	300.0	175.0	175.0	175.0
P2044 TU-GRAVEL STREETS UPGRADES	0.0	500.0	1,500.0	1,704.0	0.0
P2259 TU-PW SATELLITE YARDS	0.0	8,066.0	185.0	185.0	0.0
Total	0.0	15,986.0	2,448.0	2,624.0	630.0

Summary of Capital Investments

2014 Roads Maintenance Capital Investments include 12 funded projects totaling \$27.9 million to address the condition of the roadways. This investment represents increases in allocations to the Roadways Infrastructure Reserve in the amount of \$4.8 million due to a proposed dedicated roadway levy and growth allocation, as well as a one-time funding transfer in the amount of \$1.5 million from the Property Realized Reserve as a result of operations in 2012. As well, the first phase in of an annual contribution of \$6.0 million from the Water/Waste Water Utility in the amount of \$2.0 million has been recognized in 2014. In addition, a one-time \$7.5 million allocation has been made from the Neighbourhood Land Development Fund dividends. In 2014, temporary funding in the amount of \$1.0 million for the Roadways Program has been redistributed as per the Civic Facilities Funding Plan (New Police Headquarters). This net increase of \$14.8 million in funding is in response to the infrastructure deficit recognized in this service line.

This entire investment is geared towards the capital rehabilitation or replacement of existing assets.

In addition to the \$1.8 million in Roadways Reserve funding for Lane Rehabilitation and Drainage Improvements, \$70.0 has been allocated from the Reserve for Capital Expenditures.

In the Road Maintenance Service Line there are 11 projects totaling \$17.6 million that are not funded or not fully funded in this budget as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs which have been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Snow & Ice Management

Overview

To provide snow clearing, snow removal, sanding and salting, and snow fencing to ensure the safe, comfortable and timely movement of vehicular and pedestrian traffic.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Province of Saskatchewan	(660.6)	(385.0)	(585.5)	(462.4)	123.1	-21.0%
Staff Compensation	3,436.9	2,890.6	3,351.0	4,103.1	752.1	22.4%
Operating Cost	5,728.2	4,385.4	4,885.2	5,880.6	995.4	20.4%
Cost Recovery	(2.7)	(1.6)	(1.6)	(1.6)	0.0	0.0%
Capital Contribution	465.0	723.1	265.0	265.0	0.0	0.0%
Transfer to/from Reserves	258.1	0.0	488.5	488.5	0.0	0.0%
Total	9,224.9	7,612.5	8,402.6	10,273.2	1,870.6	22.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	44.94	54.21	9.27

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Snow & Ice Management	(585.5)	123.1	(462.4)	8,988.1	107.8	503.9	1,135.8	10,735.6	10,273.2

Service Level Changes:

- An increase of \$500.0, including 2.81 FTE labourer positions, to improve the level of service of snow clearing after a major snow event.
- A further increase of \$635.8, including 1.0 FTE additional labourer position to provide for potentially two complete city wide snow clearings between snow area contractors and city forces.

Growth:

- An increase of \$282.7 related to city growth and inflation. This increase allows for an additional 2.95 FTEs representing inspector (0.25 FTE) and labourer positions; this is offset by a redeployment of 0.09 FTE labourer positions to a secretary position providing administrative support for both Human Resources and Occupational Health and Safety.
- An increase of \$329.0 required for the impact of new capital construction (Circle Drive South). This increase includes an additional 2.6 FTE labourer positions.

Other Significant Changes:

- A decrease in revenue of \$123.1 from the Urban Highway Connector Program reflecting a decrease in actual costs to the city of maintaining roadways within the agreement; this revenue decrease has been offset by a decrease in operating costs.



Funded Capital Projects	2014	2015	2016	2017	2018
P2037 TU-SNOW MANAGEMENT FACILITIES	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	6,324.0	100.0	150.0	38,129.0
Total	0.0	6,324.0	100.0	150.0	38,129.0

Summary of Capital Investments

Funding in the amount of \$250.0 is required to start development of a possible snow management facility in the southeast, pending land acquisition and zoning approval.

The unfunded portion in the Snow and Ice Management Service Line is \$6.3 million for 2014, representing land acquisition and facility development costs for three permanent sites for snow management facilities. These costs have been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

Operating impacts will include additional snow management at new snow storage facilities.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P2037 TU-SNOW MANAGEMENT FACILITIES	58.0	58.0	0.0	0.0	0.0
Total	58.0	58.0	0.0	0.0	0.0



Street Cleaning & Sweeping

Overview

To provide for the removal of sand, gravel, leaves and debris from paved streets and lanes which will result in safer and more aesthetically pleasing streets for pedestrians and vehicles.

To reduce dust which is generated by wind and traffic on unpaved streets which will result in safer streets for pedestrians and vehicles and a dust-reduced environment.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	1,164.0	1,045.9	1,127.8	1,153.0	25.2	2.2%
Operating Cost	1,373.2	1,235.3	1,286.2	1,946.6	660.4	51.3%
Cost Recovery	(6.0)	(7.0)	(7.0)	(7.0)	0.0	0.0%
Capital Contribution	25.0	25.0	26.9	26.9	0.0	0.0%
Total	2,556.2	2,299.2	2,433.9	3,119.5	685.6	28.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	15.37	15.42	0.05

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Street Cleaning & Sweeping	0.0	0.0	0.0	2,433.9	43.9	36.7	605.0	3,119.5	3,119.5

Service Level Changes:

- An increase of \$605.0, including 0.25 FTE labourer and 0.05 FTE technical support coordinator positions, to increase the level of service in the street sweeping program by providing a spring sweeping blitz, compressing the residential sweeping program, and providing additional summer sweeping and equipment to the program.

Growth:

- An increase of \$36.7 related to city growth.

Other Significant Changes:

- The street sweeping program has an increase of \$60.0 for inflationary increases to maintain the existing service level.
- These costs are partially reduced by the redeployment of 0.25 FTE operations assistant and labourer positions to a secretary position providing administrative support for both Human Resources and Occupational Health and Safety.

Summary of Capital Investments

There are no capital investments for Street Cleaning and Sweeping.



Bridges, Subways, Overpasses

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	148.9	217.0	258.6	293.3	34.7	13.4%
Operating Cost	213.4	259.0	238.5	289.1	50.6	21.2%
Capital Contribution	970.0	970.0	3,220.0	3,580.4	360.4	11.2%
Total	1,332.3	1,446.0	3,717.1	4,162.8	445.7	12.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	3.46	3.96	0.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Bridges, Subways, Overpasses	0.0	0.0	0.0	3,717.1	(382.6)	78.3	750.0	4,162.8	4,162.8

Growth:

- An increase of \$71.2 required for the impact of new capital construction (Circle Drive South). This increase includes an additional 0.50 FTE labourer position.
- An increase of \$24.6 related to city growth and inflation.

Capital Contributions:

- In 2014, the Bridge Major Repair Reserve has a net increase of \$360.4. Temporary funding in the amount of \$750.0 has been allocated to the Bridge Major Repair Reserve to begin building the base operations budget required for the North Commuter Bridge with an additional \$750.0 to be allocated in 2015 and 2016. This temporary funding is being provided for major rehabilitation projects including the rehabilitation of the University Bridge. The 2013 contribution to the Bridge Major Repair Reserve included \$500.0 of temporary funding for the purpose of building an operational funding base for the Police and Art Gallery buildings. This has been eliminated, as operational funding is now required for the new Police Headquarters. An additional \$110.4 based on inflation also shows as a contribution increase.

Funded Capital Projects	2014	2015	2016	2017	2018
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	50.0	50.0	50.0	75.0	75.0
P1528 TU-SPADINA CRES BRIDGE	0.0	0.0	0.0	0.0	537.0
P1551 TU-BROADWAY BRIDGE REPAIRS	0.0	83.0	0.0	0.0	0.0
P1553 TU-SID BUCKWOLD BRIDGE REPAIRS	0.0	0.0	0.0	5,541.0	0.0
P1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	25,200.0	0.0	0.0	0.0
P2003 TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	0.0	1,000.0	0.0
P2017 TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	415.0	23,759.0	0.0	0.0	0.0
P2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	0.0	0.0	0.0	0.0	1,800.0



Funded Capital Projects		2014	2015	2016	2017	2018
P2236	TU-STNBRDG DIAMOND INTRCHNG AT HWY 11	15,800.0	0.0	0.0	0.0	0.0
P2257	TU-CIRCLE DR OVER 33RD ST NB/SB	0.0	0.0	0.0	0.0	1,341.0
P2267	TU-IDYLWYLD DR FWY OVER RUTH ST	600.0	4,244.0	0.0	0.0	0.0
P2401	TU-PEDESTRIAN CROSSING STRUCTURES	113.0	0.0	0.0	0.0	433.0
P2403	TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	0.0	0.0	0.0	154.0	0.0
P2406	TU-MINOR BRIDGE REPAIRS	200.0	200.0	200.0	200.0	200.0
P2407	NORTH COMMUTER PARKWAY	50,000.0	152,400.0	0.0	0.0	0.0
P2433	TU-8TH STREET & CPR GRADE SEPARATION	400.0	0.0	0.0	0.0	0.0
Total		67,578.0	205,936.0	250.0	6,970.0	4,386.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P1456	TU-RAILWAY CROSSING SAFETY IMPROVEMENT	0.0	25.0	25.0	25.0	25.0
P1527	TU-UNIVERSITY BRIDGE REHAB	0.0	6,900.0	0.0	0.0	0.0
P1553	TU-SID BUCKWOLD BRIDGE REPAIRS	0.0	0.0	0.0	4,258.0	0.0
P1893	TU-IDYLWYLD DRIVE/51ST ST OVERPASS REHAB	0.0	154.0	1,393.0	0.0	0.0
P1994	TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	4,800.0	0.0	0.0	0.0
P2003	TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	0.0	4,000.0	0.0
P2017	TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	0.0	6,426.0	0.0	0.0	0.0
P2025	TU-MARQUIS DR/HWY 16 GRADE SEPARATION	0.0	0.0	0.0	600.0	28,200.0
P2040	TU-UNDERWATER PIER INSPECTIONS	0.0	100.0	0.0	0.0	0.0
P2257	TU-CIRCLE DR OVER 33RD ST NB/SB	0.0	200.0	0.0	0.0	0.0
P2267	TU-IDYLWYLD DR FWY OVER RUTH ST	0.0	932.0	0.0	0.0	0.0
P2268	TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	0.0	206.0	1,837.0	0.0	0.0
P2392	TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	310.0	0.0	0.0	0.0
P2396	TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	0.0	413.0	3,817.0	0.0	0.0
P2402	TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	0.0	155.0	0.0	0.0	0.0
Total		0.0	20,621.0	7,072.0	8,883.0	28,225.0

Summary of Capital Investments

2014 Bridges, Subways, Overpasses Capital Investments include eight funded projects totaling \$67.6 million.

Three of these projects with an investment of \$0.8 million are geared towards the capital rehabilitation or replacement of existing assets, including \$600.0 for the design of the rehabilitation planned in 2015 on the Idylwyld Drive over Ruth Street overpass.

Projects which expand the existing infrastructure, consist of the design and beginning of construction of the Stonebridge Diamond Interchange at Highway 11 for \$15.8 million. As well, \$50.0 million has been identified as funding in 2014 for the North Commuter Parkway project. Procurement and the detailed design of this project are planned to be completed in 2014 with construction commencing in 2015.

In the Bridges, Subways, Overpasses Service Line there is an unfunded component of \$8.6 million in 2014 which has been deferred to future years as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs or the expansion required of the existing infrastructure.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Street Lighting

Overview

To provide for the operation of the street lights within the Saskatchewan Power Corporation franchise area that are owned and maintained by SaskPower.

To provide for the operation of the street lights within the Saskatoon Light & Power franchise area. Saskatoon Light & Power also provides street lighting on all major roadways and new subdivisions city-wide.

To provide Christmas Season decorations and lighting on designated streets and bridges and to provide banner installation/removal services for various events within the City.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Province of Saskatchewan	(76.4)	(20.0)	(30.4)	(25.7)	4.7	-15.5%
Staff Compensation	186.0	111.7	111.7	115.6	3.9	3.5%
Operating Cost	5,398.2	5,406.7	5,705.2	5,563.6	(141.6)	-2.5%
Cost Recovery	(43.3)	(29.7)	(29.7)	(29.7)	0.0	0.0%
Total	5,464.5	5,468.7	5,756.8	5,623.8	(133.0)	-2.3%

Staff Complement	2013	2014	Difference
Full Time Equivalents	1.20	1.20	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Street Lighting	(30.4)	4.7	(25.7)	5,787.2	(137.7)	0.0	0.0	5,649.5	5,623.8

Significant Changes.

- Utility costs have decreased by \$137.7 in 2014.

Summary of Capital Investments

There are no capital investments for Street Lighting.



Parking

Overview

To plan, design, coordinate, administer and enforce the City's on and off street parking facilities, as well as various parking initiatives, policies and projects, such as the City Card and residential parking permit programs.

This program identifies grants and contributions to reserves as follows:

- The Partnership, the Riversdale Business Improvement District and the Broadway Business Improvement District each receive 1% of parking revenues for a total of 3%;
- The Downtown Housing Reserve (finances the cost of the Downtown Housing Development and Action Program) receives \$30.0; and
- The Streetscape Reserve and Parking Capital Reserve are funded through this service line (as authorized through the Capital Reserve Bylaw) and reflect percentages of parking revenues as follows: Streetscape Reserve 44.33% and Parking Capital Reserve 4.12% after deducting a) and b).

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(5,724.9)	(5,337.7)	(5,339.6)	(5,603.3)	(263.7)	4.9%
Staff Compensation	361.6	328.3	330.2	336.1	5.9	1.8%
Operating Cost	1,928.8	1,721.1	1,854.2	1,939.2	85.0	4.6%
Cost Recovery	(300.0)	(312.8)	(315.5)	(325.5)	(10.0)	3.2%
Capital Contribution	141.4	268.8	238.8	244.9	6.1	2.6%
Transfer to/from Reserves	30.0	0.0	30.0	30.0	0.0	0.0%
Total	(3,563.1)	(3,332.4)	(3,201.9)	(3,378.6)	(176.7)	5.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	4.75	4.75	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Parking	(5,339.6)	(263.7)	(5,603.3)	2,137.7	50.4	26.6	10.0	2,224.7	(3,378.6)

Service Level Changes:

- An increase of \$10.0 for additional parking lot snow clearing.

Growth:

- An adjustment of \$26.6 to the cost of Commissionaire's Services required due to city growth.

Capital Contributions:

- An increase of \$6.1 to the Parking Capital Reserve consistent with the Capital Reserve Bylaw.

Other Significant Changes

- An increase in parking revenues of \$255.5 and an increase in parking ticket payment enforcement revenue of \$8.2.
- An adjustment to actual costs of the cost of Commissionaire's Services in the amount of \$20.5.
- An additional operating cost increase of \$15.8 due to inflation.



- A charge from Revenue Branch for Residential Parking Permit program \$8.0.

Not Included

- License Plate Recognition (LPR) Maintenance Agreement \$25.4 operating impact due to capital purchases. This operating impact resulting from a 2012 and 2013 capital purchase (first year maintenance was included in the contract), if left unfunded, could result in an over expenditure in the program.
- Addition of 0.50 FTE for a Traffic Program Coordinator \$32.0. By not funding this position, delays in parking related matters will continue.

Funded Capital Projects		2014	2015	2016	2017	2018
P1518	TU-PARKING METER PURCHASES	0.0	60.0	0.0	60.0	0.0
P1998	TU-ELECTRONIC TICKETING	0.0	50.0	0.0	50.0	0.0
P2429	TU-LICENSE PLATE RECOGNITION SYSTEM	50.0	0.0	0.0	0.0	0.0
Total		50.0	110.0	0.0	110.0	0.0

Unfunded Capital Projects		2014	2015	2016	2017	2018
P2546	TU-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	0.0	50.0	0.0	0.0	0.0
Total		0.0	50.0	0.0	0.0	0.0

Summary of Capital Investments

2014 Parking Capital Investments include one funded project for \$50.0.

This investment is for the purchase of a license plate recognition system.

One unfunded project has been presented for online residential parking permit renewal software which has been deferred to future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Impound Lot

Overview

To administer, operate and maintain the impound lot located in the Holiday Park Industrial area in response to the Impounding Bylaw 2007, No. 8640, and violations to the Traffic Bylaw, No. 7200, and to provide impounding services required by Saskatoon Police Services. The fiscal principle for the new impound lot will be to operate on a full cost recovery basis.

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(777.8)	(780.0)	(820.0)	(802.3)	17.7	-2.2%
Staff Compensation	53.2	57.8	59.7	61.8	2.1	3.5%
Operating Cost	658.7	647.8	685.1	688.1	3.0	0.4%
Debt Charges	52.4	52.4	52.4	52.4	0.0	0.0%
Total	(13.5)	(22.0)	(22.8)	0.0	22.8	-100.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.75	0.75	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Impound Lot	(820.0)	17.7	(802.3)	797.2	5.1	0.0	0.0	802.3	0.0

Significant Changes

- A net reduction in revenue of \$17.7 resulting from a rate increase of impound fees \$20.0 offset by a decrease in revenues from vehicle sales and disposals \$37.7.
- An increase of \$5.1 for inflation.

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2251 TU-IMPOUND LOT	0.0	100.0	1,380.0	0.0	0.0
Total	0.0	100.0	1,380.0	0.0	0.0

Summary of Capital Investments

Future capital investments include the design of a permanent building as part of the relocation of the impound lot site.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Engineering

Overview

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

To provide drafting and design services for operating and capital projects, prepare and maintain all official City plans, preparation and maintenance of record drawings of all underground services in the City, maintenance of the Department and Corporate GIS, co-ordinate information regarding road and lane use concerning buried facilities and provide contractors or individuals with grade level information for construction on new building sites.

To provide for the maintenance of the survey instruments and equipment for the operating and capital construction programs.

To provide for a custom work program that is cost recovered to outside agencies as well as other civic operating and capital programs.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	2,379.1	1,137.0	1,137.0	1,163.6	26.6	2.3%
Operating Cost	1,964.0	588.2	610.8	628.9	18.1	3.0%
Cost Recovery	(3,817.7)	(1,009.3)	(1,022.4)	(1,051.5)	(29.1)	2.8%
Total	525.4	715.9	725.4	741.0	15.6	2.2%

Staff Complement	2013	2014	Difference
Full Time Equivalents	15.07	15.07	0.00

Summary of Operating Changes

Summary of Budget Changes

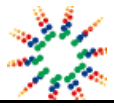
Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Engineering	0.0	0.0	0.0	725.4	15.6	0.0	0.0	741.0	741.0

There are no significant budget changes for Engineering.

Funded Capital Projects	2014	2015	2016	2017	2018
P2047 TU-NICHOLSON YARDS EXPANSION	0.0	50.0	0.0	0.0	0.0
P2420 TU-SURVEY EQUIPMENT PURCHASES	0.0	50.0	0.0	50.0	0.0
Total	0.0	100.0	0.0	50.0	0.0

Summary of Capital Investments

There are no capital investments in Engineering in 2014.

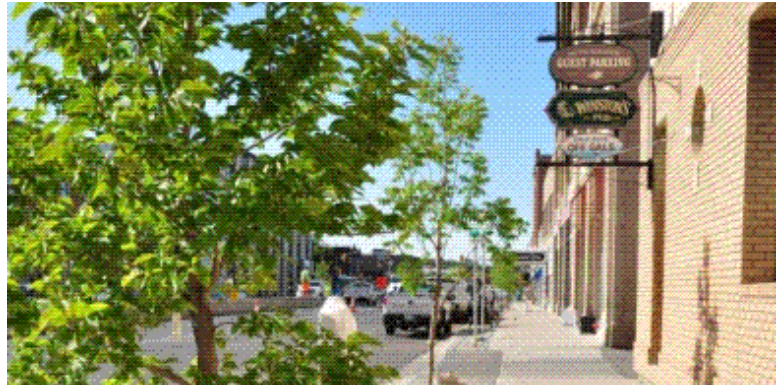


Operating Budget

\$5.3 million

Capital Budget

\$4.8 million



STRATEGIC GOALS:



Economic Diversity & Prosperity



Quality of Life



Sustainable Growth

Overview

The primary goal of the Urban Planning and Development business line is to build an increasingly sustainable community over time with an enhanced quality of life, which is consistent with the vision and core strategies of the City's Strategic Plan. This is accomplished through the provision of several interrelated services:

Neighbourhood Sustainability

- Renewing and sustaining existing areas of the City through local area plans, neighbourhood rejuvenation projects, CPTED reviews, incentives for supportive and affordable housing, and appropriate licensing and civic bylaw enforcement.

Support for Economic Development

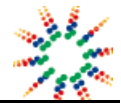
- Encouraging economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, and providing advice and timely reviews for new development applications. This means working with our regional partners to build capacity and accommodate development in an economically and environmentally sustainable region.

Integrated Growth Plan

- Planning for the future growth of the City requires a development plan which links land use and infrastructure in ways that are more effective, efficient and sustainable. The City's new Integrated Growth Plan contains strategies which will guide Saskatoon to a population of 500,000.

Permits and Inspections-

- Providing timely reviews of building permit and development applications, and performing building and plumbing inspections, to ensure the health and safety of owners and occupants. Increasing perceptions of safety by linking people in need with appropriate supports through the Street Activity Committee and Community Support Officers.



Quality Design

- Enhancing the quality of public spaces throughout the City through streetscape master plans and urban design projects in key areas such as the downtown, business improvement districts and key corridors. This includes development of design guidelines for neighbourhood infill and strategic area development.

Partnerships

- Working with community partners, Business Improvement Districts, and builders to ensure an adequate supply of affordable housing choices, including support for homelessness initiatives. This includes continually monitoring the quality of life in our community, with our partners at the University of Saskatchewan and the Saskatoon Health Region, to facilitate the ongoing evaluation of our Strategic Plan performance.

In recent years, it has become increasingly apparent that the sustainability of our community, from an economic, environmental, social and cultural perspective, will require new approaches to the way we plan and build our City. Therefore, while we will always pay prompt attention to our citizens' current needs in all our service line activities, we will also look to the future in everything we do to ensure Saskatoon remains economically viable and environmentally, socially and financially sustainable over the long term.

At A Glance

- Saskatoon is growing, with an estimated 246,000 people in the city and approximately 300,000 in the region. It is estimated that Saskatoon has grown by over 7,000 people in the last year.
- It is projected that 10,320 licensed businesses will exist in Saskatoon by end of 2013 - an increase from approximately 7,500 in 2006.
- Over 300 property-use complaints are received each year, along with approximately 50 applications to legalize existing basement suites
- Over \$15.0 million in funding towards Attainable Housing initiatives which produced over 3,000 new units since 2008.
- It is estimated that approximately 5,000 building permits will be approved in 2013, which is only slightly down from the record of 5,196 set in 2012.
- There are eleven neighbourhoods with approved Local Area Plans (LAP), with one LAP nearing completion, one underway and two more coming in the near future.
- Beginning in 1990 with 21st Street, the Urban Design Program has designed and implemented over 60 blocks of designed streetscapes, creating vibrant, award winning spaces for people and businesses. 20th Street West and Central Avenue are the most recent Urban Design projects.
- Over \$1.0 million in funding has been approved for various projects under the Vacant Lot and Adaptive Reuse Incentive Program, which supports and encourages infill development on chronically vacant sites and the adaptive reuse of vacant buildings within Saskatoon's established neighbourhoods.
- In 2013, over 200 significant development applications were received of all types, with over 20 requiring public consultation meetings.
- A major regional planning initiative is now underway with regional partners to develop a new Saskatoon Region Growth and Development Plan.

Key Challenges

- Major changes to important corridors and transit have been proposed through the Integrated Growth Plan. Focused Communication and Public Engagement will be keys to the successful implementation of this Plan. Effectively reaching citizens and stakeholders is a challenge during the summer and holiday seasons. The City will need to look for new ways to interact with the public to open all avenues for timely communication.
- Maintaining the vital role of downtown and city centre will become increasingly important as Saskatoon's population continues to grow. Cost and market perceptions will constantly influence consumer choices.



- Municipalities and First Nations in the Saskatoon region are facing challenges related to growth and development. Demands for growth in the Saskatoon region have increased the need for water, sewage treatment and transportation options. A new regional plan, endorsed by multiple stakeholders in the region, is needed to ensure that growth is well planned and sustainable.
- Building, Plumbing and Development permit application volumes and values continue to meet or exceed activity levels from previous years. The challenge is to meet customer service expectations, process applications and meet inspection demands in a timely manner. The availability of adequately trained labour is key to meeting this expectation.
- Over the last few years, the affordability of housing has declined significantly. Renewed funding and a source will be required for housing support programs beyond 2013.
- Aging corridors will require significant enhancements to the public realm through streetscaping and urban design. Funding for this function will need to be stable and on-going to enable this to occur.
- Demand for housing options will be impacted by a growing population of senior citizens and a high percentage of youth in our local and immigrant populations. The City will look for ways to accommodate these housing needs without creating concentrations.
- The University of Saskatchewan 2057 Master Plan is a major, new opportunity for infill development close to the City Centre. The challenge will be to integrate this plan into the development stream, phase it appropriately, and provide the necessary access and services to allow development to proceed.
- Enforcement of development standards must keep pace with new regulations and a growing city. The City will need to look for new and innovative ways of satisfying increasing demands for effectively resolving land use complaints in our city.

Major Initiatives 2014-2016

Implement the Following 4-Year Priorities:

- Complete the Neighbourhood Level Infill Development Guidelines and submit to City Council for review and adoption of new standards for infill development, including new standards for Garden and Garage Suites.
- Complete and Implement the new City Centre Plan. The new Plan for the City Centre will be completed in 2013. This will be followed by a Master Plan for a new Civic Plaza in 2015.
- Complete and implement the Varsity View Local Area Plan. Complete Local Area Plans in Mayfair/Kelsey Woodlawn, Meadowgreen, and Montgomery Neighbourhoods 2014-2016.
- Create a new Saskatoon Region Growth and Development Plan, and an implementation strategy, with regional partners.
- Implement the City's new 10 year Housing Business Plan with renewed targets, support programs and funding beginning in 2014.
- Complete the 20th Street streetscaping project from Avenue E to H by end of 2015.
- Adopt a new Wetland Policy within the City's Official Community Plan which will integrate ecologically significant wetlands in new growth areas of the city, and assist in managing storm water and preventing flooding.
- Implement stages 1 and 2 of the Wetlands Conservation and Management Policy.

Implement the Following Long-Term Strategies (10-Year):

- Working closely with Urban Systems to develop the Implementation Plan for the Integrated Growth Plan (2015) through a variety of studies, task teams and community engagement.
- Implement the Heritage Policy and support programs in stages to better integrate heritage with urban development planning.
- Enhance relationships with First Nations that have land development interests in the Saskatoon region, which will include partnering to develop educational materials, deliver workshops and consult in Regional Planning initiatives.



- Integration of the University of Saskatchewan 2057 Master Plan with current development plans and infrastructure demands.
- Secure stable funding and continue the Central Avenue Streetscape project by completing streetscaping between 108th and 113th Street.

Other Ongoing Major Initiatives:

- Completion of The Junction Concept Plan to enhance and revitalize the urban fabric of this unique part of Saskatoon.
- Implement major amendments to the University Heights Sector Plan to accommodate a new North Commuter Parkway and development guidelines for the North East Swale.
- Negotiate boundary alterations with the Rural Municipality of Corman Park to address short term and long term growth needs.
- Complete Elk Ridge and Aspen Ridge Concept Plan reviews and submit to City Council for adoption.
- Complete review of Rosewood Neighbourhood Concept Plan amendment to increase development opportunities in the area.
- Construction of new section of 25th Street Streetscape from 1st Avenue to Idylwyld Drive, including the Idylwyld Gateway.
- Complete 'Morningside' Neighbourhood Concept Plan review and submit to City Council for adoption.
- Provide a significant role in the North Downtown Master Plan to create a comprehensive vision for the vacant City-owned land resulting from the extension of 25th Street to Idylwyld and the relocation of the City Yards from the city's central business district.
- Complete a new North Industrial Sector and South West Sector plan to create further development opportunities within Saskatoon city limits for employment area growth.
- Complete the process to amend the MVA conservation zone boundary in the University Heights Sector.

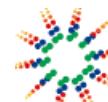
Budget Implications

- The City of Saskatoon has been supporting the development of attainable housing since the mid 1990's. In 2008, in response to rising economic activity and rapid increases in housing prices, the City created a comprehensive Housing Business Plan. The Plan set new targets for attainable housing, and introduced a wide variety of new support programs to attract partnerships in developing more attainable housing. The new 10 year Housing Business Plan recommends continued involvement in housing with stable funding. It is recommended that \$2.0 million per year be allocated to the program. This would be achieved by adding \$150.0 to the Mill Rate in 2014 and \$200.00 on an annual basis for 8 years. This amount is not included in the 2014 budget.
- The Building/Plumbing Permits and Inspections service line ensures the health and safety standards of the built environment are met. This service line is 100% cost recovered by the users of the program. Activity in this service line is at consistently high levels. In 2013, building permits will once again exceed 5,000 permits, and the value of permits will exceed \$1 billion dollars. 2014 will be the third and final year for the phase-in of rate increases for building and plumbing permit fees. One new plumbing inspector is included in 2014 budget to maintain service levels expected by the development industry. This cost will be covered through building/plumbing permit fees. Capital Investments are comprised of equipment replacement (\$90k) and office renovations (\$75k).
- The Business Licenses and Bylaw Compliance service line provides a one-stop review and licensing service for all commercial enterprises in the city. Business start-up assistance is also offered as a value-added service. Bylaw Compliance ensures that the development standards defined in the Zoning Bylaw are complied with. This service line co-ordinates enforcement activity with other branches. Business Licensing is 100% cost recovered through license and permit fees. Bylaw Compliance mainly funded from the mill rate. No significant budget changes are proposed in the 2014 Budget.
- The Development Review service line provides for the efficient review and approval of all development permit applications and requests for rezoning, concept plan approval and subdivisions. The service line provides information and advice to builders, developers and organizations pursuing development opportunities as a



value-added service. Public consultation and input are also key activities. One new Development Officer is proposed for this service line to maintain existing service levels in 2014. One 0.5 FTE temporary position is also required to facilitate review and approval of several new neighbourhood concept plans in 2014. The temporary FTE will be funded by the Planning Levy.

- Revenue is projected to increase due to volume and fee increases. The fee increases will bring rezoning and development permit applications from 80% to 100% cost recovery.
- The Future Growth service line is intended to ensure the sustainable growth of the city over the long term by administering the City's Official Community Plan and the development of a new Regional Plan. The preparation of Sector Plans, liaison with regional partners, including First Nations organizations, District Planning and boundary alterations are a few of the major services provided. For 2014, one 0.5 temporary FTE is required to maintain timely completion of various sector plans. This position is funded from the Planning Levy.
- The Neighbourhood Planning service line is focused on sustainability and renewal of existing neighbourhoods. To achieve sustainable objectives, established areas of Saskatoon must be enhanced and the population must increase, providing a better balance between development in new and infill development. Local Area Plans, Neighbourhood Safety (CPTED), Attainable Housing, Incentive programs and Urban Design Services are offered to enhance the City's established neighbourhoods.
- This service line also provides support for the Community Support Officer (CSO) pilot program. \$385.0 required from the Streetscape BID Reserve to fund the final year of the CSO program.
- Capital Investments are comprised of Local Area Plan Implementation (\$210.0), 20th Street Streetscaping Avenues F to H (\$2.5 million), the design phase of a comprehensive streetscape project for Idylwyld Drive (\$200.0), a small streetscape project in the Broadway BID area (\$60.0) and phase 2 of Central Avenue Streetscape Master Plan 110th to 112th Street (\$1.5 million). A new strategy to address incivilities and public safety (\$75.0) is unfunded.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget			Dollar Change	% Change
				000's		Net		
				Revenue	Exp/Rec			
Attainable Housing	364.3	426.7	419.3	0.0	422.0	422.0	2.7	0.6%
Building and Plumbing Permits & Standards	525.8	516.8	0.0	(6,545.4)	6,545.4	0.0	0.0	0.0%
Business Improvement Districts	107.7	107.7	107.7	0.0	107.7	107.7	0.0	0.0%
Business Licenses & Bylaw Enforcement	363.3	393.0	414.5	(895.9)	1,314.9	419.0	4.5	1.1%
Development Review	487.7	464.2	455.4	(696.0)	1,162.9	466.9	11.5	2.5%
Future Growth	409.8	414.6	466.5	(0.9)	471.6	470.7	4.2	0.9%
Neighbourhood Planning	428.4	507.6	499.6	0.0	524.8	524.8	25.2	5.0%
Research & Mapping	348.9	398.1	411.0	(15.0)	429.8	414.8	3.8	0.9%
Urban Design	2,567.5	2,244.2	2,266.7	0.0	2,485.5	2,485.5	218.8	9.7%
Total	5,603.4	5,472.9	5,040.7	(8,153.2)	13,464.6	5,311.4	270.7	5.4%

Staff Complement	2013	2014	Difference
Full Time Equivalents	99.85	102.85	3.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Attainable Housing	0.0	0.0	0.0	419.3	2.7	0.0	0.0	422.0	422.0
Building and Plumbing Permits & Standards	(5,655.0)	(890.4)	(6,545.4)	5,655.0	793.3	97.1	0.0	6,545.4	0.0
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7
Business Licenses & Bylaw Enforcement	(872.6)	(23.3)	(895.9)	1,287.1	27.8	0.0	0.0	1,314.9	419.0
Development Review	(597.6)	(98.4)	(696.0)	1,053.0	(6.3)	116.2	0.0	1,162.9	466.9
Future Growth	(0.9)	0.0	(0.9)	467.4	(41.8)	46.0	0.0	471.6	470.7
Neighbourhood Planning	0.0	0.0	0.0	499.6	25.2	0.0	0.0	524.8	524.8
Research & Mapping	(15.0)	0.0	(15.0)	426.0	3.8	0.0	0.0	429.8	414.8
Urban Design	0.0	0.0	0.0	2,266.7	218.8	0.0	0.0	2,485.5	2,485.5
Total	(7,141.1)	(1,012.1)	(8,153.2)	12,181.8	1,023.5	259.3	0.0	13,464.6	5,311.4

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	165.0	0.0	0.0	0.0	0.0
Business Improvement Districts	0.0	0.0	0.0	0.0	0.0
Business Licenses & Bylaw Enforcement	0.0	0.0	0.0	0.0	0.0
Development Review	0.0	0.0	0.0	0.0	0.0
Future Growth	160.0	60.0	0.0	0.0	0.0
Neighbourhood Planning	210.0	0.0	0.0	0.0	0.0
Research & Mapping	0.0	0.0	0.0	0.0	0.0
Urban Design	4,260.0	2,000.0	2,260.0	1,260.0	3,550.0
Total	4,795.0	2,060.0	2,260.0	1,260.0	3,550.0



Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
BLDG PERMITS/INSPECT STAB RESERVE	165.0	0.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	0.0	0.0	9.0
OTHER	80.0	30.0	0.0	0.0	19.0
PLANNING LEVY	80.0	30.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	210.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	2,760.0	2,000.0	2,260.0	1,260.0	2,772.0
STREETSCAPE RESERVE-CITY WIDE	1,500.0	0.0	0.0	0.0	750.0
Total	4,795.0	2,060.0	2,260.0	1,260.0	3,550.0
Unfunded	0.0	535.0	210.0	360.0	360.0

Future Operating Budget Impacts of 2014 Capital Projects

Service Line	2014	2015	2016	2017	2018
P2162 CY-URBAN DESIGN - BIDS	0.0	16.0	0.0	0.0	0.0
P2166 CY-URBAN DESIGN - CITY-WIDE	0.0	20.2	0.0	0.0	0.0
Total	0.0	36.2	0.0	0.0	0.0



Attainable Housing

Overview

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

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	178.5	195.2	189.1	204.2	15.1	8.0%
Operating Cost	89.7	136.6	100.6	100.1	(0.5)	-0.5%
Capital Contribution	0.0	94.9	34.0	34.0	0.0	0.0%
Transfer to/from Reserves	96.0	0.0	95.6	83.7	(11.9)	-12.4%
Total	364.2	426.7	419.3	422.0	2.7	0.6%

Staff Complement	2013	2014	Difference
Full Time Equivalents	2.33	2.33	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Attainable Housing	0.0	0.0	0.0	419.3	2.7	0.0	0.0	422.0

Not Included:

The 2013 to 2022 Housing Business Plan target of 500 new attainable units requires funding of \$2 million per year. \$250.0 required for operating is currently funded from the mill rate. Funding beyond \$250.0 has been allocated from the Neighbourhood Land Development Fund. Administration is recommending a ten year phase-in of funding from the mill rate at a rate of \$150.0 for the first year and \$200.0 per year for the remaining 8 years, with the continued use of the NLDF to back fill the remaining funds; this will provide a permanent funding source for the Program.

Summary of Capital Investments

There are no capital investments for Attainable Housing.



Building and Plumbing Permits & Standards

Overview

The Building and Plumbing Permits and Standards Program provides for the review, issuance and inspection of building, plumbing and demolition permits. This process ensures individuals and groups have safe and healthy places to live and work. The Program also processes requests for Property Information Disclosures, Encroachment Agreements, and Civic Addresses. The Program contributes to the Plan Review and Inspection Stabilization Reserve. This reserve maintains staff levels should there be a temporary decline in construction activity.

This program is not subsidized by the mill rate with all expenditures funded through the generation of fees. Fees in excess of expenses are held in the Plan Review and Inspections Services Stabilization Reserve. In 2014, \$815.5 will be transferred into this reserve.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(5,280.1)	(3,415.0)	(5,655.0)	(6,545.4)	(890.4)	15.7%
Staff Compensation	3,913.3	3,863.0	4,336.8	4,591.2	254.4	5.9%
Operating Cost	807.8	835.8	1,181.2	1,236.5	55.3	4.7%
Cost Recovery	(95.0)	(95.0)	(97.8)	(97.8)	0.0	0.0%
Capital Contribution	0.0	(672.0)	0.0	0.0	0.0	0.0%
Transfer to/from Stabilization	1,179.8	0.0	234.8	815.5	580.7	247.3%
Total	525.8	516.8	0.0	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	54.50	55.50	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Building and Plumbing Permits & Standards	(5,655.0)	(890.4)	(6,545.4)	5,655.0	793.3	97.1	0.0	6,545.4
								0.0

Growth:

- Staffing level is increased by one Plumbing Inspector (\$83.6 increase in salaries and \$15.5 increase in related operating costs) in 2014 to respond to the increased demand in plumbing inspections and to maintain service levels required by the industry. Timely and thorough plumbing permit inspections support economic development and maintain community standards for safety and health.

Other Significant Changes:

- The final phase of the approved three- year phase in of rate increases for building and plumbing permit fees is effective January 1, 2014; this is reflected in revenue increases of \$890.4.
- Based on the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve increased by \$580.7 in 2014.



Funded Capital Projects		2014	2015	2016	2017	2018
P2299	CY-BLD STDS-EQUIP REPLACEMENT & PROJECTS	90.0	0.0	0.0	0.0	0.0
P2451	CY-BUILDING STANDARDS OFFICE RENOVATION	75.0	0.0	0.0	0.0	0.0
Total		165.0	0.0	0.0	0.0	0.0

Summary of Capital Investments

Capital Project 2299 is the replacement of most of the 22 tablets utilized for inspection purposes.

Capital Project 2451 is the renovation of Building Standards Branch office space within City Hall, required to accommodate additional staff hired and restructuring of the Branch organization.

Both projects are funded from the Plan Review and Inspections Services Stabilization Reserve.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Business Improvement Districts

Overview

Funding to Business Improvement Districts helps to bolster the administrative and financial capability of these organizations, which in turn assists the City Administration to plan and make improvements in these areas. Coordinated projects related to Local Area Plans, development studies (Broadway 360, Central Avenue Master Plan) and urban design studies are just a few examples of on-going cooperative efforts in the BID areas.

This program provides each of The Partnership, the Riversdale Business Improvement District and the Broadway Business Improvement District with a grant of 1% of parking revenues.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Operating Cost	107.7	107.7	107.7	107.7	0.0	0.0%
Total	107.7	107.7	107.7	107.7	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7

There are no significant operating changes in Business Improvement Districts.

Summary of Capital Investments

There are no capital investments for Business Improvement Districts.



Business Licenses & Bylaw Enforcement

Overview

The Business License Program provides for the orderly use and development of commercial, industrial, and home based businesses in the City, through the provision of a one-stop service which ensures compliance with community standards, as outlined in the Official Community Plan, Zoning Bylaw, Business License Bylaw, and Building Bylaw. The Program offers start-up assistance for new businesses to connect with other government agencies. The Program collects, maintains, analyses and distributes commercial/industrial land use and employment data for use by other civic departments, public agencies, the business community and the general public. This program also drafts new public policy for private ventures such as food trucks, adult services and adult entertainment venues.

The Bylaw Enforcement team administers the Legalizing Existing Suites Program, reviews all sign applications on private property, and ensures that required parking and landscaping is implemented in all construction projects. In addition, the team receives Zoning Bylaw complaints and inquiries and provides a full range of bylaw enforcement services, coordinated with other branches and agencies such as Infrastructure Services, Fire and Police.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(838.4)	(819.1)	(872.6)	(895.9)	(23.3)	2.7%
Staff Compensation	923.2	939.4	975.8	997.0	21.2	2.2%
Operating Cost	253.4	272.7	311.3	317.9	6.6	2.1%
Capital Contribution	25.0	0.0	0.0	0.0	0.0	0.0%
Total	363.2	393.0	414.5	419.0	4.5	1.1%

Staff Complement	2013	2014	Difference
Full Time Equivalents	12.80	12.80	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Business Licenses & Bylaw Enforcement	(872.6)	(23.3)	(895.9)	1,287.1	27.8	0.0	0.0	1,314.9	419.0

Business License program is 100% cost recovered. The Bylaw Enforcement program is primarily funded from the mill rate.

Significant Changes:

- Increase in revenues from licenses for new businesses and permits of \$23.3.

Summary of Capital Investments

There are no capital investments for Business Licenses & Bylaw Enforcement.



Development Review

Overview

The Development Review program facilitates the orderly use and development of property in Saskatoon in accordance with accepted community standards, as outlined in the City's Official Community Plan, Zoning Bylaw and Subdivision Bylaw, as well as numerous Council and Administrative Policies. The program serves as a resource to individuals, businesses, government agencies and community groups seeking to pursue development proposals, interpretations on bylaws and policies, and information on approval processes and timelines.

The program reviews neighbourhood concept plans and direct control applications, architectural reviews and design standards, subdivision, rezoning, discretionary use and development permit applications, as well as applications for both new and converted condominiums. The program facilitates the community's ability to understand and amend development standards in accordance with appropriate public consultation processes.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(499.9)	(582.7)	(597.6)	(696.0)	(98.4)	16.5%
Staff Compensation	742.7	795.4	797.8	935.7	137.9	17.3%
Operating Cost	271.7	279.9	284.3	291.7	7.4	2.6%
Cost Recovery	(19.4)	(20.4)	(21.0)	(21.0)	0.0	0.0%
Capital Contribution	0.0	(8.0)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	(7.3)	0.0	(8.1)	(43.5)	(35.4)	437.0%
Total	487.8	464.2	455.4	466.9	11.5	2.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	8.80	10.30	1.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Development Review	(597.6)	(98.4)	(696.0)	1,053.0	(6.3)	116.2	0.0	1,162.9

Growth:

- Staff increase of \$75.6 (1.0 FTE) and \$3.8 for related operating costs, for a Development Officer required to maintain the level of service expected for the issuance of major residential, commercial and industrial permits.
- Staff increase of \$36.8 (0.5 FTE) for a temporary planner position is required in this section to facilitate the timely review of an influx of Concept Plans. This position will process Discretionary Use and Subdivision applications, allowing other senior staff to concentrate on Concept Plan review. The cost of this position will be funded from the Planning Levy.

Other Significant Change:

- Development Permit revenue reflects and increase in volumes of \$41.4 and rates of \$57.0.

Summary of Capital Investments

There are no capital investments for Development Review.



Future Growth

Overview

The Future Growth Program administers the City's Official Community Plan, which contains the main land use policy framework to guide the sustainable growth and development of the city, with a balanced consideration for economic, environmental, social and cultural objectives.

The Future Growth Program prepares the long range growth plans for the City, prepares Sector Plans, and manages all aspects of a new regional planning initiative. This involves maintaining effective relationships with other governments in the Region including the RM of Corman Park, the Cities of Martensville and Warman, the Town of Osler, and First Nations. The Program works with the RM of Corman Park to jointly manage land use policies in the Corman Park-Saskatoon Planning District, as well as City boundary alterations as required. This program also administers the Naming Advisory Committee.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	450.4	461.5	536.0	584.4	48.4	9.0%
Operating Cost	110.2	95.3	97.5	100.4	2.9	3.0%
Cost Recovery	0.0	(5.1)	(5.3)	(5.3)	0.0	0.0%
Capital Contribution	0.0	(136.2)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	(150.7)	0.0	(160.8)	(207.9)	(47.1)	29.3%
Total	409.9	414.6	466.5	470.7	4.2	0.9%

Staff Complement	2013	2014	Difference
Full Time Equivalents	5.75	6.25	0.50

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Future Growth	(0.9)	0.0	(0.9)	467.4	(41.8)	46.0	0.0	471.6
								470.7

Growth:

- Staff increase of \$44.8 (0.5 FTE) and \$1.2 for related operating costs, for a temporary senior planner position is required to ensure expected completion dates for the influx of Sector Plans are met.



Funded Capital Projects	2014	2015	2016	2017	2018
P2460 CY-REGIONAL PLANNING	160.0	60.0	0.0	0.0	0.0
Total	160.0	60.0	0.0	0.0	0.0

Summary of Capital Investments

Capital Project 2460 provides the resources to set the stage for a new Saskatoon Region Growth and Development Plan to address the opportunities and challenges of growth in the Saskatoon Region. Facilitation, planning and engineering resources are required to investigate models of regional land use planning, servicing, funding strategies, and governance structures, and identify willing municipal partners. This project is half funded by the Planning Levy with the other half of the funding coming from the partnering municipalities.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Neighbourhood Planning

Overview

The Neighbourhood Planning Program is primarily concerned with the sustainability and renewal of existing areas of the City. Major areas of responsibility include preparing Local Area Plans (LAP), administering LAP implementation and neighbourhood rejuvenation projects, and Neighbourhood Safety, including Crime Prevention Through Environmental Design (CPTED) Audits. Local Area Planning is a public consultation process designed to create long range improvement plans for existing neighbourhoods. The Neighbourhood Planning Program also administers incentive programs such as Façade Improvement, Downtown Housing Incentives and Vacant Lot Incentives. Neighbourhood Safety ensures that the built environment and the management of that environment, in the City of Saskatoon, reduces the opportunity for crime to occur and increases residents' perceptions of their safety.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	390.7	451.6	442.4	461.3	18.9	4.3%
Operating Cost	399.4	66.0	617.2	458.5	(158.7)	-25.7%
Cost Recovery	(16.7)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Transfer to/from Reserves	(345.0)	0.0	(550.0)	(385.0)	165.0	-30.0%
Total	428.4	507.6	499.6	524.8	25.2	5.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	4.67	4.67	0.00

Summary of Operating Changes

Summary of Budget Changes

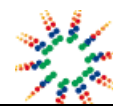
Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Neighbourhood Planning	0.0	0.0	0.0	499.6	25.2	0.0	0.0	524.8	524.8

Significant Changes:

- \$385.0 required for the Community Support Officer program is funded through a transfer from the Streetscape – BID Reserve and consequently does not increase the mill rate. This allocation has decreased by \$165.0 in 2014. This program is operated in cooperation with the Downtown Partnership as a two year pilot project with an estimated total cost of \$1.1 million that began in 2012. This pilot program will be reviewed in 2014.

Funded Capital Projects	2014	2015	2016	2017	2018
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210.0	0.0	0.0	0.0	0.0
Total	210.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2014	2015	2016	2017	2018
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	0.0	210.0	210.0	210.0	210.0
P2456 CY-CITY-WIDE INCIVILITIES STRATEGY	0.0	75.0	0.0	0.0	0.0
Total	0.0	285.0	210.0	210.0	210.0



Summary of Capital Investments

Capital Project 2034 involves the implementation of recommendations contained in Local Area Plans (LAP) and Safety Audits. LAPs and Safety Audits usually require extra resources to ensure that recommendations are fulfilled within a timely manner. There are currently eleven existing LAPs, with one more (Varsity View) intended to be adopted in fall of 2013 followed by Mayfair and Kelsey Woodlawn to be completed in 2014.

Capital Project 2456 will develop a city-wide strategy to address incivilities and neighbourhood safety issues related to licensed establishments. It is intended to be conducted by an outside consultant who will compile research related to best practices, undertake consultations with stakeholders, establish an evidence baseline, and prepare a plan to address the issues.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Research & Mapping

Overview

The Research and Mapping Program serves as the Corporate resource center for demographic, and quality of life research. Information is available for use by customers from within the City Administration and the general public. Key service areas include population projections and demographic analysis, Strategic Plan and policy monitoring, land use data, quality of life indicators, neighbourhood profiles, and Geographic Information System and mapping services.

As part of the City's 2012-2022 Strategic Plan, a comprehensive monitoring system has been developed that will track key indicators of community progress and success. Within each of the strategic intents, approximately 100 key indicators will be tracked within 10 overall theme areas. This framework is consistent with indicators developed by the Federation of Canadian Municipalities, but is more responsive to the needs of our local community and region.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(14.9)	(15.0)	(15.0)	(15.0)	0.0	0.0%
Staff Compensation	426.3	450.6	463.5	466.5	3.0	0.6%
Operating Cost	61.3	75.1	75.1	74.8	(0.3)	-0.4%
Cost Recovery	(126.7)	(115.4)	(115.4)	(115.4)	0.0	0.0%
Capital Contribution	0.0	2.8	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	2.8	0.0	2.8	3.9	1.1	39.3%
Total	348.8	398.1	411.0	414.8	3.8	0.9%

Staff Complement	2013	2014	Difference
Full Time Equivalents	6.00	6.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Research & Mapping	(15.0)	0.0	(15.0)	426.0	3.8	0.0	0.0	429.8
								414.8

There are no significant operating changes in Research & Mapping.

Summary of Capital Investments

There are no capital investments for Research & Mapping.



Urban Design

Overview

The Urban Design Program is responsible for the preparation of streetscape master plans; designing, constructing and coordinating urban design projects; and advising on urban design issues in the City at large. The aim is to improve the public space in key urban areas. Founded on a core program based in the Downtown, Broadway and Riversdale Business Improvement Districts (BID), the Urban Design Office is also responsible for urban design initiatives City-wide and the City Entrance Sign program.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Staff Compensation	401.5	431.9	471.6	475.6	4.0	0.8%
Operating Cost	240.8	452.7	459.8	495.6	35.8	7.8%
Capital Contribution	2,355.0	2,109.6	1,535.3	1,879.3	344.0	22.4%
Transfer to/from Other Operating	(750.0)	(750.0)	(750.0)	(750.0)	0.0	0.0%
Transfer to/from Reserves	345.0	0.0	550.0	385.0	(165.0)	-30.0%
Total	2,592.3	2,244.2	2,266.7	2,485.5	218.8	9.7%

Staff Complement	2013	2014	Difference
Full Time Equivalents	5.00	5.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Urban Design	0.0	0.0	0.0	2,266.7	218.8	0.0	0.0	2,485.5	2,485.5

Policy Decisions:

- The \$2.46 million transfer to the BID Streetscape Reserve is funded through a policy allocation of a specified percentage of parking revenues; this allocation has increased by \$218.8 in 2014. The reserve then funds the cost of streetscape projects within established Business Improvement Districts (BID).
- The Urban Design BID operating budget reflects projects costing less than \$25.0 as well as continuing programs and operational administration costs; the 2014 transfer from the Streetscape BID Reserve is \$421.4 to fund this program.
- The City-Wide Urban Design Program is funded through a transfer of Land Bank Sale Administration Fees to a maximum of \$750.0. This funding was approved for a five-year term from 2008 to 2012 and is extended for an additional two years. This funding supports the annual operating costs of the City-Wide Urban Design Program and contributes to the City-Wide Streetscape Reserve; the 2014 provision to the City-Wide Streetscape Reserve is \$224.7.

Funded Capital Projects	2014	2015	2016	2017	2018
P2162 CY-URBAN DESIGN - BIDS	2,760.0	2,000.0	2,260.0	1,260.0	2,800.0
P2166 CY-URBAN DESIGN - CITY-WIDE	1,500.0	0.0	0.0	0.0	750.0
Total	4,260.0	2,000.0	2,260.0	1,260.0	3,550.0



Unfunded Capital Projects	2014	2015	2016	2017	2018
P1508 CY-CITY ENTRANCE SIGNS	0.0	0.0	0.0	150.0	150.0
P2458 CY-CITY CENTRE PLAN	0.0	250.0	0.0	0.0	0.0
Total	0.0	250.0	0.0	150.0	150.0

Summary of Capital Investments

The BID Streetscape Reserve, funded through an allocation of parking revenues, supports the cost of streetscape projects within established Business Improvement Districts (BIDS). The City-Wide Streetscape Reserve funds streetscape projects outside of established BIDS.

2014 Capital Investments include the construction of the 20th Street Streetscape from Avenue F to Avenue H (extending the existing treatment of 20th Street from Idylwyld Drive to Avenue H), a small streetscape project in the Broadway BID area, and the design phase of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive. Capital Investments under the City-Wide program includes extending the Central Avenue streetscaping north of 110th Street to the midblock north of 112th Street.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts of \$16.0 for 20th Street and \$20.2 for Central Avenue are required to maintain the new installations, such as furniture, pavers, snow clearing, lighting, and trees and shrubs.

Future Operating Budget Impacts of 2014 Capital Projects

Project	2014	2015	2016	2017	2018
P2162 CY-URBAN DESIGN - BIDS	0.0	16.0	0.0	0.0	0.0
P2166 CY-URBAN DESIGN - CITY-WIDE	0.0	20.2	0.0	0.0	0.0
Total	0.0	36.2	0.0	0.0	0.0



Operating Budget
\$0.0 million

Capital Budget
\$65.3 million



STRATEGIC GOAL:



Asset & Financial Sustainability

Overview

Electricity, quality drinking water, treatment of wastewater, storm water management and residential recycling are basic amenities provided through the Utilities business line. Utilities is not only responsible for keeping the lights on, taps flowing, and toilets flushing, it is also responsible for the long-term, sustainable management of Saskatoon's water and energy resources.

Saskatoon Light & Power provides safe, reliable and cost-effective electricity to its customers in an environmentally responsible way. The Water Treatment Plant and water distribution system deliver treated water to households, businesses, institutions, and users outside the City limits on a cost recovery basis. The Wastewater Treatment Plant treats wastewater that is delivered to the Plant by an extensive network of pump stations and underground pipes, and returns high quality water back to the South Saskatchewan River. The storm water management system is a separate network designed to drain storm water away from streets and buildings. Waste Services manages the residential curbside recycling program.

Fees generated by services within the Utilities business line are an important source of revenue for the City. Saskatoon Light & Power, for example, generated a return on investment of \$23.8 million in 2013. This revenue combined with Grants in Lieu of Taxes (\$18.6 million) is, therefore, available to the City in order to help offset property taxes and fund various municipal projects.

At A Glance

- Saskatoon Light and Power's distribution network includes 1,213 km of overhead lines and 537 km of underground power cables.
- The Water Treatment Plant treats approximately 43.3 million cubic metres of water per year.
- The Wastewater Treatment Plant treats approximately 33 million cubic metres of wastewater per year.
- The storm water management system includes 680 km of storm sewers, 12 wet ponds, 8 dry ponds, 3 natural ponds, and 2 constructed wetlands.



- Curbside recycling services are provided bi-weekly to 66,000 homes.
- Seasonal curbside collection of yard-waste is provided on a subscription basis.

Key Challenges

- Significant growth throughout the City, including increased infill development at the City core, has placed new demands on existing infrastructure. Expansion and upgrading of the water, wastewater, and electrical systems will be required to continue to meet this demand.
- Infrastructure upgrade strategies, similar to that developed for the Water Treatment Plant in 2009, will be developed for the City's other Utility assets to ensure that the systems can continue to meet the needs of current and future customers. Finalization of these strategies will be a key input to development of appropriate funding solutions which are required to ensure appropriate re-investment in our infrastructure.
- Through a variety of initiatives, the City is striving to become more self-sufficient from an energy perspective. Examples include the Green Energy Park projects, solar panel construction, and upgrades to the Wastewater Treatment Plant that are expected to enable the plant to significantly reduce energy costs. The City will continue to explore ways to either reduce energy use or to be more energy self-reliant.
- Changing weather patterns have led to more extreme weather events. Saskatoon normally experiences 5 rain events larger than 10mm a year. Between April and August 2010, the City experienced 17 events greater than 10mm. Saskatoon also experienced the largest total seasonal rainfall in our history. From April to August, the City had 475mm of rainfall; the average is 234mm for this period. Those patterns can strain existing sewer systems.
- Reduced Water and Wastewater Utility Revenue due to wetter than normal weather decreasing water demand.

Major Initiatives 2014-2016

- The Avenue H Reservoir Expansion, Enhanced Disinfection and High Lift Pumping Station, \$43.4 million, are the major initiatives for the 2014 – 2016 periods in the Water Utility. The projects combined will expand the overall reservoir capacity and reconfigure the distribution system piping while installing an ultraviolet disinfection system and integrated chlorine contact chamber.
- The Wastewater Utility plans Energy Recovery, Electrical Redundancy, Odour Abatement, and Operations/Maintenance building upgrades as major initiatives in the 2014 – 2016 period.
- The flood control strategy will be expanded with the installation of additional “superpipes” in Confederation Park, Westview, Early Drive, Erindale, Lakeview, and Dundonald.
- A new \$4.5 million Turbo Expander Power Generation Facility will be located at SaskEnergy's Natural Gas Regulating Station, west of the Saskatoon Landfill, and will produce electricity for up to 600 homes with zero emissions by recovering pressure energy and heat energy. This project was initiated in 2011 and is expected to be operational by fall 2015.
- A \$15.0 million gas collection system was also initiated at the Saskatoon Landfill in 2011. This project has the potential to reduce annual greenhouse gas emissions by over 90,000 tonnes per year and provide electricity for up to 2,600 homes. This facility is expected to be operational by January 2014.
- At a cost of \$22.2 million, the water reservoir located at 42nd Street West will be expanded, and combined with a new pumping facility to service the industrial and northeast residential areas.
- A study was recently completed to review the condition of the City's electrical distribution system against industry standards. The study has identified capital improvements that will be necessary over the next several years. This will provide a basis for developing long term rehabilitation strategies in the future. Further work in 2014 will focus on finding adequate funding to carry out the capital work identified as necessary by this study.
- Rate policies and the launch of a conservation education program will help ensure citizens understand how they can reduce costs and lower their environmental imprint.
- Obtain and/or maintain accreditation for the Environmental Lab located at the Waste Water Treatment Plant and Water Lab at the Water Treatment Plant.



Budget Implications

- City growth is necessitating a number of projects for Saskatoon Light & Power, and is driving the 2014 capital budget. This work is required to meet the needs of a growing city, and to maintain an electrical utility with reliability standards that meet or exceed industry standards. Saskatoon Light & Power's Capital Investment Plan includes maintaining the current assets and expanding infrastructure to meet new customer needs.
- Saskatoon Light & Power is also seeking opportunities for green energy generation, with major initiatives including the Turbo Expander Power Generation Facility at SaskEnergy's Natural Gas Regulating Station #1, west of the Saskatoon Landfill. This facility, expected to be operational in the fall of 2015, will produce electricity with zero emissions for up to 600 homes by recovering pressure energy and heat energy. The Gas Collection System project at the Saskatoon Landfill has potential to reduce annual greenhouse gas emissions by over 90,000 tonnes per year and provide electricity for up to 2,600 homes. The Gas Collection System is expected to be operational in January 2014.
- Storm Water Management 2014 capital investment program includes funding for five projects totalling \$2.5 million. This entire investment is geared towards the maintenance and replacement of existing assets. In addition, a flood protection capital program is identified for \$1.8 million in 2014.
- Water Consumption forecast for 2014 is estimated for 0% growth based on long-term averages tempered by water conservation improvements. Consumption increases due to City expansion are offset by improvements in water and wastewater conservation practices being employed by residents, companies, and institutions. An average bill increase of 9.5%, which takes effect in January 2014, will be used to fund ongoing system replacements and improvements.
- Water revenues are allocated to operating and capital projects for treatments plant, water and sewer mains, and to roadways utility cut rehabilitation. Increasing population growth pressures and capital project work necessitates additional borrowing for capital projects.
- The residential curbside recycling program provides biweekly collection of a broad range of recyclable materials for sorting and sale to commodity markets. Loraas Recycle is contracted to provide collections, processing, marketing, and customer service. Program performance is closely monitored to ensure this environmental program is delivered in a sustainable manner. Convenience and affordability are critical to the success of this initiative.
- The City's composting programs have been added to the Waste Services Utility in 2014. The Leaves and Grass Subscription Program is now fully cost-recovered and provides biweekly curbside collection of yard-waste to all households interested in this seasonal program. Leaves, grass, and non-elm woody material can be dropped off at the compost depot located at the intersection of 11th Street West and Highway 7. Commercial haulers access the site under a subsidized seasonal permit program. Residents access the site at no charge.



Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Light & Power	0.0	0.0	0.0	(150,505.9)	150,505.9	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(6,066.2)	6,066.2	0.0	0.0	0.0%
Wastewater Utility	0.0	(0.0)	0.0	(50,990.0)	50,990.0	0.0	0.0	0.0%
Water Utility	0.0	(0.0)	0.0	(58,911.7)	58,911.7	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(4,922.2)	4,922.2	0.0	0.0	0.0%
Total	0.0	(0.0)	0.0	(271,396.0)	271,396.0	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	328.64	333.52	4.88

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2014				Service	2014	
Service Line	2013 Base	Change	Budget	2013 Base	Base Adj	Growth	Level	Budget	2014 Budget
Saskatoon Light & Power	(142,581.3)	(7,924.6)	(150,505.9)	142,581.3	7,285.1	23.1	616.4	150,505.9	0.0
Storm Water Management	(4,596.5)	(1,469.7)	(6,066.2)	4,596.5	1,390.3	79.4	0.0	6,066.2	0.0
Wastewater Utility	(42,272.4)	(8,717.6)	(50,990.0)	42,272.4	7,398.8	158.8	1,160.0	50,990.0	0.0
Water Utility	(55,447.3)	(3,464.4)	(58,911.7)	55,447.3	1,923.2	701.2	840.0	58,911.7	0.0
Waste Services Utility	(3,661.0)	(1,261.2)	(4,922.2)	3,661.0	1,085.0	176.2	0.0	4,922.2	0.0
Total	(248,558.5)	(22,837.5)	(271,396.0)	248,558.5	19,082.4	1,138.7	2,616.4	271,396.0	0.0

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Saskatoon Light & Power	18,295.0	15,990.0	16,295.0	17,030.0	18,180.0
Storm Water Management	4,355.0	2,634.0	2,660.0	2,805.0	2,969.0
Wastewater Utility	25,535.0	26,701.5	27,618.2	16,607.8	38,415.4
Water Utility	17,140.0	19,062.9	32,611.9	48,220.9	37,522.8
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
Total	65,325.0	64,388.4	79,185.1	84,663.7	97,087.2

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
BORROWING	17,685.0	15,188.4	20,526.3	27,585.5	26,799.9
COST RECOVERY PPD LAND DEVELOPMENT	1,176.0	512.0	512.0	1,372.0	1,372.0
ELECTRICAL DISTRIBUTION EXTENSION RES	6,164.0	5,758.0	7,212.0	6,100.0	8,040.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	7,659.0	6,607.0	7,253.0	8,090.0	7,270.0
INFRA RES - STORM WATER	2,535.0	2,634.0	2,660.0	2,805.0	2,969.0
INFRA RES-WTR & SAN SWR	11,937.0	14,453.0	15,843.0	15,843.0	15,843.0
IS - CAPITAL RESERVE	0.0	0.0	87.0	87.0	87.0
OPERATING BUDGET DOWNPAYMENT	1,965.0	1,687.6	2,281.1	3,065.1	2,977.8
OTHER	150.0	0.0	0.0	0.0	8,392.0
SEWAGE COLL & TRTMNT REPL RES	2,753.0	1,807.3	4,742.6	2,913.2	2,495.9
SL&P CUSTOMER CONTRIBUTION	3,146.0	3,113.0	1,318.0	1,468.0	1,498.0
WASTEWATER TRTMNT CAP RES	3,500.0	5,157.2	5,389.4	5,631.3	4,609.5
WATER SUPPLY REPL RES	1,825.0	1,012.3	2,325.8	2,590.6	2,809.0
WATERWORKS CAPITAL PROJECTS RESERVE	4,830.0	6,458.6	9,034.9	7,113.0	11,924.1



Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
Total	65,325.0	64,388.4	79,185.1	84,663.7	97,087.2
Unfunded	0.0	0.0	0.0	0.0	9,418.0



Saskatoon Light & Power

Overview

The purpose of Saskatoon Light & Power is to provide safe, reliable, and cost effective electricity in an environmentally responsible way to the customers within the City's franchise area. To minimize the number and length of customer outages, Saskatoon Light & Power focuses on system maintenance and emphasis continues to be placed on staff training and safety.

Outside forces affecting Saskatoon Light & Power include future bulk power rate negotiations with Saskatchewan Power, as well as, future increases to retail electricity rates established by Saskatchewan Power and matched by Saskatoon Light & Power.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(119,379.5)	(125,083.8)	(129,733.5)	(137,111.8)	(7,378.3)	5.7%
Prov Utility Municipal Surcharge	(11,816.9)	(12,385.3)	(12,847.8)	(13,394.1)	(546.3)	4.3%
Staff Compensation	6,519.9	5,981.1	6,287.3	6,992.9	705.6	11.2%
Operating Cost	116,353.7	122,559.0	126,795.7	132,609.9	5,814.2	4.6%
Debt Charges	38.4	38.4	6.0	63.9	57.9	965.0%
Cost Recovery	(1,924.8)	(2,090.7)	(2,245.3)	(2,361.2)	(115.9)	5.2%
Capital Contribution	10,784.0	10,981.4	11,736.5	13,199.3	1,462.8	12.5%
Transfer to/from Reserves	1.1	0.0	1.1	1.1	0.0	0.0%
Total	575.9	0.0	(0.0)	(0.0)	(0.0)	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	68.85	69.85	1.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Saskatoon Light & Power	(142,581.3)	(7,924.6)	(150,505.9)	142,581.3	7,285.1	23.1	616.4	150,505.9	0.0

Service Level Changes:

- The Landfill Gas operation generates green energy from methane recovered from the landfill, with budgeted revenues in 2014 of \$616.4. This results in an associated increase of \$616.4 in expenditures to cover collection and generation expenditures, and includes an increase of 1.0 FTE for a Project Engineer.

Growth:

- To meet increasing operating program demands, vehicles and equipment fleet charges have increased resulting in growth of \$23.1 in the operating program.

Capital Contributions:

- In an effort to support the extensive 2014 Capital program, the Extension Reserve and Replacement Reserve provisions have been increased by \$1.1 million and \$350.0 respectively. Capital repayments from the Landfill Gas Generation program are \$16.0 in 2014.



Other Significant Changes:

- The 2014 operating budget reflects a 5.5% rate increase in power revenue of \$5.0 million combined with a municipal surcharge revenue increase of \$546.3, in addition to the \$616.4 additional revenues from the Landfill Gas Generation program.
- The grants-in-lieu provided to the City has increased by \$996.9 due to increases in power revenues. The purchase of bulk power costs increased by \$4.4 million.
- Increments, contractual and payroll cost increases of \$705.6 include an increase of 1.0 FTE for the Landfill Gas Generation project engineer.

Funded Capital Projects	2014	2015	2016	2017	2018
P0720 SL&P - CAPACITOR INSTALLATIONS	50.0	0.0	50.0	0.0	50.0
P0724 SL&P - REVENUE METER - NEW & REPLACEMENT	1,800.0	2,200.0	2,200.0	2,200.0	400.0
P0734 SL&P - UNDERGROUND CABLE REPLACEMENT	0.0	500.0	500.0	500.0	500.0
P0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,620.0	2,620.0	2,020.0	2,020.0	2,020.0
P0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	165.0	125.0	125.0	0.0	0.0
P0825 SL&P - STREET LIGHT UPGRADES	0.0	60.0	60.0	60.0	60.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	50.0	200.0	200.0	200.0	200.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	50.0	150.0	150.0	150.0	150.0
P1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	0.0	0.0	0.0	75.0	1,775.0
P1152 SL&P - SUBSTATION UPGRADE - J. R. COWLEY	475.0	0.0	0.0	0.0	0.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	1,800.0	1,085.0	1,085.0	1,500.0	1,500.0
P1250 SL&P - ADVANCED METERING INFRASTRUCTURE	200.0	200.0	0.0	50.0	0.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	50.0	200.0	200.0	200.0	200.0
P1258 SL&P - SUBSTATION UPGRADE - EDMONTON AVE	450.0	0.0	0.0	0.0	0.0
P1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	310.0	90.0	90.0	60.0	60.0
P1260 SL&P - NETWORK VAULT - MIDTOWN AREA	550.0	50.0	1,500.0	1,500.0	1,500.0
P1263 SL&P - NETWORK VAULT UPGRADES	280.0	280.0	120.0	120.0	280.0
P1264 SL&P - NETWORK TRANSFORMER UPGRADES	550.0	0.0	0.0	0.0	0.0
P1266 SL&P - NETWORK - 15 KV LINE UPGRADES	0.0	200.0	0.0	200.0	0.0
P1268 SL&P - NETWORK VAULTS	300.0	0.0	0.0	50.0	150.0
P1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	0.0	0.0	725.0	725.0	725.0
P1272 SL&P - BUILDINGS & GROUNDS	650.0	890.0	530.0	125.0	0.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - STEEL POLE REPAIR	600.0	500.0	500.0	550.0	550.0
P1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	50.0	185.0	0.0	0.0	0.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	450.0	205.0	205.0	205.0	205.0
P1300 SL&P - NETWORK - INTERCONNECTION UPGRADE	110.0	50.0	50.0	50.0	50.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	190.0	270.0	135.0	135.0	135.0
P1302 SL&P - 15KV NETWORK FDR-22ND & PACIFIC	50.0	500.0	600.0	1,000.0	600.0
P1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	0.0	0.0	50.0	750.0	800.0
P1304 SL&P - SUBSTATION UPGRD - NORTH CENTRAL	0.0	0.0	50.0	150.0	0.0
P1305 SL&P - FEEDER UPGRADES/REPLACEMENT	650.0	500.0	750.0	700.0	750.0
P1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	575.0	325.0	525.0	250.0	1,000.0
P1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	120.0	120.0	120.0	120.0	120.0



Funded Capital Projects	2014	2015	2016	2017	2018
P1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	0.0	0.0	0.0	0.0	550.0
P1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	0.0	100.0	100.0	150.0	170.0
P1317 SL&P - UPGRADE DEADFRONT SWITCH CUBICAL	100.0	100.0	100.0	100.0	100.0
P1318 SL&P - FDR UPGRADE - MELVILLE ST MAIN ST	0.0	0.0	0.0	0.0	400.0
P1319 SL&P - 15 KV CONVER - NUTANA SUB CENTRE	0.0	50.0	250.0	250.0	250.0
P1323 SL&P - FDR UPGRADE - PLEASANT HILL SUBST	600.0	1,600.0	0.0	0.0	0.0
P1324 SL&P - UPGRADE TO LINES - 1ST AVE. SUBST	0.0	200.0	0.0	200.0	0.0
P1325 SL&P - DISTRIBUTION EXTENSION - 25TH ST.	300.0	0.0	0.0	0.0	0.0
P1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	50.0	100.0	125.0	200.0	200.0
P1327 SL&P - SUBSTATION INTERRUPTERS	0.0	150.0	0.0	0.0	0.0
P1329 SL&P - SUBSTATION RELAY UPGRADES	50.0	500.0	0.0	0.0	0.0
P1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	1,475.0	250.0	225.0	200.0	225.0
P1333 SL&P - SUBSTATION UPGRADE - AVE. C	300.0	100.0	100.0	100.0	450.0
P1334 SL&P - SUBSTATION UPGRADE - J. M. TAYLOR	0.0	0.0	50.0	1,500.0	500.0
P1335 SL&P - SUBSTATION UPGRADE - COLLEGE PARK	0.0	0.0	200.0	0.0	0.0
P1337 SL&P - SUBSTATION - 138 KV SWITCH REPAIR	50.0	0.0	0.0	50.0	0.0
P1342 SL&P - NETWORK - PRIMARY PROTECTION	500.0	200.0	200.0	200.0	200.0
P1344 SL&P - UPGRD LINES - MAIN ST TO FRIEBEL	0.0	0.0	400.0	0.0	0.0
P1349 SL&P - SUBSTATION UPGRADE - 1ST AVE.	200.0	0.0	0.0	0.0	0.0
P1350 SL&P - SUBSTATION BUILDING & GROUND RENO	50.0	50.0	50.0	50.0	50.0
P1352 SL&P - LIFE CYCLE MANAGEMENT	300.0	400.0	0.0	0.0	0.0
P1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	825.0	185.0	1,055.0	185.0	1,055.0
P1354 SL&P - SUBSTATION UPGRADE - AVE. W	50.0	0.0	0.0	0.0	50.0
P1355 SL&P - SUBSTATION UPGRADE - 29TH ST.	50.0	0.0	0.0	0.0	0.0
P2303 SL&P - 15 KV FEEDER #3 UPGRADE - FRIEBEL	50.0	300.0	200.0	0.0	0.0
P2304 SL&P - 15 KV FEEDER #9 UPGRADE - AVE. C	0.0	0.0	500.0	0.0	0.0
Total	18,295.0	15,990.0	16,295.0	17,030.0	18,180.0

Summary of Capital Investments

The Saskatoon Light & Power's Capital Investment Plan includes maintaining the current asset and expanding infrastructure to meet new customer needs. This work is required to meet the needs of a growing city, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.

Major capital initiatives include \$1.3 million in 2014 for new and replacement meters with a move toward smart meters in conjunction with the advanced metering infrastructure project (\$0.2m in 2014); \$1.5 million for extension of substations service life; \$2.6 million for customer upgrades and extensions of the electrical distribution system; \$2.3 million for various improvement projects in the downtown secondary network system; and \$0.8 million for upgrading and replacing vehicles and equipment.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2014 capital projects.



Storm Water Management

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(4,520.3)	(3,542.3)	(4,596.5)	(6,066.2)	(1,469.7)	32.0%
Staff Compensation	1,131.0	1,303.3	1,476.6	1,506.6	30.0	2.0%
Operating Cost	1,959.0	808.7	1,422.1	1,541.5	119.4	8.4%
Debt Charges	(25.4)	(25.4)	12.8	(9.9)	(22.7)	-177.3%
Capital Contribution	1,455.7	1,455.7	1,685.0	3,028.0	1,343.0	79.7%
Total	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	18.92	19.05	0.13

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Storm Water Management	(4,596.5)	(1,469.7)	(6,066.2)	4,596.5	1,390.3	79.4	0.0	6,066.2	0.0

Policy Decisions:

- The 2014 operating budget reflects the new Storm Water Utility rate structure as approved by City Council in 2011. This rate structure establishes equality in storm water management fees through a user-pay utility. This utility charges property owners based on the amount of runoff they generate. Properties are assessed for equivalent runoff units (ERUs) and are charged annually at \$52.80 / year / ERU. To mitigate impact, the ERUs will be phased in over seven years with a maximum cap of 100 ERUs in 2018. In 2014 the ERU cap is set at 40 ERUs.

Growth:

- An increase of \$64.8 required for the impact of new capital construction (Circle Drive South). This increase includes an additional 0.13 FTE labourer positions. Additional \$14.6 is required for operations due to population growth.

Capital Contributions:

- An increase of \$1.3 million to the Storm Water Management Capital Reserve as per the Capital Reserve Bylaw.

Other Significant Changes:

- An anticipated increase in revenue of \$1.5 million due to the new Storm Water Utility rate structure is offset by an increase in contribution to capital as well as increases in operating expenses of \$47.3 related to inflation.



Funded Capital Projects	2014	2015	2016	2017	2018
P1493 TU-EAST RIVERBANK STABILIZATION	450.0	450.0	475.0	495.0	525.0
P1619 TU-STORM SEWER TRUNK	780.0	818.0	859.0	909.0	962.0
P1620 TU-STORM SEWER COLLECTION	760.0	797.0	836.0	885.0	932.0
P1621 TU-STORM SEWER POND PRESERVATION	295.0	309.0	325.0	341.0	365.0
P1677 TU-STORM WATER MGMT UTILITY BILLING	250.0	260.0	165.0	175.0	185.0
P1678 TU-WW SYST-WET WEATHER INFLOW REMIATN	1,820.0	0.0	0.0	0.0	0.0
Total	4,355.0	2,634.0	2,660.0	2,805.0	2,969.0

Summary of Capital Investments

2014 Storm Water Management maintenance Capital Investments include five funded projects totaling \$2.5 million. This entire investment is geared towards the maintenance and replacement of existing assets.

In addition, a flood protection capital program is identified for \$1.8 million in 2014.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Wastewater Utility

Overview

The purpose of the Wastewater Utility is to provide for the operation and maintenance of the City's wastewater treatment plants, the handling and disposal of solids resulting from the treatment processes, and remote pumping facilities.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(40,926.3)	(42,004.8)	(42,272.4)	(50,990.0)	(8,717.6)	20.6%
Staff Compensation	8,151.3	7,873.3	8,425.7	8,863.0	437.3	5.2%
Operating Cost	13,222.8	14,981.8	15,227.6	17,202.3	1,974.7	13.0%
Debt Charges	4,867.3	4,872.9	4,999.8	6,338.2	1,338.4	26.8%
Cost Recovery	(226.0)	(162.2)	(162.2)	(976.8)	(814.6)	502.2%
Capital Contribution	14,207.1	14,439.0	13,780.4	19,561.7	5,781.3	42.0%
Transfer to/from Reserves	1.1	0.0	1.1	1.6	0.5	45.5%
Total	(702.7)	(0.0)	(0.0)	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	104.60	105.94	1.34

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Wastewater Utility	(42,272.4)	(8,717.6)	(50,990.0)	42,272.4	7,398.8	158.8	1,160.0	50,990.0
								0.0

Service Level Changes

- Service Level increase of \$1.2 million is increased contributions to capital reserves, a new allocation in 2014 for roadway repairs related to utility cuts.

Growth

- Consumption increases due to City expansion is offset by improvements in water and wastewater conservation technologies limiting 2014 revenue growth opportunities.
- Expenditure growth of \$158.8 is related to a new mechanic 1.0 FTE, and an increase in sewer mains connections.

Capital Contributions:

- Reserve transfers net increase of \$5.8 million reflects the direct transfer to Infrastructure reserve increase of \$3.6 million; new contribution to utility cut roadway repairs \$1.2 million; the provision and supplemental provision representing the residual of total revenue less expenses which is transferred to the Wastewater Capital Projects Reserve \$1.1 million increase; a decrease in the transfer to Wastewater Supply Replacement Reserve of \$27.5.

Other Significant Changes:

- The 2014 operating budget reflects the 2014 water rate increase to maintain operations and fund capital projects related to water quality, City growth, and regulatory matters. An overall bill increase of 9.5% is in effect as of January 2014 to cover operating costs, capital expansion, and inflationary pressures. The total revenue increase of \$8.7 million reflects the January 2014 rate increase and is comprised of metered revenue increase of \$3.7 million and Infrastructure Levy increase of \$3.6 million, and additional revenues for



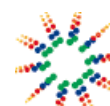
roadways utility cut repairs of \$1.2 million. Other revenue increases include commercial surcharges and direct dumping charges, \$0.3 million.

- Base increases of \$7.4 million include \$267.0 for operation of the collection system, \$4.6 million for capital contributions, \$266.2 in Grants in Lieu of taxes, \$102.0 in electrical and chemicals for treatment, \$364.3 in plant staffing costs, \$435.1 in billing and city services, overheads, and other operational expenditures. In addition, the requirements to borrow an additional \$15.4 million for capital projects have increased the 2014 debt charges by \$1.3 million. Public notice will be given prior to undertaking additional borrowing.
- Increases in cost recoveries of \$814.6 are primarily driven by a restructuring in presentation of laboratory testing expenditures of \$658.4 that are offset under increased operating expenditures. Additional cost recoveries are for groundwater testing at the landfill (\$50.0) and for struvite removal at the wastewater treatment plant (\$50.0).
- FTE increases of 1.34 include a collection system labourer for 0.24 FTE, 1.0 FTE for a mechanic, and a transfer of 0.1 FTE from the Water Utility.

Not included:

- \$145.2 for 2.0 additional FTE's for training and retaining qualified backhoe, loader and Ditchwitch operators. Due to staff turnover there are problems with retaining trained and competent backhoe and water and sewer power mobile equipment operators which are required to safely excavate down to the water mains and other buried utilities. Not having these positions could result in increased overtime costs and significantly increased contracted water main and other repair costs.
- Watershed Protection Manager 0.25 FTE for management of water labs, \$28.0 to mitigate budgetary overruns in overtime at the facility.
- \$79.5 for 1.0 FTE, electrician for maintenance of lift stations. Due upgrading aging infrastructure, new capital construction at the plant, and significant increase in number of lift station to be maintained and operated this has resulted in a significant increase in workload. Not having this additional electrician may result in deferred work and increased risk for power interruptions and overtime costs.

Funded Capital Projects	2014	2015	2016	2017	2018
P0687 WWT- ASSET REPLACEMENT	2,753.0	1,807.3	4,742.6	2,913.2	2,495.9
P1234 WWT- ODOUR ABATEMENT SYSTEM	9,263.0	0.0	0.0	0.0	0.0
P1243 WWT- LIFT STATION UPGRADES	4,837.0	303.2	4,592.2	3,649.3	980.9
P1245 WWT- GRIT & SCREEN FACILITY	600.0	0.0	0.0	0.0	0.0
P1247 WWT- ENERGY RECOVERY	0.0	6,749.0	0.0	0.0	0.0
P1503 TU-DOWNTOWN CAPACITY IMP'S - REDEVELOPMNT	0.0	0.0	0.0	0.0	8,982.0
P1616 TU-WASTE WATER COLLECTION	2,668.0	4,602.0	4,816.0	4,816.0	4,816.0
P1618 TU-SANITARY SEWER TRUNKS	1,264.0	1,386.0	1,792.0	1,792.0	1,792.0
P2053 WWT-SCREEN REPLACEMENT	0.0	0.0	3,116.9	0.0	0.0
P2073 WWTP-FERMENTER THICKENER	1,000.0	0.0	0.0	0.0	0.0
P2074 WWTP-SCUM GALLERY MONORAIL	150.0	0.0	0.0	0.0	0.0
P2076 WWTP-DIGESTER ROOF REPLACEMENT	350.0	371.0	0.0	0.0	0.0
P2226 WWT-RELINING CELL 2	2,000.0	0.0	0.0	0.0	0.0
P2227 WWT-SECURITY/SURVEILLANCE	400.0	424.0	0.0	0.0	0.0
P2228 WWT-RELINING CELL 3	0.0	2,120.0	0.0	0.0	0.0
P2229 WWT-PRIMARY 25kVa Loop	0.0	530.0	2,809.0	0.0	0.0
P2230 WWT-EXPECTED UPGRADES	0.0	530.0	561.8	595.6	631.2
P2566 US-RELINING CELL 4	0.0	0.0	2,247.2	0.0	0.0
P2567 WTP-RELINING CELL	0.0	0.0	0.0	2,382.0	4,418.7
P2574 WWTP-DAF TANK REHABILITATION	250.0	0.0	0.0	0.0	0.0
P2575 WWTP-FERMENTER	0.0	7,879.0	0.0	0.0	0.0



Funded Capital Projects		2014	2015	2016	2017	2018
P2576	WWTP-SCREEN REPLACEMENT	0.0	0.0	2,940.5	0.0	0.0
P2577	WWTP-PEP 6TH PUMP	0.0	0.0	0.0	459.7	0.0
P2578	WWTP-DOWNSTREAM USER STUDY	0.0	0.0	0.0	0.0	378.7
P2579	WWTP-DIGESTER TANK 4	0.0	0.0	0.0	0.0	13,920.0
Total		25,535.0	26,701.5	27,618.2	16,607.8	38,415.4
Unfunded Capital Projects		2014	2015	2016	2017	2018
P1503	TU-DOWNTOWN CAPACITY IMP'S - REDEVELOPMNT	0.0	0.0	0.0	0.0	9,418.0
Total		0.0	0.0	0.0	0.0	9,418.0

Summary of Capital Investments

- The 2014 Wastewater Capital Investments in the Wastewater Utility includes 12 capital expansion and replacement/rehabilitation projects for a total of \$25.5 million.
- The asset replacement project for the Wastewater Utility, at \$2.8 million in 2014, is comprised of 13 components with major replacements consisting of rooftop air handling units, \$1.2 million; BIO inlet valves, \$0.6 million; and bioreactor processes \$0.4 million.
- The 9 growth and capital expansion projects for the Wastewater Utility total \$18.9 million; major capital investments include \$9.3 million for the plant odour abatement system; \$4.8 million for lift station upgrades; \$2.0 million for relining cells at the sludge disposal facility; and \$1.0 million for fermenter thickener for sludge processing.
- The 2014 program for the rehabilitation and replacement of the waste water collection system has been identified at \$3.9 million, funded from the Infrastructure Reserve – Water and Waste Water.

Future Operating Impact of Current Year's Capital Projects

- There are no future operating impacts from 2014 Capital Projects.



Water Utility

Overview

The purpose of the Water Utility is to provide for the operation and maintenance of the City's water treatment plant and the testing and maintenance of water meters.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(49,188.4)	(51,574.8)	(55,447.3)	(58,911.7)	(3,464.4)	6.2%
Staff Compensation	9,675.8	10,523.9	10,970.4	11,203.6	233.2	2.1%
Operating Cost	16,826.2	18,574.5	20,122.3	22,500.9	2,378.6	11.8%
Debt Charges	9,503.8	9,517.6	11,110.2	11,629.1	518.9	4.7%
Cost Recovery	(500.9)	(192.8)	(192.8)	(926.1)	(733.3)	380.3%
Capital Contribution	12,715.0	13,151.6	13,436.1	14,502.6	1,066.5	7.9%
Transfer to/from Reserves	1.1	0.0	1.1	1.6	0.5	45.5%
Total	(967.4)	(0.0)	(0.0)	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	135.27	136.28	1.01

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Water Utility	(55,447.3)	(3,464.4)	(58,911.7)	55,447.3	1,923.2	701.2	840.0	58,911.7	0.0

Service Level Changes:

- Service Level increase of \$840.0 is increased contributions to capital reserves, a new allocation in 2014 for roadway repairs related to utility cuts.

Growth:

- Consumption increase due to City expansion is offset by improvements in water and wastewater conservation technologies limiting 2014 revenue growth opportunities.
- Expenditure growth of \$701.2 is comprised of \$59.8 for the distribution system and \$630.1 in increased electricity costs due to replacement of aging meters increasing accuracy of charging for operational pumping costs related to the Ave H construction project, plus a increase of \$11.3 for water meters due to city expansion.

Capital Contributions:

- Reserve transfers net increase of \$1.1 million is comprised of direct transfers to Infrastructure reserve, \$1.7 million decrease; Water Supply Replacement Reserve, \$300.0 increase; Water Capital Reserve due to an increase of the supplemental provision, \$1.6 million increase; new contribution to roadways utility cut repairs \$840.0.

Other Significant Changes:

- The 2014 operating budget reflects the 2014 water rate increase necessary to maintain operations, and fund capital projects related to water quality, City growth, and regulatory matters. The 2014 estimated yearly water consumption of 36.7 million cubic meters is consistent with the slight reduction in 2012/2013 demand levels forecasting no growth for the upcoming year. An overall bill increase of 9.5% effective January 2014 covers operating costs, capital expansion, inflationary pressures, and roadway restoration from utility work. Total Revenues increase of \$3.5 million reflect the January 2014 rate increase and is comprised of a metered



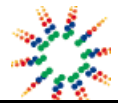
revenue increase of \$4.3 million and Infrastructure Levy revenue decrease of \$1.7 million, and additional revenues for roadways utility cut repairs of \$840.0.

- Base increases of \$1.9 million include \$428.9 for operation of the distribution system, \$233.3 for capital contributions, \$203.6 in Grants in Lieu of taxes, \$65.9 in chemicals for treatment, \$259.6 for contractors and staffing costs, net of \$60.0 for increased cost recoveries on meters due to population growth. In addition, the requirement to borrow an additional \$4.3 million for capital projects has increased the 2014 debt charges by \$518.9. Public notice will be given prior to undertaking additional borrowing.
- Increases in total cost recoveries of \$733.3 are primarily driven by a restructuring in presentation of laboratory testing expenditures of \$622.8 that are offset under increased operating expenditures.
- FTE increases of 1.01 include a distribution system labourer for 0.51 FTE, 0.6 FTE for a laboratory technician, and a transfer of 0.1 FTE to the Wastewater Utility.

Not included:

- Watershed Protection Manager 0.25 FTE (\$28.0) for management of water labs, necessary to mitigate budgetary overruns in overtime at the Lab.

Funded Capital Projects	2014	2015	2016	2017	2018
P0713 WTP RESERVOIR-PUMPING CAPACITY	0.0	0.0	2,983.1	0.0	0.0
P1054 WTP-ASSET REPLACEMENT	1,825.0	1,012.3	2,325.8	2,590.6	2,809.0
P1055 WTP-AUTOMATIC METER READING CONV	330.0	434.6	1,404.5	1,488.8	940.5
P1210 WTP - FILTER PLANT UPGRADE/EXPANSION	0.0	0.0	0.0	952.8	9,089.9
P1615 TU-WATER DISTRIBUTION	5,030.0	7,065.0	7,335.0	7,335.0	6,745.0
P1617 TU-PRIMARY WATER MAINS	1,155.0	1,400.0	1,900.0	1,900.0	1,900.0
P1683 TU-SERVICE REQUEST MGMT SYSTEM	0.0	0.0	87.0	87.0	87.0
P2197 WTP - WATER CONSERVATION INITIATIVE	150.0	0.0	0.0	0.0	0.0
P2198 WTP - RESERVOIR CAPACITY EXPANSION	263.0	0.0	0.0	0.0	0.0
P2214 WTP - WATER SYSTEM ASSESSMENT	0.0	176.0	0.0	0.0	0.0
P2216 WTP- PLANT ELECTRICAL UPGRADE	1,000.0	1,060.0	0.0	0.0	0.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	0.0	2,827.0	3,146.1	3,334.9	0.0
P2556 WTP-QE DECOMMISSIONING	500.0	0.0	0.0	0.0	0.0
P2557 WTP-ACADIA PUMP REPLACEMENT	2,500.0	0.0	0.0	0.0	0.0
P2558 WTP-CLARIFIER TUBE SETTLERS	1,387.0	1,749.0	0.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	0.0	0.0	0.0	4,764.1	0.0
P2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	250.0	1,060.0	1,123.6	0.0	0.0
P2561 WTP-EXPECTED UPGRADES	0.0	1,590.0	1,685.4	1,786.5	1,893.7
P2562 WTP-CLARIFIER CONSTRUCTION	0.0	0.0	1,239.3	13,262.0	14,057.7
P2563 WTP-LOW LIFT UPGRADE	0.0	0.0	1,123.6	10,719.2	0.0
P2564 WTP-DRAIN LINE	0.0	0.0	1,685.4	0.0	0.0
P2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	0.0	689.0	6,573.1	0.0	0.0
P2569 WTP-AVENUE H ENGINEERING	1,500.0	0.0	0.0	0.0	0.0
P2572 WTP-ENGINEERED WTP DRAWINGS	500.0	0.0	0.0	0.0	0.0
P2573 WTP-ROOF REPAIR	750.0	0.0	0.0	0.0	0.0
Total	17,140.0	19,062.9	32,611.9	48,220.9	37,522.8



Summary of Capital Investments

The 2014 Water Capital Investments in the Water Utility includes 14 capital expansion and replacement/rehabilitation projects for a total of \$17.1 million.

The asset replacement projects, at \$2.0 million in 2014, includes \$530.0 for chemical feed systems, \$770.0 for clarifier refurbishment, \$525.0 for plant electrical replacements, and \$125.0 for revenue system remittance and IVR system replacements.

The 11 growth and capital expansion projects for the Water Utility total \$9.1 million. Major capital investments include \$1.5 million for integration of treatment plant control and electrical systems, \$2.5 million for the Acadia Pump Replacement, \$1.4 million for clarifier tube settler installation, and \$1.0 million for treatment plant electrical upgrades.

The 2014 program for the rehabilitation and replacement of the water distribution and water main system has been identified at \$6.2 million, funded from the Infrastructure Reserve – Water and Waste Water.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2014 Capital Projects.



Waste Services Utility

Overview

To provide cost-effective, convenient, affordable, and efficient waste minimization programs that divert material from the residential solid waste stream destined for the Saskatoon Regional Waste Management Facility (Landfill).

Waste Services includes recycling and composting programs. The recycling program provides bi-weekly blue-cart curbside single-stream recycling (no sorting required) services for all homes in Saskatoon receiving black-cart garbage collection services. The composting program provides green-cart seasonal curbside collection under the Leaves and Grass Subscription Program, and the composting of yard waste at a drop-off depot that provides free access to residents and deeply-subsidized access to permitted commercial haulers.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	0.0	0.0	(3,661.0)	(4,922.2)	(1,261.2)	34.4%
Staff Compensation	0.0	0.0	74.3	198.2	123.9	166.8%
Operating Cost	0.0	0.0	3,476.7	4,469.9	993.2	28.6%
Capital Contribution	0.0	0.0	0.0	90.5	90.5	0.0%
Transfer to/from Stabilization	0.0	0.0	110.0	163.6	53.6	48.7%
Total	0.0	0.0	0.0	(0.0)	(0.0)	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	1.00	2.40	1.40

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2014 Budget
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget
Waste Services Utility	(3,661.0)	(1,261.2)	(4,922.2)	3,661.0	1,085.0	176.2	0.0	4,922.2
								0.0

Growth:

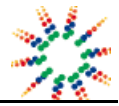
- Growth of \$176.2 includes \$170.0 for expanding the yard waste collection program on a cost-recovery basis, increase of 0.7 FTE and one truck for 3,000 additional leaves and grass collection containers. \$6.2 for increased recycling program communications and contributions to reserves.

Capital contributions

- Transfers of \$90.5 to the Waste Minimization Reserve were previously under the Waste Reduction and Resource Recovery Service Line.
- Increase in transfers to the Recycling Stabilization Reserve of \$53.6.

Other Significant Changes

- A restructuring of programs and financial cost centres has been done to improve efficiency and management effectiveness and reporting. Movements from the Waste Reduction and Resource Recovery include the Leaves and Grass yard waste collections program, and composting programs moved from temporary capital funding into operating programs.
- Base increases of \$1085.0 includes transfers of \$598.2 related to this restructuring: \$487.2 from the Waste Handling service line for management of the compost program, \$21.5 from the compost capital program, \$44.5 in staffing expenditures for 0.7 FTE for the yard waste collections program, and \$45.0 in contributions to the Waste Minimization Reserve from compost revenues. The remaining base increase of \$486.8



includes \$96.3 in increases to reserves, \$126.5 for a leaves and grass program collection truck, \$228.3 in contractor and communications fees for residential recycling, and staffing increments, contractual and payroll cost increases of \$35.7.

- Revenue increase of \$1,261.2 includes \$318.5 for residential recycling due to inflationary rate increase and city growth; yard waste revenues of \$150.0 for transfers and \$180.0 for growth in services, compost revenues of \$129.0 for transfers, \$487.2 in management fees from Landfill operations and \$326.5 from increased sales of finished compost to Parks and to the public.
- 1.4 FTEs will deliver the Leaves and Grass Subscription Program.

Not Included

- Management of the composting program remains partially funded by the capital program, putting pressure on the Landfill Replacement Reserve that currently provides this capital funding of \$112.8.

Summary of Capital Investments

There are no capital investments for Waste Services.



Operating Budget
\$17.8 million

Capital Budget
\$0.1 million



Overview



PJ the Pelican leads an enthusiastic group of Library celebrants during the 2013 Exhibition parade – SPL photo

The Saskatoon Public Library celebrates its 100th year of operation in 2013. As the City of Saskatoon continues to grow and evolve, so does the Saskatoon Public Library. The library's collection of books, magazines, e-resources, DVDs, and CD's truly does provide something of interest to every citizen.

- E-resources: 51,562 e-books, 8,405 e-audio books, 56 electronic databases, access to the Internet



- Children: Puppet Theatre, Children's' Entertainers, Class Visits. As well, 7,528 children registered for the 2013 Summer Reading Game sponsored by TD Bank and administered by Saskatoon Public Library staff.
- Seniors: Seniors' Writing Program, Computer Literacy Skills Instruction for Seniors
- Adults: Fiction, Gardening, Mechanics, Construction, Health, Business
- Teens: Young Adult Fiction, Graphic Novels, Video Games, Young Adult Poetry Writing
- Newcomers: English Language Tutorial Materials, Foreign Language Books
- Movie Buffs: Movies and TV Series on DVD
- Music Lovers: CDs, Sheet Music, Learn to Play Instruments Instruction
- Travelers: Guide Books, Maps, Foreign Language Materials, Books on CD (great for road trips!)
- Writers: The Writer in Residence provides mentorship to local writers

Programs and services are constantly changing to meet the needs of Saskatoon Public Library patrons, and are free of charge to everyone.

At A Glance

In 2012:

- Number of items borrowed: 4,745,652
- Number of information questions answered by staff: 398,102
- Number of programs hosted: 3,103
- Number of program attendees: 82,582

Major Achievements 2012-2013

- In 2013 the Saskatoon Public Library celebrated 100 years of serving the citizens of Saskatoon. Special events will be happening throughout the year. On May 23 SPL hosted birthday parties at each of the eight library locations; patrons were treated to birthday cupcakes, refreshments, entertainers and face painters. A book commemorating the library's centennial will be released in the fall of 2013.
- The Fine Arts Department at Frances Morrison Public Library received a face lift in terms of a new circulation desk and patron reading area.
- Saskatoon Public Library is a founding board member for the Word on the Street festival in Saskatoon. This is a nationwide event that celebrates and promotes literature and literacy.
- The Saskatoon Public Library Board continued to work with the City of Saskatoon to create a plan for revitalizing the Central Library.

Key Challenges

- Finding a solution to the aging and inadequate Central Library remains SPL's key challenge. The SPL Board continues to work with the City to explore solutions. In 2009, the Saskatoon Public Library established a reserve for contributions to a new central library and City Council adopted a funding plan to increase this reserve by \$175.0 for six years. This amount was increased to \$350.0 for 2014. Contributions to this reserve will eventually become base funding for any debt repayment required.

Major Initiatives 2014-2016

- Saskatoon Public Library is optimistic that plans for the new Central Library will be well under way.
- As part of SILS (Saskatchewan Information and Library Services Consortium) the library will be undergoing a major software upgrade (circulation module).



Budget Implications

The Saskatoon Public Library's budget is balanced with its own property tax mill rate.

Increase in Property Taxes for Saskatoon Public Library

Increase in Property Levy over 2013	\$837.5
Less Estimated Revenue from Assessment Growth	<u>(\$534.0)</u>
Net Increase in Property Levy	<u>\$303.5</u>

(includes an increase to Central Library Reserve
of \$350.0 as approved by the Saskatoon Public Library Board)

Percent Increase in Property Levy over 2013	1.81%
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Operating Summary

	2012 Actual	2012 Budget	2013 Budget	2014 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Library Property Levy	(16,493.3)	(16,209.8)	(16,897.7)	(17,835.2)	0.0	(17,835.2)	(937.5)	5.5%
Saskatoon Public Library	16,493.3	16,209.8	16,897.7	(967.5)	18,802.7	17,835.2	937.5	5.5%
Total	0.0	0.0	0.0	(18,802.7)	18,802.7	0.0	0.0	0.0%

Staff Complement	2013	2014	Difference
Full Time Equivalents	132.84	132.84	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2013 Base	Change	2014	2013 Base	Base Adj	Growth	Service	2014	2014
			Budget				Level	Budget	
Library Property Levy	(16,897.7)	(937.5)	(17,835.2)	0.0	0.0	0.0	0.0	0.0	(17,835.2)
Saskatoon Public Library	(1,041.5)	74.0	(967.5)	17,939.2	863.5	0.0	0.0	18,802.7	17,835.2
Total	(17,939.2)	(863.5)	(18,802.7)	17,939.2	863.5	0.0	0.0	18,802.7	0.0

Summary of Funded Capital Investments

Service Line	2014	2015	2016	2017	2018
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	100.0	7,100.0	2,600.0	2,600.0	24,100.0
Total	100.0	7,100.0	2,600.0	2,600.0	24,100.0

Financing for Funded Capital Investments

Funding Source	2014	2015	2016	2017	2018
BORROWING	0.0	0.0	0.0	0.0	17,233.2
PUBLIC LIB CAP EXP'N FUND	0.0	7,000.0	2,200.0	0.0	0.0
PUBLIC LIBRARY EQUIP REPL RES	100.0	100.0	100.0	100.0	100.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	0.0	0.0	300.0	2,500.0	6,766.8
Total	100.0	7,100.0	2,600.0	2,600.0	24,100.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Library Property Levy

Overview

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

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Property Levy	(16,169.1)	(16,109.8)	(16,797.7)	(17,635.2)	(837.5)	5.0%
Supplementary Prop Levy	(324.2)	(100.0)	(100.0)	(200.0)	(100.0)	100.0%
Total	(16,493.3)	(16,209.8)	(16,897.7)	(17,835.2)	(937.5)	5.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Library Property Levy	(16,897.7)	(937.5)	(17,835.2)	0.0	0.0	0.0	0.0	0.0	(17,835.2)

Growth:

- Increased building activity and assessments are expected to increase supplementary taxation revenue by \$100.0 that is billed for properties that come into the Assessment base part way through the year that are not included in the property levy.
- Revenue resulting from assessment growth revenue of \$534.0 is estimated for 2014.

Other Significant Changes:

- The property tax revenue increase of \$303.5 required to balance the budget is a 1.81% increase over 2013.

Summary of Capital Investments

There are no capital investments for Library Property Levy



Saskatoon Public Library

Overview

Saskatoon Public Library consists of the central library and seven branches located throughout the City of Saskatoon. The library provides education, information, entertainment and recreation through its large collection and the variety of programs it offers. There are over 830,000 items in the library's collection including books, magazines, newspapers, e-books, databases, DVD's, music and games. The library also offers programming related to literacy (e.g. Children's Summer Reading Game), literature (e.g. Writer in Residence program) and education on a wide variety of topics (e.g. Seniors' Computer Literacy). The library's resources are available, free of charge, to every citizen of Saskatoon.

Operating Budget:	2012 Actuals	2012 Budget	2013 Budget	2014 Budget	Dollar Change	% Change
Revenue	(430.7)	(390.3)	(390.3)	(316.3)	74.0	-19.0%
Province of Saskatchewan	(634.7)	(640.9)	(651.2)	(651.2)	0.0	0.0%
Property Levy	(16,169.1)	(16,109.8)	0.0	0.0	0.0	0.0%
Supplementary Prop Levy	(324.2)	(100.0)	0.0	0.0	0.0	0.0%
Staff Compensation	9,692.4	10,503.5	10,663.3	11,025.5	362.2	3.4%
Operating Cost	6,368.6	5,290.2	5,642.4	5,761.3	118.9	2.1%
Cost Recovery	(8.0)	(3.6)	(3.6)	(3.6)	0.0	0.0%
Capital Contribution	1,450.9	1,450.9	1,637.1	2,019.5	382.4	23.4%
Total	(54.8)	0.0	16,897.7	17,835.2	937.5	5.5%

Staff Complement	2013	2014	Difference
Full Time Equivalents	132.84	132.84	0.00

Summary of Operating Changes

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2013 Base	Change	2014 Budget	2013 Base	Base Adj	Growth	Service Level	2014 Budget	2014 Budget
Saskatoon Public Library	(1,041.5)	74.0	(967.5)	17,939.2	863.5	0.0	0.0	18,802.7	17,835.2

Capital Contributions:

- Increase in capital contribution of \$350.0 to the Central Library Reserve as per board approval.
- Increase in capital contribution of \$20.4 for J.S. Wood Maintenance Reserve as the costs to maintain this older building are increasing.
- Increase in capital contribution for the Public Library Capital Expansion Reserve (PLCEF) of \$8.5 and the Public Library Equipment Replacement Reserve (PLERR) of \$3.5.

Other Significant Changes:

- Change for the inter-library delivery of the library collection materials will result in a new contract in the amount of \$60.0.
- Decrease in estimated Fine Revenue for 2014 of \$80.0.

Funded Capital Projects	2014	2015	2016	2017	2018
P0838 LIBR-EQUIPMENT REPLACEMENT	100.0	100.0	100.0	100.0	100.0
P1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	0.0	7,000.0	2,500.0	2,500.0	24,000.0
Total	100.0	7,100.0	2,600.0	2,600.0	24,100.0



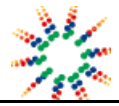
Summary of Capital Investments

2014 Saskatoon Public Library Capital investments include one funded project totaling \$100.0. The entire investment is geared towards equipment replacement and IT upgrades.

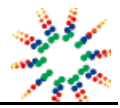
Future Operating Impact of Current Year's Capital Projects

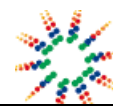
There are no future operating impacts from 2014 Capital Projects.





2014 Business Plan and Budget Schedules





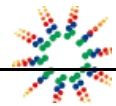
General Revenues Schedule I

Revenues (000's)	Actual 2012	Budget 2012	Budget 2013	Budget 2014
Taxation:				
Property Levy	\$ 149,100.6	\$ 146,913.9	\$ 159,706.0	\$ 178,025.6
Municipal Services Agreement	180.2	173.0	173.0	195.2
Trailer Occupancy	87.8	75.0	75.0	87.8
Amusement	71.0	61.9	61.9	71.0
Subtotal	149,439.6	147,223.8	160,015.9	178,379.6
Grants In Lieu Of Taxes:				
Senior Governments And Agencies	4,051.4	3,855.5	4,300.0	4,450.0
Own Utilities	24,901.1	25,753.9	26,887.5	28,149.2
Land Bank Program	152.7	255.7	157.9	237.3
Subtotal	29,105.2	29,865.1	31,345.4	32,836.5
General Revenues:				
Administration Recovery	2,081.0	2,081.0	2,198.6	2,074.1
Fines And Penalties	10,315.7	7,867.3	9,920.3	10,515.5
Franchise Fees	17,754.3	17,772.9	18,082.9	18,962.9
Interest Earnings	9,552.1	9,600.7	9,598.4	9,335.3
Land Bank Distribution	500.0	500.0	250.0	0.0
Licences And Permits	7,203.7	5,285.0	7,781.7	8,820.8
Other (Grants/Soccer Centre Tax Agreement)	37.3	10.3	10.4	10.4
Other Revenue	206.9	201.5	203.4	113.4
Property Rentals	1,665.8	1,231.7	1,441.6	2,392.1
R.M. Of Corman Park	75.0	70.0	75.0	75.0
Tax Penalties	1,257.1	1,005.0	1,005.0	1,250.0
Utilities-Return On Investment	22,666.0	23,760.4	23,760.4	23,409.7
Subtotal	73,314.9	69,385.8	74,327.7	76,959.2
User Fees:				
Albert Community Centre	156.6	111.6	113.3	113.3
Ball Fields	38.5	30.3	30.3	30.3
Cemetery	1,175.0	974.1	991.2	1,150.0
Engineering	778.8	781.4	821.4	803.7
Environmental Protection	177.3	352.1	197.1	0.0
Fire	199.4	131.6	131.6	143.1
Forestry Farm Park	799.3	683.8	721.6	769.2
Golf Courses	2,885.5	3,037.7	3,148.8	3,780.0
Kinsmen Park Rides	106.8	156.3	0.0	0.0
Legal Fees	230.9	200.2	222.3	222.3
Marr Residence	0.0	0.5	0.5	0.5

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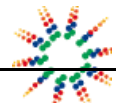
General Revenues
Schedule I (continued)

Revenues (000's)	Actual 2012	Budget 2012	Budget 2013	Budget 2014
Outdoor Sports Fields	311.3	372.2	475.4	504.1
Parking	5,724.9	5,337.7	5,339.6	5,603.3
Planning	335.7	443.0	324.1	322.5
Police	1,503.4	1,292.0	1,138.8	1,216.1
Recreation/Competitive Fac-Programng	5,887.8	5,461.7	6,176.6	6,401.6
Recreation/Competitive Fac-Rentals	5,080.3	5,049.0	5,441.0	5,747.3
River Landing	295.7	218.6	142.8	143.1
Skating Rinks	1,965.5	1,961.5	2,041.9	2,031.9
Solid Waste Management	5,053.8	7,065.0	7,318.8	7,843.7
Outdoor Swimming Pools	362.0	368.7	385.6	419.3
Tax Searches & Enforcement	203.2	193.3	200.0	203.0
Tourist Campsite	526.8	531.5	531.2	552.6
Transit Operations	14,210.0	14,176.4	14,046.3	14,638.5
Access Transit	227.8	218.8	237.8	245.3
Subtotal	48,236.3	49,149.0	50,178.0	52,884.7
Transfers From Other Governments:	58,334.8	56,936.3	64,196.0	63,877.4
Land Development:	9,443.2	6,063.1	6,768.7	6,988.1
TOTAL REVENUE	367,874.0	358,623.1	386,831.7	411,925.5

General Expenditures
Schedule II

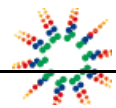
Expenditures (000's)	Actual 2012	Estimate 2012	Estimate 2013	Estimate 2014
Corporate Asset Management:				
Vehicle & Equipment Services	\$ (316.4)	\$ (37.0)	\$ 0.0	\$ 0.0
Civic Facilities	6,822.7	7,815.3	8,173.1	7,644.7
City-Owned Property - Land	137.6	125.9	136.9	2,517.8
Subtotal	6,643.9	7,904.2	8,310.0	10,162.5
Community Support:				
Community Development	2,893.2	2,944.6	3,047.0	3,168.0
Community Investments & Supports	8,228.7	7,931.6	8,440.2	8,775.6
Animal Control	1,072.8	1,128.5	1,173.5	1,212.0
Cemeteries	1,417.7	1,317.6	1,419.5	1,458.3
Subtotal	13,612.4	13,322.3	14,080.2	14,613.9
Corporate Governance And Finance:				
Legislative	1,119.5	1,230.6	1,446.6	1,506.6
City Manager's Office	1,403.6	1,444.6	1,523.3	1,739.0
City Clerk's Office	1,986.0	2,116.5	2,188.9	2,201.0
City Solicitor's Office	2,045.6	1,998.0	2,062.5	2,115.4
Financial Services	3,291.6	3,310.7	2,557.5	2,665.8
Revenue Services	2,061.1	2,090.5	1,957.5	2,003.4
Assessment	2,954.0	3,141.0	3,480.1	3,551.2
Corporate Support	13,702.1	14,829.9	16,087.0	16,603.6
General Services	26,511.1	25,686.8	29,185.9	28,856.4
Subtotal	55,074.6	55,848.6	60,489.3	61,242.4
Environmental Health:				
Environmental Program	706.6	616.3	638.6	350.9
Waste Handling Service	10,991.1	12,013.2	12,516.5	13,620.0
Waste Reduction & Resource Recovery	853.2	759.6	738.4	843.9
Pest Management	749.9	777.1	805.5	825.4
Urban Forestry	2,980.7	3,060.8	3,226.9	3,365.5
Subtotal	16,281.5	17,227.0	17,925.9	19,005.7
Fire & Protective Services:				
Emergency Measures	223.0	222.8	357.5	362.1
Fire & Protective Service	40,028.1	40,192.9	41,570.4	42,154.5
Subtotal	40,251.1	40,415.7	41,927.9	42,516.6
Policing:				
Saskatoon Police Service	75,603.6	76,109.8	80,106.6	84,729.0
Subtotal	75,603.6	76,109.8	80,106.6	84,729.0

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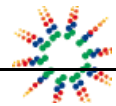
General Expenditures
Schedule II (cont'd)

Expenditures (000's)	Actual 2012	Budget 2012	Budget 2013	Budget 2014
Recreation & Culture:				
Spectator Ballfields	146.6	131.2	131.5	136.4
Marketing Services	547.5	573.8	586.6	601.8
Community Partnerships	223.3	226.9	246.4	249.6
Forestry Farm Park & Zoo	2,306.3	2,303.7	2,310.6	2,352.2
Golf Courses	2,885.9	3,037.7	3,148.8	3,780.0
Gordon Howe Campsite	526.8	531.5	531.2	552.6
Indoor Rinks	2,060.4	2,159.9	2,254.9	2,314.0
Kinsmen Park Rides	175.3	197.5	40.6	40.6
Outdoor Pools	986.5	1,044.9	1,101.8	1,151.3
Outdoor Sports Fields	712.5	734.9	835.1	863.1
Parks Maintenance & Design	11,115.6	11,093.3	11,872.5	12,479.2
Playground & Recreation Areas	782.6	767.3	818.8	858.6
Program Research & Design	182.3	192.5	206.2	203.9
Rec/Competitive Facilities - Program	9,000.8	8,750.3	9,392.0	9,868.7
Rec/Competitive Facilities - Rentals	9,085.9	9,154.3	9,592.2	9,784.6
Targetted Programming	507.7	565.8	582.2	588.6
Albert Community Centre	222.7	224.8	231.4	238.7
Credit Union Centre	397.5	397.5	459.0	498.6
Marr Residence	21.2	20.1	20.9	21.3
Mendel Art Gallery	2,507.0	2,507.0	2,776.8	3,069.5
River Landing	384.2	290.1	312.2	335.0
TCU Place	1,455.2	1,455.2	1,482.0	1,490.4
Subtotal	46,233.8	46,360.2	48,933.7	51,478.7
Taxation & General Revenues:				
Fines & Penalties	3,107.3	2,644.5	2,857.8	3,300.9
General Revenue	529.6	459.3	301.1	25.3
Other Levies	988.9	807.6	991.8	1,034.8
Tax Loss Compensation	194.8	198.8	81.0	81.2
Subtotal	4,820.6	4,110.2	4,231.7	4,442.2
Transportation:				
Transit	34,956.5	34,922.8	37,010.1	38,540.4
Access Transit	4,274.7	4,062.7	4,281.1	4,479.2
Transportation Services	6,156.9	6,280.7	6,372.0	7,211.6
Road Maintenance	14,395.4	14,979.5	19,626.1	25,615.2
Snow & Ice Management	9,885.6	7,997.5	8,988.1	10,735.6
Street Cleaning/Sweeping	2,556.1	2,299.2	2,433.9	3,119.5
Bridges, Subways, Overpasses	1,332.3	1,446.0	3,717.1	4,162.8
Street Lighting	5,540.9	5,488.7	5,787.2	5,649.5
Parking	2,161.7	2,005.4	2,137.7	2,224.7
Impound Lot	764.3	758.0	797.2	802.3
Engineering	591.4	715.9	725.4	741.0
Subtotal	82,615.8	80,956.4	91,875.9	103,281.8

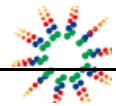
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General Expenditures
Schedule II (continued)

Expenditures (000's)	Actual 2012	Estimate 2012	Estimate 2013	Estimate 2014
Urban Planning & Development:				
Attainable Housing	364.3	426.7	419.3	422.0
Building Permits & Standards	5,805.9	3,931.8	5,655.0	6,545.4
Business Improvement Districts	107.7	107.7	107.7	107.7
Business Licenses & Bylaw Enforcement	1,201.6	1,212.1	1,287.1	1,314.9
Development Review	987.7	1,046.9	1,053.0	1,162.9
Future Growth	409.8	415.5	467.4	471.6
Neighborhood Planning	428.4	507.6	499.6	524.8
Research & Mapping	363.7	413.1	426.0	429.8
Urban Design	2,567.5	2,244.2	2,266.7	2,485.5
Subtotal	12,236.6	10,305.6	12,181.8	13,464.6
Land Development:	9,443.2	6,063.1	6,768.7	6,988.1
TOTAL EXPENDITURES	362,817.1	358,623.1	386,831.7	411,925.5

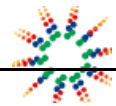


Water Utility Schedule III				
(In 000's)	Actual 2012	Budget 2012	Budget 2013	Budget 2014
Revenues:				
Metered Revenue	\$ 44,192.7	\$ 46,296.4	\$ 46,511.5	\$ 50,773.4
Infrastructure Levy	4,070.6	4,393.8	8,003.0	7,169.0
Miscellaneous	125.5	133.0	134.5	135.8
Fire Protection Charge	651.7	602.6	647.8	681.5
Late Payment Penalties	148.0	149.0	150.5	152.0
Total	<u>49,188.4</u>	<u>51,574.8</u>	<u>55,447.3</u>	<u>58,911.7</u>
Expenditures:				
Wtr-General	7,181.9	7,320.2	7,942.4	8,922.0
Wtr-Laboratory	454.8	517.7	590.5	.0
Wtr-Treatment and Pumping	7,986.0	8,888.4	9,577.4	10,565.9
Wtr-Buildings and Grounds	604.5	890.9	908.5	954.4
Wtr-Meters	1,440.3	1,479.1	1,554.5	1,514.0
Wtr-Watermains	5,390.9	6,512.4	6,869.7	7,200.8
Wtr-Hydrants	827.3	1,230.5	1,257.3	1,309.5
Wtr-Services	2,115.5	2,072.9	2,206.4	2,311.8
Wtr-Contribution to Capital Reserves	12,716.1	13,144.9	13,430.4	14,504.2
Wtr-Transfer to Stabilization Reserve	967.4	0.0	0.0	0.0
Wtr-Debt Charges	9,503.8	9,517.6	11,110.2	11,629.1
Total	<u>49,188.4</u>	<u>51,574.8</u>	<u>55,447.3</u>	<u>58,911.7</u>
SURPLUS (DEFICIT)	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>

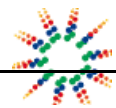


**Wastewater Utility
Schedule IV**

(In 000's)	Actual 2012	Budget 2012	Budget 2013	Budget 2014
Revenues:				
Metered Revenue	\$ 30,562.8	\$ 31,829.1	\$ 33,012.4	\$ 36,716.1
Infrastructure Levy	5,621.2	6,067.7	5,145.0	9,900.0
Late Payment Penalties	98.6	98.0	98.0	100.0
Miscellaneous Revenue	1,018.5	710.0	717.0	973.9
Flood Protection Levy	3,625.1	3,300.0	3,300.0	3,300.0
Total	<u>40,926.3</u>	<u>42,004.8</u>	<u>42,272.4</u>	<u>50,990.0</u>
Expenditures:				
General	5,484.2	5,556.1	5,571.6	6,753.9
Laboratory	523.8	561.5	627.3	.0
Lift Stations	1,359.6	1,116.7	1,123.4	1,289.3
Pollution Control Plant	6,248.9	6,864.1	7,119.5	7,445.0
Sludge Handling & Disposal	1,492.6	1,662.7	1,751.6	1,956.1
Sewer Engineering	301.5	379.0	399.3	416.5
Sewer Inspections	348.0	485.6	581.6	609.4
Sewer Maintenance	3,167.3	3,184.2	3,732.5	4,238.0
Service Connections	2,222.3	2,886.8	2,588.3	2,380.3
Contribution to Capital Reserves	14,208.2	14,435.1	13,777.5	19,563.3
Debt Charges	4,867.3	4,872.9	4,999.8	6,338.2
WWTR Transfer to Stabilization Reserve	702.7	.0	.0	.0
Total	<u>40,926.3</u>	<u>42,004.8</u>	<u>42,272.4</u>	<u>50,990.0</u>
SURPLUS (DEFICIT)	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>

Saskatoon Light & Power
Schedule V

(In 000's)	Actual 2012	Estimate 2012	Estimate 2013	Estimate 2014
Revenues:				
Metered Revenue	\$ 118,177.2	\$ 123,853.1	\$ 128,477.7	135,239.6
Municipal Surcharge	11,816.9	12,385.3	12,847.8	13,394.1
Service Connection Fees	427.9	450.0	450.0	450.0
Miscellaneous	527.9	533.9	559.0	559.0
Tax Collection Commission	.0	1.8	1.8	1.8
Late Payment Penalties	246.6	245.0	245.0	245.0
Landfill Gas Generation Revenue	.0	.0	.0	616.4
Total	<u>131,196.4</u>	<u>137,469.1</u>	<u>142,581.3</u>	<u>150,505.9</u>
Expenditures:				
General	21,943.9	23,668.7	24,208.3	25,428.5
Power Purchased	68,279.6	71,112.2	74,404.5	78,811.8
Buildings and Grounds	612.3	672.5	686.9	772.4
Poles, Lines and Feeders	4,444.8	4,085.1	4,369.9	4,733.7
Substations	702.9	889.7	893.4	931.8
Street Lighting	1,075.1	1,026.2	1,249.7	1,136.4
Meters	1,102.2	1,131.0	1,129.7	1,288.3
System Operations	161.1	151.8	150.7	194.2
Landfill Gas Generation	.0	.0	.0	616.4
Provision for Capital Extension	4,485.4	4,485.4	4,890.8	5,995.7
Provision for Capital Replacement	6,298.6	6,486.2	6,837.0	7,187.0
Transfer to Stabilization Reserve	-575.8	0.0	0.0	0.0
Total	<u>108,530.1</u>	<u>113,708.7</u>	<u>118,820.9</u>	<u>127,096.2</u>
SURPLUS (DEFICIT)	<u>\$ 22,666.3</u>	<u>\$ 23,760.4</u>	<u>\$ 23,760.4</u>	<u>\$ 23,409.7</u>

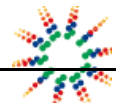


**Storm Utility
Schedule VI**

(In 000's)	Actual 2012	Estimate 2012	Estimate 2013	Estimate 2014
Revenues:				
Metered Revenue	\$ 4,510.2	\$ 3,532.2	\$ 4,586.4	\$ 6,056.1
Late Payment Penalties	10.1	10.1	10.1	10.1
Total	<u>4,520.3</u>	<u>3,542.3</u>	<u>4,596.5</u>	<u>6,066.2</u>
Expenditures:				
General	254.3	316.3	236.9	410.2
Storm Sewers Eng	220.0	234.7	283.1	279.6
Storm Sewers Mtce	1,553.7	1,089.7	1,677.5	1,629.7
Drainage	352.9	445.9	714.0	718.7
Contribution to Capital Reserves	1,455.7	1,455.7	1,685.0	3,028.0
Surplus/Deficit	683.7	0.0	0.0	0.0
Total	<u>4,520.3</u>	<u>3,542.3</u>	<u>4,596.5</u>	<u>6,066.2</u>
SURPLUS (DEFICIT)	\$ <u>0.0</u>	\$ <u>0.0</u>	\$ <u>0.0</u>	\$ <u>0.0</u>

**Waste Services Utility
Schedule VII**

(In 000's)	Actual 2012	Estimate 2012	Estimate 2013	Estimate 2014
Revenues:				
Recycling Customer Billings	\$.0	\$.0	\$ 3,661.0	\$ 3,979.5
Compost Revenue	.0	.0	.0	942.7
Total	<u>.0</u>	<u>.0</u>	<u>3,661.0</u>	<u>4,922.2</u>
Expenditures:				
General	.0	.0	262.8	676.9
Contractor Services	.0	.0	3,288.2	3,991.2
Contribution to Capital Reserve	.0	.0	.0	90.5
Transfer to Stabilization Reserve	.0	.0	110.0	163.6
Total	<u>.0</u>	<u>.0</u>	<u>3,661.0</u>	<u>4,922.2</u>
SURPLUS (DEFICIT)	\$ <u>0.0</u>	\$ <u>0.0</u>	\$ <u>0.0</u>	\$ <u>0.0</u>

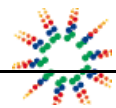


**Schedule VIII
Summary of Staff Years (Full-Time Equivalents)**

	2013 Budget	2014 Budget	Variance
Business Lines:			
Community Support	30.61	30.61	0.00
Corporate Asset Management	206.15	222.55	16.40
Corporate Governance & Finance	383.85	390.35	6.50
Environmental Health	103.66	106.86	3.20
Fire	334.17	334.17	0.00
Land Development	16.50	18.50	2.00
Police	625.61	633.61	8.00
Recreation & Cultural Services	457.57	462.85	5.28
Transportation	571.79	592.66	20.87
Urban Planning & Development	99.85	102.85	3.00
Utilities	328.64	333.52	4.88
Subtotal	3,158.40	3,228.53	70.13

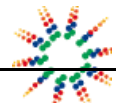
2014 Staffing Reconciliation - Incremental FTEs

	Business Lines		Boards		Utilities	
	Mill Rate	Funded	Mill Rate	Funded	Funded	Total
Capital Impacts	4.20	0.00	0.00	0.00	0.00	4.20
Base Adjustments	0.00	0.00	0.00	2.00	0.00	2.00
Transfers	0.21	0.00	0.00	0.00	0.29	0.50
Growth	36.95	6.00	7.00	0.00	3.59	53.54
Service Level Changes	7.89	0.00	0.00	1.00	1.00	9.89
Total	49.25	6.00	7.00	3.00	4.88	70.13



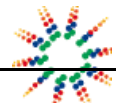
Schedule IX
Operating Impacts of 2014 Capital Projects

Mill Rate Impact (000's)	2014	2015	2016
Community Support	-	-	-
Corporate Asset Management	-	-	-
Corporate Governance and Finance	23.8	48.8	35.0
Environmental Health	-	-	-
Fire & Protective Services	-	-	-
Land Development	-	701.3	183.6
Policing	39.7	-	-
Recreation & Culture	-	255.1	92.6
Taxation and General Revenue	-	-	-
Transportation	58.0	58.0	-
Urban Planning and Development	-	36.2	-
Total	\$ 121.5	\$ 1,099.4	\$ 311.2
	2014	2015	2016
Corporate Governance and Finance:			
1083 - CP-CORPORATE NETWORK EQUIPMENT REPL	-	20.0	-
1883 - CK-ELECTRONIC RECORDS MANAGEMENT	23.8	28.8	35.0
Subtotal	23.8	48.8	35.0
Land Development:			
PARK DEVELOPMENT PROJECTS	-	244.6	183.6
LAND DEVELOPMENT PROJECTS	-	456.7	-
Subtotal	-	701.3	183.6
Policing:			
2389 - POLICE - FLEET ADDITIONS	39.7	-	-
Subtotal	39.7	-	-
Recreation & Culture:			
2048 - CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	-	125.5	75.7
2102 - CY-SPORTFIELD DEVELOPMNT & IMPROVEMENTS	-	9.6	9.6
2349 - CY-GORDON HOWE BOWL UPGRADES	-	110.0	-
2471 - CY-KINSMEN PARK & AREA - MASTER PLAN	-	-	7.3
2528 - CY-OFF LEASH RECREATION AREA DEVELOPMENT	-	10.0	-
Subtotal	-	255.1	92.6
Transportation:			
2037 - TU-SNOW MANAGEMENT FACILITIES	58.0	58.0	-
Subtotal	58.0	58.0	-
Urban Planning and Development:			
2162 - CY-URBAN DESIGN - BIDS	-	16.0	-
2166 - CY-URBAN DESIGN - CITY-WIDE	-	20.2	-
Subtotal	-	36.2	-



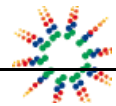
Schedule X
Summary of Operating Budget Changes

		Revenue	Expenditure				
	2013 Base		Inflation	Transfers	Growth	Service Level Changes	2014 Net Budget
Service Line Order based on Civic Survey Results							
Road Maintenance	19,351,900	(41,600) Revenue decrease	136,500 Expenditure increase	(1,000,000) Expenditure decrease representing a transfer to mitigate incremental operating costs of new Police Headquarters	1,156,100 Expenditure increase due to capital contributions plus addition of Circle Drive South	5,696,500 Expenditure increase due to Roadway Financial Management Strategy to increase annual road preservation work	25,382,600
Bridges, Subways, Overpasses	3,717,100	-	117,400 Expenditure increase	(500,000) Expenditure decrease representing a transfer to mitigate incremental operating costs of new Police Headquarters	78,300 Expenditure increase due to impact of Circle Drive South	750,000 Expenditure increase to build budget base for the operational costs related to the North Commuter Bridge	4,162,800
Street Cleaning & Sweeping	2,433,900	-	43,900 Expenditure increase		36,700 Expenditure increase related to City growth	605,000 Expenditure increase due to Roadway Financial Management Strategy which offers an enhanced street sweeping program	3,119,500
Transportation Services	6,242,900	(27,700) Revenue decrease	78,200 Expenditure increase		132,700 Expenditure increase due to Capital Contributions plus addition of Circle Drive South	628,700 Expenditure increase due to initiation of the Active Transportation Reserve and Sound Attenuation	7,110,200
Snow & Ice Management	8,402,600	(123,100) Revenue decrease	107,800 Expenditure increase		503,900 Expenditure increase due to addition of Circle Drive South plus operational growth	1,135,800 Expenditure increase due to Roadway Financial Management Strategy which provides for an additional city-wide snow clearing.	10,273,200
Water Utility		- 3,464,400 Revenue increase	1,923,200 Expenditure increase		701,200 Expenditure increase due to distribution system expansion and replacement services, and increased electricity charged on pumping costs due to accuracy of new meter and additional pumping during Ave H construction project	840,000 Expenditure increase due to increased contribution to capital reserves for new allocation for roadway repairs related to utility costs caused by watermain breaks and follow up issues on road repair	-
Fire & Protective Services	41,268,100	11,500 Revenue increase	564,000 Expenditure increase		-	20,100 Expenditure increase due to additional communication costs for Emergency Measures. Also increase in reserve for rescue truck and dangerous goods trailer.	41,840,700
Saskatoon Police Service	72,031,200	645,000 Revenue increase	3,341,500 Expenditure increase		1,079,700 Expenditure increase due to full year occupancy of new Police Headquarters and the addition of 5 Patrol Constables and 2.0 FTE City funded positions including Missing Person Constable and HR/Finance Clerk	201,200 Expenditure increase due to addition of 1.5 FTE seconded positions for an Inspector and Staff Sergeant (offset by funding in revenue)	76,008,600
* Saskatoon Light & Power		- 6,625,600 Revenue increase	5,986,100 Expenditure increase		23,100 Expenditure increase due to vehicle and fleet changes to meet operating demand	616,400 Expenditure increase due to new Landfill Gas Operation providing green energy which includes addition of 1.0 FTE Project Engineer	-



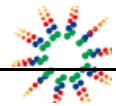
Schedule X
Summary of Operating Budget Changes

		Revenue	Expenditure				
	2013 Base		Inflation	Transfers	Growth	Service Level Changes	2014 Net Budget
* Wastewater Utility	-	8,717,600 Revenue increase	7,398,800 Expenditure increase		158,800 Expenditure increase due to increased sewer main connections, plus 1.0 FTE mechanic for increased lift station maintenance	1,160,000 Expenditure increase due to increased contribution to capital reserves for new allocation for roadway repairs related to utility costs caused by watermain breaks and follow up issues on road repair	-
Future Growth	466,500	-	(41,800) Expenditure decrease		46,000 Expenditure increase due to addition of 0.50 FTE for Senior Planner Position		470,700
Development Review	455,400	98,400 Revenue increase	(6,300) Expenditure decrease		116,200 Expenditure increase due to 1.0 FTE for Development Officer for issuance of permits; 0.50 FTE for Planner position		466,900
Waste Handling Service	5,197,700	524,900 Revenue increase	1,163,300 Expenditure increase	(487,200) Expenditure decrease due to transfer to Waste Services for compost operations	427,400 Expenditure increase due to 3.0 FTE (Environmental Operations Supervisor and 2 landfill attendants), increase contribution to the Garbage Container Replacement Reserve, debt payments required for Garbage Verification System and increased Landfill coverage and operating costs		5,776,300
Pest Management	800,500	-	9,900 Expenditure increase		10,000 Expenditure increase due to fixed asset purchases required due to growth.		820,400
* Waste Services Utility	-	1,261,200 Revenue increase	508,300 Expenditure increase	576,700 Expenditure increase due to transfer from Waste Reduction for leaves and grass program and from Waste Handling for compost operations	176,200 Expenditure increase due to expanding yard waste program, new Leaves and Grass truck and doubled bin numbers		-
Waste Reduct & Resource Recovery	541,300	(197,100) Revenue decrease	14,800 Expenditure increase	220,200 Expenditure increase due to net transfers to/from Environmental Program and transfer to Waste Services for the leaves and grass program	58,700 Expenditure increase due to Hazardous Household Waste (HHW) Resource Support to meet increased demand during collection days	(188,200) Expenditure decrease due to savings achieved with reduced recycling depot pickups, as well as a reduction in the number of HHW collection days	843,900
Parks Maintenance & Design	11,712,000	(15,100) Revenue decrease	160,800 Expenditure increase		445,900 Expenditure increase due to capital impacts from previously approved Parks projects plus the addition of Circle Drive South.		12,333,800
Transit Operations	22,070,400	631,400 Revenue increase	298,300 Expenditure increase	625,000 Expenditure increase due to transfer from General Services due to temporary reduction to RCE for principal repayment on P2320 DART/ITS Project committed to in 2013	569,700 Expenditure increase due to increased population and ridership base leads to rising fuel and oil cost increases, incremental cost increases for staffing and additional replacement operators for the FTE pool. Additionally 2.0 FTE mechanics, and 1 new utility maintenance staff are required to meet increased workload.	37,300 Expenditure increase due to an additional Relief supervisor and increased fuel costs for extras, specials, and additional routing are necessary.	22,969,300
Parking	(3,201,900)	263,700 Revenue increase	50,400 Expenditure increase		26,600 Expenditure increase due to operating cost increases due to City growth.	10,000 Expenditure increase due to parking lot snow clearing.	(3,378,600)



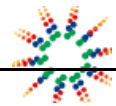
Schedule X
Summary of Operating Budget Changes

		Revenue		Expenditure			
	2013 Base		Inflation	Transfers	Growth	Service Level Changes	2014 Net Budget
Community Investments & Supports	8,440,200	-	335,400 Expenditure increase				8,775,600
Urban Forestry	3,226,900	-	73,200 Expenditure increase		65,400 Expenditure increase due to operating cost increases due to City growth.		3,365,500
Business Lic & Bylaw Enforcement	414,500	23,300 Revenue increase	27,800 Expenditure increase				419,000
Animal Control	475,300	-	38,500 Expenditure increase				513,800
Rec-Competitive Facilities - Program	3,215,400	225,000 Revenue increase	476,700 Expenditure increase				3,467,100
Rec-Competitive Facilities - Rentals	4,151,200	306,300 Revenue increase	192,400 Expenditure increase				4,037,300
Revenue Services	1,887,100	3,400 Revenue increase	(3,800) Expenditure decrease		49,700 Expenditure increase due to additional support for the recycling program.		1,929,600
Outdoor Pools	716,200	33,700 Revenue increase	49,500 Expenditure increase				732,000
Community Development	2,879,700	(67,200) Revenue decrease	121,000 Expenditure increase				3,067,900
Indoor Rinks	216,100	(10,500) Revenue decrease	59,100 Expenditure increase				285,700
* Golf Courses	-	631,200 Revenue increase	275,600 Expenditure increase			355,600 Expenditure increase due to addition of Power/Pull Cart Rental, driving range and sale of merchandise at pro-shop	-
Remaining Service lines in Alphabetical Order by Business Line (continued)							
Community Support							
Cemeteries	244,000	158,800 Revenue increase	38,800 Expenditure increase				124,000
Corporate Asset Management							
City-Owned Property - Land	(1,168,100)	951,500 Revenue increase	607,200 Expenditure increase	1,140,900 Expenditure increase due to leasing function for accommodation space required by various civic departments transferred from Civic Facilities	632,800 Expenditure increase due to addition of 0.90 FTE, training for administration of leases and addition of land administration fee. Addition of new building at 202 4th Ave North added costs that are partially offset by lease revenue and external lease savings.		261,300
Civic Facilities	8,037,500	-	(978,300) Expenditure decrease	(1,140,900) Expenditure decrease due to leasing function for accommodation space required by various civic departments transferred to City Owned Property - Land	1,590,800 Expenditure increase due to full year occupancy of the new Police Headquarters, plus additional operating impacts from capital construction.		7,509,100
* Vehicle & Equipment Services	-	-	-				-
Corporate Governance and Finance							
Assessment & Taxation	3,475,600	-	71,100 Expenditure increase				3,546,700
City Clerk's Office	2,168,900	(70,000) Revenue decrease	(1,700) Expenditure decrease		13,800 Expenditure increase due to Electronic Records Information System licenses		2,251,000



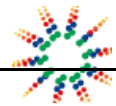
Schedule X
Summary of Operating Budget Changes

		Revenue		Expenditure			
	2013 Base		Inflation	Transfers	Growth	Service Level Changes	2014 Net Budget
City Manager's Office	1,523,300	-	68,900 Expenditure increase	123,200 Expenditure increase due to transfer of 1.0 FTE from Human Resources	23,600 Expenditure increase due to addition of Social Media services.		1,739,000
City Solicitor's Office	1,840,200	-	5,100 Expenditure increase		47,800 Expenditure increase due to 1.0 FTE Legal Secretary need to meet increasing support for Legal Services by the Civic Departments and Boards		1,893,100
Corporate Support	16,036,000	-	262,100 Expenditure increase	(123,200) Expenditure decrease due to transfer of 1.0 FTE to City Managers Service Line	377,700 Expenditure increase due to 1.0 FTE Programmer Analyst, 1.0 FTE HR Consultant and 1.0 FTE Health & Safety Superintendent for growing Corporation.		16,552,600
Financial Services	2,557,500	-	108,300 Expenditure increase				2,665,800
General Services	19,813,100	(117,700) Revenue decrease	(2,256,700) Expenditure decrease	727,200 Expenditure increase due to transfer from Police for reduction in lease costs and offsite parking due to New Headquarters to be applied to debt costs \$1.352 million; Transfer to Transit Operation, (\$625.0) due to temporary reduction to RCE for principal repayment on P2320 Dart/ITS project as committed in 2013 budget	1,200,000 Expenditure increase due to Civic Facilities Funding plan and phase in for Police Headquarters debt payments		19,601,300
Legislative	1,446,600	-	60,000 Expenditure increase				1,506,600
Environmental Health	-	-	-				
Environmental Program	638,600	-	22,000 Expenditure increase	(309,700) Expenditure decrease due to net transfer of \$309.7 to Waste Reduction and Resource Recovery as part of the environmental program reorganization	-		350,900
Fire & Protective Services	-	-	-				
Emergency Measures	357,500	-	4,600 Expenditure				362,100
Land Development	-	-	-				
* Corporate Projects		-	(51,100) Expenditure decrease		44,300 Expenditure increase due to increase in special service for clerical support	6,800 Expenditure increase due to licensing and computer costs to track leases	-
* Land Bank Program		219,400 Revenue increase	32,600 Expenditure increase		186,800 Expenditure increase due to 1.0 FTE for Project Manager and 1.0 FTE for Design Assistant; Increase for office renovations		-
Recreation & Culture	-	-	-				
Albert Community Centre	118,100	-	7,300 Expenditure increase				125,400
Community Partnerships	246,400	-	3,200 Expenditure increase				249,600
Credit Union Centre	459,000	-	39,600 Expenditure increase				498,600
Forestry Farm Park & Zoo	1,589,000	47,600 Revenue increase	41,600 Expenditure increase				1,583,000
* Gordon Howe Campsite		21,400 Revenue increase	21,400 Expenditure increase				-



Schedule X
Summary of Operating Budget Changes

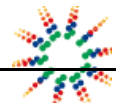
		Revenue		Expenditure			
	2013 Base		Inflation	Transfers	Growth	Service Level Changes	2014 Net Budget
Kinsmen Park Rides	40,600	-	-				40,600
Marketing Services	586,600	-	15,200 Expenditure increase				601,800
Marr Residence	20,400	-	400 Expenditure increase				20,800
Mendel Art Gallery	2,776,800	-	142,700 Expenditure increase		150,000 Expenditure increase to build a budget base for the incremental operating costs related to the Remail Art Gallery of Saskatchewan.		3,069,500
Outdoor Sports Fields	326,300	29,200 Revenue increase	28,000 Expenditure increase				325,100
Playground & Recreation Areas	818,800	-	39,800 Expenditure increase				858,600
Program Research & Design	206,200	-	(2,300) Expenditure decrease				203,900
* River Landing	-	22,800 Revenue increase	22,800 Expenditure increase				-
Spectator Ballfields	131,500	-	4,900 Expenditure increase				136,400
Targeted Programming	571,800	-	6,400 Expenditure				578,200
TCU Place	1,482,000	-	8,400 Expenditure				1,490,400
Saskatoon Public Library	-	-					
* Library Property Levy	(16,897,700)	937,500 Revenue increase					(17,835,200)
* Saskatoon Public Library	16,897,700	(74,000) Revenue	863,500 Expenditure				17,835,200
Taxation and General Revenues	-	-					
Fines and Penalties	(7,062,500)	595,200 Revenue increase	443,100 Expenditure increase				(7,214,600)
General Revenue	(51,651,300)	57,700 Revenue increase	(275,800) Expenditure decrease				(51,984,800)
Grants in Lieu of Taxes	(31,345,400)	1,491,100 Revenue increase					(32,836,500)
Municipal Operating Grant	(46,940,400)	(690,400) Revenue decrease					(46,250,000)
Other Levies	(323,100)	289,100 Revenue increase	43,000 Expenditure increase				(569,200)
Property Levy	(159,455,600)	6,600,000 Revenue increase	200 Expenditure increase				(166,055,400)
Transportation	-	-					
Access Transit	3,158,200	7,500 Revenue increase	140,600 Expenditure increase		57,500 Expenditure increase due to 0.5 FTE Driver Trainer position, increased equipment maintenance, and computer licensing costs		3,348,800
Engineering	725,400	-	15,600 Expenditure increase				741,000
* Impound Lot	(22,800)	(17,700) Revenue decrease	5,100 Expenditure increase				-
Street Lighting	5,756,800	(4,700) Revenue decrease	(137,700) Expenditure decrease				5,623,800



Schedule X
Summary of Operating Budget Changes

		Revenue		Expenditure			
	2013 Base		Inflation	Transfers	Growth	Service Level Changes	2014 Net Budget
Urban Planning and Development	-	-					
Attainable Housing	419,300	-	2,700 Expenditure increase				422,000
* Building and Plumbing Permits & Inspections	-	890,400 Revenue increase	793,300 Expenditure increase		97,100 Expenditure increase due to addition of 1.0 FTE for Plumbing Inspector		-
Business Improvement Districts	107,700	-					107,700
Neighbourhood Planning	499,600	-	25,200 Expenditure increase				524,800
Research & Mapping	411,000	-	3,800 Expenditure increase				414,800
Urban Design	2,266,700	-	218,800 Expenditure increase				2,485,500
Utilities							
* Storm Water Management	-	1,469,700 Revenue increase	1,390,300 Expenditure increase		79,400 Expenditure increase due to capital impact of the addition of Circle Drive South, plus operating cost increases due to City Growth.		-
Total	-	35,798,700	25,404,500	(147,800)	10,363,900	11,875,200	11,697,100
Summary of Operating Budget Changes							
Utilities	-	21,538,500	17,206,700	576,700	1,138,700	2,616,400	-
Saskatoon Public Library	-	863,500	863,500	-	-	-	-
Civic Services	-	13,396,700	7,334,300	(724,500)	9,225,200	9,258,800	11,697,100
Total - Budget Changes	-	35,798,700	25,404,500	(147,800)	10,363,900	11,875,200	11,697,100

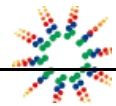
* Budget adjustments have no Civic Mill Rate impact



Schedule XI
Summary of Pressure Points Not Included in the 2014 Operating Budget

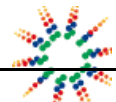
	Not Included
Service Line Order based on Civic Survey Results	
Road Maintenance	134,300
Operating increase for yards operations and blading for rural road maintenance. Not funding these requirements could result in over-expenditures.	
Transportation Services	99,600
Traffic Signal Technician and operating expenses to maintain existing traffic system. Without these additional expense, preventative maintenance will need to be deferred.	
Water Utility	28,000
0.25 FTE Watershed Protection Manager necessary to mitigate budgetary overruns in overtime at the Lab.	
Fire & Protective Services	242,400
2.0 FTE Fire Communications Supervisor and Information Technologist necessary, along with the Communication Computer Upgrade to continue to meet the expectations for regulations, increased communications, and maintaining the current standard of public safety.	
Wastewater Utility	
2.0 FTE Backhoe, loader & Ditchw itch operators. Not having these positions could result in increased overtime costs and significantly increased contracted water main and other repair costs.	145,200
1.0 FTE Electrician for lift station. Not having this position may result in deferred work and increased risk for power interruptions and overtime costs.	80,000
0.25 FTE Watershed Protection Manager necessary to mitigate budgetary overruns in overtime at the Lab.	28,000
Waste Handling Service	
4.0 FTE and \$300.0 would be required to fully implement operational changes required to meet the objectives of the Landfill Optimization Strategy. Failure to meet these objectives will result in decreased lifespan of the existing landfill and increased future expenditures for development and management of a new landfill location.	300,000
Additional operator and truck to maintain current garbage collection schedules. The alternative is increased, and costly, overtime to maintain the schedule.	219,800
Accounting Coordinator would improve financial controls and information management for landfill operations and	85,000
1.2 FTE staff positions required to ensure container deliveries, repairs and replacements are met within one week.	90,000
Temporary Front Street collection contributes to the protection of back-lanes and ensures reliability of service.	115,000
Aging equipment that is twice the industry average bears significant maintenance costs.	973,000
Waste Service Utility	
Management of the Composting program is partially funded by the capital program and pressure from the Landfill Replacement Reserve to absorb the cost is not viable.	112,800
Waste Reduction & Resource Recovery	
The cost of Household Hazardous Waste collection days is rising therefore the number of collection events was reduced by 4 to manage costs. Additional funding is required to maintain current level of service as reducing service could result in alternate dumping locations increasing risk of contamination and clean up costs.	25,000
Additional FTEs for project delivery and administrative support are required as currently a complement of temporary staff are delivering an ambitious program of work. Slow progress on efficiency efforts delay achieving savings and defer opportunities to invest these savings in priority areas.	250,000
Parks Maintenance & Design	
Staffing requirements including an Irrigation Technician and Labourers plus irrigation costs. Not funding these additional expenses, the Parks programs will have continued inefficiencies plus be at risk of forcing a reduced watering season affecting the sustainability of the plant material in drought periods.	154,700
Staffing requirements including a new Superintendent shared with Urban Forestry. Not funding this position will result in decreased customer service, due to the lack of resources dedicated to forward planning of efficient and	82,800
Parking	
Partial FTE for a Traffic Program Coordinator, without the partial FTE the delays in parking related matters will	32,000
Operating impact due to capital purchase, without these additional expenses over expenditures in the program are	25,400
Urban Forestry	41,400
Staffing requirements including a new Superintendent shared with Parks to create efficiencies due to an increased inventory of green space in the City. Not funding this position will result in decreased customer service, due to the lack of resources dedicated to forward planning of efficient and cost effective parks operations.	

(continued on next page)



Schedule XI (continued)
Summary of Pressure Points Not Included in the 2014 Operating Budget

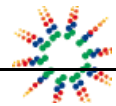
	Not Included
Remaining Service lines in Alphabetical Order by Business Line	
Corporate Asset Management	
Civic Facilities	157,100
Staffing requirements of 3.0 FTE Building Custodians for Civic owned properties, not funding these additional staff will affect the service level of operations and maintenance at the facilities.	
Vehicle & Equipment Services	2,915,000
Contribution required to Civic Vehicles & Equipment Reserve. Not fully funding the reserve results in retaining equipment past it's useful life, increasing operating and maintenance costs.	
Corporate Governance and Finance	
Assessment & Taxation	20,000
Website maintenance for the Assessment tool. In the absence of funding, additional internal resources would be required to complete the same tasks taking more time to complete.	
City Clerk's Office	77,400
1.0 FTE Access and Privacy Assistant is required to administratively meet the requirements of <i>The Local Authority Freedom of Information and Protection of Privacy Act</i> . This position would assist in developing a more comprehensive Privacy Program including, policies, education and training program as well a delivery model.	
Corporate Support	
The Rewards and Recognition program requires resources for the development of processes and procedures, in addition to the actual rewards model that is used for purchasing rewards for employees. The lack of this funding will mean a slower process in accomplishing the strategic priority of "Building a workplace culture that offers	100,000
Licensing fees are required for the Applicant Tracking System (ATS). The ATS licensing fee is required in 2014 and without funding this requirement it will mean that HR will need to find these budget dollars from another area resulting in other HR programs being underfunded over the long term until annual licensing fees are added to the	30,000
The Key Skills for Management program requires additional resources of for the instructional development and design of an important education program for all managers/supervisors. The lack of this funding will limit the delivery of this program in a timely fashion with quality content.	10,000
Transportation	
Transit	
New buses to increase fleet size and improve age of fleet. Increased maintenance costs will be realized should the aging fleet not be updated.	900,000
Internal Resources needed to fully implement Intelligent Transportation System and perform mandatory Trapeze	130,500
Auxiliary equipment; not including this funding will further delay the installation of security cameras across the	50,000
Communication/marketing to increase ridership growth.	40,000
Engine replacements and bus refurbishments. Funding is required to mitigate the potential of service disturbances.	375,000
Access Transit	
Denial rates have increased yearly and additional buses and operators are required to sufficiently handle current demand levels.	370,000
1.0 FTE for a Service Writer/Store person for the Body Shop at Access Transit. This position would help to increase the total hours available in which service personnel can maintain the fleet, which reduce instances of	57,000
Urban Planning and Development	
Attainable Housing	150,000
Funding needed to reach business plan target for attainable housing operations.	
Total	8,646,400



Schedule XII
CAPITAL RESERVES SUFFICIENCY FORECAST

I. GENERAL CAPITAL RESERVES (in 000's)

	Forecast Jan 1/14	2014 Source	2014 Appl	Balance Dec/14	2015 Source	2015 Appl	Balance Dec/15	2016-2018 Source	2016-2018 Appl	Balance Dec/18	Unfunded Projects	Total Dec/18
Civic Departments												
Access Transit Reserve ²	72	352	(380)	44	417	(440)	21	1,607	(1,320)	308	(330)	(22)
Active Transportation Reserve	0	158	(150)	8	158	0	166	474	(100)	540	(2,550)	(2,010)
Affordable Housing Operating ^{2&3}	1,226	2,999	(4,868)	(643)	3,392	(4,079)	(1,330)	1,974	(750)	(106)	0	(106)
Animal Services Reserve	118	30	0	148	30	0	178	90	0	268	0	268
Auto Garbage Container Repl	(326)	327	0	1	232	(232)	1	768	(769)	0	0	0
Bridge Major Repair	200	3,580	(913)	2,867	4,245	(4,527)	2,585	11,511	(8,606)	5,490	(13,775)	(8,285)
Building Permit/Inspection Stab ^{1&10}	4,840	815	(165)	5,490	836	0	6,326	2,644	0	8,970	0	8,970
Campsite ¹	274	78	0	352	86	0	438	304	0	742	0	742
CIS Digital Data Res	91	48	(50)	89	48	(50)	87	144	(150)	81	0	81
CIS Systems Development	292	153	(50)	395	124	0	519	373	0	892	0	892
Civic Bldgs Comp Mtnc	509	6,315	(6,174)	650	6,889	(7,410)	109	21,271	(20,799)	581	0	581
Civic Radio Replace & Expansion	80	180	(180)	80	240	(300)	20	1,020	(900)	140	0	140
Civic Vehicles & Equip Repl	732	5,167	(5,000)	899	5,167	(5,000)	1,066	15,501	(15,000)	1,567	0	1,567
Civic Veh & Equip Displ/Acq'n	40	0	0	40	0	0	40	0	0	40	0	40
Computer Equipment Repl	450	651	(800)	301	651	(560)	392	1,953	(2,025)	320	0	320
Corporate Capital Reserves	203	1,693	(1,593)	303	2,049	(1,601)	751	5,661	(3,654)	2,758	0	2,758
Dedicated Lands	924	9	0	933	9	0	942	29	0	971	0	971
Dedicated Roadways	720	15	0	735	15	0	750	45	0	795	0	795
Fire Equipment Repl	300	252	(530)	22	259	(164)	117	825	(860)	82	0	82
Fire Apparatus	798	827	(108)	1,517	852	(91)	2,278	2,714	(2,751)	2,241	0	2,241
Forestry Farm Auditorium	25	7	0	32	6	0	38	20	0	58	0	58
Forestry Farm Development ¹	56	35	(28)	63	35	(77)	21	105	(82)	44	0	44
Forestry Farm Park & Zoo Capital	74	150	(50)	174	150	(300)	24	450	(380)	94	0	94
Golf Course Capital Reserve ¹	379	366	(160)	585	382	(160)	807	1,200	(875)	1,132	0	1,132
Grounds Maintenance Equip Repl	32	340	(296)	76	340	(400)	16	1,020	(837)	199	0	199
Heritage Fund Reserve	158	57	(51)	164	58	(71)	151	172	(136)	187	0	187
Infra Expansion - Transp ⁸	(2,084)	1,906	(75)	(253)	1,906	(1,584)	69	5,718	(4,001)	1,786	(22,100)	(20,314)
Infra Repl - Storm	1,422	3,028	(2,541)	1,909	3,028	(2,634)	2,303	9,084	(8,434)	2,953	(8,475)	(5,522)
Infra Repl - Parks	(1,951)	910	(1,300)	(2,341)	937	0	(1,404)	2,953	0	1,549	(21,395)	(19,846)
Infra Repl - W & S ⁹	(15,965)	16,572	(11,971)	(11,364)	17,948	(14,453)	(7,869)	58,098	(47,597)	2,632	0	2,632
Landfill Replacement ⁶	(5,537)	3,112	(1,335)	(3,760)	3,980	(1,000)	(780)	11,669	(3,450)	7,439	0	7,439
Leisure Serv. Equip. Repl ²	493	263	(115)	641	263	(115)	789	790	(345)	1,234	0	1,234
Park Enhancement Reserve ^{1 & 4}	272	300	(399)	173	299	(299)	173	898	(853)	218	0	218
Parks (Grounds Maint) Equip Acq Res	157	139	(200)	96	139	(125)	110	417	(375)	152	0	152
Parking Capital Reserve	887	135	(50)	972	135	(110)	997	405	(110)	1,292	0	1,292
Photocopy Machines Repl	595	50	(330)	315	50	(136)	229	150	0	379	0	379
Public Works Bldgs Civic Facilities	62	15	0	77	15	0	92	45	0	137	0	137
Roadways Infra Reserve	0	25,250	(25,211)	39	22,670	(22,590)	119	87,360	(87,110)	369	(14,354)	(13,985)
Saskatoon Light & Power Extension	(6,227)	5,960	(6,164)	(6,431)	5,929	(5,758)	(6,260)	17,787	(21,361)	(9,834)	0	(9,834)
Saskatoon Light & Power Repl	8,168	7,311	(7,806)	7,673	7,637	(6,607)	8,703	25,611	(22,613)	11,701	0	11,701
Snow & Ice Mgmt	0	489	0	489	489	0	978	1,467	0	2,445	0	2,445
Snow & Ice Mgmt Equip Reserve	265	265	(380)	150	265	0	415	795	0	1,210	0	1,210
Street Clean/Sweep Equip Acq'n Res	77	27	0	104	27	0	131	81	0	212	0	212
Streetscape - BID ¹	3,002	2,461	(3,567)	1,896	2,461	(2,434)	1,923	7,383	(7,673)	1,633	0	1,633
Streetscape - City Wide ¹	1,365	225	(1,500)	90	209	0	299	527	(750)	76	0	76
Traffic Noise Attenuation	238	1,078	(550)	766	1,549	(423)	1,892	2,020	(3,912)	0	0	0
Traffic Safety Reserve	149	550	(555)	144	550	(525)	169	1,650	(1,775)	44	(8,730)	(8,686)
Trans Infra Reserve	400	3,017	(3,070)	347	3,537	(3,212)	672	12,171	(11,290)	1,553	(3,808)	(2,255)
Transit Additional Veh Repl	0	0	0	0	450	(450)	0	975	(450)	525	0	525
Transit Capital Projects ⁷	(33)	937	(895)	9	1,317	(1,325)	0	4,400	(2,700)	1,700	0	1,700
Transit Vehicles Repl	194	1,198	(1,385)	7	1,898	(1,900)	6	6,347	(5,750)	602	0	602
Transportation Equip Acquisition Res	99	59	0	158	59	0	217	177	0	394	0	394
Trunked Radio System Infrs Repl	338	317	(374)	281	292	(378)	195	1,026	(1,155)	66	0	66
Waste Minimization ^{1 & 5}	(82)	90	0	8	0	0	8	0	0	8	0	8
Wastewater Coll & Treat Repl	62	2,953	(2,917)	98	3,162	(1,807)	1,453	10,025	(10,151)	1,327	0	1,327
Wastewater Treatment Capital	181	3,408	(3,500)	89	5,202	(5,157)	134	15,639	(15,630)	143	0	143
Water Supply Repl	216	2,335	(1,950)	601	2,330	(1,012)	1,919	6,371	(7,726)	564	0	564
Waterworks Capital Projects Res	174	5,012	(4,830)	356	6,490	(6,459)	387	32,832	(32,876)	343	0	343
TOTAL	(795)	113,976	(104,516)	8,665	121,873	(105,955)	24,583	396,745	(358,081)	63,247	(95,517)	(32,270)



Schedule XII (continued)
SUFFICIENCY OF RESERVES
CAPITAL RESERVES SUFFICIENCY FORECAST
(In Thousands of Dollars)

I. GENERAL CAPITAL RESERVES

	Forecast	2014		Balance	2015		Balance	2016-2018		Balance	Unfunded	Total
	Jan 1/14	Source	Appl	Dec/14	Source	Appl	Dec/15	Source	Appl	Dec/18	Projects	Dec/18
Boards and Commissions												
Albert Comm Centre Repair	4	22	(20)	6	22	(20)	8	66	(70)	4	0	4
Credit Union Ctr Equip Repl	409	232	(245)	396	233	(110)	519	979	(1,498)	0	0	0
Credit Union Ctr Fac. Enhancement	255	588	(252)	591	588	(800)	379	1,740	(1,397)	722	0	722
Mendel Art Gallery Cap Equip Repl	212	40	(101)	151	60	(88)	123	180	(269)	34	0	34
Police Radio	832	273	(325)	780	273	(511)	542	819	(1,075)	286	0	286
Police Facility Renovations	430	150	(150)	430	150	(50)	530	450	(150)	830	0	830
Police Oper Equip & Tech Adv.	14	1,090	(912)	192	1,091	(1,048)	235	3,271	(2,178)	1,328	0	1,328
Public Library Capital Expan	11,422	588	(1,700)	10,310	494	(7,000)	3,804	1,150	(2,200)	2,754	0	2,754
Public Library Equip Repl	2,086	184	(176)	2,094	182	(290)	1,986	553	(300)	2,239	0	2,239
Public Library Francis Morrison Mtnc	1,161	213	(773)	601	212	(75)	738	632	(588)	782	0	782
Public Library JS Wood Mtnc	104	52	(109)	47	52	0	99	158	0	257	0	257
Public Library Mayfair Mtnc	43	9	(12)	40	9	0	49	29	0	78	0	78
Public Library Alice Turner Mtnc	429	86	(20)	495	86	(70)	511	263	0	774	0	774
Public Library New Central Library	2,889	1,264	0	4,153	1,456	0	5,609	4,911	(9,567)	953	0	953
Public Library Information Technology	313	3	(15)	301	3	(55)	249	7	(50)	206		206
TCU Place Capital Exp	1,700	162	(400)	1,462	165	(350)	1,277	515	0	1,792	0	1,792
TCU Place Equipment Repl	460	254	(250)	464	260	(205)	519	810	(712)	617	0	617
TCU Place Kitchen Equipment Repl	163	104	(55)	212	107	(75)	244	333	(135)	442	0	442
TCU Place Theatre Restoration	126	170	(110)	186	174	(130)	230	541	(300)	471	0	471
TOTAL	23,052	5,484	(5,625)	22,911	5,617	(10,877)	17,651	17,407	(20,489)	14,569	0	14,569

¹ Applications include contributions to Operations

² Subject to operating budget approval

³ Applications include commitment to innovative housing incentives

⁴ Applications include commitment to community cost-shared projects

⁵ Source includes proceeds from recycling programs

⁶ Source includes a portion of tipping fees

⁷ Source includes debt retirement

⁸ Opening balance reflects \$5.884M for P2000 which is to be repaid over 5 years (ending year 2015)

⁹ Includes the Flood Protection Program

¹⁰ Bldg Permits fee report will be submitted on future applications and sources



Schedule XIII
RESERVE FOR CAPITAL EXPENDITURES
In Thousands of Dollars

RCE FUNDED	2014		2015		2016		2017		2018		Operatin	
	Cost	RCE	Cost	Not Funded	Cost	Not Funded	Cost	Not Funded	Cost	Not Funded	'14	'15
2510 CP-CITY WEBSITE REDESIGN ¹	471	471	0	0	0	0	0	0	0	0		
0837 TU-LANE REHAB & DRAINAGE IMPROV ¹	1,830	70	1,760	0	1,760	0	1,760	0	1,760	0		
1512 TU-NEIGHBORHOOD TRAFFIC MGMT	290	90	200	0	200	0	200	0	280	0		
2349 CY-GORDON HOWE BOWL UPGRADES	4,400	1,000	5,000	1,000	0	0	0	0	0	0	110	
2547 CY-GROWING FORWARD! SHAPING SASKATOON	700	700	576	576	200	200	200	200	200	200		
2535 CP-EFFICIENCIES THROUGH CONTINUOUS IMPROVEMENT	150	150	0	0	0	0	0	0	0	0		
2037 TU-SNOW MANAGEMENT FACILITIES ²	250	250	100	100	150	150	11,219	100	26,910	0	58	58
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	250	250	466	466	2,470	2,470	0	0	0	0		
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210	210	210	210	210	210	210	210	210	210		
2528 CY-OFF LEASH RECREATION AREA DEVELOPMENT	110	110	110	110	110	110	0	0	0	0	10	
2183 TU-GREENHOUSE GAS REDUCTION ²	500	500	0	0	0	0	0	0	0	0		
1137 TU-BICYCLE FACILITIES ²	375	300	550	450	550	450	550	0	550	0		
2234 TU-WALKWAY MANAGEMENT	50	50	60	60	60	60	60	60	60	60		
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION ²	220	150	320	250	320	250	3,320	250	370	300		
RESERVE FOR CAPITAL EXPENDITURES (\$4,301 available)	9,806	4,301	9,352	3,222	6,030	3,900	17,519	820	30,340	770	58	178

¹ Source of funding has been committed to by City Council approval

² Project includes a portion above black line and unfunded portion requested

Identified as projects on the 4 Year priorities

Identified as projects on the 10 Year Strategic Goals



Schedule XIII
RESERVE FOR CAPITAL EXPENDITURES
In Thousands of Dollars

RCE UNFUNDED	2014		2015		2016		2017		2018		Operating Impact		
	Cost	RCE	Cost	Not Funded	Cost	Not Funded	Cost	Not Funded	Cost	Not Funded	'14	'15	'16
2010 IS-TRAFFIC DEMAND MGMT STRATEGY	130	130	0	0	0	0	0	0	0	0			
1656 IS-PARKS MVA CONSTRUCT & MAINTENANCE	65	65	65	65	65	65	0	0	0	0			
2456 CY-CITY-WIDE INCIVILITIES STRATEGY	75	75	0	0	0	0	0	0	0	0			
2353 CY-CHIEF WHITECAP PARK - MASTER PLAN	340	340	450	450	430	430	85	85	0	0		10	
2114 CY-VICTORIA PARK PROGRAM UPGRADE	325	325	270	270	370	370	0	0	0	0			
2474 CY-HUDSON BAY AREA DISTRICT PARKS	55	55	105	105	920	920	1,030	1,030	1,100	1,100			
2102 CY-SPORTFIELD DEVELOPMNT & IMPROVEMENTS	595	245	250	0	460	0	245	0	0	0		10	
2352 CY-PERMANENT BOAT LAUNCH SITE	40	40	80	80	0	0	0	0	0	0			5
2183 US-GREENHOUSE GAS REDUCTION ²	250	250	0	0	0	0	0	0	0	0			
1137 IS-BICYCLE FACILITIES ²	175	150	0	0	0	0	0	0	0	0			
1963 IS-CORP. ACCESSIBILITY IMPLEMENTATION ²	100	100	0	0	0	0	0	0	0	0			
2037 IS-SNOW MANAGEMENT FACILITIES ²	6,324	662	0	0	0	0	0	0	0	0			
1892 IS-ACCESS SECURITY-CITY YARDS	70	70	0	0	0	0	0	0	0	0			
1613 IS-DIEFENBAKER PARK ROAD	250	250	0	0	0	0	0	0	0	0			
1657 IS-WOODLAWN CEMETERY ROADWAY UPGRADE	250	250	250	250	0	0	0	0	0	0			
2180 IS-CIVIC FACILITY SITE MAINTENANCE	320	320	185	185	185	185	160	160	200	200			
1938 IS-PLAYSTRUCTURE UPRGRDE AND REPL	800	800	675	675	675	675	675	675	675	675			
1653 IS-PARK DRAINAGE	100	100	50	50	100	100	50	50	50	50			
1640 IS-WOODLAWN CEMETERY FUTURE USE PLAN	125	125	0	0	0	0	0	0	0	0			
0819 IS-TENNIS COURTS RESURFACE	100	100	100	100	0	0	100	100	0	0			
1935 IS-SPRAY PAD REPAIRS AND UPGRADES	450	450	0	0	0	0	0	0	0	0			
1627 IS-CITY ENTRANCES LANDSCAPING	600	600	350	350	350	350	350	350	350	350			
1638 IS-BACK LANE TREE TRIMMING	50	50	50	50	50	50	50	50	50	50			
1939 IS-PADDLING/SPRAY POOL REPLACEMENTS	800	800	0	0	800	800	0	0	800	800			
1941 IS-CIVIC FACILITIES ROOF FALL PROTECTION	150	150	150	150	150	150	150	150	150	150			
1658 IS-PARKS NEW SATELLITE MTNC BLDG	800	800	0	0	0	0	0	0	0	0			
2259 IS-PW SATELLITE YARDS	8,066	185	185	185	185	185	0	0	0	0			
2437 IS-11TH STREET REALIGNMENT	300	300	0	0	0	0	0	0	0	0			
1650 IS-NEW MUNICIPAL CEMETERIES	150	150	2,500	2,500	5,078	5,078	2,578	2,578	2,579	2,579			
2587 US-SPILL CLEANUP	200	200	0	0	0	0	0	0	0	0			
2044 IS-GRAVEL STREETS UPGRADES	500	500	500	500	1,500	1,500	1,704	1,704	0	0			
2546 IS-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	50	50	0	0	0	0	0	0	0	0			
2425 IS-UNDERGROUND ENCROACHMENTS	100	100	100	100	0	0	0	0	0	0			
2600 CY- CORE NEIGHBOURHOOD INDOOR LEISURE CENTRE	0	0	2,000	2,000	8,900	8,900	9,100	9,100	0	0			
2458 CY-CITY CENTRE PLAN	0	0	250	250	0	0	0	0	0	0			
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	3,500	0	500	150	150	0	120	0	110	0			
1599 IS-RIVERBANK PARKS IRRIGATION	0	0	231	231	0	0	0	0	0	0			
1409 IS-LAND DEVT-NORTH DOWNTOWN	0	0	925	925	3,000	3,000	0	0	0	0			
2459 C MGR-SOUTH CASWELL HILL REDEVELOPMENT	0	0	245	245	515	515	1,540	1,540	0	0			
2251 IS - IMPOUND LOT	0	0	100	100	1,380	0	0	0	0	0			
2354 CY-ACCESSIBLE PLAYGROUNDS	0	0	0	0	450	400	0	0	0	0			
1508 CY-CITY ENTRANCE SIGNS	0	0	0	0	0	0	150	150	150	150			
1503 IS-DOWNTOWN CAPACITY IMP'S -REDEVELOPMNT	0	0	0	0	0	0	0	0	18,400	943			
TOTAL REQUESTS FROM RCE	36,011	13,088	19,918	13,188	31,743	27,573	35,606	18,542	54,954	7,817	58	198	12

¹ Source of funding has been committed to by City Council approval

² Project includes a portion above black line and unfunded portion requested

Identified as projects on the 4 Year priorities

Identified as projects on the 10 Year Strategic Goals



**Schedule XIV
CAPITAL INVESTMENTS
Funded Portion
In Thousands of Dollars**

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Community Support						
1963 IS-CORP. ACCESSIBILITY IMPLEMENTATION	220	70	70	70	70	500
Community Support Total	220	70	70	70	70	500
Corporate Asset Management						
0877 IS-CITY-WIDE RADIO TRUNKING SYST	374	378	381	385	389	1,907
1135 IS-CIVIC BLDGS COMP MAINT PROGRM	6,024	7,330	7,776	6,336	6,507	33,973
1356 IS-V&E ADD'L VEHICLES & EQUIPT	580	125	125	125	125	1,080
1357 IS-V&E REPL'T VEHICLES & EQUIPT	5,000	5,000	5,000	5,000	5,000	25,000
1523 IS-RADIO TRUNKING SYSTEM EXPANSION	180	300	300	300	300	1,380
1557 IS-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	-	50	-	50	-	100
1584 CIVIC OPERATIONS CENTRE	-	-	-	10,000	20,000	30,000
1949 C MGR-CIVIC ACCOMMODATION	2,537	-	-	-	-	2,537
Corporate Asset Management Total	14,695	13,183	13,582	22,196	32,321	95,977
Corporate Governance and Finance						
1083 CS-CORPORATE NETWORK EQUIPMENT REPL	475	275	375	525	575	2,225
1780 CS-CORP NETWORK INFRASTRUCTURE	375	125	125	125	125	875
1801 CS-SECOND DATA CENTRE	-	60	-	-	-	60
1883 CK-ELECTRONIC RECORDS MANAGEMENT	175	80	75	90	85	505
1977 CS-LOCAL AREA NETWORK & DATA SECURITY	-	100	-	100	75	275
1989 CS- e-SERVICE ENHANCEMENT	-	-	100	100	100	300
2079 CS-PROPERTY REASSESSMENT	-	100	250	100	-	450
2085 CS-REVENUE - REMITTANCE PROCESSOR REPLACEMENT	60	-	-	-	-	60
2368 CS-PRINTING SERVICES - EQUIPMENT	330	136	-	-	-	466
2414 CS-CUSTOMER e-SERVICE INQUIRY TRACKING SYSTEM	200	100	-	-	-	300
2510 C MGR - CITY WEBSITE REDESIGN	471	-	-	-	-	471
2526 CS-IVR SYSTEM REPLACEMENT	300	-	-	-	-	300
2530 CS-PROPERTY TAX SYSTEM REPLACEMENT	250	-	-	-	-	250
2531 CS-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	-	-	300	-	-	300
2535 C MGR-EFFICIENCIES THROUGH CONTINUOUS IMPROVEMENT	150	-	-	-	-	150
Corporate Governance and Finance Total	2,786	976	1,225	1,040	960	6,987
Environmental Health						
0876 US-REGIONAL WASTE MGNT FACILITY	750	3,500	-	-	1,400	5,650
1475 US-AUTO'D GARBAGE CONTAINER REPL	-	232	244	256	269	1,000
1482 US - SW-RECYCLING DEPOTS	-	-	200	-	250	450
2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	300	-	-	-	-	300
2051 US-LANDFILL OPTIMIZATION	100	-	700	-	-	800
2183 US-GREENHOUSE GAS REDUCTION	500	-	-	-	-	500
2184 US-WASTE CHARACTERIZATION STUDY	75	-	150	-	-	225
2187 US-COMPOSTING DEPOTS	110	-	-	-	-	110
Environmental Health Total	1,835	3,732	1,294	256	1,919	9,035
Fire & Protective Services						
0582 FIRE APPAR - REFURB/REPL/ADD'L	530	164	258	230	372	1,554
1914 FIRE - NEW STATION - NORTHWEST SASKATOON	-	6,085	-	-	-	6,085
2379 FIRE - APPARATUS REPLACEMENT	108	91	628	615	1,508	2,950
2380 FIRE- NEW STATION - EAST SASKATOON	-	-	-	871	7,759	8,630
2504 FIRE - NEW EQUIPMENT	95	420	390	-	-	905
Fire & Protective Services Total	733	6,760	1,276	1,716	9,639	20,124

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Schedule XIV
CAPITAL INVESTMENTS
Funded Portion (in 000's)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Land Development						
0607 PARK DEV -STONEBRIDGE NBRHD	532	727	-	-	-	1,259
0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	952	2,910	1,100	3,865	18,439	27,265
0619 LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-	194	-	-	1,756	-	1,950
0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	2,916	1,952	-	1,605	-	6,473
0626 LAND DEV'T-LAND DEV'T-SUBDIVIS'N WARRANTY	637	550	474	-	-	1,661
0627 LAND DEV'T-LAND DEV'T-SUBDIVIS'N FENCING	264	101	297	-	-	662
0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	12,350	3,461	10,555	855	-	27,221
0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	-	-	-	-	50	50
0639 LAND DEV'T-SUBDIVIS'N BUFFERS	388	227	715	-	-	1,330
0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT- PERIMETER RD)	10,670	9,298	8,946	2,115	2,647	33,676
0668 PARK DEV -BOULEVARD DEVELOPMENT	75	75	75	75	75	375
0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	-	2,836	-	-	-	2,836
0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	35	3,135	-	-	-	3,170
0748 LAND DEV'T-LAND DEV'T-GEN ADMIN-OLD AREAS	150	-	-	-	-	150
0778 LAND DEV'T-TR SWR-STONEBRIDGE	475	-	-	-	-	475
1057 PARK DEV -IND'L AREA BLVD TREE PLANTING	50	-	50	-	50	150
1363 PARK DEV -MONTGOMERY	-	59	531	-	-	590
1391 LAND DEV'T-PARKRIDGE SUB	3,915	-	-	-	-	3,915
1396 LAND DEV'T-WILLOWGROVE SUB	450	-	-	-	-	450
1400 LAND DEV'T-HAMPTON VILLAGE SUB	312	-	-	-	-	312
1401 LAND DEV'T-STONEBRIDGE	467	90	-	-	-	557
1402 LAND DEV'T-WILLOWS	-	-	64	-	-	64
1403 LAND DEV'T-ROSEWOOD	860	1,111	-	-	-	1,971
1404 LAND DEV'T-BLAIRMORE SUBURBAN CTRE	315	-	-	-	-	315
1405 LAND DEV'T-EVERGREEN	9,024	2,287	-	-	-	11,311
1407 LAND DEV'T-KENSINGTON	27,567	4,866	-	-	-	32,433
1409 LAND DEV'T-NORTH DOWNTOWN	210	-	-	-	-	210
1410 LAND DEV'T-ELK POINT	7,548	14,068	-	-	-	21,616
1411 LAND DEV'T- ASPEN RIDGE	42,818	27,149	-	-	-	69,967
1413 LAND DEV'T- BLAIRMORE #3	200	1,130	-	-	-	1,330
1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	200	9,875	1,900	-	-	11,975
1417 LAND DEV'T-TR SWR-BLAIRMORE	11,326	3,432	-	1,300	1,882	17,940
1418 LAND DEV'T-TR SWR - HOLMWOOD	3,408	3,911	-	-	1,859	9,178
1419 LAND DEV'T - MORNINGSIDE	1,049	14,342	-	-	-	15,391
1420 LAND DEV'T - INFILL DEVELOPMENTS	225	-	-	-	-	225
1421 LAND DEV'T -UNIVERSITY HEIGHTS 3	300	-	-	-	-	300
1435 LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	1,620	1,410	2,714	1,350	-	7,094
1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,540	1,906	1,906	-	-	6,352
1437 LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	50	4,587	-	-	-	4,637

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Schedule XIV (continued)
CAPITAL INVESTMENTS
Funded Portion (in 000's)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Land Development (continued)						
1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	6,382	10,744	-	4,961	4,961	27,048
1459 LAND DEV'T-ART RD-22ND ST (LANGEVIN-PERIMETR RD)	590	472	-	-	-	1,062
1460 LAND DEV'T-ARTL RD-NEALT RDWY (22ND-SEC2)	-	2,764	3,629	4,278	5,905	16,576
1463 LAND DEV'T-ARTL RD-MARQUIS DR	125	-	-	-	-	125
1464 LAND DEV'T-ART RD-FEDORUK DRIVE	3,733	3,636	-	3,686	-	11,055
1466 LAND DEV'T-ART RD - WANUSKEWIN RD	-	-	-	2,591	-	2,591
1467 LAND DEV'T-ART RD - 33RD ST (HUGHES-DALMENY RD)	250	-	3,926	-	-	4,176
1468 LAND DEV'T-ART RD - 8th STREET EAST	-	-	-	2,927	-	2,927
1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	-	-	60,184	60,184	60,184	180,552
1568 PARK DEV-ROSEWOOD	880	320	1,000	3,523	1,214	6,937
1569 PARK DEV-EVERGREEN	2,646	2,140	1,481	-	-	6,267
1570 PARK DEV-KENSINGTON	1,316	1,224	3,490	586	-	6,616
1571 PARK DEV-PARKRIDGE EXTENSION	75	673	-	-	-	748
1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	12,184	9,398	-	-	-	21,582
Land Development Total	172,273	146,866	103,037	95,657	97,266	615,098



**Schedule XIV
CAPITAL INVESTMENTS
Funded Portion (in 000's)**

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Policing						
2119 POLICE-RADIO REPLACEMENT	325	511	375	350	350	1,911
2389 POLICE - FLEET ADDITIONS	113	166	166	166	166	777
2489 POLICE - FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	159	63	-	125	-	347
2498 POLICE-EQUIPMENT EXPANSION	63	-	-	187	-	250
2499 POLICE-TECHNOLOGY REPLACEMENT	625	860	332	512	582	2,911
2610 POLICE-TECHNOLOGY EXPANSION	65	125	100	100	240	630
2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	100	-	-	-	-	100
Policing Total	1,500	1,775	1,023	1,490	1,388	7,176
Recreation & Culture						
0677 AF-ALBERT COMM CENTER RENOS	20	20	20	30	20	110
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	296	400	216	331	290	1,532
0706 CY-LEIS SERV-FACILITY EQUIP REPL	115	115	115	115	115	575
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	250	205	241	200	271	1,167
0901 CY-PARK UPGRADING-NEIGHBORHOOD	1,300	-	-	-	-	1,300
1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	50	50	50	50	50	250
1812 CREDIT UNION CENTRE-EQUIPMENT PURCHASES	245	110	255	205	1,038	1,853
1820 TCU PLACE - THEATRE RESTORATION	110	130	120	90	90	540
1822 TCU PLACE- CAPITAL EXPANSION	400	350	-	-	-	750
1823 TCU PLACE- KITCHEN EQUIPMENT REPLACEMENT	55	75	45	45	45	265
1876 AF-TENNIS COURT-ACRYLIC SURFACE	-	30	-	30	-	60
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	3,500	350	150	120	110	4,230
2101 CY-GOLF COURSE IMPROVEMENTS & EQUIP REPL	160	160	160	160	555	1,195
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	350	250	-	460	245	1,305
2349 CY-GORDON HOWE BOWL UPGRADES	4,400	4,000	-	-	-	8,400
2354 CY-ACCESSIBLE PLAY GROUNDS	-	-	50	-	-	50
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	250	-	-	-	-	250
2472 CY-LEISURE CENTRE FAC CONTROL GATES	125	-	-	-	-	125
2478 CY-LEISURE RECREATION MASTER PLAN	200	-	-	-	-	200
2528 CY-OFF-LEASH RECREATION AREAS DEVELOPMENT	110	-	-	-	-	110
Recreation & Culture Total	11,936	6,245	1,422	1,836	2,829	24,267
Saskatoon Public Library						
0838 LIBR-EQUIPMENT REPLACEMENT	100	100	100	100	100	500
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	-	7,000	2,500	2,500	24,000	36,000
Saskatoon Public Library Total	100	7,100	2,600	2,600	24,100	36,500

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Schedule XIV
CAPITAL INVESTMENTS
Funded Portion (in 000's)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Transportation						
0583 TR-REPLACE/REFURB BUSES	1,885	2,200	2,250	2,300	1,800	10,435
0584 TR-ADDITIONAL BUSES	-	900	900	-	-	1,800
0631 TU-TRAFFIC SAFETY IMPROVEMENTS	90	60	75	100	100	425
0671 TR-AUXILIARY VEH/EQUIP	50	150	150	150	150	650
0832 CY-CENTER MEDIAN REHABILITATION	-	-	150	150	150	450
0835 TU-COLLECTOR ROAD PRESERVATION	3,623	3,948	4,700	4,700	4,700	21,671
0836 TU-ARTERIAL ROAD PRESERVATION	8,129	5,124	6,100	6,100	6,100	31,553
0837 TU-LANE REHAB & DRAINAGE IMPROV	1,830	1,760	1,760	1,760	1,760	8,870
0959 TU-UPGRADE BOUNDARY ROADS	140	280	535	535	535	2,025
1036 TU-TRAFFIC CONTROL UPGRADES	-	280	200	200	200	880
1041 TU-BENCHMARK REHABILITATION	50	-	50	-	50	150
1137 TU-BICYCLE FACILITIES	375	75	75	75	75	675
1192 TR- FUEL SYSTEM IMPROVEMENTS	130	-	-	-	-	130
1194 TR- ENGINE OVERHAUL	225	350	350	350	350	1,625
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	50	50	50	75	75	300
1505 TU-TRAFFIC SIGNAL UPGRADE-INFRA	300	400	400	400	400	1,900
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	425	317	370	275	275	1,662
1507 TU-GUARDRAILS	60	60	60	70	70	320
1512 TU-NEIGHBORHOOD TRAFFIC MGMT	290	200	200	200	200	1,090
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	210	220	245	245	245	1,165
1518 TU-PARKING METER PURCHASES	-	60	-	60	-	120
1522 TU-TRAFFIC SOUND ATTENUATION	550	423	15,455	-	-	16,428
1528 TU-SPADINA CRES BRIDGE	-	-	-	-	537	537
1531 TU-LOCAL ROADS PRESERVATION	5,787	8,370	11,700	11,700	11,700	49,257
1532 TU-SIDEWALK PRESERVATION	1,810	2,040	2,780	2,780	2,780	12,190
1551 TU-BROADWAY BRIDGE REPAIRS	-	83	-	-	-	83
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	-	-	-	5,541	-	5,541
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	-	-	50	-	50	100
1890 TU-EXPRESSWAY ROAD PRESERVATION	5,862	3,108	3,700	3,700	3,870	20,240
1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	-	25,200	-	-	-	25,200
1998 TU-ELECTRONIC TICKETING	-	50	-	50	-	100
2003 TU-HWY 14/HWY 7 GRADE SEPARATION	-	-	-	1,000	-	1,000
2004 TU-ROADWAY DESIGN STANDARDS	-	-	50	50	-	100
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	-	100	100	-	-	200
2017 TU-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	415	23,759	-	-	-	24,174
2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	-	-	-	-	1,800	1,800
2037 TU-SNOW MANAGEMENT FACILITIES	250	-	-	-	-	250
2043 TU-CURB REPLACEMENT/REHABILITATION	175	175	300	300	300	1,250
2047 TU-NICHOLSON YARDS EXPANSION	-	50	-	-	-	50
2095 ACCESS TRANSIT- BUS REPLACEMENTS	330	330	330	330	330	1,650
2100 ACCESS TRANSIT - ADDITIONAL BUSES	-	110	110	220	-	440
2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	-	155	200	200	150	705
2234 TU-WALKWAY MANAGEMENT	50	-	-	-	-	50
2235 TU-MAJOR RDWY/INTERSECTION IMPROVEMENTS	50	-	50	50	-	150
2236 TU-STNBRDG DIAMOND INTRCHNG AT HWY 11	15,800	-	-	-	-	15,800
2241 TU-TRUCK ENFORCEMENT/EDUCATION	-	50	50	50	50	200

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Schedule XIV
CAPITAL INVESTMENTS
Funded Portion (in 000's)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Transportation (continued)						
2257 TU-CIRCLE DR OVER 33RD ST NB/SB	-	-	-	-	1,341	1,341
2260 TU-OPERATIONAL MGMT/COMMUN'S DESIGN &	150	150	-	-	-	300
2267 TU-IDYLWYLD DR FWY OVER RUTH ST	600	4,244	-	-	-	4,844
2269 TU-ACCOMMODATION CONSTRUCTION	150	-	-	-	-	150
2317 TR-SHELTERS/BENCHES	200	200	200	200	50	850
2320 TR-DART SYSTEM IMPROVEMENT/ITS	50	-	-	-	-	50
2323 TR-RIDERSHIP GROWTH INITIATIVES	240	175	200	100	-	715
2327 ACCESS TRANSIT- ENGINE OVERHAUL	50	-	-	-	-	50
2401 TU-PEDESTRIAN CROSSING STRUCTURES	113	-	-	-	433	546
2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	-	-	-	154	-	154
2406 TU-MINOR BRIDGE REPAIRS	200	200	200	200	200	1,000
2407 NORTH COMMUTER PARKWAY	50,000	152,400	-	-	-	202,400
2420 TU-SURVEY EQUIPMENT PURCHASES	-	50	-	50	-	100
2421 TU-MINOR INTERSECTION IMPROVEMENTS	-	-	-	100	100	200
2428 TU-FUNCTIONAL PLANNING STUDIES	-	100	200	200	100	600
2429 TU-LICENSE PLATE RECOGNITION SYSTEM	50	-	-	-	-	50
2433 TU-8TH STREET & CPR GRADE SEPARATION	400	-	-	-	-	400
2435 TU-AIRPORT DRIVE ARTERIAL EXPANSION	2,720	-	-	-	-	2,720
2436 TU-CORRIDOR PLANNING STUDIES	-	100	100	100	100	400
2446 TU-PEDEST'N UPGRD'S&ENHANCED PED'N SAFETY	80	80	80	80	80	400
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	-	-	-	-	200	200
2547 CY-GROWING FORWARD! SHAPING SASKATOON	700	-	-	-	-	700
2548 TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	-	100	100	50	50	300
2549 TU-STOP / YIELD INFILL PROGRAM	65	65	50	-	-	180
2550 TU-SAFETY PATHWAY	50	-	50	-	50	150
2551 TU-ACTIVE TRANSPORTATION PLAN	100	-	-	-	-	100
Transportation Total	104,859	238,301	54,675	44,950	41,506	484,291
Urban Planning and Development						
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210	-	-	-	-	210
2162 CY-URBAN DESIGN - BIDS	2,760	2,000	2,260	1,260	2,800	11,080
2166 CY-URBAN DESIGN - CITY-WIDE	1,500	-	-	-	750	2,250
2299 CY-BLD STDS-EQUIP REPLACEMENT & PROJECTS	90	-	-	-	-	90
2451 CY-BUILDING STANDARDS OFFICE RENOVATION	75	-	-	-	-	75
2460 CY-REGIONAL PLANNING	160	60	-	-	-	220
Urban Planning and Development Total	4,795	2,060	2,260	1,260	3,550	13,925
Utilities						
0687 WWT- ASSET REPLACEMENT	2,753	1,807	4,743	2,913	2,496	14,712
0713 WTP RESERVOIR-PUMPING CAPACITY	-	-	2,983	-	-	2,983
0720 SL&P - CAPACITOR INSTALLATIONS	50	-	50	-	50	150
0724 SL&P - REVENUE METER - NEW & REPLACEMENT	1,800	2,200	2,200	2,200	400	8,800
0734 SL&P - UNDERGROUND CABLE REPLACEMENT	-	500	500	500	500	2,000
0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,620	2,620	2,020	2,020	2,020	11,300
0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	165	125	125	-	-	415
0825 SL&P - STREET LIGHT UPGRADES	-	60	60	60	60	240

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Schedule XIV
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Funded Portion (in 000's)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Utilities (continued)						
1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPRGRDS	50	200	200	200	200	850
1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	50	150	150	150	150	650
1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	-	-	-	75	1,775	1,850
1054 WTP-ASSET REPLACEMENT	1,825	1,012	2,326	2,591	2,809	10,563
1055 WTP-AUTOMATIC METER READING CONV	330	435	1,405	1,489	941	4,598
1152 SL&P - SUBSTATION UPGRADE - J. R. COWLEY	475	-	-	-	-	475
1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	1,800	1,085	1,085	1,500	1,500	6,970
1210 WTP - FILTER PLANT UPGRADE/EXPANSION	-	-	-	953	9,090	10,043
1234 WWT- ODOUR ABATEMENT SYSTEM	9,263	-	-	-	-	9,263
1243 WWT- LIFT STATION UPGRADES	4,837	303	4,592	3,649	981	14,363
1245 WWT- GRIT & SCREEN FACILITY	600	-	-	-	-	600
1247 WWT- ENERGY RECOVERY	-	6,749	-	-	-	6,749
1250 SL&P - ADVANCED METERING INFRASTRUCTURE	200	200	-	50	-	450
1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	50	200	200	200	200	850
1258 SL&P - SUBSTATION UPGRADE - EDMONTON AVE	450	-	-	-	-	450
1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	310	90	90	60	60	610
1260 SL&P - NETWORK VAULT - MIDTOWN AREA	550	50	1,500	1,500	1,500	5,100
1263 SL&P - NETWORK VAULT UPGRADES	280	280	120	120	280	1,080
1264 SL&P - NETWORK TRANSFORMER UPGRADES	550	-	-	-	-	550
1266 SL&P - NETWORK - 15 KV LINE UPGRADES	-	200	-	200	-	400
1268 SL&P - NETWORK VAULTS	300	-	-	50	150	500
1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	-	-	725	725	725	2,175
1272 SL&P - BUILDINGS & GROUNDS	650	890	530	125	-	2,195
1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200	200	200	200	200	1,000
1282 SL&P - STREET LIGHTS - STEEL POLE REPAIR	600	500	500	550	550	2,700
1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	50	185	-	-	-	235
1286 SL&P - ELEC SYS PLANNING STUDIES	450	205	205	205	205	1,270
1300 SL&P - NETWORK - INTERCONNECTION UPGRADE	110	50	50	50	50	310
1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	190	270	135	135	135	865
1302 SL&P - 15KV NETWORK FDR-22ND & PACIFIC	50	500	600	1,000	600	2,750
1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	-	-	50	750	800	1,600
1304 SL&P - SUBSTATION UPRGRD - NORTH CENTRAL	-	-	50	150	-	200
1305 SL&P - FEEDER UPGRADES/REPLACEMENT	650	500	750	700	750	3,350
1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	575	325	525	250	1,000	2,675
1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	120	120	120	120	120	600
1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	-	-	-	-	550	550
1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	-	100	100	150	170	520
1317 SL&P - UPGRADE DEADFRONT SWITCH CUBICAL	100	100	100	100	100	500
1318 SL&P - FDR UPGRADE - MELVILLE ST MAIN ST	-	-	-	-	400	400
1319 SL&P - 15 KV CONVER - NUTANA SUB CENTRE	-	50	250	250	250	800
1323 SL&P - FDR UPGRADE - PLEASANT HILL SUBST	600	1,600	-	-	-	2,200
1324 SL&P - UPGRADE TO LINES - 1ST AVE. SUBST	-	200	-	200	-	400
1325 SL&P - DISTRIBUTION EXTENSION - 25TH ST.	300	-	-	-	-	300
1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	50	100	125	200	200	675
1327 SL&P - SUBSTATION INTERRUPTERS	-	150	-	-	-	150
1329 SL&P - SUBSTATION RELAY UPGRADES	50	500	-	-	-	550

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**Schedule XIV
CAPITAL INVESTMENTS
Funded Portion (in 000's)**

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Utilities (continued)						
1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	1,475	250	225	200	225	2,375
1333 SL&P - SUBSTATION UPGRADE - AVE. C	300	100	100	100	450	1,050
1334 SL&P - SUBSTATION UPGRADE - J. M. TAYLOR	-	-	50	1,500	500	2,050
1335 SL&P - SUBSTATION UPGRADE - COLLEGE PARK	-	-	200	-	-	200
1337 SL&P - SUBSTATION - 138 KV SWITCH REPAIR	50	-	-	50	-	100
1342 SL&P - NETWORK - PRIMARY PROTECTION	500	200	200	200	200	1,300
1344 SL&P - UPGRD LINES - MAIN ST TO FRIEBEL	-	-	400	-	-	400
1349 SL&P - SUBSTATION UPGRADE - 1ST AVE.	200	-	-	-	-	200
1350 SL&P - SUBSTATION BUILDING & GROUND RENO	50	50	50	50	50	250
1352 SL&P - LIFE CYCLE MANAGEMENT	300	400	-	-	-	700
1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	825	185	1,055	185	1,055	3,305
1354 SL&P - SUBSTATION UPGRADE - AVE. W	50	-	-	-	50	100
1355 SL&P - SUBSTATION UPGRADE - 29TH ST.	50	-	-	-	-	50
1493 TU-EAST RIVERBANK STABILIZATION	450	450	475	495	525	2,395
1503 TU-DOWNTOWN CAPACITY IMP'S-REDEVELOPMNT	-	-	-	-	8,982	8,982
1615 TU-WATER DISTRIBUTION	5,030	7,065	7,335	7,335	6,745	33,510
1616 TU-WASTE WATER COLLECTION	2,668	4,602	4,816	4,816	4,816	21,718
1617 TU-PRIMARY WATER MAINS	1,155	1,400	1,900	1,900	1,900	8,255
1618 TU-SANITARY SEWER TRUNKS	1,264	1,386	1,792	1,792	1,792	8,026
1619 TU-STORM SEWER TRUNK	780	818	859	909	962	4,328
1620 TU-STORM SEWER COLLECTION	760	797	836	885	932	4,210
1621 TU-STORM SEWER POND PRESERVATION	295	309	325	341	365	1,635
1677 TU-STORM WATER MGMT UTILITY BILLING	250	260	165	175	185	1,035
1678 TU-WW SYST-WET WEATHER INFLOW REMEDIATN	1,820	-	-	-	-	1,820
1683 TU-SERVICE REQUEST MGMT SYSTEM	-	-	87	87	87	261
2053 WWTP-SCREEN REPLACEMENT	-	-	3,117	-	-	3,117
2073 WWTP-FERMENTER THICKENER	1,000	-	-	-	-	1,000
2074 WWTP-SCUM GALLERY MONORAIL	150	-	-	-	-	150
2076 WWTP-DIGESTER ROOF REPLACEMENT	350	371	-	-	-	721
2197 WTP - WATER CONSERVATION INITIATIVE	150	-	-	-	-	150
2198 WTP - RESERVOIR CAPACITY EXPANSION	263	-	-	-	-	263
2214 WTP - WATER SYSTEM ASSESSMENT	-	176	-	-	-	176
2216 WTP- PLANT ELECTRICAL UPGRADE	1,000	1,060	-	-	-	2,060
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	-	2,827	3,146	3,335	-	9,308
2226 WWTP-RELINING CELL 2	2,000	-	-	-	-	2,000
2227 WWTP-SECURITY/SURVEILLANCE	400	424	-	-	-	824
2228 WWTP-RELINING CELL 3	-	2,120	-	-	-	2,120
2229 WWTP-PRIMARY 25kVa Loop	-	530	2,809	-	-	3,339
2230 WWTP-EXPECTED UPGRADES	-	530	562	596	631	2,319
2303 SL&P - 15 KV FEEDER #3 UPGRADE - FRIEBEL	50	300	200	-	-	550
2304 SL&P - 15 KV FEEDER #9 UPGRADE - AVE. C	-	-	500	-	-	500
2556 WTP-QE DECOMMISSIONING	500	-	-	-	-	500
2557 WTP-ACADIA PUMP REPLACEMENT	2,500	-	-	-	-	2,500
2558 WTP-CLARIFIER TUBE SETTLERS	1,387	1,749	-	-	-	3,136
2559 WTP-SAND SEPARATORS	-	-	-	4,764	-	4,764
2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	250	1,060	1,124	-	-	2,434

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Schedule XIV
CAPITAL INVESTMENTS
Funded Portion (in 000's)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	Total
Utilities (continued)						
2561 WTP-EXPECTED UPGRADES	-	1,590	1,685	1,787	1,894	6,956
2562 WTP-CLARIFIER CONSTRUCTION	-	-	1,239	13,262	14,058	28,559
2563 WTP-LOW LIFT UPGRADE	-	-	1,124	10,719	-	11,843
2564 WTP-DRAIN LINE	-	-	1,685	-	-	1,685
2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	-	689	6,573	-	-	7,262
2566 US-RELINING CELL 4	-	-	2,247	-	-	2,247
2567 WTP-RELINING CELL	-	-	-	2,382	4,419	6,801
2569 WTP-AVENUE H ENGINEERING	1,500	-	-	-	-	1,500
2572 WTP-ENGINEERED WTP DRAWINGS	500	-	-	-	-	500
2573 WTP-ROOF REPAIR	750	-	-	-	-	750
2574 WWTP-DAF TANK REHABILITATION	250	-	-	-	-	250
2575 WWTP-FERMENTER	-	7,879	-	-	-	7,879
2576 WWTP-SCREEN REPLACEMENT	-	-	2,941	-	-	2,941
2577 WWTP-PEP 6TH PUMP	-	-	-	460	-	460
2578 WWTP-DOWNSTREAM USER STUDY	-	-	-	-	379	379
2579 WWTP-DIGESTER TANK 4	-	-	-	-	13,920	13,920
Utilities Total	65,325	64,388	79,185	84,664	97,087	390,649
Grand Total	381,058	491,456	261,648	257,734	312,634	1,704,530